



International  
Labour  
Organization

▶ (Jordan, Lebanon, Iraq, Yemen)

# ▶ How ILO Programmes Contribute to Social Cohesion between Refugees/IDPs and Host Communities in the Arab States Region



## ► Content

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<b>Acknowledgment</b>	<b>1</b>
<b>Introduction</b>	<b>3</b>
Section 1: Research Objectives	5
Section 2: Research Methodology	5
Section 3: Research Limitations and Gaps in Evidence	6
<b>Social Cohesion in Global Context</b>	<b>9</b>
Section 1: Social Cohesion Background	9
1. Social Cohesion Definitions	9
2. Social Cohesion Dimensions and Elements	10
3. Key Facts about Social Cohesion	12
Section 2: ILO Approach to Social Cohesion	13
<b>Social Cohesion in ILO Context/Programmes</b>	<b>19</b>
Section 1: Desk Review Approach	19
Section 2: Desk Review Findings	21
1. ILO Programming and Targeted Sectors and Groups Served	21
2. ILO Programming Embedded Social Cohesion Activities and Indicators	22
3. Achieved Impacts of ILO Programming on Social Cohesion	25
3.1 Jordan	25
3.2 Lebanon	26
3.3 Iraq	26
3.4 Yemen	27
3.5 Summarizing Checklist of Analysed ILO Programming	27
4. Collated Lessons learned on Social Cohesion Promotion	28
5. Stocktaking on ILO Experience in Jordan	32
<b>Developed Analytical Framework</b>	<b>35</b>

<b>Recommendations</b>	<b>38</b>
Section 1: Streamlining Social Cohesion in the Design of ILO Programmes	38
Section 2: Streamlining Social Cohesion in the Implementation of ILO Programmes	40
Section 3: Monitoring Impacts on Social Cohesion	41
<b>Annex I: List of Reviewed Documents</b>	<b>44</b>
<b>Annex II: List of Meetings</b>	<b>47</b>
<b>Annex III: Detailed Programmes' Comparison Matrix</b>	<b>48</b>
<b>Annex IV: Detailed Financial Analysis-EIIP Jordan Case</b>	<b>53</b>
<b>Annex V: Suggested (Contact Conflict Driver) Analytical Questions/ Tool</b>	<b>55</b>
<b>Annex VI: Suggested Monitoring Tool</b>	<b>56</b>

## ▶ List of Tables

---

▶ Table 1: Examples for Outputs and Outcomes per (CONTACT conflict driver)	16
▶ Table 2: Quantitative Social Cohesion Indicators	17
▶ Table 3: Comparison Aspects Set	19
▶ Table 4: Embedded Social Cohesion Activities within studied ILO Programming	23
▶ Table 5: Embedded Social Cohesion Indicators within some ILO Programming Surveys/Assessments	24

## ▶ Table of Figures

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▶ Figure 1: Social Cohesion Elements	11
▶ Figure 2: Jobs for Peace and Resilience (JPR) Flagship Programme	13
▶ Figure 3: Theory of Change for the Peacebuilding Component under JPR programme	15
▶ Figure 4: Developed Analytical Framework	36

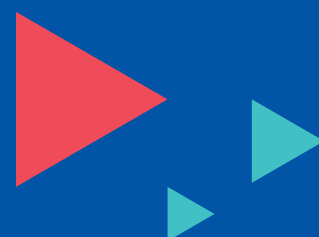
## ► Acknowledgment

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This research on "How ILO Programmes Contribute to Social Cohesion between Refugees/ IDPs and Host Communities in the Arab States Region (Jordan, Lebanon, Iraq, Yemen)" has been developed by the ILO to gain some knowledge on the current contribution of ILO programmes to social cohesion at the level of direct beneficiaries in the above-mentioned countries, collate some lessons learned and practices, and to identify concrete steps towards enhancing the mainstreaming of social cohesion in programmes design, implementation, and monitoring.

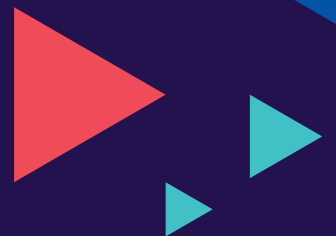
Research was led by Dr. Maha Kattaa, ILO Regional Resilience and Crisis Response Specialist and co-authored by Consultant Eng. Zeina Aqaileh.

The work would not have been possible without the advice and support of ILO team members who participated in interviews, and/or dedicated their time to provide technical inputs and feedback on the initial version of the report, including: Nieves Thomet, Peter Rademaker, Simon Done, Shaza Ghaleb Jondi, Louis Pierre, Meredith Byrne, Rayann Koudaih, Natalie Both, Suha Hawatmeh, Farah Al Azab, and Richard Lorenz.



# ▶ Introduction

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## ► Introduction

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**Migration and displacement** have reached unprecedented levels globally. One in seven people on the planet is on the move, with more than 258 million living outside their country of origin. However, 89.3 million people - almost one per cent of humankind – have been forcibly displaced worldwide, including more than 27.1 million refugees, 4.6 million asylum seekers and 53.2 million internally displaced persons (IDPs)<sup>1</sup>. Most of them are women and children. The impact of forced displacement is often associated with social disruption, tensions, grievances, social fragmentation, and economic upheaval.

In light of the increasingly protracted nature of displacement – due to their length and the intensity of their impacts - there is growing international interest and concern about the **impact** that these displacement situations have on social cohesion. This is most explicit in the Humanitarian, Development, and Peace Nexus (HDPN), wherein **social cohesion** between displaced populations and host populations is identified as key to ensuring peace, stability, and the integration of forcibly displaced populations in their host countries.

Amongst the various channels through which displacement can affect social cohesion, the perceived impact on the **labour market** and the ability of hosts to sustain their livelihoods is central. The influx of large numbers of displaced people can be perceived as increasing competition for jobs and placing a downward pressure on wages and working conditions. As this has important implications for the ability of hosts to meet their basic needs, this perception can result in resentment towards displaced populations and contribute to social tensions as it drives a lack of trust among social groups as well as perceptions of social injustice and exclusion.

The situation is especially dire in the **Mashreq countries**, where massive population displacements continue to modify the population profiles of Jordan, Lebanon, Iraq, and Syria. Over 6.8 million Syrian nationals<sup>2</sup> have sought refuge in neighbouring countries; places that were already hosting significant numbers of migrants, displaced persons, and refugees from around the region and facing considerable challenges in providing sufficient economic opportunities to their native populations. By looking at numbers and as of December 2021, **Jordan** hosted around 712,823 refugees<sup>3</sup>, including over **670,000 Syrians** and almost 40,000 other nationalities. With refugees constituting almost seven percent of Jordan's population. While for Lebanon, up to **840 thousand Syrian refugees**<sup>4</sup> are currently hosted in **Lebanon**. And as of December 2021, 1.3 million IDPs were identified in **Iraq**<sup>5</sup>, in addition to 4.66 million returnees and **255,000 Syrian refugees**.

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1 Source: *UNHCR Data*, including 854,000 IDPs of concern to UNHCR from the ongoing Ukraine situation

2 Source: *UNHCR Data*, as updated on 16 June 2022

3 Source: *UNHCR Data*, numbers provided till 2021 year end

4 Source: *Ibid*

5 Source: *Ibid*

In addition, **Yemen** is currently experiencing one of the most severe crises in its history, with some 20.7 million individuals in need of humanitarian assistance due to the ongoing conflict since 2015, recurring natural disasters, economic collapse, and the breakdown of basic services. Among them are **4.2 million IDPs**<sup>6</sup> who have lost their homes, their assets, and for many, their livelihoods.

In response, **international donors** and **multilateral institutions** have provided billions of dollars in aid to these countries with the broad aim of supporting in meeting basic needs, but also strengthening social cohesion and stability. **Programmes funded** by these resources take several main forms, including: employment programmes to reduce the perceived scarcity of economic opportunities, infrastructure projects to improve and reduce competition over basic services, contact-based interventions to increase positive interactions between host and refugee populations, and strengthen of national capacities and systems<sup>7</sup>. Additionally, promoting social cohesion has become part of **national policies and plans** as evidenced by its inclusion in resilience and response plans for some countries for example.

In this context, and with a key concern towards promoting peace, the **ILO** has been working hand-in-hand with host countries and development partners to implement several programmes to support both host populations and displaced populations to become resilient through better access to decent work and contribute to long-term economic and social development.

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<sup>6</sup> Source: ERRY II Description of Action-Project Document-(2019-2021) and UNHCR Data

<sup>7</sup> Like through social protection, WASH services, social services, capacity building etc.

## ► Section 1: Research Objectives

This is the analysis report for ‘**Research on How ILO Programmes Contribute to Social Cohesion between Refugees/IDPs and Host Communities in the Arab States Region**’. The report drew largely on a desk-based approach.

The main purpose of the research was to **understand** how ILO’s own programming and its promotion of decent work across the Arab States Region **influenced relations** between host and forcibly displaced populations.

Additionally, the research aimed to respond to the following **objectives**:

1. Identify any achieved **impact of ILO interventions on social cohesion** in Jordan, Lebanon, Iraq, and Yemen over the past five years,
2. Collate a list of **lessons learned** on the ILO’s experience and impact on social cohesion in the region and
3. Provide practical and actionable **recommendations** as to how considerations around impacts on social cohesion could be **better streamlined in the design and implementation** of ILO programming and how the ILO can better **monitor the impact** of its programming on social cohesion.

## ► Section 2: Research Methodology

Considering the aims of the study, the methodology employed by the research adopted a **three-stage research** approach including:

► **Stage 1: Inception and Desk Review**, which entailed:

- a) Compiling relevant documents,
- b) Reviewing relevant literature on social cohesion,
- c) Reviewing relevant documentation for a minimum of 10 ILO programmes across the 4 countries under study. This covered around 100 documents<sup>8</sup> including: project planning documents, survey reports, assessments/evaluations, handbooks/manuals and various studies and research papers.
- d) Identifying information gaps, and
- e) Presenting the outcome of the desk review as a first insight into the impact of ILO interventions on social cohesion as per the four different countries based on pre-defined comparison criteria.



<sup>8</sup> Annex I: List of Reviewed Documents



▶ **Stage 2: Synthesis**, which entailed:

- a) Reviewing handbooks and manuals about social cohesion analytical frames and its streamlining in programmes' design, development, implementation, and monitoring,
- b) Conducting 3-4 key informant interviews<sup>9</sup> with programme management and implementing partners to cross-check desk review findings and provide needed additional input,
- c) Analysing all gathered data as per the issues outlined in the study objectives and according to the best practices in social cohesion contexts, especially the ILO handbook in peacebuilding "*How to Design, Monitor and Evaluate Peacebuilding Results in Jobs for Peace and Resilience Programmes*".

▶ **Stage 3: Reporting**. Based on the analysis, this report was drafted and reviewed based on feedback received.

## ▶ Section 3: Research Limitations and Gaps in Evidence

Despite best efforts, the analysis of this research was cognizant of certain limitations that made the process of comparing social cohesion impact across ILO programmes/targeted countries harder and thus challenged attempts to realise a truly comprehensive study of impact. The following limitations were identified:

- ▶ Gaps relating to programmes monitoring and evaluation
- ▶ Gaps relating to programmes implementation

Limitations to **programmes monitoring and evaluation** included:

- GAP (1): ▶ Absence of '**Theory of Change (ToC)**' in many programmes' documents to guide implementation and describe how implementation of activities was expected to lead to a hierarchy of results.
- GAP (2): ▶ Absence of '**social cohesion indicators**- outputs and outcomes' in many programmes' log frames, to provide a body for evidence.
- GAP (3): ▶ Lack of '**standardisation and consistency**', whereby there is **variance** in the **indicators used** relating to social cohesion across programmes and phases. Also, there is existing variance in data collection **tools used, and the number and types of assessments** and **assessment implementers**.
- GAP (4): ▶ Sole reliance on '**qualitative inputs and feedback**' obtained from key personal interviews (KIIs) and/or focus group discussions (FGDs) within some programmes for assessing the social cohesion impact achieved in those programmes. These difficulties are also compounded by the **challenging circumstances** of collecting data in fragile settings.

