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

A collaboration between the ILO
and the Nexus Academy

Amman-Jordan
9-12
September
2024

► **Final Report:
Key Recommendations
and Ways Forward**

With the support of



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Sverige

► Introduction

This report outlines the main recommendations and next steps to promote decent work principles across the HDPN based on the discussion and principles of engagement presented at the workshop on “Decent Work across the HDP Nexus in Arab States” **co-organized by the ILO and the Nexus Academy**, with support from Sweden (Sida), and held in Amman from September 9th to 12th, 2024. The discussions were centered on the Nexus pillars: coordination, programming, risk management, financing, and thoughtful leadership – accountability, along with specific country-level actions and actor-based follow-ups. The workshop also represents the second deliverable of the Issue-Based Coalition (IBC) on the HDP Nexus, Recovery, and Reconstruction, namely “holding an inter-agency session/workshop to capture effective approaches to Recovery efforts”.

Participants

The workshop benefited from the participation of more than 70 representatives from:

- Governments, workers' organizations, and employers' organizations from **Lebanon, Jordan, Yemen, Iraq, and the Occupied Palestinian Territory**.
- ILO staff from the region.
- UN agencies such as Resident Coordinator Offices (Lebanon, Jordan and Syria), UNDP, OCHA, WFP, UNICEF, UNHCR, WHO, FAO, and UN Women, as well as representatives from Civil Society Organizations (CSOs) such as ICVA and Mercy Corps, and funding partners including Sweden (Sida), the Netherlands, the EU, Switzerland, GIZ, the Qatar Fund for Development (QFFD), the Kuwait Fund for Arab Economic Development (KFAED), the Saudi Fund for Development (SFD) and others.

The workshop in a nutshell

The workshop brought together stakeholders from UN agencies, NGOs, governments, trade unions, and **employers and business membership organizations (EBMOs)** across the Arab region. The discussions focused on enhancing collaboration around employment and social protection in fragile contexts. Participants explored how cooperation within the HDP Nexus could improve the efficiency, effectiveness, and long-term outcomes of humanitarian interventions, while contributing to sustainable solutions and inclusive national systems. Special attention was given to addressing the participation of national world of work actors, in particular the Ministry of Labour, workers' and employers' organizations, as well as needs of vulnerable populations, including women, refugees, and internally displaced persons (IDPs).

The workshop also examined practical options and barriers to achieving effective collaboration within HDP actors. Participants shared experiences and lessons learned, highlighting:

- The integration of humanitarian cash programming with national social protection system-building.
- The transition of short-term livelihood support into long-term peace-responsive employment initiatives.

- The refinement of the role of workers and employers organizations within the HDP Nexus framework in the region.
- ▶ **Geographic Scope:** The workshop focused on key countries in the Arab region: Jordan, Iraq, Lebanon, the Occupied Palestinian Territory, Syria, and Yemen.
- ▶ **The Nexus Academy:** The Nexus Academy provides a platform for bilateral and multilateral actors—governments, donors, UN agencies, international financial institutions (IFIs), CSOs, and NGOs—to enhance collaboration in humanitarian, development, and peace actions. These efforts were aligned with global frameworks such as the 2030 Agenda and the outcomes of the World Humanitarian Summit.
- ▶ **Workshop Sessions:** The initial session laid the foundation for understanding the HDP Nexus by covering its concept, the role of decent work within it, relevant stakeholders, and coordination mechanisms. In contrast, the following sessions delved deeper into the practical application of decent work principles, with a particular emphasis on employment and social protection. These discussions aimed to establish shared principles of engagement/recommendations and identify concrete steps for promoting decent work within the HDP Nexus at the country level.
- ▶ **Reconstruction and Recovery and Decent Work in the IBC Nexus:** The participants agreed that developing an enabling environment for decent work opportunities must be prioritized and considered from the outset of any crisis response. Under the framework of the HDP nexus, decent work in reconstruction and recovery efforts should include:
 - 1. Building Back Better by leveraging recovery and reconstruction investments to promote sustainable development, with a focus on long-term goals such as the creation of green jobs, private sector capacity-building, and workforce skill enhancement.
 - 2. A focus on social protection as a driver of improved living standards, adopting a sustainable approach that is locally and nationally owned to ensure the durability of recovery efforts and to enhance community ownership of development projects. Cross-cutting elements in this integrated approach include social cohesion and peacebuilding, which reduce the risk of conflict resurgence, mitigate resource conflicts, and foster collaborative community projects.

Workshop Objectives Achieved

1. **Deepened understanding of decent work and the HDP Nexus** for partners, including workers' and employers' organizations, in Yemen, Iraq, Jordan, Lebanon, and the Occupied Palestinian Territory (OPT).
2. **Increased awareness of the role of world of work actors**, such as trade unions and employer organizations, into Nexus coordination mechanisms was highlighted, emphasizing their crucial role in ensuring sustainable outcomes.
3. **Showcasing successful HDP nexus synergies** to promote decent work, such as:
 - *The PROSPECTS (ILO, UNICEF, UNHCR, WB and IFC)¹ program in Lebanon and Jordan.*
 - *Social protection coordination mechanisms in the OPT.*

¹ PROSPECTS is a global partnership that aims to improve the access of host communities and forcibly displaced people to education, social protection and decent work funded by the Netherlands

- *Employment-Intensive Investment Programs in Iraq, Yemen (including ERRY²), and Jordan.*

4. **Engagement on decent work and sustainable job creation:** Discussions emphasized the importance of promoting decent work principles in employment and social protection initiatives, engaging key social partners to transition from short-term "cash-for-work" approaches to sustainable job creation. Additionally, cash transfer programs were highlighted as a way to reinforce and strengthen social protection systems.
5. **Development of shared principles and recommendations to promote decent work** at the country level, focusing on employment and social protection programming within the HDP Nexus. These principles will guide future efforts to integrate decent work more effectively across humanitarian, development, and peacebuilding interventions.
6. **Operationalization of Decent Work and Recovery and Reconstruction:** Presentation of effective operationalization cases of decent work in recovery and reconstruction efforts under the framework of the HDP Nexus. While challenges and good practices were identified in promoting sustainable development, a clear willingness to continue collaboration was expressed across the 5 country cases by participating partners.

► Key recommendations and ways forward in a nutshell

HDPN actors underscored the need for **long-term, sustainable employment and social protection solutions** grounded in **decent work principles**, supported by **multi-year, flexible funding** and strong coordination with **national governments, social partners, CSOs, and UN agencies**. By aligning efforts across the HDPN framework, these actors are committed to fostering **resilient communities, socio-economic recovery, and lasting peace** in fragile and conflict-affected regions. The following recommendations paths were highlighted:

On Coordination:

- 1) **Enhanced coordination with national governments:** **National governments** were recognized as key actors in leading HDPN efforts. Partners agreed to support **government leadership** in designing and implementing social protection systems and employment programs. Examples such as **Lebanon's** national social security strategy, which includes refugees, were emphasized as models of integrating **refugee support** into national systems. As discussed in the examples of Jordan and Lebanon, social protection strategies, though primarily centered on national systems, can serve as an anchor for better alignment of humanitarian interventions with development agendas, and the strengthening of national frameworks.
- 2) **Engaging with workers and employers and business membership organizations, and strengthening Social Dialogue mechanisms:** **Engaging social partners**, including **trade unions** and **employers and business membership organizations**, was emphasized as critical for ensuring inclusive, sustainable employment initiatives. Donors and partners recognized the

² Joint UN programme (FAO, ILO, UNDP and WFP) to support resilient livelihoods, food security and climate adaptation in Yemen co-funded by Sweden and the EU

importance of **social dialogue** in promoting labour rights, fair wages, and the transition from informal to formal employment, but also their contribution to business continuity, social cohesion and sustaining peace.

- 3) **Stronger role of the UNRCOs:** The UNRC offices are pivotal in promoting **decent work** within the **Nexus**, ensuring that **decent work principles** are integrated into crisis responses. Through strategic coordination, cross-sector collaboration, and multi-agency partnerships, UNRC offices drive the transition from immediate relief to long-term development, contributing to resilient and inclusive recovery efforts in conflict-affected regions. By embedding decent work principles into national strategies and ensuring accountability, they help foster **economic stability, social cohesion, and peacebuilding** across fragile contexts. Strong collaboration with **UN agencies**, such as **ILO, UNICEF, and UNHCR**, was highlighted as essential for effective coordination.
- 4) **Make decent work the cornerstone of reconstruction:** To achieve sustainable recovery and reconstruction, coordination across key sectors—social protection and economic development— and between key actors — national and local ministries, social partners — must be prioritized. Decent work is central to this recovery. This workshop emphasized that effective coordination could amplify the impact of recovery initiatives by aligning decent employment opportunities with the rebuilding of livelihoods and communities. Key topics included the establishment of multi-stakeholder coordination platforms (started with a stakeholder mapping) to facilitate joint planning and promote knowledge-sharing; an integrated labour market needs assessment into reconstruction planning, with regular monitoring and evaluation mechanisms that would ensure that programs can adapt and remain relevant to both local and national needs, as demonstrated by the PROSPECTS partnership and national social protection strategies.

