



International
Labour
Organization

NEXT STEPS

From the synthesis review of
evaluations conducted in the ILO
Arab States Region (2018-2023)



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Employment



01



Continued engagement of tripartite constituents and stronger inclusion of social dialogue into project designs

There were mixed findings on social dialogue in the reports, with it being noted that shorter term employment opportunities have impacted the opportunities for social dialogue and that the political situation in many of the countries in the Arab States Region had proved challenging for tripartism and social dialogue. Continuing to engage with the government, employers, and workers remains important though and should be a key element of projects.



Action Points

- ▶ Ensure tripartite constituents, especially workers and employers are involved in project design.
- ▶ Conduct assessments of the capacities of social partners, building projects that compliment their capacities, build on areas they are willing to engage in, and address gaps.

Action Points



- ▶ Identify which contexts are relevant for moving to longer-term interventions, especially given contextual changes in Lebanon and Syria recently.
- ▶ Develop advocacy points with donors to stress importance of longer-term work, even if it reduces overall beneficiary numbers.

02



Continued transition to longer-term employment and asset creation approaches

Evaluation reports noted that there had started to be a transition to longer-term modalities. Ensuring this process continues would help ensure the longer-term sustainability of the interventions as well as contributed to stronger impact and supporting the ILO's work on the HDP nexus.

03



Greater outreach to organisations of persons with disabilities

Disability inclusion has been limited in the projects reviewed. Increasing outreach of organisations of persons with disabilities could help ensure improved attention to disability inclusion. Ensuring disability inclusion is addressed in each evaluation, even if this is to reference that the project had not been disability inclusive would also help keep attention to disability inclusion among ILO staff.



Action Points

- ▶ Conduct a mapping of organisations of persons with disabilities as potential partners.
- ▶ Provide training on disability inclusion for project staff.
- ▶ Ensure project proposals are reviewed by disability inclusion experts for suggested entry points.

Action Points



- ▶ Conduct donor mapping to identify if longer-term opportunities exist.
- ▶ Develop advocacy points for donors.

04



Identifying longer-term funding opportunities and ensuring project ambition matches the length of time available and the capacities of the partners involved in implementing it.

The efficiency of the projects reviewed was reduced by problems linked to the time allocated from projects and project management issues such as recruitment that led to delays compared to the ambition of the project's results frameworks.

This proved to be less of a challenge with longer programmes. It is acknowledged that the funding situation is dependent on the approaches of the development partners, and in humanitarian and post-conflict contexts, funding cycles often tend to be shorter.

05



Strengthening of monitoring and evaluation structures, particularly focused on ensuring the measurement of outcomes and change

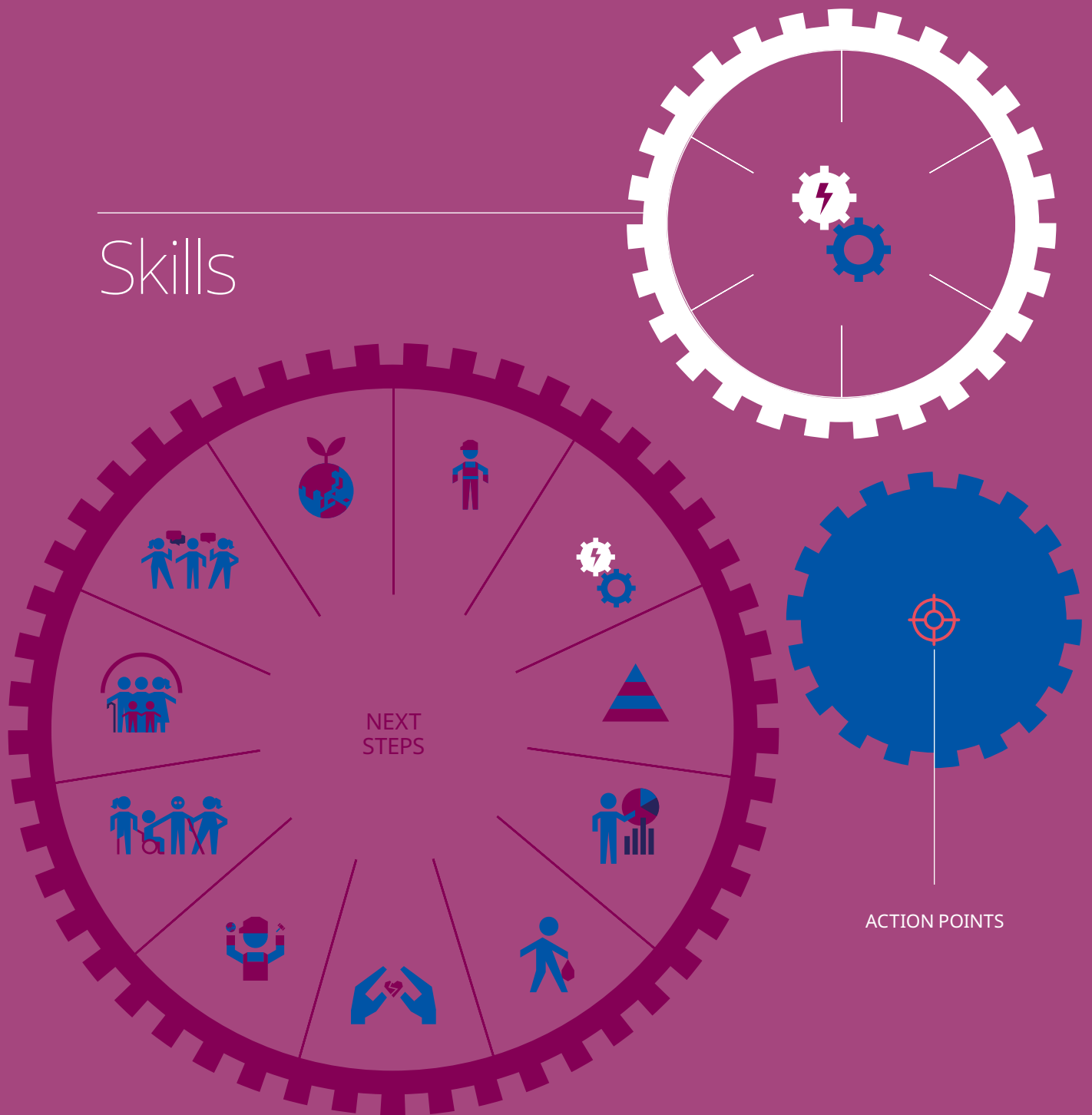
Concerns were raised in the evaluations about monitoring systems, results frameworks and indicators, and evaluations, although with some indication that these had improved in projects that had gone through multiple phases. The ILO should capitalise good practices and ensuring solid M&E frameworks are embedded in every project, particularly new initiatives.



Action Points

- ▶ Ensure evaluability reviews are built into the inception periods of projects.
- ▶ Develop common impact indicators that can be used during project development.

Skills



01



Ensure EIIP projects include opportunities for vocational training with a view to longer-term employment

There was evidence from the EIIP evaluations that vocational training is being considered more in project design with the goal of shifting from short-term employment opportunities to longer-term employment and skills development.