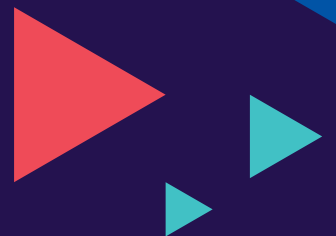
While gaps relating to general **programmes implementation** included:

- GAP (1): ▶ The **on-going implementation** for many programmes.
- GAP (2): ▶ The **recent start/kicking** off of 1-2 programmes under study, in addition to the very **recent** initiation of ILO's overall **operations** in Iraq and Yemen compared to other countries which deems it hard to make judgements related to achieved impacts of any kind.
- GAP (3): ▶ Existing **overlaps in implementation** across phases of many programmes.



# Social Cohesion in Global Context

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## ▶ Social Cohesion in Global Context

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### ▶ Section 1: Social Cohesion Background

#### 1. Social Cohesion Definitions

The concept of social cohesion has gained in prominence in recent years as both a goal as well as a programming approach in conflict and fragile settings.

However, “social cohesion” remains a **loosely defined concept**, with divergent definitions across disciplines (e.g., sociology, political science), stakeholders (e.g., academics, policy makers, etc.) and regions (e.g., Europe, Latin America, USA). In turn, in certain contexts alternative concepts or phrases may be more acceptable, such as ‘peace’, ‘social stability,’ ‘social integration,’ or ‘social contract’.

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*In sum, the international literature on social cohesion is  
diverse and varies by discipline, political orientation, and region*

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**International organizations** and multilateral institutions have elaborated definitions that build on several core dimensions of social cohesion. Where;

According to the **UN**, a cohesive society is:

*“One where all groups have a sense of belonging, participation, recognition, and legitimacy... Such societies are not necessarily demographically homogenous. Rather, by respecting diversity, they harness the potential residing in their societal diversity (in terms of ideas, opinions, skills, etc.)”<sup>10</sup>*

For **UNDP**, and as adopted by **ILO**, social cohesion is defined as:

*“The extent of trust in government and within society and the willingness to participate collectively towards a shared vision of sustainable peace and common development goals.”<sup>11</sup>*

While the **World Bank** describes social cohesion as:

*“The glue that bonds society together, promoting harmony, a sense of community, and a degree of commitment to promoting the common good. Beyond the social relations that bridge ethnic and religious groups, vertical linkages in which state and market institutions interact with communities and peoples can further cement the cohesiveness of a society if they are inclusive, transparent, and accountable.”<sup>12</sup>*

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10 Source: Social Cohesion Framework, social cohesion for stronger communities- UNDP and Search for Common Ground-2015

11 Source: Strengthening Social Cohesion-Conceptual Framing and Programming Implications-UNDP-2020

12 Source: Social Cohesion Framework, social cohesion for stronger communities- UNDP and Search for Common Ground-2015

The **OECD** regards a cohesive society as:

*“A society that works towards the well-being of all members, minimizing disparities and trying to avoid marginalization within and between groups. It can be reinforced by fighting discrimination, social exclusion, and inequalities, by building social capital (i.e., networks of relationships, trust, and identity between and within different group of society etc.) and by enabling upward social mobility.”<sup>13</sup>*

And while there is **limited consensus** about what is meant by the concept of social cohesion, what is less contested is that forced displacement affects social relations and can lead to social tensions.

## 2. Social Cohesion Dimensions and Elements

Some researchers interested in social cohesion and experts in the Arab region further distinguish the concept along **two dimensions**:

a) **Horizontal** (citizen-citizen) and



b) **Vertical** (citizen-state)



These are thought to indicate whether conflict is likely to occur between or within groups (intergroup conflict) or against state authorities (social uprisings)<sup>14</sup>. The **horizontal dimension** is a society-centered, and usually describes the trust, relationships, and interactions among people in a society across divisions such as identity or other social constructs including race or class. While the **vertical dimension** represents trust between society and government including trust in political, economic, or social leaders, institutions, and processes.

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*The concept is distinguished along two dimensions:  
**horizontal (citizen-citizen) and vertical (citizen-state)***

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Secondly, the concept of social cohesion is also distinguished by several existing frameworks/models/ structures that highlight the **elements/factors** that played. Elements are characterized by a set of attitudes and norms as well as behavioural manifestations. Elements are elaborated below and illustrated in the following figure.

For example, in early 2015, **UNDP** initiated a social cohesion measurement model that covers several elements (norms and behaviours) related to: **attitudes**, perceptions of **trust, identity** dynamics, **emotions, threat perceptions** and **human security, quantity and quality of contact, justice** perceptions and political **participation** and representation. This model can also capture multi-level measures of belonging, social distance, cultural distance, positive feeling, and intergroup anxiety/ contact/ stereotypes etc.

<sup>13</sup> Source: OECD-Perspectives on Global Development 2012- Social Cohesion in a Shifting World

<sup>14</sup> Source: Developing a Social Cohesion Index for the Arab Region- Paper by Charles Harb- April 2017

The **OECD**<sup>15</sup> considers the concept of social cohesion to encapsulate; 1- **Social inclusion**, 2- **Social capital** (measuring interpersonal and societal trust and other forms of civic engagement), and 3- **Social mobility** (measuring the degree to which people can or believe they can change their position in society).

Additionally, in 2018, Langer et al.<sup>16</sup>, indicated that social cohesion is operationalized by considering three critical components: **trust**, **inequality** (including political, cultural, social as well as economic inequalities), and **identity** (covering people’s adherence to their national or group identity (nationality or ethnicity)).

When looking at some UN agencies, we found that:

**UNICEF**<sup>17</sup> focuses on three dimensions or determinants of social cohesion which are: 1- **Belonging and inclusion**, 2- **Respect and trust**, and 3- **Participation** (at community level or individual level).

While the elements focused upon by **ILO** are mainly: **contact**, inter-group **perceptions** and **trust**. And will be further described under the upcoming section: (Section 2: ILO Approach to Social Cohesion).

► **Figure 1: Social Cohesion Elements**



15 Source: OECD-Perspectives on Global Development 2012- Social Cohesion in a Shifting World

16 Source: Social cohesion in times of forced displacement: the case of young people in Jordan- AFD Research Paper- 2020

17 Source: Social Cohesion Framework, social cohesion for stronger communities- UNDP and Search for Common Ground-2015

### 3. Key Facts about Social Cohesion

As earlier explained and as per literature review, there are some key facts to be taken into account considering social cohesion:

**FACT (1):** There is **NO** consensus on a **SINGLE definition** of social cohesion,

There is no single accepted definition but there are a few common threads. Moreover, social cohesion is not synonymous of peace (as often thought), but part of its equation, where; peace is: *(A combination of stability +fair access to livelihoods and services+ functional, trusting vertical and horizontal **relationships**+ development progress)<sup>18</sup>.*

**FACT (2):** Social cohesion is a **BROAD CONCEPT**,

It carries different connotations, depending on context, identity, culture, and social and political dynamics. And covers several dimensions at once as: sense of belonging, active participation, trust, inequality, exclusion etc.

**FACT (3):** Social cohesion must be understood as a **PROCESS**,

It should be taken as an integrated approach and not a stand-alone-element or goal. And it should be applied holistically not as discreet activities and projects interventions.

**FACT (4):** Strengthening social cohesion takes **TIME** and **PERSISTENCE**,

Social cohesion should be implemented as a longer-term strategic approach.

**FACT (5):** Social cohesion requires fostering an **ENABLING environment** for socio-economic inclusion,

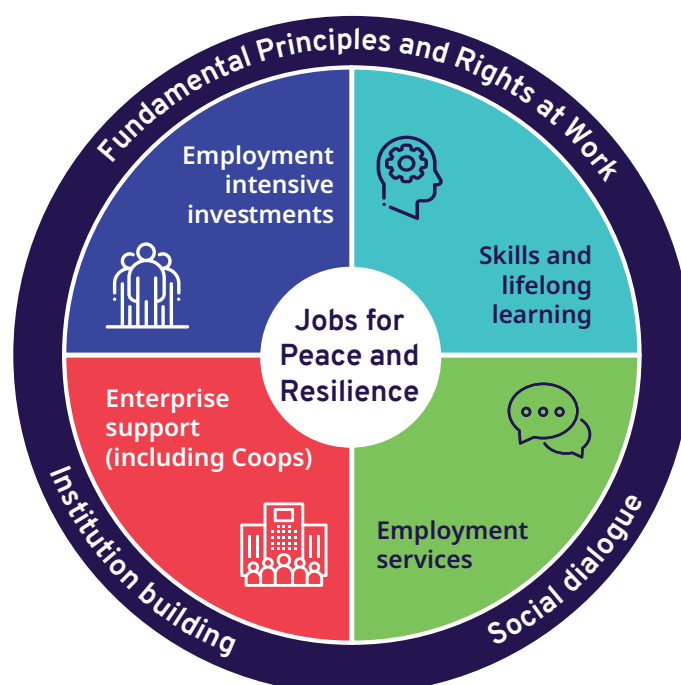
Having an enabling environment for inclusive growth helps bridge the social and economic gaps and thus encourage people to feel relaxed, comfortable with a sense of self and a focal point for social interaction. Stating that this enabling environment must be based on understanding and fulfilling beneficiaries' real NEEDS.

## ► Section 2: ILO Approach to Social Cohesion

Under the umbrella of the Regional Refugee Response and Resilience Plan (3RP), and in line with the ILO’s Guiding Principles on the Access of Refugees and Other Forcibly Displaced Persons to the Labour Market, and Recommendation No. 205 on Employment and Decent Work for Peace and Resilience, the ILO adopted a **“development-focused and employment-driven strategy”** which aims to “preserve social and economic stability and build resilience of communities at the national level” by enhancing opportunities for decent employment for women and men of both refugee and host communities and in close partnership with national governments, workers and employers organisations, as well as development partners<sup>19</sup>.

The **“Jobs for Peace and Resilience Programme”** JPR adopts a modular approach that combines employment-intensive investment, vocational and entrepreneurial-skills training, employment services, and private-sector and local economic development in a coherent and context-specific manner to create an enabling policy environment for socio-economic recovery. And the implementation of the JRP programme is usually closely coordinated with other ILO flagship programmes as social protection, child labour and occupational safety and health. It is also aligned with existing policy frameworks and local, national, and international development plans including the Decent Work Country Programmes (DWCP), UN Development Assistance Frameworks (UNDAF) and Sustainable Development Goals (SDGs).

► **Figure 2: Jobs for Peace and Resilience (JPR) Flagship Programme**



19 ILO (2018), *The ILO Response to the Syrian Refugee Crisis*, ILO

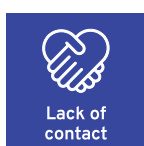


This all came after recognising that achieving development outcomes and reducing humanitarian need is dependent upon preventing violent conflict and integrating an approach to sustaining peace as an important goal to which work contributes (also known as **Peace Responsive Programming**). Where programmes should identify how they can contribute purposefully to peace, which involves providing concrete decent work opportunities, enhancing contact to increase social cohesion and reducing grievances and strengthening the sense of justice.

Additionally, and for the sake of presenting what ILO has to offer in these contexts and to give practical guidance and help ILO officials/ partners to better understand their roles in promoting peace/resilience through employment-based policies and programmes, a **guide** was put in place for that purpose: “*Employment and Decent Work in the Humanitarian-Development-Peace Nexus*”.