On Programming:

- 5) **Strategic designing of programs bridging short term responses with long-term, sustainable solutions:** HDPN actors, including funding partners, agreed to prioritize long-term sustainable employment over short-term relief. This includes strengthening social protection systems and formalizing labour markets in fragile and conflict-affected areas. Initiatives such as cash-for-work programs must evolve into decent work opportunities, ensuring fair wages, labour rights, occupational safety, and long-term and inclusive job creation. For instance, in **Jordan**, efforts have focused on integrating refugees into formal labour markets, with the ILO promoting decent work principles through public works programs to provide long-term employment opportunities for both refugees and host communities.
- 6) **Reinforcing synergies between humanitarian and development actors.** As an example through the PROSPECTS partnership, skills training, entrepreneurship support, private sector engagement, and decent work initiatives have been effectively integrated. For example, UNHCR supports displaced families, UNICEF provides skills training, and ILO or the World Bank connects this training to internships, ensuring alignment with local market needs. This collaborative approach has yielded positive outcomes, particularly in social protection strategies like Lebanon's disability support system and public-private partnerships targeting youth with entrepreneurial training.
- 7) **Embedding cash transfer into existing contributory and social protection schemes at the programming level:** Emphasis was placed on the HDP nexus in social protection to bridge

immediate emergency response with long-term strengthening of national social protection systems. Actors were encouraged to leverage existing mechanisms that facilitate quick responses while capitalizing on the comparative advantages of each stakeholder in the nexus, such as **data collection** and **payment modalities**. Expanding the use of contributory systems for cash responses in humanitarian responses, along with standardized and rights-based social assistance and social protection. In the **OPT**, the Social Protection and Cash and Voucher Assistance Thematic Working Group (SPCVA TWG) has aligned humanitarian efforts with the National Cash Transfer Programme (NCTP), enabling effective emergency responses while strengthening the national social protection system.

- 8) **A programmatic framework for decent work and reconstruction and recovery efforts.** The linkages between reconstruction, recovery, and decent work have been explored through various initiatives. The ILO, World Bank, and local stakeholders in Yemen structured an Employment-Intensive Investment Program (EIIP) with developed operational guidelines, and is now being scaled up nationally through partnerships with local development funds. In Iraq, an employment intensive programme was designed with an emphasis on strengthened partnerships between the private and public sectors, and has significantly reinforced government capacity, created jobs for vulnerable groups, and contributed to addressing the impacts of climate change. During the workshop, participants agreed on the need to find ways to transition from CfW to longer term employment intensive investments.
- 9) **Focus on marginalized groups and vulnerable populations:** Ensuring that **refugees, internally displaced persons (IDPs), women, and youth** are central to employment and social protection programs was a key point. **Gender analysis** and inclusion strategies will be integrated into future programming to ensure the active participation of these groups in recovery and development effort. For example, ILO's experience in Syria's focus on implementing minimum labour standards—including social insurance, fair wages, and ethical recruitment practices—has helped protect vulnerable casual workers in a challenging political environment.
- 10) **Private sector engagement through employers and business membership organizations (EBMOs):** Actors are committed to strengthening public-private partnerships to create sustainable employment and economic resilience. The involvement of the private sector in infrastructure rehabilitation and strengthening capacities of EBMOs to provide business resilience and continuity programmes to enterprises is instrumental to ensure that markets continue to operate, and population have access to food and basic materials, especially in conflict affected regions. In **Yemen**, for example, efforts are focused on building government capacity and engaging multiple stakeholders, including the employers and business membership organizations and international donors, to develop livelihood programs and ensure **stable employment opportunities**. Workshop participants, especially from social partners and CSOs, emphasized that importing foreign technologies or labour forces undermine sustainability and efforts to promote decent work.
- 11) **Promoting Peace and social cohesion:** Peacebuilding through decent work was underscored as a key priority. Employment initiatives that promote social cohesion and stability in conflict-affected regions were highlighted as important contributors to long-term peace and development. In Jordan and Lebanon, PROSPECTS partners promoted joint livelihood initiatives between refugees and host communities to reinforce trust and social cohesion.
- 12) **Systematically develop conflict-sensitive interventions** and purposely contribute to social cohesion and peace: it is important to focus on tailoring interventions to local conflict dynamics,

ensuring both immediate relief and long-term development foster lasting peace. Climate resilience and environmental sustainability must be incorporated into HDPN programming by focusing on green job creation and long-term recovery strategies.

- 13) **Systematically conduct gender analysis** and strategies aiming to transform the role of women in societies through decent jobs programmes. To ensure that programming addresses the specific needs of women and marginalized groups, their participation in business and decision-making processes should be promoted. In **Yemen**, efforts to empower women in business offer lessons for improving economic inclusion in fragile contexts.
- 14) **Promote a rights-based approach** to ensure that interventions respect, protect, and fulfil human rights, including labour rights.
- 15) **Vulnerabilities related to shocks should be assessed, including** designing measures to enhance resilience and reduce disaster risks (identifying risks, designing a risk management framework, and implementing measures to prevent and mitigate adverse effects.)

On Financing:

- 16) **Commitment to multi-year, flexible funding - financing:** The need for multi-year, flexible financing was highlighted as crucial to ensure consistent progress from humanitarian relief to development investments. Donors committed to advocating for funding models that bridge short-term relief with long-term employment solutions, providing stability for development programs.
- 17) **Monitoring and Evaluation for accountability:** The importance of establishing robust **monitoring and evaluation frameworks** was stressed. Actors agreed to support mechanisms that track the effectiveness and progress of integrating decent work principles into the HDPN framework, ensuring transparency and accountability in program implementation.
- 18) **Integrated financing approach.** It was suggested that funding should not be confined to one pillar but shared across the HDP Nexus to allow for a smooth movement between these areas; the need to move from funding to financing approaches that include financial tools such as pool funding that will promote long term financing; and to include IFIs in the dialogue to enforce the DAC commitments. For example, the PROSPECTS program implemented a flexible funding model that brought together five agencies to work on protection, education, and jobs. The focus was not predetermined (humanitarian or development), and trust was placed in partners to determine the best approach.
- 19) **Clear pathways to financing development.** Initial recovery funds often rely on Cash transfer programs, but from the outset, financing should be planned with a transition to sustainable, nationally owned social protection systems. This includes ensuring that those who are often excluded are reached and that strong, sustainable financing is secured for nationally owned social protection systems. Furthermore, it was highlighted as key to elevate the funding stream to the private sector growth linked with a committed investment into businesses, supporting the business creation to support reconstruction efforts, and supporting business-owned initiatives in employing temporary labour, including vulnerable groups.

Next Steps:

- ▶ **Country-level implementation:** Under the government (when possible) and RCO's leadership, set up a country team with the participants of the workshop and expand it to other key actors to promote decent work principles across the nexus. Each country team will develop specific follow-up actions to implement the workshop's recommendations, based on the draft workplans prepared on Day 4 (Annex 3), around the following pillars:
 - **Coordination:**
 - Map existing coordination mechanisms and conduct extensive consultation with actors from the world of work.
 - Strengthen government leadership and engage social partners, including trade unions, employer organizations, and civil society, to ensure the integration of decent work principles across HDPN initiatives. UNRCOs should play a leading role.
 - **Programming:** Embed decent work principles in programs, particularly in social protection and employment/livelihood programmes, emphasizing conflict sensitivity, climate resilience, and a rights-based approach. The importance of developing joint pilot programmes on decent work across the HDPN was highlighted.
 - **Financing:** Advocate for multi-year, flexible financing and promote public-private partnerships to drive sustainable development.
- ▶ **Collectively reinforcing the role of national counterparts:**
 - Social partners must be equipped and engaged in shaping and implementing coordination mechanisms at the country level.
 - Strengthening the capacity of labour ministries to promote decent work, including enforcing labour standards in conflict-affected regions is crucial. This ensures the integration of labour rights, social protection, and social dialogue in employment and social protection initiatives across the Nexus.
- ▶ **Regional coordination:** At the regional level, efforts will focus on mapping existing coordination mechanisms, such as the Issue-Based Coalition (IBC) on Nexus, Recovery and Reconstruction, to foster ongoing engagement and follow-up. Social partners will play a central role in ensuring continuous regional collaboration and alignment with HDPN objectives. As next step, it was discussed to:
 - Report to the IBC members on the main outcomes of the workshop and agree on a potential workplan.
 - Establish a sub-group on decent work within the IBC, under the leadership of the ILO.
- ▶ **Recovery and reconstruction.** The inclusion of decent work principles in reconstruction and recovery efforts was highlighted across the countries' action plans.
- ▶ **Building and sharing good practices** is essential for highlighting the positive contributions of decent work in the Nexus, particularly on social partners to peace and social cohesion in conflict situations. This involves showcasing their role in fostering stability, ensuring they are actively engaged in key discussions, and integrating their experiences into broader efforts.
- ▶ **ILO's commitment:** The ILO reaffirms its commitment to promoting decent work principles within the HDPN, adhering to the OECD-DAC Recommendation, and working closely with UN partners,

national governments, and social partners. Through ongoing coordination, the ILO will reinforce the capacity of key actors to participate in Nexus initiatives, ensuring the sustainability and ownership of efforts aligned with Recommendation 205 on "Employment and Decent Work for Peace and Resilience." Successful models, such as the PROSPECTS program in Jordan and Lebanon, social protection coordination initiative in the OPT and Employment-Intensive Investment Programs (EIIP), will be leveraged to showcase effective collaboration. The ILO will continue to engage in global and regional coordination mechanisms, such as the Issue-Based Coalition, to promote decent work and ensure ongoing participation from social partners, with outcomes shared at regional and country levels to foster continued engagement.