Action Points

- ▶ Identify which contexts are relevant for moving to longer-term interventions, especially given contextual changes in Lebanon and Syria recently.
- ▶ Develop a strategy (formal or informal) with the employment and crisis specialists to ensure meaningful vocational training opportunities are provided to project beneficiaries

Action Points



- ▶ Develop a theory of change on the HDP Nexus that formalises skills within it.
- ▶ Develop a training/awareness plan to ensure ILO staff understand the HDP Nexus, how skills fits into it and the key normative framework tools that exist.
- ▶ Identify good practices used by the ILO and other UN agencies such as promoting work-based learning, upgrading work-based learning apprenticeships to longer-term employment opportunities, and an incremental approach to upskilling.

02



Ensure that skills are included in the overall strategy for the ILO's work on the HDP Nexus

As recommended in the section on the HDP Nexus, the ILO should develop a comprehensive strategy, including a theory of change, on the HDP, that helps strengthen understanding internally and externally of the ILO's role, opportunities, and goals for working on the Nexus.

→ **Skills should be a key element of this.**

03



Promote lifelong learning (LLL) for vulnerable and marginalised populations

Many vulnerable and marginalised populations often have lower education levels and are in occupations that offer less access to ongoing learning opportunities than workers in more skilled occupations. inclusion among ILO staff.



Action Points

- ▶ Promote the understanding and provision of LLL for marginalised and vulnerable populations among tripartite constituents.
- ▶ Review projects from other sectors to provide suggestions of how this could be developed.

Action Points



- ▶ Engage with SECTOR to develop priorities for the development of sector skills bodies in each country

04



Support the development of sector skills bodies

Sectoral skill needs differ dependent on the context in each country.

05



Strengthen the capacities of both tripartite constituents and CSOs to support the delivery of ILO tools

Many of the ILO's projects include the delivery of skills training by entities outside of the government's vocation training institutions.

The role of these organisations in providing vocational training and apprenticeships is likely to remain for the foreseeable future.



Action Points

- ▶ Conduct capacity assessments of the ILO's social partners and CSOs to understand what gaps exist in capacities to deliver ILO's initiatives.
- ▶ Design projects to respond to these gaps.

Action Points



- ▶ Activities linked to Recommendation 208 that could be included in projects include jointly advocating its importance, promoting knowledge sharing of good examples and challenges, and helping member countries identify a way to promote quality apprenticeship, considering each country's economic, social, and institutional contexts.

06

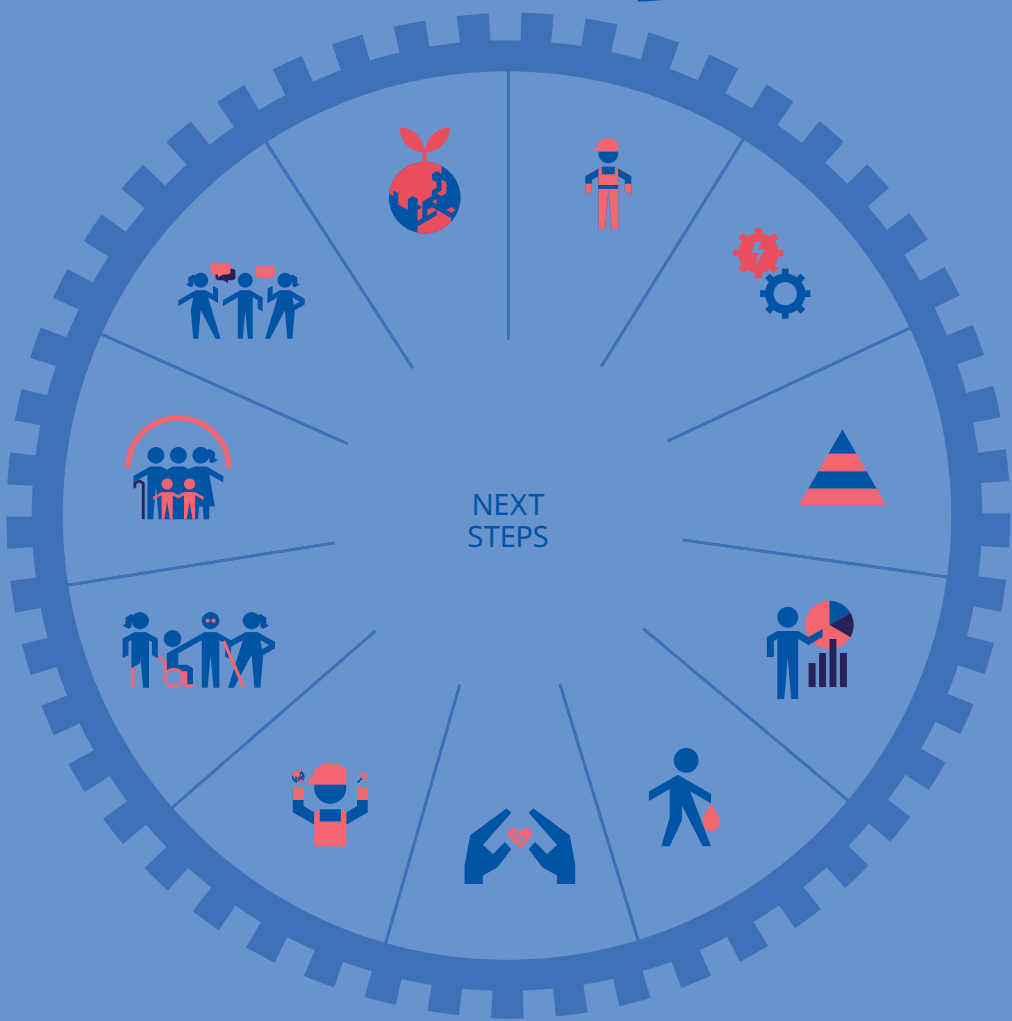


Utilise ILO's Recommendation 208 to promote quality apprenticeships

The ILO Quality Apprenticeships Recommendation, 2023 (No. 208) provides a strong framework for strengthening common understanding of key elements of quality apprenticeships.

Enterprise

ACTION POINTS



01



Address concerns over access to financing that are raised in evaluations.

Concerns over how effectively beneficiaries could put their skills into practice because of lack of access to financing were identified as a challenge to the effectiveness, impact and sustainability of projects



Action Points

- ▶ Conduct assessments prior to or in the inception phase of projects to address if there are entry points for referral to financial support or supporting community financing.
- ▶ Consider if grants can be provided in certain projects.

Action Points



- ▶ Sharing lessons from previous projects with project designers to help them build in sufficient time and resources, led by technical specialists and programme officers with knowledge of previous interventions.

02



Build stronger follow-up mechanisms into project designs to provide ongoing support to project beneficiaries. Ensuring projects have a sufficient time-frame and focus on the quality rather than the quantity of outputs and beneficiary numbers.

Evaluation reports noted concerns about sustainability where there was not a sufficiently robust enough follow-up process or long enough training curriculum.

03



Strengthen monitoring and evaluation structures to enhance lesson learning and project and tool improvements.

Common to most of the sub-themes in this report, evaluations recommended the strengthening of monitoring frameworks.