In this framework, and back in 2016, the ILO, UNDP, the UN Peacebuilding Support Office (DPPA/PBSO), and the World Bank conducted joint research on the employment contribution to peace. Based on the results of the study, a joint brief was elaborated by ILO/PBSO on “Sustaining Peace through Employment and Decent Work<sup>20</sup>” outlining **three** main interlinked **drivers of conflict**, which in the literature have been:



**DRIVER (1):** a lack of **contact and interactions** across different social groups



**DRIVER (2):** a lack of **opportunity**, particularly for youth and women



**DRIVER (3):** the existence of **grievances** over inequality, access to fundamental rights at work and exclusion

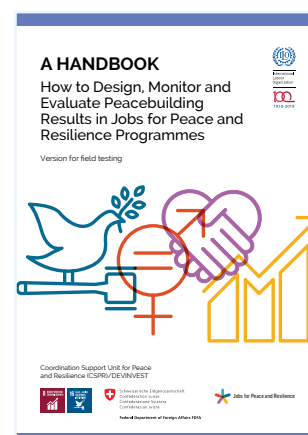
And a theory of change on “How Decent Employment contributes to Peacebuilding” was put in place in that regard as follows:

**ToC:**

*If employment programmes address adequately the three drivers of conflict, then employment programmes will contribute to peacebuilding*

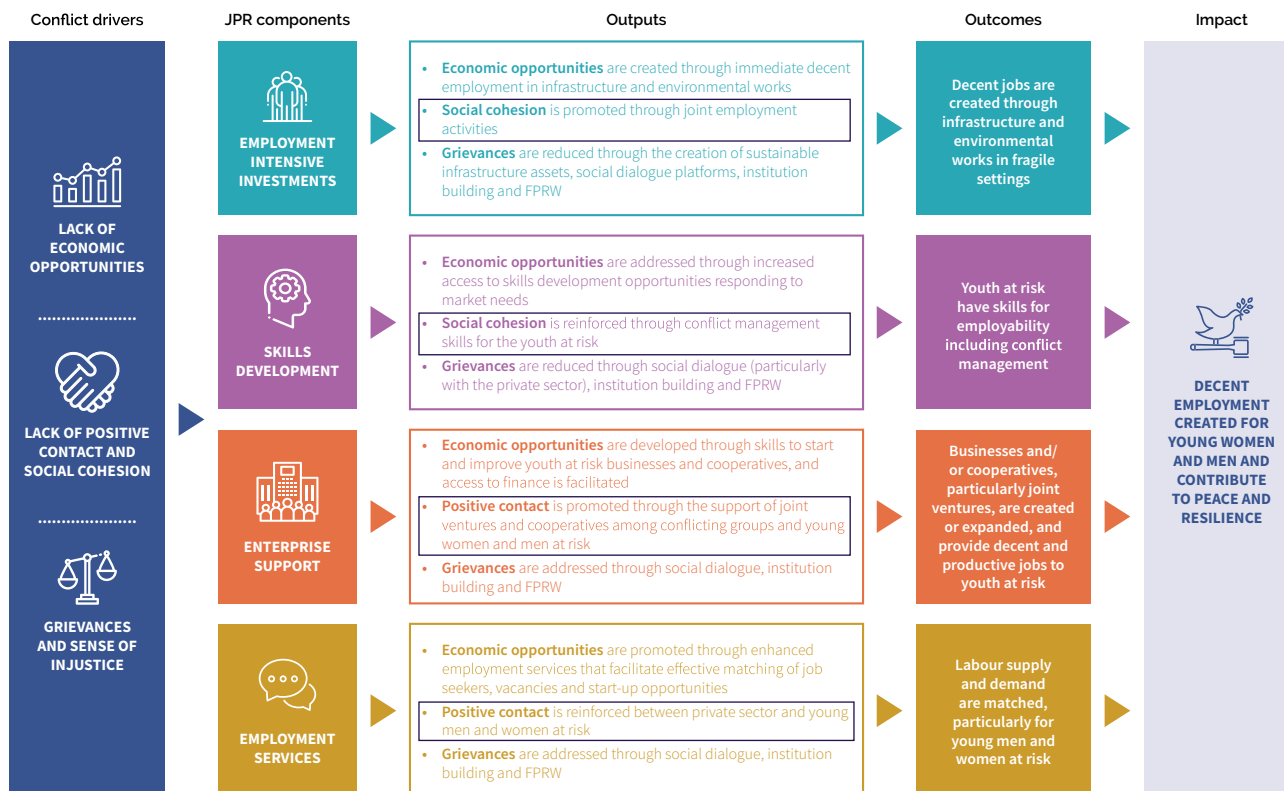
20 [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_771498.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_771498.pdf)

And as concrete step to mainstreaming peacebuilding results into employment programmes and in building evidence and knowledge on the above theory of change; **ILO Handbook for Peacebuilding** was developed under the title: *"How to Design, Monitor and Evaluate Peacebuilding Results in Jobs for Peace and Resilience Programmes"*<sup>21</sup>.



This handbook explained that employment programmes may reduce conflict by increasing **constructive inter-group contact**, by **bringing people together**, and **strengthening opportunities for dialogue** among social groups. Also, employment programmes may **break down stereotypes** and **increase social cohesion**. Employment, and the income associated with it, increases opportunity costs of engaging in violence: when populations of working age have access to decent work opportunities with adequate social protection coverage, they may be less prone to political and armed violence. Additionally, many of today's violent conflicts relate to group-based grievances arising from inequality, non-respect of human and labour rights, exclusion, lack of participatory mechanisms and dialogue as well as feelings of injustice. It is when an aggrieved group assigns blame to others or to the state for its perceived economic, political, or social exclusion that its grievances may become politicized and risk tipping into violence and tensions.

► **Figure 3: Theory of Change for the Peacebuilding Component under JPR programme**



21 [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/instructionalmaterial/wcms\\_712211.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf)

The above figure clearly demonstrates how the conflict driver (**LACK of POSITIVE CONTACT AND SOCIAL COHESION**) could be worked upon through certain interventions by each of **the four JPR components** to contribute at the end to building interaction and inter-group contact and thus realize the intended impact in enhancing social cohesion.

Moreover, the handbook has suggested **outputs and outcomes** per each conflict driver that could address the three conflict drivers including the lack of CONTACT driver. These are listed below:

▶ **Table 1: Examples for Outputs and Outcomes per (CONTACT conflict driver)**

OUTPUTS	OUTCOMES
▶ Conflicting groups work together through <b>value chain development</b> or <b>infrastructure</b> development	▶ <b>Change in degree of interaction</b> with members of “opposing” group
▶ Sensitization <b>workshop</b> on <b>ethics and standards</b> are organized for the government, social partners, and key stakeholders	▶ <b>Change in frequency of interaction</b> between members of “opposing” groups
▶ Constructive inter-group contact is promoted through <b>sports</b> and <b>other extracurricular activities</b> at enterprise level as well as TVETs, etc.	▶ <b>Change in willingness to interact</b> with members of “opposing” group at the workplace
▶ Resolution and core employability skills <b>curricula</b> are included in vocational training programs for (young) women and men	▶ <b>Change in comfort</b> feeling in working alongside people of the other sex
▶ <b>“Joint ventures” and/or cooperatives</b> between potentially conflicting groups (for example refugees/IDPs and host communities) are promoted	▶ <b>Change in positive relationship</b> with other groups and other sex
	▶ <b>Change in trusting</b> members of other groups
	▶ <b>Change in viewing</b> community as <b>socially cohesive</b>

Additionally, the handbook has set some examples of quantitative indicators and tools to provide a simple and reliable means to measure achievement and reflect the changes connected to social cohesion interventions and report on social cohesion outcomes at country level. These are listed below:

► **Table 2: Quantitative Social Cohesion Indicators**

TYPE	OUTCOMES	OVERALL <sup>22</sup>
<b>IMPROVED CONTACT</b>	<ul style="list-style-type: none"> <li>► IND: % Of participants having <b>interacted</b> with members of “opposing” group recently</li> <li>► IND: % Of participants having interacted in different <b>settings</b></li> <li>► IND: % Of participants having interacted on <b>daily basis/ or</b> several times a week, several times a month, less than once a month</li> <li>► IND: % Of participants feeling <b>comfortable</b> working alongside members of “opposing” group or sex</li> <li>► IND: % Of participants reporting <b>positive relationship</b> with other groups and other sex</li> </ul>	<p>IND: % <b>Change in perception of social cohesion</b> between members of opposing groups and working together</p> <p>IND: % <b>Change in perception of relationship</b> between members of “opposing” groups and having participated in joint trainings or joint ventures</p> <p>IND: % <b>Change in conflict management skills</b></p>
<b>INTER-GROUP PERCEPTIONS</b>	<ul style="list-style-type: none"> <li>► IND: % Of participants <b>viewing</b> their community as <b>socially cohesive</b></li> </ul>	
<b>INTER-GROUP TRUST</b>	<ul style="list-style-type: none"> <li>► IND: % Of participants <b>trusting</b> members of other groups</li> </ul>	

<sup>22</sup> By looking deeper at these overall indicators, they could be considered more as IMPACT indicators



# Social Cohesion in ILO Context/ Programmes


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## ▶ Social Cohesion in ILO Context/Programmes


### ▶ Section 1: Desk Review Approach

In order to review and identify the impact of ILO interventions on social cohesion in Arab States Region Context, the research aims to answer two questions in particular:



#### QUESTION (1)

**Whether** ILO's programming in Iraq, Jordan, Lebanon and Yemen and its promotion of decent work over the past five years **has really affected social cohesion** between forcibly displaced and host populations



#### QUESTION (2)

**How** different programme design and implementation features affect impact on social cohesion?

The approach taken to answering these questions included:

**STEP (1):** The design of certain **assessment or comparison criteria** to articulate the findings in accordance with. The set criteria considered the following three aspects:

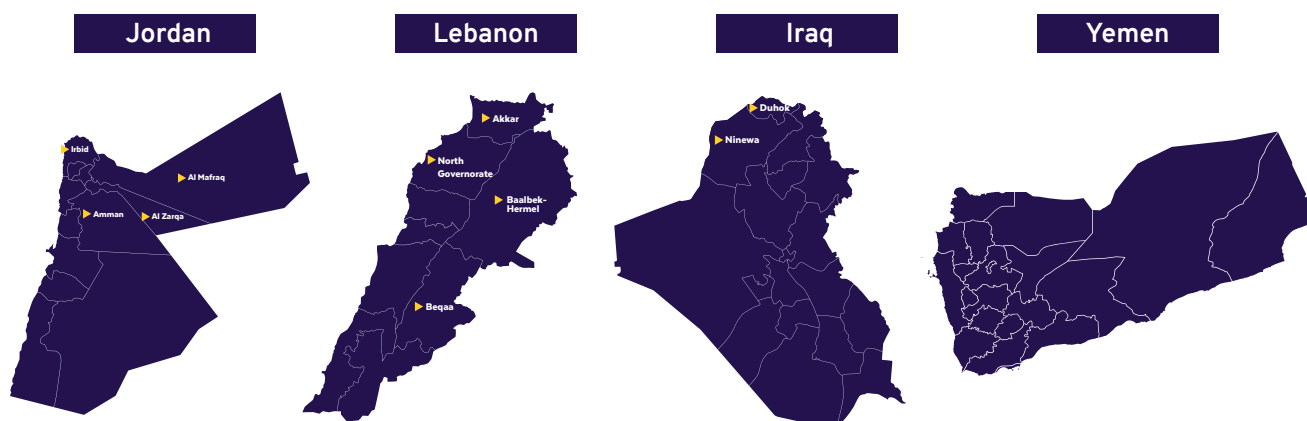
▶ **Table 3: Comparison Aspects Set**

COMPARISON ASPECTS	SUB-FEATURES LOOKED INTO (Per Programme)
<b>ASPECT 1</b> PROGRAMME RELATED ASPECT	<ul style="list-style-type: none"> <li>▶ Type of <b>program</b></li> <li>▶ Type of <b>sectors</b> targeted</li> </ul>
<b>ASPECT 2</b> TARGET GROUPS RELATED ASPECT	<ul style="list-style-type: none"> <li>▶ Who is the <b>target group</b>?</li> <li>▶ Differences in <b>nationality</b> and <b>gender</b> distribution and any <b>other characteristics</b> as age, education etc. (and as available)</li> </ul>
<b>ASPECT 3</b> SOCIAL COHESION RELATED ASPECT	<ul style="list-style-type: none"> <li>▶ Related activities/interventions that could contribute to social cohesion <span style="float: right;"><b>(Contact outputs)</b></span></li> <li>▶ Related indicators <span style="float: right;"><b>(Contact outcomes)</b></span></li> <li>▶ Evidenced <b>impact</b> achieved on social cohesion</li> <li>▶ Realized <b>good practices</b> during programs implementation that contribute somehow to social cohesion achievement or streamlining</li> </ul>

**STEP (2): Reviewing relevant programmes’ documents** as per the above comparison aspects

*This included looking into programmes’ agreements and plans, results matrices, budgets, semi-annual reports, final completion reports, survey reports, baseline assessments reports, mid-term evaluations, final and cluster evaluation reports, etc.*

Documentation was reviewed for the following programmes:



Covered Programmes			
<b>EIIP</b> <sup>23</sup> (Phase II, III, IV, V) <b>PROSPECTS</b> <b>FLORICULTURE</b> <b>PRM</b> <sup>24</sup> (Phase II) <b>MADAD</b>	<b>EIIP</b> (Phase I, II, III, IV) <b>PROSPECTS</b> <sup>25</sup>	<b>PROSPECTS</b>	<b>ERRY</b> <sup>26</sup> (Phase II, III) <b>CRUCSY</b> <sup>27</sup>
<p><b>Note:</b>                      It is worth mentioning that:</p> <ol style="list-style-type: none"> <li>1. Although the above-mentioned programmes were selected for analysis; (and almost all fell under JRP initiative), however the upcoming recommendations are aimed to be applicable to <b>all types of programs in countries in fragility</b> including those occurring expansions in programmes/interventions in terms of social protection, child labour, and occupational safety and health etc.</li> <li>2. The selected programs are contributing to bigger problems and <b>adopted/rooted under strategic programming frameworks as DWCPs</b> for some countries and thus articulates gaining the government’s buy in and commitment as Employment Intensive Investment Programmes (EIIPs) which guide the transition from cash-for-work projects to employment intensive investment programmes, etc.</li> <li>3. All analyzed programmes, when presented social cohesion, this was exclusively <b>among direct project beneficiaries</b> and not covering impact at the community level (indirect targets) nor institutional level</li> </ol>			

**STEP (3): Extracting outcomes of the review process** across programmes and countries and filling them into a full comprehensive matrix to help in analysing and presenting findings as a first insight into the impact of ILO interventions on social cohesion.