- ▶ **Recognition of timely importance.** Developing an enabling environment for decent work opportunities, in close partnership with the social partners, must be prioritized and considered from the outset of any crisis response. In addition, decent work and livelihood opportunities are key to achieving peacebuilding objectives as part of the recovery and reconstruction process.

▶ Photos of the workshop



Photo: Opening ceremony of the workshop 'Decent Work across the HDP Nexus in Arab States', Speech by Ms. Ruba Jaradat, ILO Assistant Director-General and Regional Director for Arab States, in Amman, Jordan, on September 9, 2024



Photo: Opening ceremony of the workshop 'Decent Work across the HDP Nexus in Arab States', Speech by Ms. Barbara Manzi, ILO DCO Regional Director, in Amman, Jordan, on September 9, 2024.



Photo: Group photo of the 'Decent Work Across the HDP Nexus in Arab States' workshop participants, in Amman, Jordan, September 2024.

► Annexes

- 1) Workshop Programme
- 2) List of Participants
- 3) Draft Country Workplans
- 4) Detailed Sessions Recap

ANNEX 1 – PROGRAMME

	SESSION 1 : WHAT IS THE NEXUS?	
	September 9th	September 10th
9:00 – 10:30	Official Opening <i>Ms. Barbara Manzi, DCO Regional Director</i> <i>Ms. Christina Sandberg, SIDA Deputy Head of Section – SIDA Amman</i> <i>Ms. Ruba Jaradat, ILO Assistant Director-General and Regional Director for Arab States</i> <i>Workers and Employers representatives</i> Introduction to the training	Session 1.4 Rightsizing the P Linking Peace and Conflicts Trends with Decent Work Identifying opportunities to build peace through decent work initiatives
10:30 – 11:00	Break	Break
11:00 – 12:30	Session 1.1 What is the HDP Nexus? Definitions, common misunderstandings, typologies, organizational mandates and systems approaches, opportunities and contextualisation <i>Exercise: defining the HDP Nexus</i>	Session 1.5 Tools and Mechanisms Using tools to apply conflict sensitivity, gender analysis & human rights-based approach
12:30 – 13:30	Lunch	Lunch
13:30 – 15:00	Session 1.2 Why Nexus Approaches? Problem statement, commitments and frameworks, desired results, successes and failures <i>Example of Decent Work & the HDPN</i>	Session 1.6 Entry points to the HDP Nexus Practical examples to apply a HDP Nexus approach through Decent Work <i>Country Examples</i>
15:00 – 15:15	Break	Break
15:15 – 17:00	Session 1.3 Nexus Stakeholders Categories, roles, responsibilities, functions challenges, and opportunities in accelerating nexus approaches. <i>Focus on the role of the Ministry of labour, workers and employers' organizations - Exercise: defining roles and responsibilities</i>	Session 1.7 Nexus Supportive Financing Basic humanitarian, development and peace financing concepts, financing guidance and tools WRAP-UP SESSION 1

SESSION 2: DEEP-DIVE INTO DECENT WORK APPROACHES IN THE NEXUS		
	September 11th	September 12th
9:00-10:00	Session 2.1 Decent Work Across the HDP Nexus <i>Recap of session 1 and Intro to Session 2</i> <i>Overview on the contribution of Decent work across the Nexus in the region</i>	Session 2.5 – Principles of engagement <i>Presentation of group work and general brainstorming on principles on engagement on decent work principles, including the participation of social partners and promotion of labour rights</i>
10:00-10:30	Break	Break
10:30-12:30	Session 2.2 Frameworks and Entry Points - from “People who benefitted” to “People who sustained” <i>The case of Forced displacement, decent work and the Nexus</i> <i>Group exercise: Coordination and support to FDPs (PROSPECTS)</i>	Session 2.6 Conclusion and closing of the workshop
12:30-13:30	Lunch	Lunch
13:30-15:00	Session 2.3 Opportunities for Building Trilingualism Principles <i>From cash-for work to employment policies</i> <i>Country cases study & Group exercise and brainstorm: How to move to a more sustainable approach to cash-for-work with the HDP Nexus?</i>	
15:00-15:15	Break	
15:15-17:00	Session 2.4 Opportunities for Building Trilingualism Principles <i>Social protection: From cash transfer to system building</i> <i>Country cases study & Group exercise</i>	

ANNEX 2

ILO – Nexus Academy Workshop

Amman, Jordan – Sept 9th-12th 2024

Final Participant List

Egypt (Regional)

WHO	Dr Ali Ardalan	Regional Adviser and Unit Head of Health Systems Resilience at WHO (EMRO)
Humanity & Inclusion	Kazem Hemeida	Regional Economic Inclusion Specialist
WFP	Jane Waite (Session 2)	Head of Social Protection for the Middle East, North Africa and Eastern Europe

Iraq

Ministry of Labour and Social Affairs	Jasim Khalaf Kazem	Director of the Social Research Department/Social Protection Authority
Ministry of Labour and Social Affairs	Ahmed Abdul Hassan	Assistant Director General of the Department of Labour and Vocational Training
FITU - Federation of Iraqi Trade Unions	Adnan Abdulhaleem Rasheed Al-Saffar	Secretariat of the Workers' Group of the Governing Body of the ILO
IFI - Iraqi Federation of Industries	Mahera Shaalan	Planning and Follow-up Manager
IFI - Iraqi Federation of Industries	Emad Jasim Abbood	Media Division Officer
ILO	Maha Kattaa	Iraq Country Coordinator- Regional Resilience, Crisis Response & EIIP specialist
ILO	Nigar Sardar	National Staff - PROSPECTS
ILO	Linaz Abdullah Mohammed	EIIP National Staff / National Project Coordinator (NOB)
WFP	Mohamed Rami Abo Abed	Social protection Officer
OCHA	Abdalqadir Yassin	Humanitarian Affairs Officer

Jordan

JCI - Jordan Chamber of Industry	Osama Rayyan	Head of Labour market unit
JCI - Jordan Chamber of Industry	Naheel Al Waked	Coordinator - International Cooperation Unit
GFJTU - General Federation of Jordanian Trade Unions	Nadia Al Jondi	Member of the Administrative Board
UN Resident Coordinator	Sheri Ritsema-Anderson	Resident Coordinator
UN Development Coordination Office	Barbara Manzi	Regional DCO
UN Development Coordination Office	Florinda Bartoli	Coordination Officer
ILO	Amal Mowafy	Jordan Country Coordinator
ILO	Dahlia Roque	Project Manager, PROSPECTS
ILO	Farah Al Azab	Senior Officer M&E, Communications, Community Development
ILO	Duaa Ajarmeh	Programme Officer
ILO	Rana Al-Ansari	Social Protection coordinator
ILO	Chantal Sirisena	Social Protection Officer
UNHCR	Rania Bakeer	Livelihoods and Economic Inclusion Officer
UNHCR	Marguerite Duponchel (Session 2)	Senior Development Officer/ head of development unit (livelihoods & education)
UNHCR	Zenia Jadaan	Head of Education
UNHCR	Flavia Faria	Partnership Officer
UNHCR	Francesco Tisei	Senior SP Officer
UNICEF	Alex Schein (Session 2)	Regional Advisor for Adolescent Development and Participation (ADAP)
UNICEF	John Trew	Chief, Youth
UNICEF	Abdulrehman Albaroudi	Youth and Adolescents Development Specialist, Learning2Learning

UNICEF	Hashim Zaidi	Regional Social Protection Specialist
UNDP Regional/Nexus Academy	Sergio Triana	Focal Point HDPN Regional - Regional Nexus and Aid management specialist.
UNDP Regional	Filippo Di-Carpegna (Session 2)	Rule of Law Human Rights Security Specialist / UNDP-Regional advisor
UNDP Regional	Stuart Kefford	Advisor, Early Recovery. Lebanon UNDP -CO
UNDP	Julie Bousquet	Intern
UN Resident Coordinator Office	Cale Salih	Peace And Development Adviser – PDA Jordan
UN Resident Coordinator Office	Andrei Shvarev	Coordination Officer
FAO	Monica Charro	Assistant Project Manager (AMR & One Health)
WFP	Stefano Santoro (Sept 9th only)	Head of Programme
WFP	Ananda Paez	Social Protection Lead
SIDA - Swedish International Development Cooperation Agency	Christina Sandberg	Deputy Head of Section
SIDA - Swedish International Development Cooperation Agency	Carmen Lopez-Clavero	First secretary, Swedish embassy
FCDO - Foreign, Commonwealth & Development Office (UK Govt)	Sofia Yahya	Humanitarian Advisor
Netherlands embassy	Rula Al Dajani	Policy Officer for Migration and Refugees
Norwegian embassy	Leena Adawiya (Session 2)	Programme Officer
Switzerland	Lars Buechler	Regional Advisor
Switzerland	Aya Maraqa (Session 2)	Regional Program Officer for Migration and Development