Action Points

- ▶ Develop common indicators that measure change that can be used when designing monitoring frameworks would help address this. Led by technical specialists, programme officers, and the regional evaluation team.

Action Points



- ▶ Conduct a mapping of organisations of persons with disabilities as potential partners.

- ▶ Ensure disability inclusion experts review project proposals.

04



Conduct a mapping of organisations of persons with disabilities who are able to partner with the ILO on enterprise development projects.

Inclusion of persons with disabilities at all stages of projects is recommended.

05



Strengthen the “green” dimension of enterprise development through highlighting and replicating successful green jobs and entrepreneurship initiatives, such as training on solar panel repairs in Yemen or water harvesting in Jordan.

Although only captured to a limited extent thus far in evaluation reports, there are positive examples of green jobs initiatives that could be replicated elsewhere.



Action Points

- ▶ Compile a list of good practices (such as solar panel initiative in Yemen) and develop document of the practices that can be shared in the region.

Action Points



- ▶ Identify best practices that can be used in project design.

- ▶ Ensure involvement of key technical experts.

06



Work closely with ACTRAV, GEDI, and the Regional Gender and Diversity Expert to promote women’s leadership within COOPs in order to promote the next generation of trade union leaders.

The promotion of women (and youth and disability) leadership in local COOPs and unions, will help empower the next generation of union leadership and address some of the entrenched leadership challenges in the region.

ACTION POINTS



NEXT
STEPS

Labour Statistics



01



Identify ways to connect work on labour statistics to the ILO's work on FPRW.

Access to quality labour statistics is important in supporting the ILO's work on FPRW and remains a challenge in the region.



Action Points

- ▶ Ensuring that projects designed on child labour and OSH, and migration programmes that include a focus on forced labour, incorporate working with national statistics bureaus into their design.

Action Points



- ▶ Work with ILO STAT and the disability inclusion team in GEDI to train labour statistics bureaus on the inclusion of the Washington Group Questions into labour force surveys.

02



Provide training on integrating the Washington Group Questions in labour force surveys.

There was some indication that projects had made efforts to address disability inclusion but this was often limited and reduced due to project challenges.

03



Develop a capacity assessment tool for partners

Projects were reported to be over-ambitious in relation to the capacities of the project partners to implement key elements of the project.

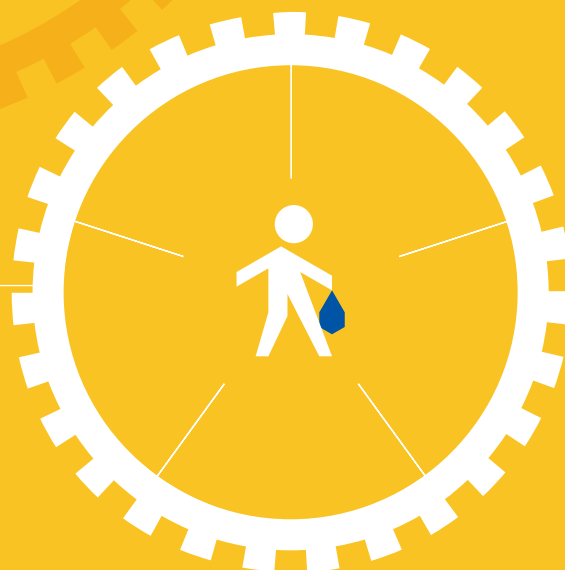


Action Points

- ▶ Assessments should be carried out during the design phase. Developing capacity assessment tools would support project designers to achieve this.



Labour Migration



ACTION POINTS



01



Operationalisation of the newly developed common migration strategy.

More than one evaluation recommends developing a more coherent migration strategy and programmatic strategy or conducting a thematic evaluation on migration programmes in the region. This was completed in the first half of 2024, and outlines a regional strategy on labour migration from 2024-2027. This was developed as a response to a recommendation in the evaluation of the FAIRWAY programme. The strategy included internal consultations with the ROAS DWT and other colleagues working on labour migration projects and an external consultation with the regional Migration Advisory Group. The Strategy was shared with the Labour Migration Branch (MIGRANT) in HQ, also as input to internal discussions on the development of a global ILO strategy on migration and the world of work. The strategy includes as an annex a tentative theory of change that was developed in 2018. Updating and finalising the theory of change would align with recommendations included in the evaluation reports.



Action Points

- ▶ Finalising the theory of change.
- ▶ Disseminating among key colleagues including other branches.
- ▶ Developing specific action points for the three pillars.
- ▶ Identifying funding to conduct a mid-term review of the implementation of the strategy in 2025/6 and final review at the end of 2027 (internal or external).

02



Continue to identify ways to engage trade unions and employers' organisations.

The multi-stakeholder approach the ILO has taken to mitigate capacity gaps of workers and employers' representatives has been identified as a key success of the work of the ILO in the assessment period, but the evaluation reports also stress the importance of continuing to identify space and opportunity to further increase the workers' and employers' representatives capacities to provide support to migrant workers.



Action Points

- ▶ Review new projects to ensure they have specific outcomes linked to organising of migrant workers and trade union governance (as specified in the strategy).
- ▶ Review new projects to ensure they have specific outcomes linked to strengthening support among employers for dialogue on skill needs, the business case for labour migration, no-recruitment fees, and paying of social protection charges for their migrant workers.

Action Points



- ▶ Ensure evaluability reviews are built into the inception periods of projects.
- ▶ Develop common impact indicators that can be used during project development.

03



Strengthen the monitoring and evaluation frameworks for labour migration programmes, particularly in measuring behavioural change of migrants, employers and authorities.

This would help ensure the impact the projects have on migrants is identified. It should be noted though that most of the evaluations conducted later in the review period (2022 and 2023) rated the projects higher on monitoring and evaluation than the earlier evaluations. The exception to this was the ILO-Qatar Technical Cooperation programme where the later evaluation was much more critical of the M&E structure than the evaluation of the first phase.

04



Action Points

Consider ways to ensure ILO's cross-cutting themes of gender equality, disability inclusion, and the just transition to environmental sustainability are more prominently featured in interventions.

Findings on attention to gender equality in the projects were mixed, with many projects such as Work in Freedom and FAIRWAY being assessed to have strong gender-related components. Findings on disability inclusion were much weaker, with very few projects taking steps to address the needs of persons with disabilities. Additionally, with the exception of the Qatar Technical Cooperation programme, none of the projects considered the just transition to environmental sustainability.

-
- ▶ Conduct a mapping of organisations of persons with disabilities as potential partners.
-
- ▶ Continue to develop sector-specific projects that promote gender transformative actions. Ensuring gender-budgeting is part of project management.
-
- ▶ Where feasible highlight the successful heat stress legislation to stakeholders outside of Qatar.
-

Action Points



- ▶ Review if a common mobilisation strategy is feasible and likely to be effective.