<sup>23</sup> EIIP: Employment Intensive Investment Programmes

<sup>24</sup> funded by the US Population, Refugees and Migration (PRM)

<sup>25</sup> PROSPECTS: the Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities

<sup>26</sup> Supporting Resilient Livelihoods, Food Security and Climate Adaption in Yemen - Joint Programme (ERRY)

<sup>27</sup> Protecting Children and Youth in Yemen from Recruitment and Use in Armed Conflict programme (CRUCSY)

<sup>28</sup> Annex III: Detailed Programmes’ Comparison Matrix

## ► Section 2: Desk Review Findings

### 1. ILO Programming and Targeted Sectors and Groups Served

In **Jordan**, the ILO contributes to Jordan Response Plan and the Jordan Compact approach wherein its work focuses on three core priorities: promoting decent work through strengthened labour market governance; enhancing economic growth through private sector development; and promoting job creation and developing people's skills. Under the first priority, the ILO has advocated for the right to work and rights at work for Syrian refugees and supported government in the issuance of work permits to refugees, whilst strengthening decent work conditions in factories and in the agricultural sector and providing support to address instances of child labour. Under the second priority, the ILO has supported the Ministry of Labour to establish employment service centres which cater to both Syrian refugees and Jordanian nationals, providing them with support to find decent employment, and refer them to skills training opportunities served mainly under **(EU-MADAD)** programme and partially under **(EIIP)**, **(PROSPECTS)**, **(FLORICULTURE)**, and **(PRM)** programmes, in addition to enterprise support for the latent three programmes and particularly for agriculture and post-harvest logistics sectors. Finally, under the third priority the ILO implements various Employment Intensive Investment Programmes **(EIIP)** that aim at direct job creation and improving infrastructure. It is worth mentioning that **(PROSPECTS)** and **(EU MADAD)** include additional thematic areas related to extension of **social protection** to vulnerable groups to increase their inclusion into national social protection schemes, in addition to a range of interventions that aim to promote market-relevant skills development and support transition from training to decent work.

In **Lebanon**, the ILO contributes to the Lebanon Crisis Response Plan with a focus on three pillars: labour market governance, skills development, and job creation. Under the first priority, the ILO is working with various government agencies, development partners and social partners to advocate for the issuance of flexible work permits for Syrian refugees, to support the development of a National Social Protection Framework, to strengthen the standards of cash-for-work initiatives, and to improve working conditions for all. Under the second priority, the ILO is supporting partners to deliver high-quality training (including TVET and non-formal training) and to provide post-training services in agriculture under **(PROSPECTS)** which covers (Skills and lifelong learning, Enterprise Support, and employment services). Finally, under the last priority, the ILO is implementing an Employment Intensive Investment Programme/ **(EIIP)** in infrastructure, green works, and forest management to support both Syrian refugees and Lebanese citizens and support entrepreneurship through (Employment intensive investment, Skills and lifelong learning, and Enterprise Support).

In **Iraq**, the ILO works under Iraq DWCP as overarching framework and 3RP Iraq Country Chapter to support private sector development, reduce the worst forms of child labour, and promote labour market governance. Under the first objectives, and drawing on experiences from the region, the ILO implements **(PROSPECTS)** which aims to support thousands of forcibly displaced persons (FDPs) and host community members to access more and better livelihoods and decent job opportunities through an integrated approach that supports market-driven skills training; improve public employment services; implement labour intensive infrastructure projects; promote financial inclusion; and support business start-ups and micro, small, and medium-sized enterprises (MSMEs). Finally, the ILO is also supporting in



the reform of the social security system, as well as strengthening working conditions through improved labour governance.

Finally in **Yemen** the ILO's objectives are to build peace and resilience through its support to employment creation and private sector development, addressing the worst forms of child labour, and strengthening labour governance. Two important projects contributing to peace and stability between host and displaced populations included: one focused on protecting children and youth from recruitment and use in armed conflict (**CRUCSY**) through (components in Skills and lifelong learning and Enterprise Support); and another to support resilience and reduce vulnerability among crisis-affected communities by creating sustainable livelihoods by (**ERRY**) programme in agriculture and solar energy sectors through (4 components: Employment intensive investment, Skills and lifelong learning, Enterprise Support, and employment services).

Regarding **targeted groups**, analysis showed that:

1. **FDPs and host communities (HCs) are targeted** in almost all the studied programmes.  
And PROSPECTS also target other vulnerable groups (**migrant workers and returnees**) in Jordan and Lebanon and **IDPs** in Iraq. While ERRY also target **IDPs and Muhamasheen**.
2. **Females** are involved by **all programmes**, at participation rates ranging between **10-20% at EIIP Programmes** and reaching more than **50% at PROSPECTS Programmes**.
3. Similarly, **Youth** are involved by all programmes and PROSPECTS involved **age groups** starting from 15 years.
4. EIIP programmes in Jordan involved more than **50% of those without work experience**. And it appeared that **70% of Females did not work before**. While, in Lebanon 40% of participants were **not economically active**.
5. **People with disabilities (PWDs)** are involved mainly by EIIP, MADAD, PROSPECTS and Floriculture Programmes in Jordan, at rates ranging between **3%-20%**.



## 2. ILO Programming Embedded Social Cohesion Activities and Indicators

The following table outlines the specific **activities or interventions** under some programmes that affect social cohesion by strengthening contact between members of opposing groups during programmes implementation (CONTACT OUTPUTS):

► **Table 4: Embedded Social Cohesion Activities within studied ILO Programming**

EIIP	PROSPECTS	FLORICULTURE	ERRY*
<ul style="list-style-type: none"> <li>► Working together through <b>infrastructure development</b> and/or <b>value chain development</b></li> <li>► <b>Awareness</b> sessions on <b>gender</b> concepts</li> </ul>	<ul style="list-style-type: none"> <li>► <b>Social Dialogue</b></li> <li>► <b>Joint business ventures/ entrepreneurship</b></li> <li>► <b>Social and Solidarity initiatives</b> as having <b>steering committees</b> in Lebanon</li> <li>► Using <b>TVET</b> for promoting <b>peace and social cohesion</b> (Jordan Pilot)</li> <li>► <b>Youth empowerment and engagement</b></li> <li>► Working together through <b>infrastructure development</b> (Iraq)</li> </ul>	<ul style="list-style-type: none"> <li>► <b>Dialogue</b> with women/ PWDs</li> <li>► <b>Breaking down employers' stereotypes</b> about female working in the sector</li> <li>► <b>Awareness</b> sessions on <b>gender</b> concepts</li> </ul>	<ul style="list-style-type: none"> <li>► <b>Social Dialogue</b></li> <li>► Use of <b>insider mediators</b> (IMs)</li> <li>► <b>Periodic Conflict scans/reports</b></li> <li>► <b>Provision of conflict resolving grants</b></li> <li>► <b>Women/ Youth engagement</b> in <b>village/local community councils</b> (VCCs/LCCs)</li> <li>► <b>Training</b> on <b>conflict resolution and management</b></li> </ul>

\**Note: for ERRY II, social cohesion was embedded as a component of the program, which could be a reason for the numerous interventions implemented*

On the other hand, when **social cohesion related indicators (CONTACT OUTCOMES)** were examined and tracked, the following was noticed:

- 1) There were **NO DIRECT RELATED INDICATORS TO SOCIAL COHESION** in the **results matrix** for most of ILO programmes.
- 2) **Some related indicators** to Social Cohesion were embedded in some **SURVEYS/ ASSESSMENTS**, specifically for EIIP and PROSPECTS projects in Jordan, Lebanon and Iraq and ERRY project in Yemen. This was largely identified in Jordan specially with time progress and (achieved learning). Indicators are listed in the table below.

**Box (1):**

Only 2 related indicators were added to EIIP program **Result matrix** in Jordan which were:

**IND (1):** Residents % in the target governorates who perceive tensions between refugees and the HCs in the target areas to have reduced or stayed the same

..... For Phase III, IV, V

**IND (2):** Change in the % of workers willing to interact with other population groups

..... For Phase V

3) **In Jordan**, a **SOCIAL COHESION INDEX**<sup>29</sup> was formulated and applied to collected data in PROSPECTS and EIIP programmes (Phase III-V) to measure the extent to which host communities and Syrian refugees **trust** and **respect** each other and their **ability to work together** and **assist one another**. (The first 4 indicators in the below table).

► **Table 5: Embedded Social Cohesion Indicators within some ILO Programming Surveys/ Assessments**

IND	TYPE
Participants % reporting <b>trust</b> of members of adverse group	TRUST
Participants % reporting <b>respect</b> of members of adverse group	RESPECT
Participants % reporting <b>getting well</b> along members of adverse group	WILLINGNESS TO WORK together
Participants % reporting <b>assisting/cooperating</b> members of adverse group	COOPERATION
Participants % reporting <b>feeling comfortable working</b> along members of adverse group	COMFORT
Participants % reporting <b>good/very good relationships</b> with members of adverse group	RELATION
Participants % reporting <b>to have interacted</b> with members of adverse group after program (And locations)	INTERACTION/CONTACT
Participants % reporting <b>to have interacted (daily, several times a week, a month etc.)</b> with members of adverse group (frequency)	
Participants % reporting <b>to have received expressions of appreciation about work</b> from members of adverse group/community etc.	
Participants % <b>viewing their community as socially cohesive</b>	INTER-GROUP PERCEPTION
Number of young men and women are supported to design and lead civic engagement and social cohesion initiatives,	INTERACTION/CONTACT <sup>30</sup>
Number of young people <b>engaged</b> in joint community development <b>initiatives</b> that <b>foster social cohesion</b>	

**Box (2):** Elaboration on approach followed in “Social Cohesion Index Calculation”

The index grouped the level of trust, respect, assistance, and ability to work together between Jordanians and Syrians (**a total of 4 elements**). Survey respondents had to express their perceptions according to a scale of (strongly agree, agree, disagree, strongly disagree, I don't know). The following values were assigned: Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1); the mean was calculated by taking the average of all scores between 1 and 4; answers of Don't Know were excluded from the calculation of mean and variance.