Germany - German Agency for International Cooperation (GIZ)	Shatha Alawneh	Component Manager "Promoting Gender Responsive and Inclusive Politics and Economy in MENA Region"
CALP – The Cash Learning Partnership Network (NGO)	Rana Nassar (Session 2)	Regional Representative
Arab Renaissance for Democracy and Development (NGO)	Khaled El Jomaa	Research Officer
ICVA	Stephanie Yousef (Session 1)	Deputy MENA Regional Representative
Mercy Corps (NGO)	Emma Lucia Méndez Rossell	Director of Program Performance and Quality
Consultant	Zeina Aqaileh	

Kuwait

KFAED - Kuwait Fund for Arab Economic Development	Salma Alessa	Legal specialists, operation department
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Lebanon

Ministry of Labour	Joumana Haymour	Head of Department Labour Inspection, Safety, & Protection
ALI - Association of Lebanese Industrialists	Garo Loussarian	Member in ALI
ILO	Ruba Jaradat	ILO Assistant Director-General and Regional Director for Arab States
ILO	Peter Rademaker	ILO Deputy Regional Director/Director - DWT for Arab States
ILO	Redha Ameer	Chief, Regional Programme Unit
ILO	Joy Daher	National Officer
ILO	Hala Obeid	National Project Officer
ILO	Rita Abou Jaoudeh	Senior Environmental and Social Safeguard Coordinator
ILO	Mustapha Said	ACTRAV Specialist

ILO	José Manuel Medina	ACTEMP Specialist
ILO	Shaza Jondi	CTA. Prospects
ILO	Luana Ayala	ILO Technical Officer
ILO	Shailendra Jha	CTA EIIP
UNDP	Ali El Ghandour	Cash Base Intervention Coordinator - Lebanon CO
UNDP	Barbora Sakho	Gender and Crisis Coordinator / RO
UN Women	Sara El Outa	Gender Specialist across HDP Nexus
UN Women	Hasnaa Mansour	Programme Manager Women Economic Empowerment
UN Resident Coordinator Office	Rony Gedeon	Development Coordination Officer – Partnerships & Development Finance
EU Delegation to Lebanon	Leila Emerson	Programme Manager
EU Delegation to Lebanon	Sara Dominoni	Programme Manager Social Protection

Occupied Palestinian Territory

Ministry of Social Development	Manal Ramadan	Director of Planning
FPCCIA - Federation of Palestinian Chambers of Commerce, Industry and Agriculture	Nazieh Mardawi	Director: Information and Support Unit
FPCCIA Federation of Palestinian Chambers of Commerce, Industry and Agriculture / South Hebron Chamber of Commerce	Majed Abusharekh	General Manager
The Palestinian Employment Fund	Majd Ishtaiwi	Project coordinator
ILO	Momin Badarna	Social Protection Coordinator
OCHA	Ahmed Abu Shammaleh	Humanitarian Affairs Analyst- / CWG coordinator
UNICEF	Cosma Gabaglio	Social Policy Officer

UNICEF	Ayman Sawalha	Social Protection Specialist
World Food Programme	Riad Katkhoda	Head of SP
	Mohamad Al Dirawi	

Qatar

Qatar Fund for Development	Aisha Saad Al-Jassim	Disaster and Emergency Relief Researcher/ Humanitarian Aid
Qatar Fund for Development	Lolwa Al-Abdulmalek	Humanitarian programs and projects researcher

Saudi Arabia

Saudi Fund for Development	Remaz Alsukaibi	Partnerships Analyst
Saudi Fund for Development	Saleh Rabbaa	Manager

Syria

ILO	Tomoki Watanabe	Country Coordinator
UN Resident Coordinator Office	Lama Kanjarawi	Partnerships Officer
Higher Institute for Population Studies and Research / Social Partners (Jordan + Resource persons)	Jomaa Hejazi	Advisor to the President of the General Federation of Trade Unions Syria / Dean of Higher Institute of Demographic Studies and Research
USAID	Kate Knight	Syria Regional Platform

Yemen

Federation of Yemen Chambers of Commerce and Industry	Mohammed Alsharabi	Member of the Board
Ministry of Labour and Social Affairs Yemen	Faidl Mandoog Said Saif	General Manager

GFYWTU - General Federation of Yemeni Trade Unions	Shaikhah Saleh	Member of the General Council of the Arab Federation of Trade Unions (ATUC)/ Secretariat of the Workers' Group of the Governing Body of the ILO
Public Works Project	Haitham Alwan	Public Works Project - Projects Coordinator
ILO	Ali Dehaq	National Program Coordinator
UNDP	Peter Van de Pol	Team Leader Governance & Peace Building Portfolio

Core Team – Nexus Academy and ILO Team from HQ

ILO	Nieves Thomet	CTA - HDPN / Nexus Adviser
Nexus Academy	Maxence Verpraet	Junior Research Officer
ILO Jordan	Wedyan Abu Swilem	Regional Budget, Finance and Project Assistant

Unknown country

UNHCR	Moiria Stavropoulou	Representative
	Mirna Chidiac	
	Husam Khaled. Al Sa'di	Social Media SSC
	Hisha Al Jassim	CDFFD ERM PM

Total: 107

ANNEX 3

DRAFT COUNTRY WORKPLAN TO PROMOTE DECENT WORK ACROSS THE HDPN

YEMEN

Principals	Action	Lead	Other partners	Time frame (Short, Medium, Long term)
Coordination				
Mapping of existing coordination mechanisms				
Mapping of humanitarian, Peace and development actors	Have a first attempt of understanding and then have extensive consultation with various stakeholders.	Focal point in the ministry of social affairs	Ministries of social affairs, planning, CSOs, Funds, syndicates, academia, think tanks, private sector, etc United nations and donors – Yemen Partners Group	Short term
Inclusion of world of work actors	Consultations – bottom-up approach		Chambers and Federation	
Programming to promote decent work principles				
From cash for work to employment	Reflect the nexus approach in the annual investment programmes (developed by the Go Yemen and support by the international community) \	Ministry of SA Federation of Yemen Chamber of Commerce and Industry	Thematic groups of Yemen support group (technical WG that include government, donors, UN, and CSOs)	Medium - to be aligned with the UNSDCF (3 years)

Principals	Action	Lead	Other partners	Time frame (Short, Medium, Long term)
	Supporting livelihood sustainability through SEMs interventions			
Conflict and gender sensitivity			National women committee, women union, businesswomen council, Women dep in trade union, women business associations, etc	
Financing				
From funding to financing	RC and member states are in the process of the establishing a MPTF to fund thematic groups – economic recovery, climate change, basic services and systems.	RC/HC	Donors	Aligned with UNSDCF life cycle

LEBANON

Principals	Action	Lead	Other partners	Time frame (Short, Medium, Long term)
Coordination				
Mapping of existing coordination mechanisms	Invite to meeting under Prosperity RG	Invite to meeting under Prosperity RG	RCO – Rony Gedeon	Short term
	Present and explain the concept of HDP and explore ways of applying this approach in Lebanon	ILO	UNW, RCO	Short term
Programming to promote decent work principles				
From cash transfer to social protection mechanisms	explore common priorities under social protection strategy	ILO	Government UN agencies Donors private sector labour union Civil society	Medium term
	develop joint programmes in line with the priorities identified	RCO	Government UN agencies Donors private sector labour union Civil society	Medium – Long term
Financing				
From funding to financing	Explore the LRF as a dedicated funding instrument for the identified joint Programmes	EU	RCO-MoL - Embassy of Netherlands	Medium-Long term

JORDAN

Principals	Action	Lead	Other partners	Time frame (Short, Medium, Long term)
Coordination				
Mapping of existing coordination mechanisms	Rethink the coordination structure/mechanism to make it more effective and identify key stakeholders that need to be on engaged.	UN	INGOs, UN Agencies, donors, government	Short term
	Shift from information sharing – guidelines and policy points.	UN		
Mapping of humanitarian, Peace and development actors	Donor – resources are duplicated. Redirect efforts to government to fill the gaps. Competition across donor communities - mapping the gaps across government			
Inclusion of world of work actors	Mapping of technical assistance/donor opportunities align with donor priorities. Coordination with MOPIC.	Government		Short term
	Importance of including the government in moving forward – MOPIC,			Short term
Programming to promote decent work principles				
From cash for work to employment	Generate evidence for cross learning and advocacy			Short term
	Include donor/government/private sector on feedback/learning for more efficient and effective coordination			Short term
From cash transfer to social protection mechanisms				
Conflict and gender sensitivity				
Financing				

Principals	Action	Lead	Other partners	Time frame (Short, Medium, Long term)
From funding to financing	Coordination with the government – especially in the field.			
	Coordination with ministries on TVET topics	UN, INGOs		
Short, medium, and long term	Coordinate with donors and government to identify			