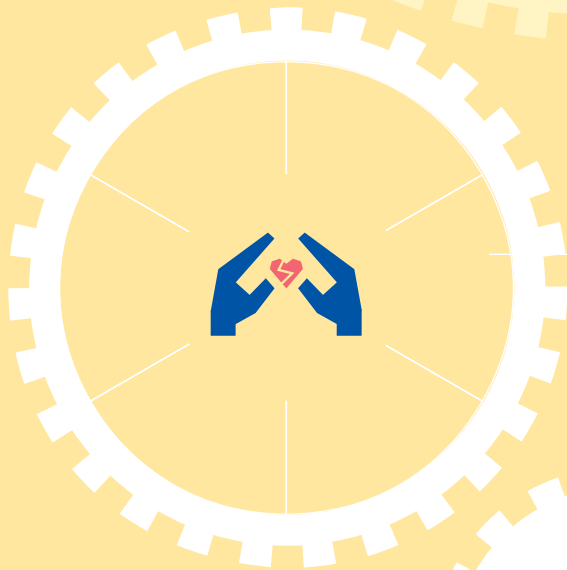
- ▶ Identify sub-areas where work with other UN agencies is feasible.

05

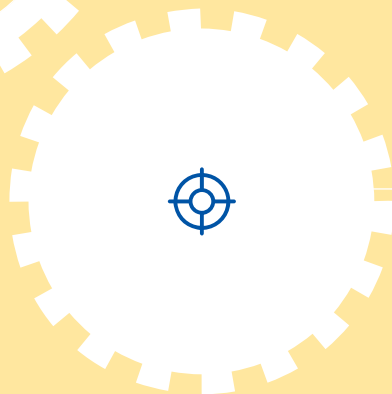


Strengthen collaboration with other UN Agencies.

A recommendation in the 2022 FAIR evaluation was to develop a resource mobilisation strategy with other ILO and UN projects, including IOM's projects. The management response suggested the action plan for this recommendation had been carried out for FAIR phase 3. It is less clear that this is applied to other labour migration projects, although there was coordination with IOM for the Qatar Technical Cooperation programme. Other evaluation reports do not specifically refer to coordination with UN agencies. The practicalities of developing a formalised resource mobilisation strategy given the differing approaches from different UN agencies, may mean this work should focus more on identifying opportunities on a more case by case basis. Preparatory work could include identifying specific sub-areas where work with other UN agencies including IOM, UN Women, UNDP, UNICEF, and UNHCR is possible, as well as ensuring there is understanding how the ILO would want to structure partnership and on the clear red lines that would make partnership not possible in certain areas.



HDP Nexus/Crisis



ACTION POINTS

01



Develop a regional strategy, including theories of change, on the ILO's work on the Nexus.

The fragmented approach and varying understanding of the Nexus has been reported to be a challenge.

The recent high level evaluation recommended developing a coordinated strategy



Action Points

- ▶ Develop a coordinated regional strategy.
- ▶ Develop a theory of change.
- ▶ Ensure relevant technical experts are involved.

Action Points



- ▶ Develop evaluation guidance on evaluating the HDP Nexus.
- ▶ Ensure TORs contain relevant evaluation questions.

02



Ensure evaluators address the Nexus and the relevant areas of the ILO's normative framework during evaluations.

The lack of references to the HDP Nexus in evaluations is notable.

It is not clear if this is linked to a lack of understanding of evaluators or project staff or both about the HDP Nexus

03



Ensure staff are aware of R205 and are utilising in the design and implementation of their projects where relevant.

There is limited awareness of R205 among ILO staff. Improving awareness of it should improve the use of it in projects.



Action Points

- ▶ Conduct awareness raising/training on R205 and other aspects of the ILO's normative framework relevant to the HDP Nexus.

Action Points



- ▶ Include a framework for early engagement in the recommended regional strategy.

04



Conduct early engagement with relevant humanitarian actors to ensure the role of decent work and the ILO's comparative advantages in delivering in the Nexus are recognised.

ILO needs to position itself effectively as a critical partner working on the Nexus.

05



Ensure good practices from projects are shared throughout the region.

There were examples of the areas where the ILO had improved upon during the evolution of response in one country but that came up as concerns in other countries.



Action Points

- Identify and share lessons from previous projects with project designers to help them build in sufficient time and resources, led by technical specialists and programme officers with knowledge of previous interventions.

Action Points



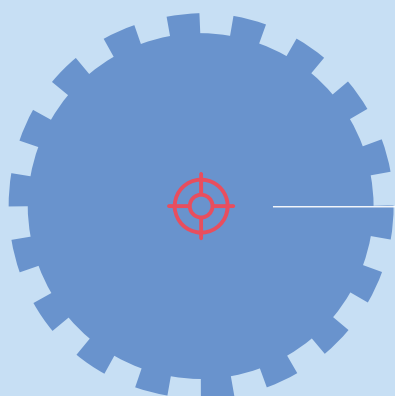
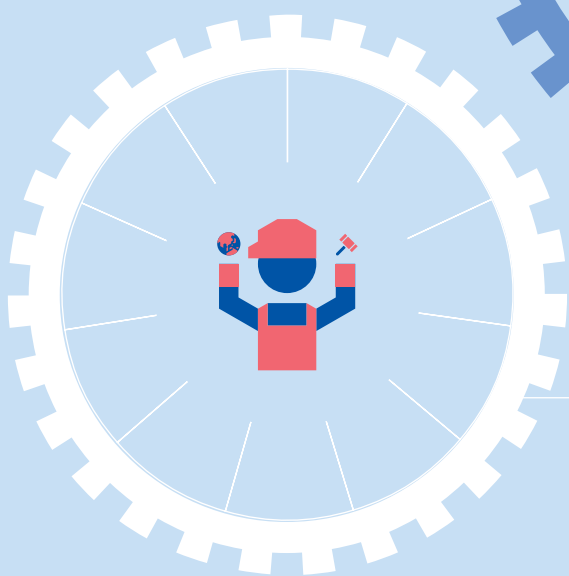
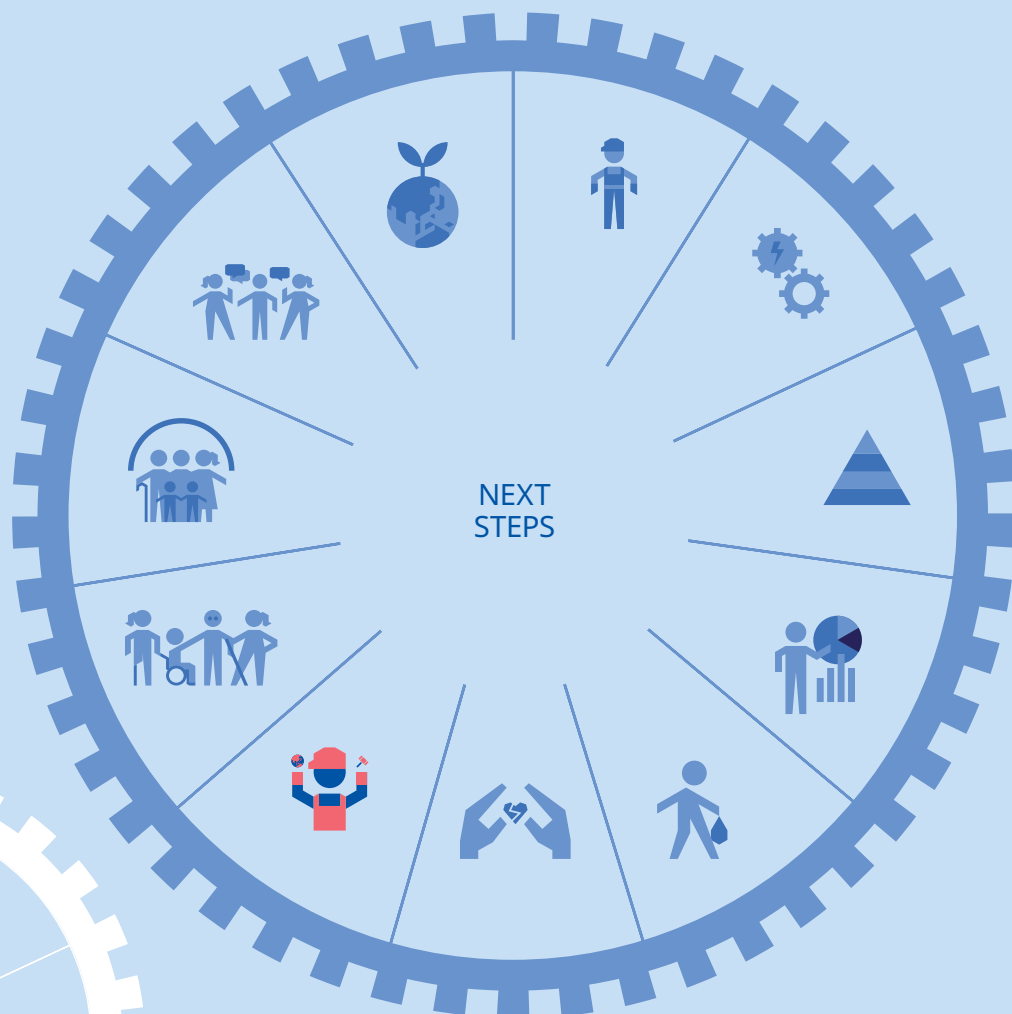
- Include in the overall strategy, an engagement strategy to help define the role of tripartite constituents and how the ILO will engage them.