*The index was formulated through summing up the responses to these items, such that **the maximum score would amount to 16 (full/strong contribution in relieving tensions) and the minimum score would amount to 4 (no/weak contribution in relieving tensions)**. The respondents who stated 'don't know' or on whom the statements did not apply were excluded from this analysis.*

29 Social Cohesion Index calculation approach was extracted from: “Workers Survey, EIIP Program-Jordan, Phase III, IV and V” and “Quantitative Survey for PROSPECTS Jordan, June 2020”-for further details please refer to Annex III

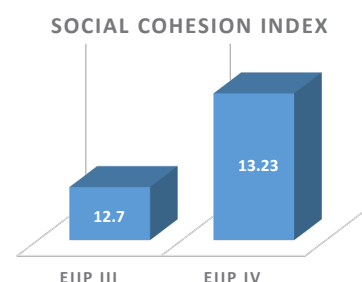
30 Last two indicators are from PROSPECTS Iraq

### 3. Achieved Impacts of ILO Programming on Social Cohesion

#### 3.1 Jordan

**IMPACT** **POSITIVE CONTRIBUTION** to Social Cohesion was apparent across several programmes as: EIIP, PROSPECTS and PRM projects.

**EVIDENCE** Where, by looking at the **social cohesion index** measured through a workers survey; and which grouped the level of **trust, respect, cooperation, and comfort** between programmes' beneficiaries of host communities and Syrian refugees, this yielded a **positive trend** between EIIP III and IV at an average of 12.7 and 13.23 serially (*and out of a total of 16<sup>31</sup> where 16 being an indicative for full/strong contribution to social cohesion and 4 for having no/weak contribution to social cohesion*).



Moreover, the **positive trend** was also perceived for workers' opinion towards programmes impact on **tension reduction** between workers of opposing groups within both EIIP III & IV phases at serial rates of 88.8% and 95.8% of workers confiding in programme's realizing of tension reduction. Likewise, many workers indicated through both a conducted survey and qualitative discussions/FGDs that the EIIP job has allowed them to forge new relationships and **friendships** with other nationalities that **extended outside of the work environment**. In turn, in 2020, a quantitative survey performed under PROSPECTS program revealed that around 85% of workers reported their **feeling of comfort in interacting or working** with other nationalities in their communities.

As for PRM programme, its final evaluation highlighted that a main **positive** feature of the programme has been its **contribution to social cohesion**. Yet, this was proved qualitatively in findings from FGDs and meetings with stakeholders and beneficiaries presented by their description of:

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*Friendly relations developed between Jordanian and Syrian beneficiaries, business partnerships formed among women beneficiaries, marketing networks built to buy/sell products, confidence of Syrians to join labour market due to obtaining work permits and RPL certificate which let them feel more qualified.*

---

Though, no residents' perception survey was conducted to measure perception of residents towards tensions between refugees and HCs in targeted areas, but (phase V workers survey for EIIP programme) demonstrated that 60% of workers **received expressions of appreciation** about their work from people in the street. And 90% confirmed **interaction with community of other nationality** after programme completion.

31 As 4 indicators/questions were considered for the index calculation as presented in the previous table

## 3.2 Lebanon

Generally, and at country level, social cohesion in Lebanon can be characterized as **weak**, and tensions are on the rise. This coupled with the rise of certain hostile discourses in (social) media against Syrian refugees, primarily directed to call for their speedy return to Syria.

As for ILO programming impact on social cohesion in Lebanon:

**IMPACT** There is **NO EVIDENCE** about most of ILO programmes' impact on social cohesion except for phase I of EIIP programme which had shown **LITTLE TO NO IMPACT evidence** on social cohesion between Lebanese host communities and Syrian refugees in most of its targeted locations or within groups.

This was based on performed qualitative research about the relationships between both groups under the various infrastructure projects implemented under the programme, which stressed out the belief that programme did not touch on the real issues behind the tensions. An exception was the Tripoli waterfront project which was considered having a positive effect<sup>32</sup> in alleviating some of the tensions.

However, it is worth mentioning that there are on-going plans to **systematically collect quantitative** data from now on for **PROSPECTS** programme with a tracer methodology (until 2024, with at least 2-3 rounds of data collection).

Furthermore, the recent 'Workers Survey and Perception Survey' which was finalized back in 2021 to assess the impact of EIIP projects at the individual level first and the community level second uncovered some **NEGATIVE** perceptions held by host communities towards Syrian refugees. Where; 63% of Lebanese workers believed that the presence of Syrian refugee in their area of residence has created **unfair competition on the job**. Likewise, more than half of Lebanese respondents strongly agreed that Syrian refugees would **stay in Lebanon when offered a job opportunity**.

## 3.3 Iraq

**IMPACT** There is **NO AVAILABLE EVIDENCE** about ILO's PROSPECTS programme's impact on social cohesion. This could be contributed to the recent initiation of the programme in Iraq.

However, some data collection for a tracer study is planned and is supposed to measure some social cohesion related indicators as per the designed tracer survey including:

---

*Comfort in interaction, comfort in relationships between groups, trust, frequency of contact and sense of belonging to community.*

---

32 Though the reasons behind that result were not explored or studied to build upon in other phases or programmes

### 3.4 Yemen

#### IMPACT

Generally, there was **POSITIVE Verbal consent** on ERRY II/III program effect on social cohesion as observed through the **interviews** conducted within the mid-term evaluation and impact assessment. Evaluation of ERRY II had also stressed out that it has appeared possible to pilot and integrate several social cohesion related innovations successfully in one of the most difficult contexts in the world.

#### EVIDENCE

However, upon examining the availability of any **quantified** measures; they were **LIMITED**. As carried out assessments relied mainly upon qualitative data from the fieldwork and desk review in assessing social cohesion interventions due to the small size of sample sites visited.

Nevertheless, more than half of the interviews with committee members at that time reflected the programme **contribution in a significant to substantial way to social cohesion** and thus peace building as identified by the **reduction in frequency of conflicts** in communities.

### 3.5 Summarizing Checklist of Analysed ILO Programming

Country	Programme	Availability of conflict drivers' analysis	Availability of Social Cohesion				
			Related Activities	Related Indicators in Results Matrix	Measured Indicators	Indicators/ Impact Source	Impact Evidence
Jordan	EIIP	X	✓	✓	✓	Workers Survey and FGDs, FAFO Assessment	Positive quantified Impact
	PROSPECTS	X only simple situation analysis	✓	X	✓	Quantitative Survey and FGDs in 2020	Planned for measurement
	FLORICULTURE	X only sector analysis & labour market assessment	✓	X	X	X	NA
	PRM	X only simple situation analysis	✓	X	X	Qualitative FGDs in Final Evaluation	Positive, mostly verbal
	MADAD		✓	X	X	Mid-Term Evaluation and Tracer Study are planned	NA
Lebanon	EIIP	X only simple situation analysis	✓	X	✓	Qualitative Research in 2019, Quantitative Workers Survey & Impact Study for Phase IV	Little to no impact
	PROSPECTS		✓	X	Planned	Tracer Study	Planned for measurement
Iraq	PROSPECTS		✓	✓	Planned	Tracer Study	Planned for measurement
Yemen	ERRY		✓	X	Very Limited	Baseline Assessment, Impact Assessment Study	Positive, mostly verbal
	CRUCSY		X	✓	X	X	X

## 4. Collated Lessons learned on Social Cohesion Promotion

The comparison process had also examined and collated any incorporated **BEST PRACTICES** within programmes that could have contributed in a way or another to social cohesion based on global studies, manuals, and guides in that aspect. These practices could be considered as **positive lessons learned** towards **building upon** in future programming to promote social cohesion and avoid aggravating social tensions.

Collated BEST PRACTICES:

- |                          |   |   |
|--------------------------|---|---|
| <b>BEST PRACTICE (1)</b> | <p><b>Carrying out Situation Analysis</b> at an early stage about the local labour market<sup>33</sup>, followed by a problem analysis, target groups/stakeholder analysis and a sector needs assessment.</p> <p>Though the analysis were simple and could be developed further, but this is a good practice as improved cohesion and solidarity occurs when communities of concern feel their voices are heard, and needs addressed<sup>34</sup>.</p>  | <p><b>PROSPECTS</b><br/>(Jordan,<br/>Lebanon, Iraq)<br/><b>ERRY</b><br/><b>FLORICULTURE</b></p> |
| <b>BEST PRACTICE (2)</b> | <p><b>Undertaking a Risk Analysis</b> integrating social cohesion diminishing <b>mitigation measures</b> as following the ILO handbook suggested measures and activities with youth through Makani centers in Jordan. And youth involvement in monitoring social cohesion in their communities in Lebanon in addition to addressing hate speech and involving municipalities via UNDP peacebuilding unit and local NGOs.</p>  | <p><b>PROSPECTS</b><br/>(Jordan,<br/>Lebanon)</p>   |
| <b>BEST PRACTICE (3)</b> | <p><b>Placing Selection Mechanism</b> For target groups and projects based on vulnerability assessment. Where in Lebanon, projects were selected based on the set vulnerability criteria and government and municipal priorities and designed to optimize the employment content, this led to the belief by 94% of stakeholders that projects had a positive impact on their towns. In Jordan, a tool was created of compiled criteria from different existing tools including the <i>vulnerability assessment framework VAF, UN Women vulnerability criteria and ILO criteria, (at the end this investigated 7 factors: family monthly income, family sponsor, house owner, work, education level, available disabilities, and number of family members)</i>.</p> <p>In addition, a conflict sensitive tool<sup>35</sup> for target groups selection was used in Yemen after being jointly developed with partners. At the end, utilization of informed selection criteria makes the selection of beneficiaries transparent and fair and thus reduce tensions.</p> | <p><b>EIIP II/Lebanon</b></p> <p><b>FLORICULTURE</b></p> <p><b>ERRY</b></p>                     |

<sup>33</sup> Only for PROSPECTS and ERRY

<sup>34</sup> Source: Qualitative Report-Employment and Social Cohesion in the Context of Forced Displacement: The Cases of Jordan and Lebanon-2022

<sup>35</sup> Data from Social Development Fund, UNHCR and others will be used to help identify beneficiaries based on poverty, vulnerability, and food insecurity

- BEST PRACTICE (4)** **Female Involvement** as beneficiaries across several programmes. In addition to trainings on gender sensitive employment as delivered to contractors in Jordan and on gender-equality for all stakeholders (workers, contractors, government officials). And adapting working hours on female needs and transportation provided in Lebanon. While in Yemen, several interventions were achieved towards female involvement as carrying out a gender analysis before initiation to identify specific gender related issues, involving women as insider mediators IMs and as members of village/Local community councils VCCs (50% of members) and LCCs.
- EIIP**
- ERRY**
- BEST PRACTICE (5)** **Youth Involvement** as beneficiaries across several programmes to help in contribution to social cohesion, given the specific challenges and needs they face in situations of fragility, conflict and disaster. In addition to youth direct involvement in some social cohesion interventions as youth engagement in village/local community councils (VCCs/LCCs) in Yemen.
- ERRY**
- BEST PRACTICE (6)** **Setting up Complaints Mechanisms**, including a WhatsApp hotline and a grievance form in Lebanon. While, in Yemen this was activated to avoid discrimination through utilizing a toll-free number and a complaints box. In Iraq, it was set in collaboration with the Trade Unions.
- EIIP IV/Lebanon**
- ERRY**
- PROSPECTS/ Iraq**
- BEST PRACTICE (7)** **Using TVET** for promoting peaceful coexistence and social cohesion through utilizing the training environment 1- as a space to strengthen inter-group contact or addressing individual grievances, 2-to promote the positive the values of peace and respect. Where conflict resolution skills, cooperation, communication, networking, and other relevant core skills were streamlined into training curricula content to change perceptions.
- PROSPECTS /Jordan 2021 pilot**
- BEST PRACTICE (8)** **Innovation in interventions** as the application of small grants to implement initiatives that improve community attitudes and resolve conflicts in Yemen. And involving youth and women in the design and roll-out of local cultural initiatives to support community cohesion in Mosul/ Iraq and complement ongoing initiatives by UNESCO. In Lebanon, community was involved in local steering committees<sup>36</sup> that got mobilized in 4 villages to empower social entrepreneurs (host communities and refugees) in the development of joint business ideas addressing local needs.
- ERRY**
- PROSPECTS/ Iraq**
- PROSPECTS/ Lebanon**



**BEST PRACTICE (9)** **Utilization of Management Information System (MIS)** **ERRY** to provide an integrated and holistic view of the programme's performance, activities, and beneficiaries in a relatively real-time manner and enable decision makers to access timely, quality, and accurate information. In addition to contracting a **third-party monitoring** for such size of programmes as an independent perspective and to assist in capturing and verifying data on the implemented activities.