ROLE OF PARTNERS (JORDAN)

- **Donor:** Inclusive donor dialogue to enhance coordination. Seek, in partnership with the government to fund different activities – to be strategic.
- **UN:**
 1. Reactivate the working groups,
 2. Move to more nationalization and institutionalization and 3) to involve the government more in proposal development processes
- **INGO:** Contribute to social dialogue processes and bring the voices of communities/beneficiaries forward.
- **Employer:** To sit with different stakeholders (donors, CSOs,) to have a social dialogue

IRAQ

Principals	Action	Lead	Other partners	Time frame
Coordination				
Mapping of existing coordination mechanisms				
UNSDF				
Steering committee for Decent work				
High commission for youth				
High commission for employment	Revision the organigram, to include workers union and united nations that work in that. – - Send a concept, - Create a data base - Create ToR - Expanding of the participants.	Ministry of Employment	Tripartite, MOLSA, YOUTH, unions, FININCE, IFI	6 months
Mapping of humanitarian, Peace and development actors				
Inclusion of world of work actors				
Programming to promote decent work principles				
From cash for work to employment				
Small loans (MOLSA, CBI)				
Leadership project (riyada)				

Principals	Action	Lead	Other partners	Time frame
Business incubators Vocational training and entrepreneurship				
EIIP National project for public work	Consultation with partners, road map for implementation, organigram of the project, Find financing mechanism, for the project. And M&E. Empowering women to be part of the project (gender sensitive programming)	MOP	MoL, construction, Unions, WU, international partners	3 months
Transfer social security ben. to employment opportunity				
Survey the market				
Graduation pathways				
High policy for employment				
PROSPECTS				
BEIT, JSUR				
Conflict and gender sensitivity	Reducing gender-based inequality in employment			
	Reform and accelerated social protection programme			
Financing				
From funding to financing				
International Donors (EU and others)				
National Donors				

OCCUPIED PALESTINIAN TERRITORY

Principals	Action	Lead	Other partners	Time frame (Short, Medium, Long term)
Coordination				
Mapping of existing coordination mechanisms	Completed by international and national partners, SPSWG, SPCVA, CWG, Cluster, ICCG, UNDAF, etc. To include more partners in SP coordination mechanisms Enhance local NGOs representation in coordination mechanisms Disability mainstreaming through better coordination with their groups	SPCVA – MoSD and OCHA with technical support by the ILO CWG – OCHA and co-led by save the children SPSWG – led by MoSD with co-chair by EU with technical support by UNICEF المجلس التنسيقي للقطاع الخاص	Worker and employer groups Local NGOs	Short but ongoing
Mapping of humanitarian, Peace and development actors	Completed through SPCVA Enhance active and meaningful participation and engage very senior level for further buy in and commitment	ILO in coordination with government with OCHA	More donors	Ongoing
Inclusion of world of work actors				
Programming to promote decent work principles				
From cash for work to employment	ILO to feedback labour laws and contractual relations to inform the guidance document for CfW			

Principals	Action	Lead	Other partners	Time frame (Short, Medium, Long term)
	Collaborative approach to sustain employment initiatives Training and skill matching			
From cash transfer to social protection mechanisms	Enhance SR system and its expansion Partners to support SRSP of national systems Plan for transition from cash transfers to employment through coordination with other relevant ministries and bodies	MoSD, UNICEF, ILO, WB, employers and workers, CWG,		
Conflict and gender sensitivity				
Financing				
From funding to financing	Fundraising activities and donor group and bilateral meetings AHLC for Palestine Social responsibility of the private sector			

ANNEX 4 – DETAILED SESSION RECAP

Decent Work Across the Humanitarian, Development, and Peace Nexus in the Arab Region A Collaboration between the ILO and the Nexus Academy

Day 1 – Monday, 9 September 2024

Session 1.1. Opening

The opening session highlighted the importance of:

- **The critical role of decent work in recovery and long-term stability.**
- **The growing challenges of unemployment, informal work, and inequality,** underscoring that decent work and social dialogue are essential for resilience and peace.
- **The need for collaboration** between governments, employers, and workers to promote sustainable employment and social protection. Building partnerships and aligning efforts across the HDP Nexus were common themes, focusing on creating lasting solutions for vulnerable populations.
- **Adopting a comprehensive approach to crisis response and recovery** is necessary to address the impacts and close the gap between humanitarian needs and sustainable development.

Some additional key messages include:

- **Current challenges in the region** – demographic, technological, and climate change to name a few – **underscore the need for investing in human capital and ensuring social rights which are the basis of societies that thrive.** In this sense, the existence of labour laws and decent work is fundamental to the creation of a peaceful socio-economic environment that supports growth and business productivity.
- **Coordination is key, and that means first and foremost communication “to build bridges” and no longer working in silos.** It also means the creation of networks that can co-create collaborations and synergies across the spectrum of HDPN interventions. So, as an example, humanitarian interventions are key to saving lives, but these interventions need to be conceptualized and executed through a development and peace lens, involving all relevant actors.
- **Social partners noted the importance of the dimension of social justice in all interventions as a means of eliminating poverty and social tension** – and transforming societies into more coherent, cohesive, and productive systems. **The tool of social dialogue between and among government, employers, and workers is one way of incorporating mechanisms to protect workers’ rights during crises,** ensuring that development and peace-building programmes do not overlook critical labour standards and human rights, which are essential for long-term sustainability.

Session 1.1 What is the Nexus?

Summary:

- **Clarifying the Nexus Approach:** There is a pressing need for stakeholders to agree on a shared understanding of what the **Nexus approach** truly is. Whether it is a strategy, a programme, or a framework, aligning perspectives will help in more cohesive planning and implementation.
- **Tailoring Nexus Efforts to Local Contexts:** Success in the Nexus approach relies on adapting efforts to local realities. Learning from diverse contexts is essential for promoting effective interventions that resonate with and ultimately positively impact the affected populations.
- **Skills and Knowledge for Practical Application:** Stakeholders are eager to gain more **practical tools** and **skills** to implement Nexus principles on the ground. This includes engaging the private sector and workers, who are key to sustainable development and peace in their respective contexts.
- **Collaborative Mindset:** Despite the difficulty of **change** and some stakeholders' reluctance, working together and maintaining a **curious and open mindset** are seen as the first steps toward success in implementing the HDP nexus.

Session 1.2 Why Nexus Approaches?

Summary: Decent work is essential to the HDP Nexus, as it fosters peace by providing employment opportunities and social protections that promote stability and economic recovery. Moreover,

- **Integrating workers and employers** into decision-making processes strengthens social cohesion, particularly in conflict-affected areas.
- **Employment serves as a vital tool** for transitioning from war to peace, with refugees and host communities benefiting from economic inclusion.
- The **ILO's Decent Work Agenda**, rooted in labour rights and freedom of association, ensures that social dialogue is a priority during crisis response.
- **Understanding the root causes of conflicts and coordinating across sectors** is crucial for effective implementation, with a focus on long-term financing over short-term funding.

Summary of Discussion:

1. Context Matters (contextualizing aid):

Issue: There is a need to distinguish between countries in crises (e.g., Yemen, Syria), countries affected by crises (e.g., Jordan), and countries that fall in between (e.g., Lebanon). These differences call for distinct strategies when implementing the HDPN.

Approach: An area-based approach, where local authorities lead development efforts, is critical for success. Collaborating with local authorities enhances the relevance and sustainability of interventions.

Short-term Relief: Cash-for-Work (CfW) programmes are implemented at all stages of emergency response (health, water, sanitation, hygiene, and jobs), providing temporary relief.

2. Benefits and Criticisms of CFW (Cash-for-Work) Short-term vs long-term strategies:

Benefits: In emergency settings, CFW is essential for immediate livelihood needs and reconstruction. However, there is a need to incorporate long-term development

thinking by building capacity and supporting systems rather than focusing solely on direct cash transfers.

Criticisms: CfW operates outside national regulations, often failing to empower local communities. It does not integrate into the formal employment framework, making it difficult to promote decent work or involve national actors early on.

CfW solutions often reflect short-term thinking, and while it's an easy way to disburse cash and measure impact, better coordination and long-term planning are needed

3. **Inclusion of Youth and Vulnerable Groups:**

Issue: Involving youth and vulnerable populations in employment is critical, as their exclusion may drive them toward harmful activities, perpetuating cycles of violence instead of promoting peace. The Humanitarian-Development-Peace (HDP) framework is key to addressing this issue.

4. **Resource Constraints and Resilience Building:**

Issue: With diminishing resources, it is challenging to both meet basic needs and create societal resilience. The Nexus approach is driven by this shift in donor funding while the problems continue to worsen. It emphasizes integrating development-driven solutions with peace components while maintaining a humanitarian focus.

Session 1.3 Who are the Nexus stakeholders?

Summary: The Nexus stakeholders, including the Ministry of Labour, workers, and employers' organizations, play key roles in supporting livelihoods and economic recovery.