06



Continue to identify best practices to engage tripartite constituents and consider a regional-wide strategic approach, while still ensuring local context drives the process.

Awareness of tripartite constituents about the ILO's work on the Nexus was reported to be limited and tripartism is often sidelined for expediency in implementing projects.



ACTION POINTS

International Labour Standards, Labour Law, and FPRW

01



Action Points

Ensure clarity among staff on utilisation of ILO normative framework in projects, particularly newer instruments such as R205 and C190, as well as tailoring projects to respond to the comments and observations of the ILO's supervisory bodies.

This is particularly relevant for newer instruments such as R205 and C190, as well as tailoring projects to respond to the comments and observations of the ILO's supervisory bodies.

- ▶ Develop an awareness/training strategy on using the ILOs normative framework, particularly for new staff and for new instruments.

Action Points



02



Support ratification campaigns for relevant conventions.

There was limited evidence of a focus on the ratification of conventions in the evaluation reports.

- ▶ Identifying where there is interest or entry points for ratifying conventions.
- ▶ Ensure coordination across departments to include ratification activities in relevant projects.

03



Develop integrated programming that combines different elements of the Fundamental Declaration.

This would align with the recommendation of the International Labour Convention resolution in 2017 requiring the ILO to develop an integrated strategy for FPRW but was found to have not been implemented successfully by the 2023 high level evaluation on FPRW.



Action Points

- ▶ Engage with FUNDAMENTALS as to whether a new global strategy has been developed.
- ▶ Ensure all relevant branches are involved in the design and implementation of a regional strategy.
- ▶ Highlight good practices for integration among project designers.

Action Points



- ▶ Link to the point above on ratifications.
- ▶ Ensure the design of projects focused on freedom of association and collective bargaining.

04



Ensure ROAS actively supports efforts to promote freedom of association and collective bargaining, including the ratification of C87 in member states that have yet to ratify the convention.

C87 is the least ratified of the original fundamental conventions.

There has been very limited focus in projects on freedom of association and collective bargaining.

05



Promote the use of the ILO's normative framework within crisis and HDP Nexus programming.

The ILO's normative framework is a key comparative advantage for working on the Nexus.

There is limited awareness of R205 among ILO staff.



Action Points

- ▶ Conduct awareness raising/training on R205 and other aspects of the ILO's normative framework relevant to the HDP Nexus.

Action Points



- ▶ Evaluation managers should ensure there are questions linked to ILS and the final report addresses these in satisfactory manner.

06



Ensure evaluations include reviews of the integration of ILS into the projects.

This is a cross-cutting requirement for ILO evaluations but is often under-addressed in evaluations.

07



Develop an employer/private sector engagement strategy for the region to ensure employers are more willing to accept alignment of national labour laws with ILS.

There has been limited involvement of employer federations and their absence can harm the willingness of businesses to address ILS concerns.



Action Points

- ▶ Ensure project designers consult with employers' federations and include them in the design and implementation of projects.

Action Points



- ▶ Ensure project designers include outputs that work with the national statistical bureaus in projects focused on the fundamental conventions.

08



Continue to support national statistic offices and other relevant departments to collect data related to ILS.

Access to quality labour statistics is important in supporting the ILO's work on FPRW and remains a challenge in the region.

09



Improve reporting on how projects are promoting or contributing to ILS.

There are gaps in the reporting of how projects contributed to ILS, making it difficult to assess the ILO's success in encouraging the use of its normative framework.



Action Points

- ▶ Develop templates for progress reports that include a section on the use of ILS.

Action Points



- ▶ Conduct awareness/training of staff and constituents on the supervisory mechanisms.

- ▶ Disseminate key comments/observations to tripartite constituents.

10



Ensure greater awareness of the ILO's supervisory mechanisms among tripartite constituents and project staff.

Very few projects referred to the ILO's supervisory mechanisms and projects did not appear to have been developed as a response to comments or observations.



ACTION POINTS

NEXT
STEPS

Disability Inclusion

01



Develop an action plan on the implementation of the ILO's policy and strategy on disability inclusion.

The evaluation of the ILO's policy and strategy on disability inclusion recommended that indicators be set for regional offices to help ensure the strategy was relevant at the field level.



Action Points

- ▶ Develop an action plan for how ROAS will contribute to the ILO's strategy.
- ▶ Include measurable indicators.

Action Points



- ▶ Continue to raise awareness of the Champions Network and encourage staff with interest in it to join and actively engage.

02



Ensure continued regional engagement in the ILO's Disability Champions Network.

As part of the ILO's efforts to implement its Disability Inclusion Policy and Strategy the ILO set up a global Disability Champions Network.

03



Implement a disability specific project.

Notably the region has not had a disability specific project during the reporting period.



Action Points

- ▶ Coordinate with the disability inclusion unit in GEDI to identify opportunities for disability specific projects.

Action Points



- ▶ Include the delivery of DET in projects that have a disability inclusion focus.
- ▶ Reach out to the project team of the TRIANGLE programme in ROAP who have implemented this training.

04



Utilise the ILO's Disability Equality Training module to improve awareness of disability inclusion among tripartite constituents.