As for the **other lessons learned** towards **improving** in future programming to promote social cohesion and avoid aggravating social tensions, these are summarized with the following points:

**LESSON LEARNED (1)** **Strengthening Monitoring and Evaluation** element of work to provide a solid evidence-base to support future planning and assess higher level changes and impacts (including social cohesion).

Starting from:

- a. Programmes' need for a solid **theory of change** (ToC) describing how implementation of activities would lead to a hierarchy of results,
- b. Indicators need to be identified at all stages of the results framework based on the theory of change and be incorporated logically into results chains that link overall level objectives to intervention level objectives and outcomes, in brief: being **result-oriented** by including (short, medium, and long-term results) and not being limited on monitoring short-term outputs.
- c. **Standardizing results frameworks** across programmes phases, to allow comparison between phases and provide a body of evidence over an extended period,
- d. Carrying out **baseline studies** for all programmes and upon initiation of implementation and not belatedly when interventions had started ,
- e. **Expanding data collection** to capture the views of the wider community and population,
- f. **Measurement should be covering all different factions (between and within groups)** for instance along religious, tribal lines etc. so that not to miss an important dimension of cohesion as it all does contribute to the overall cohesion landscape.

**LESSON LEARNED (2)** **Dedicating Importance for Inception Phase** as a step for planning, analyzing the local context, and to ensure a smooth implementation. It should provide an opportunity for stakeholders to build consensus on priority needs and thus implementation approach. The inception phase should also embed a relevant **situation analyses in relation** to the conflicts to be undertaken in a systematic approach as per the steps detailed under *ILO Peace and Conflict Analysis (PCA) Guidance Note*.

**LESSON LEARNED (3)** **Need for Publicity of Success Stories**, including for example, on employment and involvement of females, youth, and PWDs to **inspire** others (workers and employers), in addition to publishing cases about created networks, friendships and partnerships between host communities and refugees etc.

Finally, there are some issues that can undermine social cohesion or might lead to unanticipated problems or create harm, and which **should be avoided** such as:

- ▶ That danger created by **splitting groups** in some interventions (by having separate groups for FDPs vs. separate groups for host communities) and (separate groups for females vs. groups for males),
- ▶ Lack in transparency of **beneficiaries' selection mechanisms** and **using different methods** for recruiting FDPs and those from the host community which might be perceived as exacerbating existing grievances and perceptions of exclusion,
- ▶ Disregarding and not addressing **women's different needs**, as what happened when women got employed on public streets in one of the programmes which made them feel uncomfortable, especially in conservative areas, where they experienced certain forms of verbal harassment from pedestrians and passing cars, and
- ▶ Implementing **short-term interventions**<sup>38</sup> in some programmes. Programmes should be designed with longer-terms interventions to influence long-term changes or focus on "hybrid" approaches involving short-term work coupled with in-depth vocational training support (and for the same beneficiary as much as possible).

## 5. Stocktaking on ILO Experience in Jordan

Besides what was presented earlier on ILO's studied programmes **POSITIVE CONTRIBUTION** to Social Cohesion in Jordan, a recent study was funded by Ford Foundation and produced by ILO team to explore and advance the evidence base on the impact of work permit regulations on decent work outcomes for Syrian refugees in Jordan by analysing several data sets gathered by ILO and Fafo since 2014.

The findings from the analysis show:

**Positive Changes** in Jordanians' **perceptions** towards Syrian refugee workers over time and vice-versa as indication of the effects of letting Syrians into the Jordanian labour market through the work permits scheme.

Where;

1. Syrian refugees' **feeling of safety** got enhanced for almost 70% of work permits holders, promoting their wellbeing in general.
2. This scheme contributed as well to Syrian refugees' better **integration** into Jordanian **society** and the **status** of Syrian refugees in the labour market in terms of **reliability and hard work** increased in the eyes of Jordanian workers. And the same positive trend was seen in terms of perceptions of the influence of Syrian refugees' presence on the **wage levels** in the market (wherein 90% of Jordanians believing that Syrians were pushing down wage levels in 2014 compared to only 65% with the same belief in 2020).
3. The level of **Trust** between Jordanians and Syrian refugees has increased significantly from 2014 to 2018 (e.g. 48% of Jordanians expressed their trust in Syrian refugees in 2018 compared to 12% in 2014).

These data sets **reflect the social cohesion created** between host communities and Syrian refugees in Jordan.

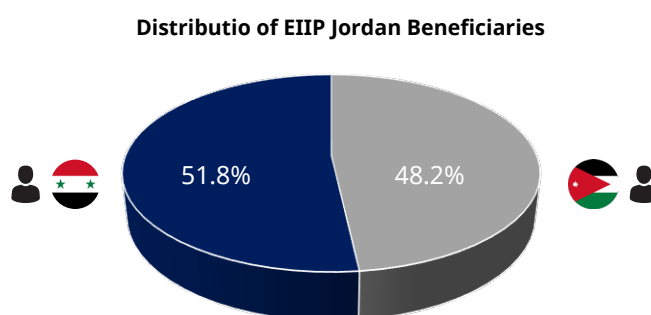
From a **financial** aspect, and through probing into numbers, ILO was found to have invested enormously through its programmes in host communities (**at the same level or indeed sometimes more than**) its investment in refugees which could be contributing somehow to social cohesion. Taking Jordan as a case and specifically the **EIIP programme** across its five phases, a small analysis conveyed the following results:

In terms of:

### A. TARGETED BENEFICIARIES

Throughout the years between June 2016- June 2022; the EIIP programme in Jordan had generated around 22,232 jobs and supported in providing 1,443 beneficiaries with on-the job vocational training opportunities. The opportunities were *distributed almost equally* between Jordanians and Syrian refugees as per the following pie chart and table of figures:

	Total Beneficiaries		
	Total Number	JOR	SYR
Phase I	4,638	2,300	2,338
Phase II	3,382	1,691	1,691
Phase III	3,417	1,755	1,662
Phase IV	8,129	3,638	4,491
Phase V	4,109	2,031	2,078
<b>TOTAL</b>	<b>23,675</b>	<b>23,675</b>	<b>23,675</b>
Percentage out of total		48.2%	51.8%



### B. TOTAL EXPENDITURE

Throughout the five phases of EIIP programme in Jordan the **total actual budget** spent was around 59.05 Million USD as per the table below. The overall budget was accrued from expenditures on: (Beneficiaries+ stakeholders in Jordanian Society+ programme management expenditures).

As for **beneficiaries**:

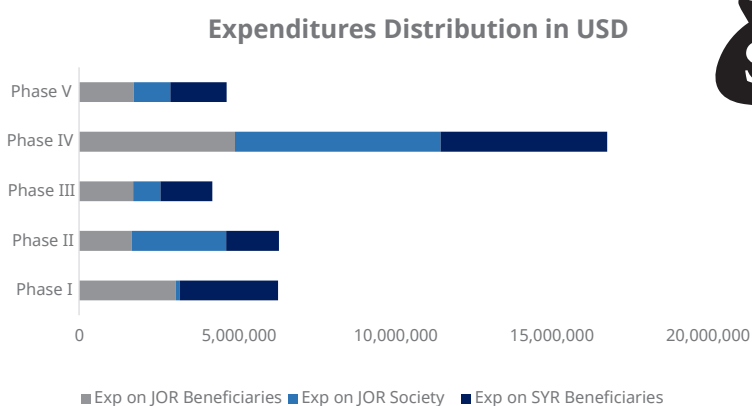
- Direct Expenditures equalled salaries and social security as per actual closed contracts with partners
- Indirect Expenditures equalled amounts spent on the work permits and vocational training as per extracted from final budgets

As for **stakeholders**:

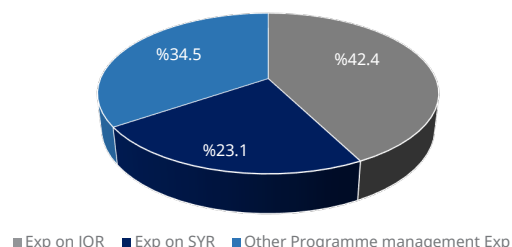
- These presents the implementing partners that ILO contracted with during project and listed in the table
- Direct Expenditures equalled non-labour costs obtained as per actual closed contracts with partners
- Indirect Expenditures equalled amounts spent on trainings to civil officials and/or communities as per extracted from final budgets

Upon disaggregating total expenditure, it was found that **Jordanians** (workers+ community) benefited from around **25.04 Million USD** throughout the EIIP programme phases (making up 42.4% of the total budget) compared to 13.63 Million USD for the Syrian refugees (which amounted to 23.1% of the total budget) as per the below table and figure:

	"Total Actual Budget (USD)"	Direct Exp		Indirect Exp			Contracted Partners	"Direct Exp Total non-Labour Costs to contracted partners (USD)"	Indirect Exp			TOTAL EXP	
		"Amount for JOR workers (USD)"	"Amount for SYR workers (USD)"	Work Permits	Trainings				Trainings (officials)	Trainings (community)	Others	"Amount for JOR workers + Society (USD)"	"Amount for SYR workers (USD)"
					JOR	SYR							
Phase I	9,042,115	3,096,341	3,147,498				MoMA, MPWH, MoA	NA	131,054			3,227,395	3,147,498
Phase II	13,579,492	1,670,490	1,670,490		18,984	18,984		2,722,530	295,512		1,954	4,709,469	1,689,474
Phase III	5,610,694	1,731,296	1,663,402				MoMA, MPWH, local contractors, training institutes	862,040	1,135	8,595		2,603,065	1,663,402
Phase IV	22,676,592	4,807,836	4,944,366	68,136	186,993	325,439		6,451,860	110,319	21,442		11,578,450	5,337,942
Phase V	8,146,191	1,638,599	1,674,751		118,580	123,420		1,152,371	3,096	12,799		2,925,445	1,798,171
<b>TOTAL</b>	<b>59,055,083</b>	<b>12,944,561</b>	<b>13,100,507</b>	<b>68,136</b>	<b>324,557</b>	<b>467,844</b>		<b>11,188,800</b>	<b>541,116</b>	<b>42,836</b>	<b>1,954</b>	<b>25,043,824</b>	<b>13,636,487</b>
												42.4%	23.1%



**EIIP Total Expenditure Distribution**



### C. AVERAGE BENEFIT PER BENEFICIARY

Finally, the average benefit per beneficiary (employed and trained worker) was found to be similar between the two groups at around (1,174 USD for Jordanian versus 1,201 USD for their Syrian refugee counterparts). This includes amount provided as salary and social security along with training and permit costs.