- Workers' and employers' organizations ensure business continuity and collaborate with governments for locally aligned interventions.
- Social partners help ease tensions, bridge divides, and support crisis responses when state institutions are weak or absent.
- **Trilingualism** highlights the need for better coordination and understanding across humanitarian, development, and peace actions at all levels.
- **Capacity building for social partners** is important to strengthen their role in crisis recovery and resilience efforts.
- Emphasizing teamwork, courage, and risk-taking is crucial for successful Nexus outcomes and sustainable partnerships.

Summary of Discussion:

- **Stakeholder Identification and Mapping:** The first step is to identify the main stakeholders, which include private sector entities, International Financial Institutions (IFIs), national ministries, mid-line governors, unions, Civil Society Organizations (CSOs), NGOs, International Organizations such as the UN, donors, fair trade organizations, social security funds, and the diaspora.
- **Challenges in 'Non-recognized' Development:** Engaging with unrecognized development projects can be difficult, requiring a flexible approach. Continuous, anchored, and sustainable coordination is vital for success.
- **Lessons from the Syria Crisis:** Initially, agencies worked separately, creating tensions among workers. This highlighted the need for a coordinated framework to ensure fair labour practices. A guideline was developed, which was then shared with national ministries, becoming a foundation for promoting decent work practices. This coordination was key to success.

- **Future of Work:** It is essential to consider emerging job models and technologies. Current development models with IOs may be based on outdated concepts, raising questions about their relevance for future jobs and enterprises.
- **Role of Unions:** Unions possess extensive experience, deep-rooted societal connections, and local support. Agencies should leverage their knowledge and work with them at national and local levels to enhance development efforts.

Parking Lot Issues from Sessions 1.1 and 1.2

Parking Lot issues from Session 1.1

1. What is a Peace Actor?

Issue: The definition of a "peace actor" is unclear. While certain roles, like peacekeepers, are easy to identify, there is ambiguity about whether everyone involved in efforts for peace (through different programs and approaches) can be classified as peace actors.

2. Contextual Relevance:

Issue: Efforts to achieve peace need to be firmly rooted in the context of the people and places they are intended to change. Working too far from this context could render peace initiatives ineffective.

3. Operationalization of the Approach:

Issue: A challenge exists in translating theoretical approaches to peace into practical, actionable strategies. The question remains: how can we effectively implement these approaches in real-world settings?

Parking Lot Issues for Session 1.2

1. Rebuilding Trust After Setbacks in HDPN Progress:

Issue: In contexts where the progress achieved through the HDPN has been destroyed, there is a major challenge in rebuilding trust among communities, stakeholders, and institutions. The question remains how to regain this trust and continue efforts toward sustainable development and peacebuilding?

2. Balancing Emergency Tools with Long-Term Growth:

Issue: There is a need to reconcile the use of emergency tools like Cash-for-Work (CFW) with forward-looking strategies for growth, development, and private sector involvement. CFW provides immediate relief, but how do we ensure that it does not prevent or limit future growth and sustainable development?

3. Conflict Between Cash-for-Work and Decent Work:

Issue: Cash-for-Work programmes often do not align with national labour regulations and are seen as short-term solutions. This creates a conflict to promote "decent work," as CFW programmes are not typically structured to fit into long-term labour frameworks or promote stable employment opportunities.

DAY 2 - Tuesday, 10 September 2024 Recaps

Session 1.4 Session 1.4 - Rightsizing the P **Linking Peace and Conflicts Trends with Decent Work** **Identifying opportunities to build peace through decent work initiatives**

Summary:

After feedback from Day 1 Learnings³, presentations were provided from the ILO, Peace-Development Advisor in Amman and Mercy Corps. Key messages include:

- **Practice:** Concepts and lessons learned tend to stick with us and are reinforced through consistent application of these concepts and lessons into practice.
- **Socio-economic inequalities:** Emerging conflicts may stem from growing economic and social inequalities, highlighting the need to address these issues as potential conflict drivers.
- **Degree of stability:** Development interventions can directly influence the motivations for peace, making it essential to consider how they impact stability (i.e. triggering or mitigating conflicts).
- **Tenuous links to employment:** There is no proven link between youth employment and preventing extremism, while a lack of jobs may contribute to conflict.
- **Social Dialogue as a catalyst for peace:** Creating decent jobs can foster social dialogue and help reduce tensions in communities, contributing to a more cohesive society.
- **Inclusion:** It is important to avoid creating imbalances between men and women in the workforce, ensuring that both are included in social and economic reforms.

Parking Lot Issues related to Session 1.4 on Peace

- A speaker mentioned that providing jobs to youth may not necessarily prevent them from joining extremist groups, but this link is not fully explored. Further discussion is needed on what other factors contribute to extremism and how employment can be part of a broader solution.
- While social partners are identified as important in the Nexus approach and supporting decent work, it remains unclear how they can be integrated effectively in different contexts, especially in fragile or conflict-affected areas.

Session 1.5 - Tools and Mechanisms **Using tools to apply conflict sensitivity, gender analysis & human rights-based approach**

Summary:

The session presented a series of tools and mechanisms, namely

- Conflict sensitivity conflict analysis
- Gender analysis in the Nexus approach

³ Feedback included the need for a focus on defining "decent work" in humanitarian efforts, emphasizing job creation, occupational safety, and social protection. The Nexus approach was highlighted, which links short-term response with long-term development and humanitarian action. Trust-building among stakeholders is essential, and updating joint programmes and financing is needed to achieve development and peace goals. Integrating peacebuilding into program designs to make them "peace-responsive" is also crucial.

- Tool for Ensuring Business Compliance with Human Rights (HR)

The results of those analyses should be disseminated to the government and locally to relevant partners and actors. Importantly, the data generated should be systematized and shared for better sustainable learning.

Ensuing discussions revolved primarily around the tool of gender analysis. Points included:

1. **Gender analysis and collaboration in emergencies:** Gender analysis in Lebanon was limited, with a general gender alert based on qualitative data. While there are no additional tools for severe emergencies, many organizations invest in gender analysis, but their efforts are often uncoordinated. Collaborating with local organizations is key to improving research and analysis.
2. **Women's empowerment in Yemen:** Annual feminist summits in Yemen have been successful in raising women's issues like work opportunities and advocating for female political representation. However, these efforts are limited to liberated areas, and broader inclusion is needed.
3. **Women in business and economic empowerment:** In Yemen's Taiz, women's participation in business has improved through inclusion in the Chamber of Industry, fostering better market access. Despite women's resilience, intentional efforts are required to create financial opportunities for them.
4. **Addressing the intersectionality of gender issues:** Women with disabilities face exclusion and discrimination. An intersectional approach in gender analysis, considering disability and other factors, is necessary for inclusive support.
5. **Challenges in women's labour participation:** Despite high education levels, women's participation in the labour market in the Arab region remains low. Feminist macroeconomic analysis is essential for creating sustainable jobs, especially as the region's economies struggle to provide opportunities for both men and women.

Parking Lot Issues related to Session 1.4 on Tools and Mechanisms

- One speaker noted that it was important to remember that we are working in macro environment in crisis which means there are no jobs for women but also men, so how do we push for women's employment when no one can get a job?
- Another speaker noted the importance of using the right words as women's empowerment is sometimes negatively perceived by governments in the region. If progress is to be made, these sensitivities need to be taken into account.

Session 1.6 - Entry points to the HDP Nexus

Practical examples to apply an HDP Nexus approach through Decent Work

Summary:

- The session highlighted the critical importance of seamless coordination between humanitarian, development, and peace efforts, emphasizing that financial backing for development must be sustained to preserve long-term gains.
- In addition, there is a need for a focus on effective leadership, clear accountability, and data-driven decisions which are vital to ensure meaningful progress, especially as humanitarian aid shifts towards development.
- The example from Jordan underscored the need for systemic solutions that protect vulnerable workers, especially those in informal sectors like agriculture.

- Collaboration between all key actors' governments, private sectors, and social partners was viewed as essential, with flexible funding mechanisms ensuring that resources flow where they are most needed.
- A strong focus on joint analysis and coordinated action across agencies, as shown in Lebanon, demonstrated how collective efforts can drive successful recovery outcomes.
- Still, there are instances where mandates, competition, and overlapping roles and responsibilities, hinder the HDP efforts.

Parking Lot Issues related to Session 1.6 on Entry Points

- Questions were raised around how inherent tensions can be reconciled in scenarios where all the actors need to be involved in the conversation to ensure inclusivity yet because of the nature of inclusivity, not being able to make decisions because there are too many competing interests and different backgrounds. In contrast, should fewer people be involved and risk more grievances BUT be able to take decisions and design sound strategies?

Session 1.7 - Nexus Supportive Financing

Basic humanitarian, development, and peace financing concepts, financing guidance and tools

Summary:

- **Effective implementation of the HDP Nexus requires breaking down financial silos** between humanitarian, development, and peace initiatives. Collaboration and trust between partners are crucial for maximizing impact and sustaining progress.
- **Social protection must be integrated from day one of any conflict or humanitarian response.** It is important to ensure that social protection is an integral part of the response, moving beyond temporary fixes to long-term, sustainable solutions, especially for labour markets and decent work.
- **Successful Nexus implementation relies on coordinated efforts from all stakeholders, governments, social partners, donors, and international organizations.** Transparent communication and collective ownership are vital for achieving shared outcomes.
- **Approaches must be tailored to the specific context** which requires flexibility, political awareness, and a deep understanding of local needs and dynamics to drive meaningful change.