The ILO has developed an innovative and effective training module called disability equality training (DET) that is led by the disability inclusion team in GEDI.

05



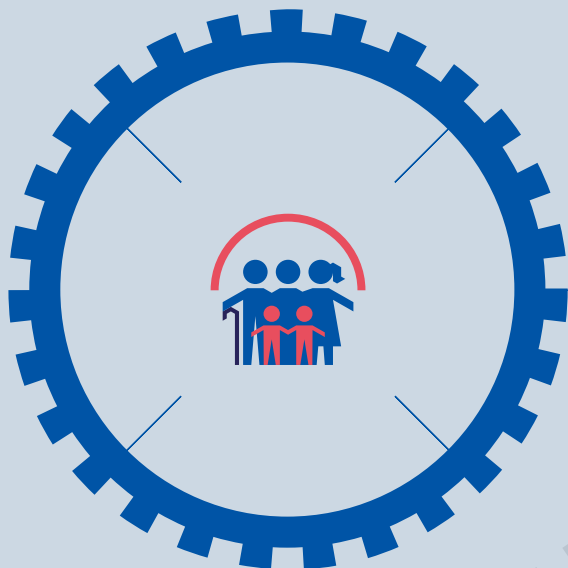
Ensure ROAS is supporting the operational indicators of the ILO's Disability Inclusion Policy and Strategy as well as the programmatic indicators.

The Disability Inclusion Policy and Strategy as part of the ILO's commitment to implement the UNDIS has 13 areas, and include a focus on the ILO's leadership and operational operations as well as its programming.

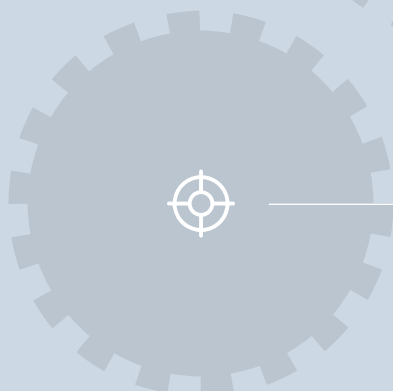
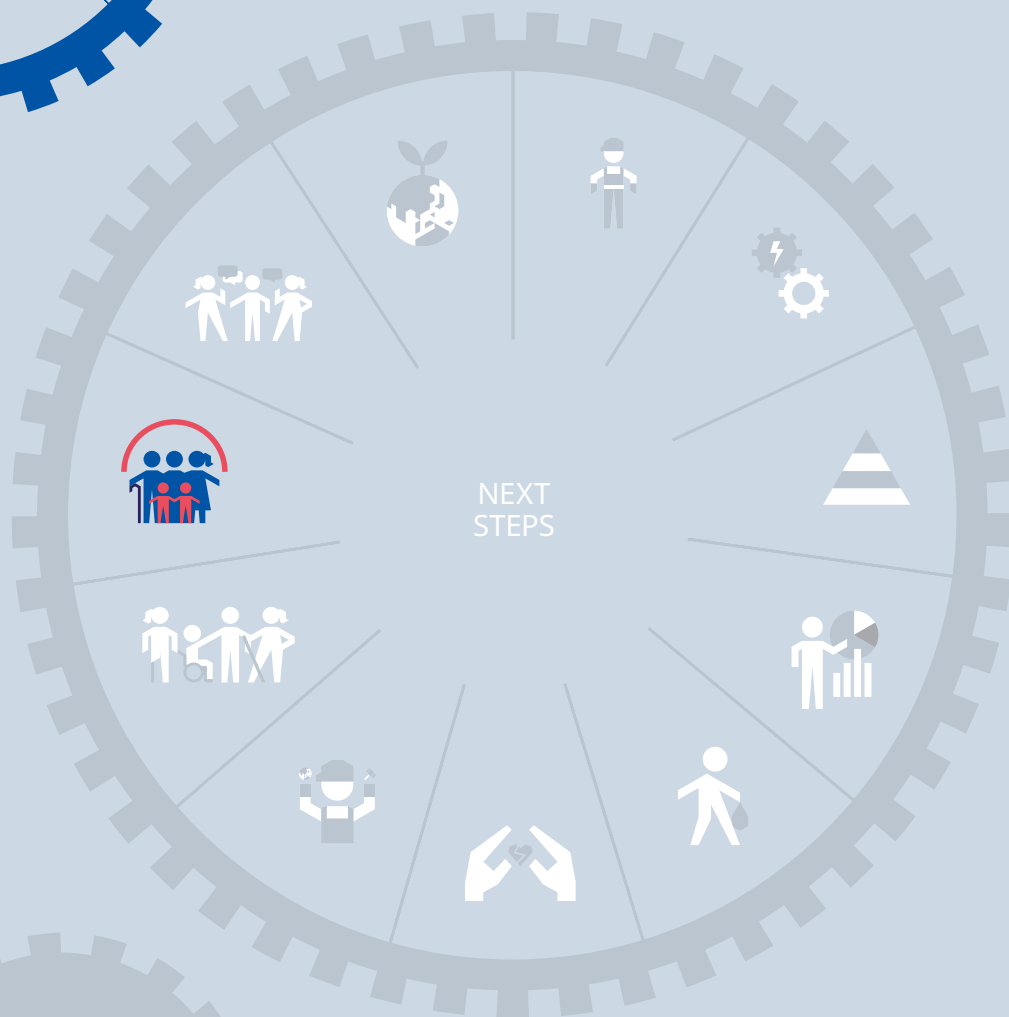


Action Points

- ▶ Ensure a regional disability strategy includes targets for non-programmatic aspects of the ILO's Disability Inclusion Policy and Strategy.



Social Protection



ACTION POINTS

01



Identify ways to mainstream social protection programming into projects focused on employment in crisis response, OSH, and the elimination of child labour.

This could include ensuring projects that engage labour inspectorates ensure labour inspectors are aware of national social protection schemes and checking if workers are enrolled in them.



Action Points

- ▶ Coordinate with relevant experts to ensure mainstreaming into projects.
- ▶ Develop one-pager on key entry points that can be used by project designers.

Action Points



- ▶ Coordinate with MIGRANT and GEDI regional technical leads to include in future projects.

02



Consider how to ensure that domestic workers and other workers in the care economy can access social security schemes in the region.

ILO's work on migration in the region has included a focus on domestic work. This work supports addressing migration governance through a gendered lens.

03



Ensure labour migration programmes include dialogue on access to and portability of social protection schemes for migrant workers.

The portability of social protection schemes has taken on increased prominence globally since the Covid-19 pandemic.



Action Points

- ▶ Develop advocacy approach for engaging tripartite constituents, and particularly governments on the need to discuss and take action in this area.

Action Points



- ▶ Develop clear communication products that document and support the capitalisation of this success.