# Developed Analytical Framework

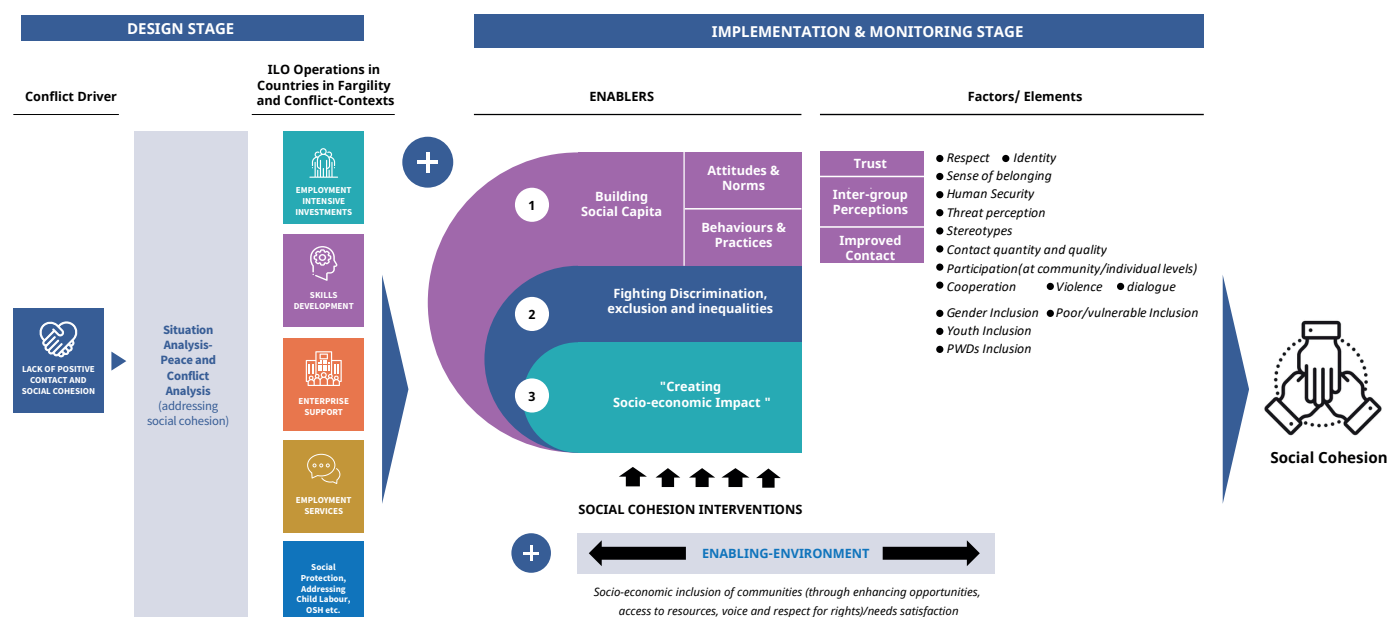
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## ► Developed Analytical Framework

Based on all findings and conducted analysis, the following illustrates a proposed analytical framework summarizing the channels through which decent work can contribute to social cohesion. It starts from the programme’s design stage, which entails streamlining social cohesion in the **situation analysis/peace and conflict analysis** then highlights the **ENABLERS** that play a substantial role in **enabling** social cohesion and shows which (**interventions**) can foster social cohesion. Social cohesion **interventions** are characterized by a set of activities that were listed earlier on pages 16 & 21. Additionally, the framework demonstrates that realizing social cohesion should come amid an **enabling environment** for inclusive growth that helps bridge the social and economic gaps and thus encourage people to feel relaxed, comfortable with a sense of self and a focal point for social interaction. Thus, social cohesion can be enhanced by having the right enabling environment and increasing constructive inter-group contact through decent employment programmes, that bring people together and strengthen opportunities for dialogue among social groups.

► Figure 4: Developed Analytical Framework



# ▶ Recommendations

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## ► Developed Analytical Framework

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Mainstreaming social cohesion in all ILO operations in countries in fragility aims to significantly enhance the learning about the projects' effects in terms of social cohesion and helps to adjust and refine the approach taken by project teams presently and in future projects. Integration of social cohesion should be a **longer-term strategic approach**, rather applying it to discreet activities and project interventions to ensure the holistic contribution to social cohesion attainment. Thus, this requires the integration into all stages of projects' lifecycle (**DESIGN**, **IMPLEMENTATION**, and **MONITORING**). The following sections provide streamlining recommendations per each stage:

### Section 1: Streamlining Social Cohesion in the Design of ILO Programmes

To clearly include the social cohesion dimension throughout the design stage in the framework of the programme cycle in conflict/volatile settings, this requires two actions:

#### *Steps:*

**ACTION (1)** Although some of the studied programmes did conduct some kind of situation analysis at early stages of implementation; however, this should also:

#### Streamlining Social Cohesion in Situation Analysis

1.1 Address the (Contact) conflict driver in understanding the local context by thoroughly analyzing this conflict driver (**CONTACT DRIVER ANALYSIS**) in a participatory and systematic approach to better understand the underlying **causes** for contact problems and locals' **suggestions** for addressing them. This would help to embed the correct interventions to reduce tensions and enhance social cohesion

This requires:

- 1.1.1 **Data collection** from stakeholders and target groups through interviews or FGDs during the project design phase or inception phase<sup>41</sup> about:
  - a- contact problems **causes**,
  - b- **types/nature** are problems related to inter-group perceptions, trust, or contact (horizontal and vertical),
  - c- variations across **geographical** locations,
  - d- **characteristics** of groups involved,
  - e- **potential risks** involved in targeting certain areas and participant groups,
  - f- **suggestions** to address these problems

*Annex V* briefs some suggested analytical questions to support in this analysis
- 1.1.2 A **simple summary** of the above along with recommendations for: social cohesion interventions and social cohesion related risks mitigation measures

<sup>41</sup> If there is no time during the design phase to conduct this analysis; then it should be conducted during the project inception phase and reflected in the budget and logframe as a project activity

<sup>42</sup> Questions could be further developed and fostered based on ILO's Peace and Conflict Analysis Guide

**Steps:**

- 1.2 **Integrate** this analysis as part of the overall programme situational or context analysis conducted
- 1.3 **Allocate budget** for **situation analysis** within programmes' financial plans to ease and ensure its implementation at early stages due to its importance

**ACTION (2)**

Streamlining  
Social Cohesion  
in Theory of  
Change/  
Logical  
Framework

- 2.1 **Review** the situation analysis report (as action 1 will be informing this action)
- 2.2 **Incorporate social cohesion** in the programme theory of change and related:
  - ▶ **Outcomes/objectives,**
  - ▶ **Contact** Outputs/interventions **activities** intended to make this contribution to social cohesion,
  - ▶ Results framework (**indicators** to measure contribution to social cohesion and change achieved in that aspect along with its monitoring approaches). And indicators need to be identified at all stages of the results framework based on the theory of change and be incorporated logically into results chains that link overall level objectives to intervention level objectives and outcomes, and to include specific **indicators relating to gender equality** and women's empowerment, and
  - ▶ **mitigation measures to avoid undermining** social cohesion

**Gender Equality:** It is important to ensure that the situation analysis and the formulation and design of activities considers differences in the situation and **needs of women** and men and addresses these differences as **gender equality** will contribute positively to social justice, contact, and thus social cohesion. This allows for the identification of potential problems and solutions, e.g., it is important to identify what kinds of infrastructure and skills training programmes are most likely to promote coexistence among and between them, as well as understand the fault lines that might trigger tensions during project implementation. Such measures will not only **advance women's empowerment**, but by reducing grievances linked to unequal access to resources and opportunities and enhancing contact, will also contribute positively to reducing conflicts and enable **women to act as agents of peace**.

## Section 2: Streamlining Social Cohesion in the Implementation of ILO Programmes

To clearly include the social cohesion dimension throughout the design stage in the framework of the programme cycle in conflict/volatile settings, this requires two actions:

### Steps:

**ACTION (1)** **Social cohesion activities** may fall into two broad categories:

#### Streamlining Social Cohesion in implemented activities

- (1) activities aimed at raising individuals' awareness, understanding and skills on conflict resolution; and
- (2) activities aimed at bringing people together, improving constructive intra- and inter-group trust and cooperation, strengthening opportunities for dialogue among social groups, and breaking down stereotypes.

Some examples were provided under **table (1) -on page 16** of this report, in reference to the ILO's Handbook for Peacebuilding as well as **desk review findings on page 21**.

**Inclusion** of conflict management/resolution and social cohesion topics within the various *Training Curricula implemented under some programmes* could be an excellent chance for raising awareness and skills in that area. This could be conducted within vocational trainings , awareness raising sessions about work labour law and worker rights, work permits regulations, etc.

**Innovation** is highly encouraged to embed new activities and approaches related to social cohesion enhancement as: social media monitoring, new cultural or historical engagements etc.

**ACTION (2)** **Targeting** beneficiaries should be:

#### Targeting

- 2.1 based on a **clear, transparent, and consistent criteria** and adopted to the local context and
- 2.2 **well-communicated** to all to avoid perceptions that exacerbate tensions among groups or between participants and non-participants.

**ACTION (3)** **Partnerships** should be considered as much as possible during implementation with **workers unions** and **employer organizations** as these could be powerful agents in **promoting social cohesion (social dialogue)** and implementing related interventions in that aspect. In addition to the engagement and strategic partnerships with other UN agencies in implementing some relevant interventions to social cohesion (as in the case of partnership with UNDP in Lebanon and Yemen). Also, to expand ILO's overall outreach particularly in activities related to the Social Protection Floors, occupational safety and health (OSH) etc.

## Section 3: Monitoring Impacts on Social Cohesion

### Steps:

- ACTION (1)**  
Streamlining Social Cohesion in **baseline studies**
- 1.1 Embed a **section** related to **social cohesion in all programmes' baseline studies** to collect data on, for example, perceptions and attitudes, trust, respect, support, extent of contact, etc.
- Annex VI* presents a suggested list of questions to measure social cohesion in quantitative surveys
- 1.2 baselines should gather required data **before** the start of the project implementation, to ensure comparisons can be made to effectively assess changes in social cohesion towards the end of the project.
- ACTION (2)**  
Assessing Impact on Social Cohesion
- 2.1 Embed an equal <sup>44</sup> **section** related to **social cohesion** in all programmes **mid-term evaluations and final evaluations** to provide a solid evidence-base and assess higher level changes and impacts on social cohesion
- 2.2 **Expanding data collection** to capture the views of the wider community and population in addition to programmes' direct beneficiaries <sup>45</sup>
- 2.3 Interpreting, **comparing** results and **validating** findings with qualitative data/ FGDs if needed
- ACTION (3)**  
Sharing Social Cohesion Results
- Good practices and lessons learned** related to social cohesion should be highlighted within final programme reports and disseminated across programmes with key partners to share lessons learned from the aspects of interventions that did and/or did not work.
- ACTION (4)**  
Streamlining Social Cohesion in general public **perception surveys**
- Embed a **section** related to **social cohesion in any general-public perception surveys**<sup>46</sup> **conducted by the ILO** in such contexts, to collect a wider range of views including from non-participants of population members and to identify, assess and monitor the factors affecting social cohesion and to assess the impact at the community level (indirect targets). This will help ILO in designing intervention strategies built on actual data collection through waves of social cohesion assessments across different locations and times. Based on this, ILO could also get a geographical mapping of areas of concerns (for example where tensions exist) and identify localities or sub localities that require attention thus become more precise in locations targeting.

<sup>44</sup> Same as that suggested under the baseline study to ensure easy of results comparability

<sup>45</sup> As all ILO programmes measuring social cohesion are looking at social cohesion among direct project beneficiaries exclusively and not at the impact at the community level (indirect targets) nor institutional level

<sup>46</sup> For example, all the numerous regional rapid assessments conducted by ILO during COVID to assess the impact of the virus on the health, livelihoods and decent work DID NOT LOOK INTO virus impact on fueling dynamics of conflict and violence and eroding social cohesion. Such kind of assessments should always entail a section related to social cohesion assessment.