Additional important points include the following:

- **On donor preferences:** Deadlines for programming and political directives from donors often complicate the long-term implementation of nexus approaches. Donor coordination is critical, but it is often fragmented, with some donors preferring to focus on single sectors (e.g., humanitarian or development) rather than the whole nexus approach. The UN plays a key role in coordinating responses, but it requires strong leadership and trust from donors and governments. Pooled funding is a possible solution, but it must be flexible.
- **On the role of social partners:** Engaging with local social partners (e.g., unions, business

associations) is crucial, but in complex settings like Lebanon, this engagement can be fragmented due to tensions between different groups. Social partners, such as organized employers and unions, are key to recovery and ensuring decent work standards. Their involvement provides crucial knowledge, especially around safety and labour issues. Dialogue with social partners is often unstructured, limiting its effectiveness. A more coordinated, overarching dialogue would help support the nexus.

- **On meaningful engagement of affected populations:** It is important to hear the voices of those affected by policies, especially refugees and vulnerable groups. For instance, refugees may resist formalization if it imposes additional burdens without significant benefits. Programmes need to be designed based on feedback from the ground to ensure they meet real needs and align with local realities.
- **On innovation in financing and committing to long-term sustainable solutions:** The nexus approach needs to take macroeconomic realities into account, such as how economies in crisis can support job creation and sustainable development. There is a need for creative financial models that fit government structures and long-term objectives, focusing on decent work from the outset rather than just short-term solutions like formalization. Cash-for-Work (CFW) interventions need to be designed with long-term transitions in mind, ensuring integration into national systems like social protection from day one.

Day 3 - Wednesday, 11 September 2024 Recap

Session 2.1 Decent Work Across the HDP Nexus

Recap of session 1 and Intro to Session 2

Overview of the contribution of Decent work across the Nexus in the region

Summary:

In the session, various country teams shared their insights in terms of challenges and opportunities in implementing the Nexus approach in Decent Work, with a focus on strategic frameworks and programmes that could act as entry points:

- **Lebanon:** Emphasized the need for a dedicated social protection strategy focusing on economic recovery, with clear short-, medium-, and long-term goals beyond humanitarian aid.
- **Yemen:** Highlighted challenges in resource mobilization and funding due to ongoing conflict. The team stressed the importance of social protection, risk management, capacity-building, and international cooperation to support the labour market and workers.
- **Iraq:** Proposed support for agricultural reclamation through microloans, improving vocational training, and business incubators. They also recommended diplomatic efforts with neighboring countries, private sector involvement, and bilateral funding plans to boost infrastructure and farmers' export capabilities.
- **Jordan:** Pointed out the need for a new approach to refugee labour market integration, including facilitating refugee returns to Syria. They emphasized the Jordanian government's strong capacity, climate change issues, and the role of the private sector in responding to crises, with clear implementation indicators for a national strategy.
- **OPT (Palestine):** Noted the growing need for both humanitarian aid and development, proposing a joint funding system involving the government, international partners, civil society, and the private sector. Displacement-related issues were also highlighted.

During the discussion, the need for **clear Nexus indicators** was raised. An example from **Cameroon and Colombia** demonstrated the use of five key indicators for each Nexus pillar, which were proposed to government ministries. However, it was acknowledged that each country requires context-specific indicators to measure progress. Concerns about the measurability of human development indicators were also raised, stressing the importance of evidence-based tracking for success.

Session 2.2 - Opportunities for Building Trilingualism Principles

From cash-for-work to employment policies

Country cases study & Group exercise and brainstorm: How to move to a more sustainable approach to cash-for-work with the HDP Nexus?

Summary:

The session on **Cash for Work (CFW) and Employment-Intensive Investment Programs (EIIP)** aimed to compare these two approaches, explore their roles in sustainable development, and discuss how to transition from CFW to employment programmes while introducing Decent Work principles. The discussion also touched on the involvement of the private sector and the

identification of indicators to track progress.

Key Points:

- **CfW vs. EIIP:** CFW programmes, often used as a humanitarian response, provide immediate short-term employment and assistance to semi-skilled and skilled individuals. In contrast, EIIP aims to create long-term employment by focusing on sustainable projects that promote Decent Work standards like social security and quality working conditions.
- **EIIP's Approach and Challenges:** EIIP operates in 50 countries and prioritizes community needs, using local resources and involving the private sector. In conflict-affected regions like Syria, political constraints limit the transition from humanitarian aid to development. Nonetheless, efforts are being made to align CFW with national systems and develop an exit strategy for sustained employment post-programme.
- **Transitioning from CFW to EIIP:** In countries like Jordan and Lebanon, EIIP has been linked to long-term infrastructure development and capacity-building efforts, ensuring projects can continue after initial funding ends. Standardized wages, decent work conditions, and coordination with government ministries have been emphasized as key factors to ensure successful implementation of both CFW and EIIP programmes.
- **Private Sector and Local Empowerment:** Private sector engagement is critical, especially in transitioning from informal to formal employment. In Lebanon, for example, EIIP has successfully engaged contractors and informed workers of their rights under Decent Work principles. Women and marginalized groups have been prioritized, with mechanisms to ensure equal wages and leadership roles.
- **Sustainability and Cooperation:** The need for capacity-building and coordination between government ministries, unions, and stakeholders is crucial for the sustainability of CFW and EIIP programmes. Efforts in Yemen and Iraq have focused on scaling these programmes, particularly in empowering women and addressing climate change impacts.

In conclusion, while CFW provides short-term assistance in emergency contexts, EIIP focuses on long-term, sustainable employment. Both approaches require coordinated efforts with governments, the private sector, and local communities to ensure that decent work standards and sustainable development goals are met.

Session 2.3 - Frameworks and Entry Points

From “People who benefitted” to “People who sustained” - The case of Forced displacement, decent work and the Nexus

Group exercise: Coordination and support to FDPs and Host Communities

Summary:

- **The session focused on solutions and challenges of contexts of forced displacement. It showcased a compelling model for shifting from immediate relief to sustainable support for displaced populations and host communities.** By integrating employment, skills training, and social protection within a flexible and adaptive framework, the programme effectively addresses both immediate needs and long-term resilience.
- Regular monitoring and evaluation ensure that the strategies remain aligned with evolving local and national priorities, demonstrating **the need for flexibility in**

implementation and a commitment to continuous improvement and responsiveness.

- **The approach also highlights the importance of HDPN partnerships and inclusive practices** specifically by combining local opportunities with broader development goals and ensuring that all individuals, including those with disabilities, are included in support systems.

Key points include:

- **Shift to Long-term Solutions:** The PROSPECTS Partnership operates in eight countries, aiming to move from short-term assistance to sustainable solutions for forcibly displaced populations (FDPs) and host communities. The programme integrates humanitarian and development approaches to promote **decent work** and **economic resilience**, with a focus on **employment** and **social protection**.
- **Collaborative Efforts:** Partnerships between ILO, UNICEF, UNHCR, the World Bank, and the EU have been instrumental. These collaborations connect skills training, entrepreneurship support, and social protection to local market needs, focused on youth-targeted programs and refugees. **Lebanon and Jordan** are examples of countries benefiting from these initiatives.
- **Global Guidance and Investment:** The **Global Compact for Refugees (2019)** guides PROSPECTS' objectives, which include reducing pressure on host countries, supporting refugee self-reliance, facilitating returns, and expanding third-country solutions. Initiated by the Netherlands, PROSPECTS has received a significant investment of \$800 million.
- **Flexibility and Adaptation:** PROSPECTS is designed to adapt to external political and environmental challenges, ensuring its flexibility in implementation. The programme's **Monitoring and Evaluation** mechanisms regularly review progress to ensure objectives are met. For example, **Lebanon** has developed a national social security strategy that includes refugees, while Tunisia integrates youth into agriculture through local economic activities.
- **Inclusion and Support for Vulnerable Groups:** Disability inclusion and youth programmes are core elements of the programme. In **Lebanon**, social protection systems now include persons with disabilities (PWDs). The "**Learning to Earning**" initiative, led by UNICEF and ILO, focuses on transitioning youth from education to employment.

Summary of the Q&A - Key Issues and Responses:

- **Interactivity and Session Format:** Some participants felt the session was too lecture-like. The facilitators explained this was to address specific issues related to financing, programming, and donor involvement.
- **PROSPECTS in Yemen:** Yemen was not included in the initial extension of PROSPECTS due to feasibility concerns, but the country remains a priority through other programs, including
 1. partnerships with the World Bank.
- **Funding and Donor Coordination:** PROSPECTS operates on a **one-donor, multi-partner model** with the Netherlands as the key donor, allowing flexibility and long-term partnerships.
- **Disability Inclusion:** PROSPECTS has integrated persons with disabilities (PWDs) into national social protection systems, including a Multi-Donor Agreement (MDA) in Lebanon, ensuring that disability inclusion is part of all interventions.
- **Entrepreneurship Monitoring:** Regular assessments and referral mechanisms, particularly in Lebanon, help monitor income generation and support youth entrepreneurship programmes.