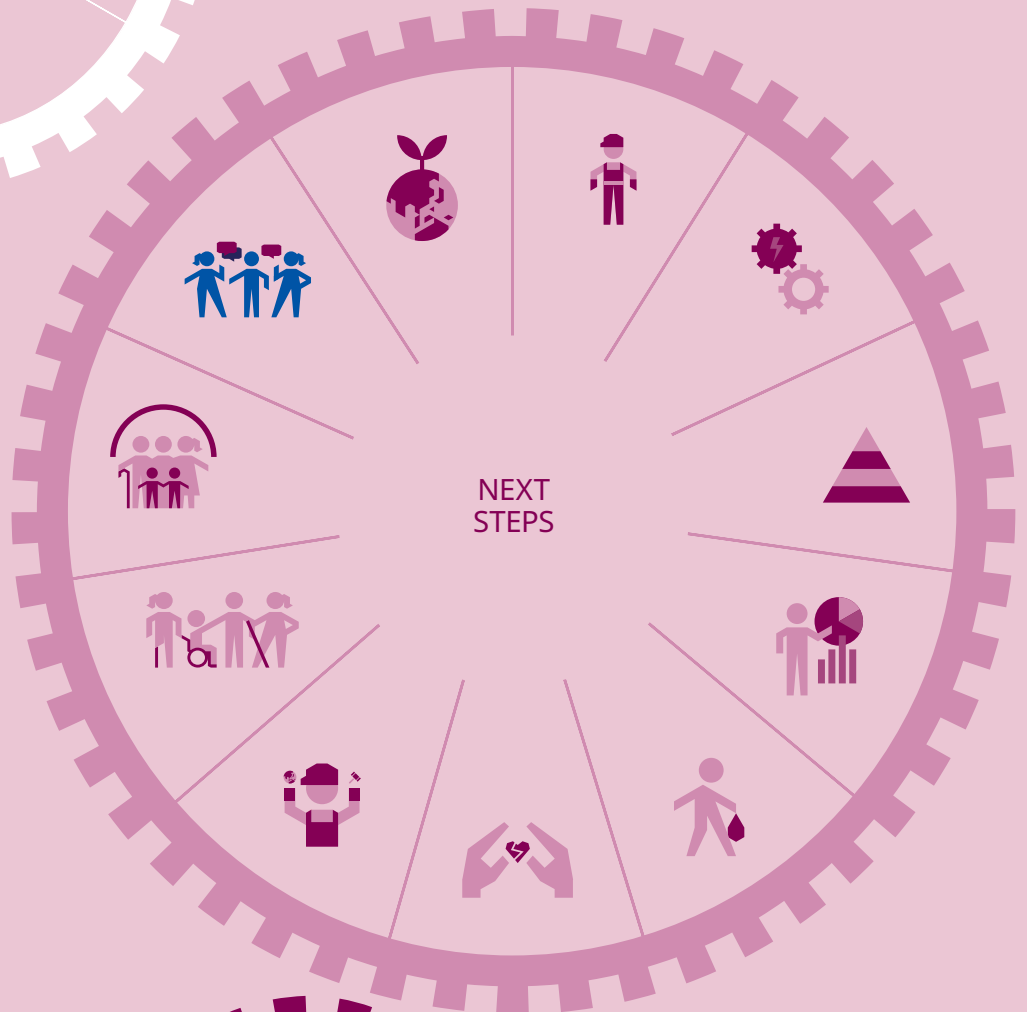
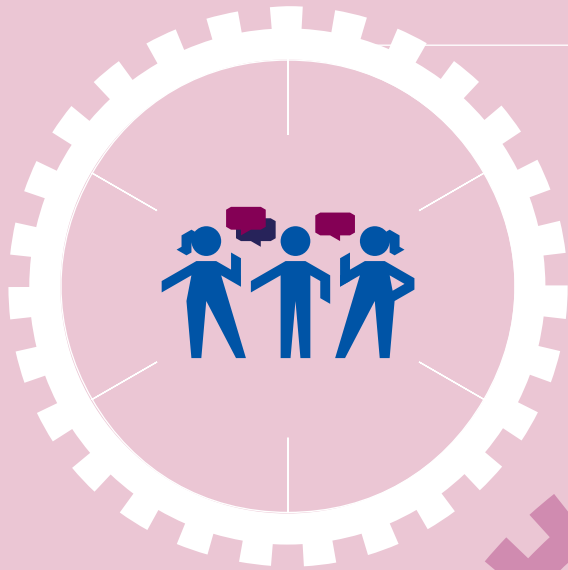
04



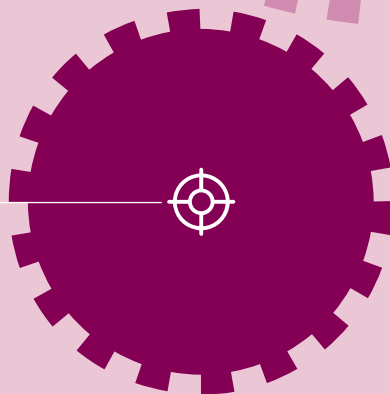
Ensure good practices on disability inclusion from the 'Transforming national dialogue for the development of an inclusive national Social Protection system for Lebanon' project are shared across the region.

This was one of the few projects to have a strong disability inclusion lens.

Social Dialogue and Tripartism



ACTION POINTS



01



Develop a strategy on tripartism plus and how to engage both trade unions and CSOs in the region.

This should consider how to balance approaches between maintaining ILO's traditional tripartism, and empowering CSOs where there are gaps in trade union capacities.



Action Points

- ▶ It should be done in a manner that promotes collaboration between CSOs and trade unions rather than competition.

Action Points



- ▶ Identify interest in ratifying C87 and include activities linked to ratification in projects.
- ▶ Ensure the design of projects focused on freedom of association and collective bargaining.

02



Develop projects that have specific focus on freedom of association and collective bargaining and engage in advocacy on the ratification of C87 and C96.

C87 is the least ratified of the original fundamental conventions,

There has been very limited focus in projects on freedom of association and collective bargaining.

03



Build projects based on the needs and capacities of the workers and employers' organisations.

Projects should be designed to ensure the maximum involvement of social partners possible and respond to their capacity building needs rather than designing projects and then identifying if and where the employers and workers' organisations can play a role.



Action Points

- ▶ Projects should be designed to ensure the maximum involvement of social partners possible and respond to their capacity building needs rather than designing projects and then identifying if and where the employers and workers' organisations can play a role.

Action Points



- ▶ Coordinate with relevant technical experts to develop capacity building plans for trade unions in these areas.

04



Identify entry points for engagement in ILO's cross-cutting topics including the just transition to environmental sustainability, disability inclusion, and gender equality.

Trade union capacities in these areas are low.

Just Transition to Environmental Sustainability



01



Develop a strategy on how ILO ROAS will ensure the just transition to environmental sustainability is mainstreamed into its projects.

This should in particular address how the ILO aligns with key programmatic areas including elements of FPRW, labour migration, and social protection.



Action Points

- ▶ Share details with project designers.
- ▶ Review new proposals to ensure inclusion.
- ▶ Coordinate with technical experts in these fields.

Action Points



- ▶ Review new proposals to ensure inclusion.

02



Continue to coordinate with the social protection department.

Coordination should prioritise how to work with member states to ensure the national social protection systems provide protection to those adversely affected by climate change and offer incentives for sustainable and green investments.

03



Action Points

Ensure the successes of the employment intensive infrastructure programmes in Jordan are utilised by other country offices during the development of programmes.