- **Job Opportunities in Syria:** Surveys are being conducted across Syria to identify factors that contribute to the success of entrepreneurship programmes, with plans to scale up viable home-based businesses for refugees.
- **Nexus Approach in Education:** Humanitarian response plans are aligned with national strategies through regular engagement with governments, ensuring education and other programmes reflect national priorities.
- **Government Leadership and Nexus Programmes:** UNHCR works closely with host governments, such as Jordan, to ensure national leadership in the Nexus programmes while leveraging UNHCR's strengths in data management for job matching and referrals.
- **Climate Change and Displacement:** PROSPECTS includes climate change in its framework, assessing its impact alongside conflict-driven displacement.
- **Trade Unions' Role:** Trade unions are integral to addressing "Learning to Earning" bottlenecks and supporting the implementation of Nexus commitments, as seen at the Tunis Summit.
- **Understanding Labour Gaps in Syria:** Dialogues with employers in Syria are helping identify labour gaps and how refugees' skills can address these needs.
- **Flexibility and Lessons Learned:** PROSPECTS' flexibility in adapting to external challenges is a point of pride for the Netherlands. Regular **Monitoring, Evaluation, and Learning (MEL)** sessions allow for strategy adjustments and broader discussions.
- **UNICEF's Expanded Mandate:** The partnership with PROSPECTS has broadened UNICEF's scope, particularly in the MENA region, enabling the organization to focus on older youth and target new opportunities.
- **UNHCR's Refugee Solutions:** UNHCR is working on third-country resettlement programmes, providing targeted training to refugees to meet labour demands in specific countries

Session 2.4 - Opportunities for Building Trilingualism Principles

Social protection: From cash transfer to system building

Country cases study & Group Exercise

Summary:

The panel discussion focused on integrating cash-based assistance into humanitarian and development efforts through a nexus approach, particularly in conflict-affected regions.

- **Cash Assistance and Nexus Approaches:** Cash and voucher assistance (CVA) has grown to 21% of humanitarian aid, with the potential to strengthen national systems and support social protection by aligning with government structures early. CVA also promotes local social cohesion, contributing to both humanitarian and development goals.
- **Social Protection Success in Palestine:** Collaboration, trust, and a unified social registry have streamlined resources and improved decision-making in Palestine's nexus approach, enhancing national capacities, particularly during ongoing crises like Gaza.
- **Challenges and Opportunities for WFP and UNICEF:** WFP's and UNICEF's twin-track approach focuses on supporting and aligning national SP systems to be more responsive and sustainable. However, challenges include short funding timelines, lack of coordination between Cash and SP Working Groups, and duplication of efforts.
- **Inclusion of Forcibly Displaced People:** UNHCR works to include displaced populations

in SP systems by addressing regulatory gaps and raising awareness among employers. Expanding beyond humanitarian cash assistance involves data-driven policymaking and partnerships to foster economic inclusion.

- **National Ownership and Capacity Building:** Building national ownership requires strong governmental partnerships, and capacity building to ensure smooth transitions from humanitarian to national systems. Data sharing remains crucial but must be handled safely and effectively to meet long-term needs.

Discussion:

- **Social protection work should be done with the governments**, but in a timely manner, and there should be pre-existing efforts/preparedness so systems are more resilient to crisis, avoid parallel systems, and enforce data sharing protocols.
- How can national systems be more responsive? **Twin Track approach**
 1. Support national systems (complements)
 2. Align with governments to expand coverage
- **Challenges identified** in working with groups like refugees are that there are no inclusive regulations for them. There is a need to show the benefits of inclusion and, hence, generate evidence.
- The room was really interested in learning more about data collection/tools/data sharing protocols - there is a clear appetite for **needs assessment and analysis**.

Key take aways:

- There are **plenty of examples with nexus conversation happening in practice on social protection across the region**, from Yemen to Iraq, from Lebanon to Jordan and Palestine. This diversity shows multiple entry points for the nexus coordination can be found, but perhaps too little has been done to document and cross-fertilize these national experiences, it requires a regional reflection space and approach.
- In protracted crisis contexts, **HDPN actors need to find ways to overcome challenges in harmonizing ISSS with humanitarian principles and policies**: while humanitarian principles are clearly important, principles of state responsibility are equally so. Both genuinely humanitarian and genuinely development minded partners have a role to play in nexus conversations.
- **Importance of HDP nexus in SP to bridge emergency immediate response to medium and long-term strengthening of the national SP systems**, whilst at the same time make use of existing mechanisms that enables an immediate response and capitalizing on the comparative advantages of each actors in the nexus (payment modalities, registration, ability to collect data, etc..)
- **Capitalizing on the comparative advantage** (demonstrated capacity and expertise, not limited solely to a mandate) of one individual, group or institution to meet needs. Each pillar of the HDP nexus brings its own, in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict.
- **SP is an integral part and key to nexus and Decent Work agenda**, but fully embedding it requires a **broader approach than exclusive focus on cash assistance**. Key to durable solutions is to work more explicitly on transition from cash to employment and in particular on the transition from social assistance to social insurance, recognizing there should be no graduation from social protection.
- **Nexus approaches are not about diverting humanitarian funding from life-**

saving activities in a crisis situation. It is about reducing needs before life-saving activities become necessary and preventing needs from growing in the first place.

- **A better understanding of the roles, responsibilities, mandates and limitations of stakeholders under each of the three pillars is critical** to better engage and identify opportunities for building coherence and complementarity and ensure accountability.

Example of key results from Palestine:

- Collaborative approach
- Trust building
- Utilization of existing system
- Safe place for dialogue
- Increased participation
- Improved beneficiary access
- Effective assistance delivery

Day 4 – Thursday 12th September

In summary, the common themes and principles of engagement across the countries include government leadership, robust coordination mechanisms, inclusion of stakeholders, clear roles and accountability, strategic financing, enhanced social dialogue, long-term development focus, and capacity building. According to the country teams, these principles are critical to ensuring the success of decent work interventions and broader developmental goals.

1. Government Leadership and Involvement:

- All groups expressed the importance of the government's central role in driving and coordinating national strategies, whether through developing social protection strategies (**Lebanon**), leading public works programmes (**Iraq**), or taking a more active role in institutionalizing processes (**Jordan**).
- All groups noted that Governments (represented in the workshop) are involved in strategic planning, organizing meetings, and ensuring alignment with national priorities.

2. Coordination and Collaboration Across Sectors:

- **Lebanon** and **Yemen** emphasized the need for strong coordination mechanisms, with the UN playing a key role in facilitating these processes.
- In **OPT**, the need to activate and enhance existing coordination frameworks between governmental organizations, civil society organizations (CSOs), and other stakeholders was highlighted.
- **Yemen** and **Iraq** focused on improving coordination between humanitarian and developmental actors, while involving multiple ministries, private sectors, and international partners.

3. Inclusion of Multiple Stakeholders (Social Partners, CSOs):

- Engaging employers, trade unions, and civil society organizations (CSOs) was a critical point across all countries.
- **Lebanon** aims to involve social partners in the process, while **OPT** calls for improved representation of CSOs in existing frameworks.
- **Iraq** and **Jordan** emphasized the importance of engaging employers and improving social dialogue with them to foster broader participation in national initiatives.
- **Yemen** also stressed the inclusion of the private sector and various working groups to enhance coordination and collaboration.

4. Clear Roles, Responsibilities, and Accountability:

- There is a recurring theme of clarifying the roles and responsibilities of different actors to ensure effective implementation and accountability.
- **Lebanon** highlighted the need for all actors to fulfil their responsibilities correctly, while **Yemen** proposed reviewing coordination mechanisms to clearly define roles, particularly between ministries and social partners.
- **Jordan** also emphasized the importance of structured strategies that involve the government from the outset.

5. Financing and Resource Mobilization:

- The issue of securing funding and resource mobilization was raised by several countries.

- **Lebanon** and **Iraq** discussed involving international organizations and donors to support financing, with **Iraq** suggesting grants and international support for public works programmes.
- **Yemen** proposed creating a Multi-Partner Trust Fund aligned with UN frameworks to support long-term developmental projects, focusing on sustainable financing beyond humanitarian interventions.

6. Enhancing Social Dialogue and Communication:

- **Lebanon** and **Jordan** both stressed the importance of improving dialogue between international organizations, governments, and social partners.
- **Jordan** specifically focused on revitalizing working groups and enhancing social dialogue among employers to ensure effective communication and engagement

7. Strategic Focus on Long-Term Development:

- While **Lebanon** shifted its focus from social security to long-term prosperity, **Yemen** emphasized the need to transition from humanitarian responses to developmental approaches.
- This reflects a broader theme across countries of moving from short-term, reactive interventions to more sustainable, long-term development strategies.

8. Capacity Building and Institutionalization:

- Several countries highlighted the need to strengthen national capacities and institutionalize efforts.
- **Jordan** emphasized institutionalizing decent work strategies, while **Yemen** and **OPT** mentioned the importance of building capacities within ministries and other national partners to ensure sustainability.

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