It is understood this is currently being done in Lebanon and Iraq but could be encouraged further throughout the region.

▶ Share details with project designers.

▶ Review new proposals to ensure inclusion.

Action Points



04



Action to address the recommendation to strengthen the green dimension of EIIP work.

Projects could do this through improving biodiversity in road and pavement projects, applying nature-based solutions, the use of sustainable construction materials, and a new focus on labour intensive water harvesting solutions to address water scarcity in the region.

▶ Share details with project designers.

▶ Review new proposals to ensure inclusion.

▶ Ensure project implementers have sufficient capacities to address this.

05



Better capture the just transition and green jobs work across the 9 policy areas to showcase the broad support from the ILO in the region.

Particular attention could be given to policy areas such as enterprise development, social protection, OSH, skills development, and green job creation.



Action Points

- Compile a best practices document that highlights the achievements within the region.

Action Points



- Review evaluation TORs prior to launching evaluations and inception reports prior to data collection to ensure inclusion.

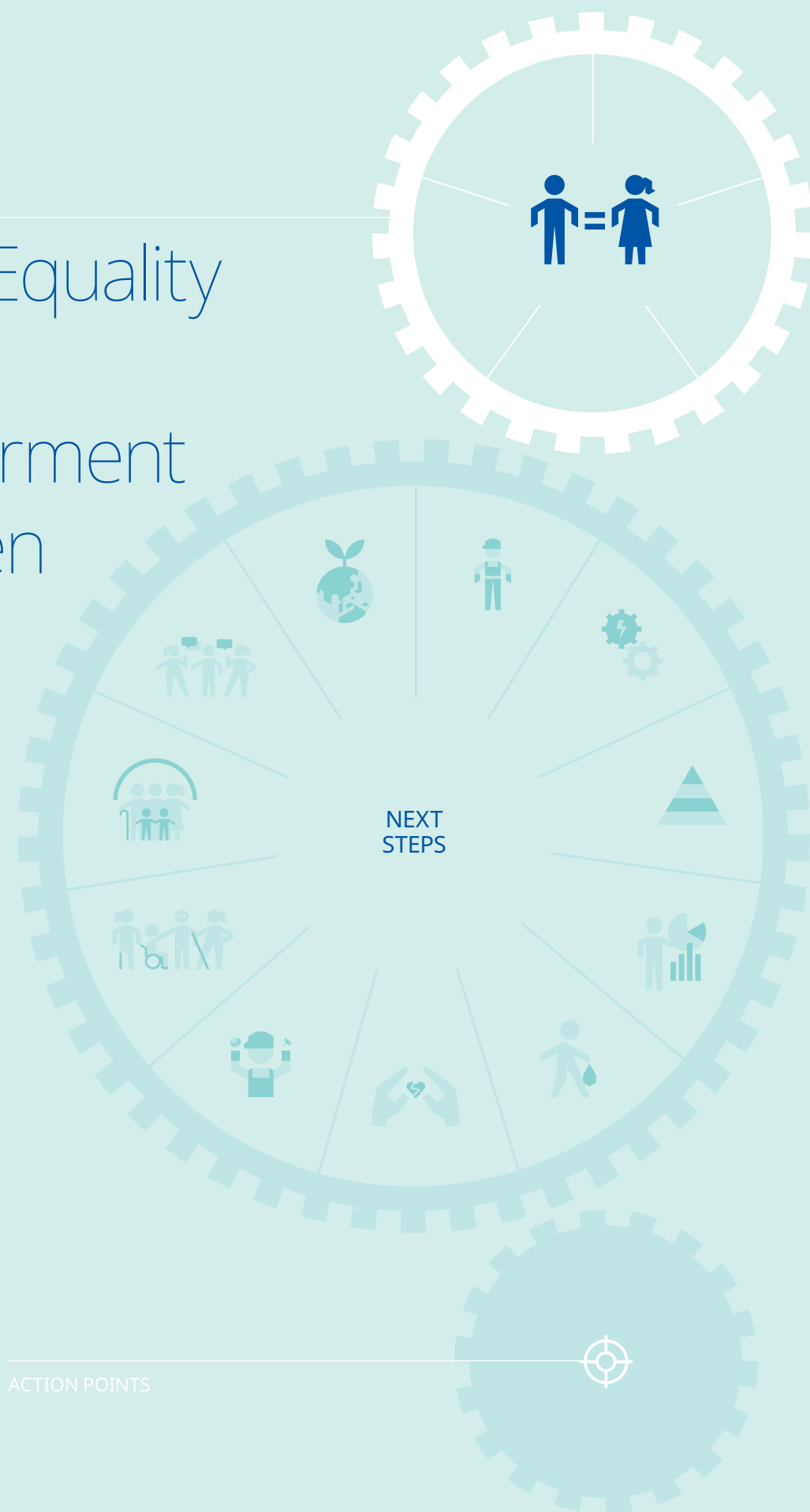
06



Ensure evaluations fulfil the requirement to assess the just transition and green jobs across the 9 policy areas.

Evaluation managers should insist on at least one evaluation question linked to this before signing off on an inception report.

Gender Equality and the Empowerment of Women



01



Strategic advocacy for gender priorities.

The ILO ROAS should pursue incremental change and adapt its approaches.



Action Points

- ▶ Adopt more culturally sensitive strategies that foster greater social acceptance in close cooperation with like-minded partners at the government, employer and trade union levels.
- ▶ Promote women's employment opportunities in the private sector.

Action Points



- ▶ Promote information sharing and learning between projects.
- ▶ Identify current and potential GEEW-oriented partners in each country and at a regional level.
- ▶ Expand collaboration with other stakeholders involved in GEEW beyond the traditional tripartite constituencies.

02



Strengthening internal and external coherence for GEEW.

LO ROAS could adopt a more integrated and cohesive strategy across its various GEEW-oriented projects at the country and regional levels.

03



Engender the ILO's operational model.

Strengthening gender mainstreaming in project design, implementation, and budgeting is crucial to fully leverage opportunities to advance gender equality priorities.



Action Points

- ▶ Identify key moments during the preparatory phase when GEEW input, advice, or guidance is essential.
- ▶ Make gender assessments mandatory ensuring consultation with final beneficiaries.
- ▶ Validate assumptions to inform the intervention's theories of change or gendered results frameworks.
- ▶ Budget for the resources needed to achieve the expected gender outcomes.

Action Points



- ▶ Develop a resource mobilisation strategy and a corresponding multi-annual resource mobilisation plan.
- ▶ Explore opportunities for triangular cooperation among Arab States.
- ▶ Promote multi-annual funding from current ILO partners such as SIDA.
- ▶ Prioritise GEEW-focused or GEEW-aligned interventions for RBSA funding.

04



Mobilise funding for GEEW.

The ILO ROAS should aim to secure multi-annual funding to ensure that gender transformative outcomes are both achieved and sustained.

05



Strengthen the communication function.

ILO ROAS should position itself as a knowledge bridge or facilitator by translating complex labour issues into understandable and actionable insights.



Action Points

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- ▶ Segment audience profiles and tailor messages accordingly, using different strategies to demonstrate the positive economic and social impact of reforms, including on everyday life.
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