**Steps:**

- ACTION (5)** **ILO ROAS Cluster evaluations** should include a section covering ILO programmes' impacts on social cohesion as per the results of actions 1+2+4 above
- Streamlining  
Social Cohesion  
in **cluster  
evaluations  
reports** done by  
ILO ROAS
- ACTION (6)** Measurement disaggregation should cover different characteristics (**between and within groups**) for instance along religious, tribal lines etc. so that not to miss an important dimension of cohesion as it all does contribute to the overall cohesion landscape.
- Measuring  
Social Cohesion  
within groups**
- ACTION (7)** **Good practices and lessons learned** related to social cohesion should be highlighted within final programme reports and disseminated across programmes with key partners to share lessons learned from the aspects of interventions that did and/or did not work.
- Considering the  
formulation of a  
**Social Cohesion  
Index**
- ACTION (8)** **ILO** should consider the **measurement** of the vertical dimension of social cohesion which is that perceptions and behaviors between (individuals and state/ government) in terms of trust in political, economic, or social leaders, institutions, and processes as elections, delivery of public services, taxation etc. This should start by **including this dimension in the ILO Handbook for Peacebuilding.**
- Considering  
the integration  
of the **Vertical  
Dimension of  
Social Cohesion**

# ▶ Annexes

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## ► Annex I: List of Reviewed Documents

<b>Projects</b>	<b>10</b>
<b>Project Documents</b>	<b>34</b>
<b>Surveys/Reports</b>	<b>9</b>
<b>Assessment/Evaluation</b>	<b>24</b>
<b>Manuals</b>	<b>4</b>
<b>Studies</b>	<b>19</b>
<b>TOTAL</b>	<b>100</b>

Folder		1 File #	Report
EIIP	EIIP-Jordan	1	Agreement (Proposal+Budget+Results Matrix) - Employment through Labour Intensive Infrastructure in Jordan, phase II
		2	Agreement (Proposal+Budget+Results Matrix) - Employment through Labour Intensive Infrastructure in Jordan, phase III
		3	Cluster Independent Project Evaluation of "Employment Intensive Infrastructure Programme" in Jordan- Final Evaluation Phase III and IV and Mid-Term Evaluation Phase V
		3-A	Workers Survey-Phase III
		4	Project Document/Agreement (Proposal+Budget+Results Matrix) - Employment through Labour Intensive Infrastructure in Jordan, phase IV
		4-A	Workers Survey-Phase IV
		5	Workers Survey-Phase V-FAFO
			Workers Survey-Phase V- To Excel Consulting
		5-B	Project Document (Proposal+Budget+Results Matrix) - Employment through Labour Intensive Infrastructure in Jordan, phase V
		6	A Research on Jobs and Resilience-ID:RC interdisciplinary research consultants
EIIP	EIIP-LEBANON	1	EIIP Lebanon Survey Labour Wage Supply Final Report 2017
		2	Assessing the Employment Effects for EIIP-JAN 2019- Shereen Abbadi
		3	Perceptions Survey and Workers Survey-JAN 2019-ECE Consultants
		4	Completion Reports of Phase II
			Completion Report Covid-19 response - Agricultural Support Project
			EIIP Support to SMEs in response to COVID19
			Completion Report Support to farmers, coops, and small businesses in response to Covid-19
			Completion Report-Hiya Tabni
			Completion Report Forest Management Project-Labor-intensive forest activities with vulnerable communities in Lebanon
		5	Final Report- EIIP Lebanon Phase I+II covering period between (Jan 2017-Dec 2020)
		6	Semi-Annual Report -Phase IV (July to December 2021)
		7	Final Report -Workers Survey and Perception Survey on Infrastructure Projects- June 2021- CRI

		8	Economic Impact Study for Three EIIP projects-January 2022-CRI
<b>EIIP</b>	<b>JORDAN &amp; LEBANON</b>	<b>I</b>	Executive Summary-Cluster Evaluation of Employment Intensive Infrastructure Programmes (EIIPs) in Jordan and Lebanon
		<b>II</b>	Full Report-Cluster Evaluation of Employment Intensive Infrastructure Programmes (EIIPs) in Jordan and Lebanon
<b>PROSPECTS</b>	<b>JORDAN</b>	<b>1</b>	Multi Annual Country Programming (MACP) 2020-2023 -JORDAN
	<b>IRAQ</b>	<b>2</b>	Multi Annual Country Programming (MACP) 2020-2023 -IRAQ
	<b>LEBANON</b>	<b>3</b>	Multi Annual Country Programming (MACP) 2020-2023 -LEBANON
	<b>IRAQ</b>	<b>4</b>	ILO PROSPECTS IRAQ-TRACER STUDY SURVEY
	<b>JORDAN</b>	<b>5</b>	ILO PROSPECTS JORDAN-TRACER STUDY SURVEY
	<b>IRAQ</b>	<b>6</b>	"Opportunity Fund Proposal Sheet-PROSPECTS IRAQ-Promoting Youth Employability, Entrepreneurship and Engagement in Local Economic Recovery and Development in Nineveh"
	<b>Lebanon</b>	<b>7</b>	Rapid assessment and mapping of business associations in the Agriculture and Agro-food sectors in Lebanon
	<b>ALL</b>	<b>8</b>	Project Brochure
<b>ERRY</b>	<b>YEMEN</b>	<b>1</b>	ERRY II Description of Action_Project Document-(2019-2021)
		<b>2</b>	ERRY II Annual Narrative Report-2020
		<b>3</b>	ERRY II M&E Plan (2019-2022)
		<b>4</b>	ERRY II Annual Narrative Report-2021
		<b>5</b>	ERRY II Baseline Assessment Report -2021
		<b>6</b>	Midterm Review ERRY II Feb 2021
		<b>7</b>	ERRY II ROM Report -2020
		<b>8</b>	EU Evaluation Report of ERRY II- Particip- Nov 2021
		<b>9</b>	ERRY III-Programme Document- (Mar 2022-Feb 2025)
		<b>10</b>	CRUCSY Final Internal Project Evaluation – Protecting Children and Youth in Yemen from Recruitment and Use in Armed Conflict -Sept 2021
		<b>11</b>	Training Guide-SOCIO-ECONOMIC REINTEGRATION OF CHI LDREN ASSOCIATED WITH ARMED GROUPS AND THE PREVENTION OF THE USE OF CHILDREN BY ARMED FORECES AND ARMED GROUPS IN YEMEN-2019
		<b>12</b>	ERRY I (2016-2019) Final Report
		<b>13</b>	Implementation Agreement ERRY II
<b>Floriculture</b>		<b>1</b>	Decent Work in Jordan's Floriculture Sector- Inception Report- Feb 2021
		<b>2</b>	Appendix H-Vulnerability Assessment Framework in Jordan Desk Review-30 Nov 2021
		<b>3</b>	Appendix G-Focus Group Discussions (FGDs) Results Report
		<b>4</b>	Pre Assessment: Cut Flower Farms in Jordan, Compliance to Work Conditions and Training Needs-2020
		<b>5</b>	Annual Progress Report for 2021
		<b>6</b>	Project Document_Floriculture_Annex 1_







<b>MADAD</b>	<b>Jordan</b>	<b>1</b>	<b>Final Project MADAD Document and Logframe</b>
			The EU and UN agencies bolster social protection and decent jobs for Jordanians and refugees
<b>Handbooks and Manuals</b>		<b>1</b>	Employment and decent work in the Humanitarian-Development-Peace Nexus - ILO-2021
		<b>2</b>	A Handbook- How to Design, Monitor and Evaluate Peacebuilding Results in Jobs for Peace and Resilience Programmes-ILO-2019
		<b>3</b>	Peace and Conflict Analysis-Guidance for ILO's programming in fragile and conflict-affected contexts-ILO-2021
		<b>4</b>	Sustaining peace through decent work and employment-ILO
		<b>5</b>	Strengthening Social Cohesion-Conceptual Framing-UNDP-2020
		<b>6</b>	OCED-Perspectives on Global Development 2012- Social Cohesion in a Shifting World
<b>COVID-19 Assessments</b>		<b>1</b>	From crisis to opportunity for sustainable peace-A joint perspective on responding to the health, employment and peacebuilding challenges in times of COVID-19- ILO- Nov 2020
	<b>Lebanon</b>	<b>2</b>	Rapid assessment of the impact of COVID-19 on vulnerable workers and small-scale enterprises in Lebanon-May 2020
	<b>Lebanon</b>		Rapid Assessment of Employment Impacts under COVID-19 in Lebanon-Policy Brief 2020
	<b>Jordan</b>	<b>3</b>	Rapid assessment of the impact of COVID -19 on vulnerable workers in Jordan-May 2020
	<b>Jordan</b>		Impact of the COVID-19 pandemic on enterprises in Jordan-2020
	<b>Jordan &amp; Lebanon</b>		Impact of COVID-19 on Syrian refugees and host communities in Jordan and Lebanon- Evidence Brief for policy-2020
	<b>Jordan</b>		Impact of COVID-19 on Enterprises in Jordan: One year into the pandemic- 2021
	<b>Jordan</b>		Impact of COVID-19 on Enterprises in Jordan: One year into the pandemic- Policy Brief-2021
	<b>Iraq</b>	<b>4</b>	Rapid Assessment of Impacts on vulnerable populations and small-scale enterprises 2020
			Coping Alone-State of Small scale enterprises and vulnerable workers in Iraq eight months into the pandemic-Nov 2021
<b>Others</b>	<b>Jordan &amp; Leb</b>	<b>1</b>	Qualitative Report-Employment and Social Cohesion in the Context of Forced Displacement: The Cases of Jordan and Lebanon-2022
	<b>Jordan</b>	<b>2</b>	Impact of work permits on decent work for Syrians in Jordan-Sept 2021
		<b>3</b>	EMPLOYMENT PROGRAMMES AND PEACE-A JOINT STATEMENT ON AN ANALYTICAL FRAMEWORK, EMERGING PRINCIPLES FOR ACTION AND NEXT STEPS-Sept 2016
	<b>Lebanon</b>	<b>4</b>	Assessing Informality and Vulnerability among Disadvantaged Groups in Lebanon: A Survey of Lebanese, and Syrian and Palestinian Refugees- June 2021
	<b>Jordan</b>	<b>5</b>	PRM-Final Evaluation-Formalizing Access to the Legal Labor Market for Refugees and Host Communities in Jordan, Phase II
	<b>Jordan</b>	<b>6</b>	Jordan-Economic-Opportunities-for-Jordanians-and-Syrian-Refugees-Program-for-Results-Project-Additional-Financing
	<b>Yemen</b>	<b>7</b>	LOCAL GOVERNANCE AND SOCIAL COHESION INTERVENTIONS IMPACT ASSESSMENT-Yemen-ERRY-2019
	<b>Jordan</b>	<b>8</b>	ILO Program of Support to the JRP-Annual Progress Report-2020
	<b>Jordan</b>	<b>9</b>	DWCP 2018-2022

## ► Annex II: List of Meetings

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	Date	Meeting With:
Meeting (1)	28th April 2022	Dr. Maha Kattaa- ILO Resilience and Crises Response Specialist- Iraq
Meeting (2)	19th May 2022	
Meeting (3)	9th June 2022	Nieves Thomet- Peace Specialist- ILO HQ
Meeting (4)	14th June 2022	Suha Hawatmeh- Financial Officer- ILO Jordan
Meeting (5)	28th June 2022	Dr. Maha Kattaa- (Feedback Received Discussion)

## ► Annex III: Detailed Programmes' Comparison Matrix









<b>LEGEND</b>	<b>Jobs for Peace and Resilience (JPR)</b>	<b>HCs:</b> Host communities	<b>IDPs:</b> Internally displaced persons
	<b>Employment Intensive Investments</b>  <b>Enterprise Support</b>  <b>Skills Development</b>  <b>Employment Services</b> 	<b>Intervention Duration:</b> Average duration of main service to beneficiary  <b>Related Activities/Indicators:</b> Extracted from programmes documents and which are in relevance with (contact outputs) listed under ILO Handbook for Peacebuilding	<b>Impact Achieved:</b> Programme impact on Social Cohesion  <b>Evidence Source:</b> Source of information about impact achieved  <b>Good Practices:</b> Conducted and contribute somehow to social cohesion streamlining  <b>FDPs:</b> Forcibly displaced people





**COUNTRY (1)**  **JORDAN**

Programme	Type of Programme		Sector	Target Group				Intervention Duration	Social Cohesion																																					
	JRP Component	Others		Who?	Nationality Distribution	Gender	Other		Related Activities (Contact Outputs)	*Related Indicators (Contact Outcomes) *	Impact Achieved	Evidence Source	Good Practices	Related Lessons Learned																																
<b>EIIP</b>	<b>Phase II</b> (Nov 2017- Dec 2018)*		Child Labour	«(infrastructure/ Construction and maintenance of roads + municipality works/ waste collection, grass cutting, painting etc.)»	Refugees & HCs	*50% SYR 50% JOR*	*10% F 90% M*	*Youth, below poverty line, 3% PWD*	*40 Days (job contract) *	JOR & SYR working together through infrastructure development	*No indicators in Results Matrix except one that is somehow related : (# of violent conflict created or intensified by project)*	No quantitative or qualitative evidence		*Training for contractors on gender-sensitive intensive approaches + Involvement of PWD*	—																															
																<b>Phase III</b> (Nov 2018- Dec 2019)*									*Youth (61% between 18-34) years, SYR older, majority below poverty line, 3% PWD*	*48 Days (job contract) *	*One related indicator in Results Matrix Proportion of residents in the target governorates who perceive tensions between refugees and the HCs in the target areas to have reduced or stayed the same*	*Positive Contribution to Social Cohesion  Social Cohesion Index yielded an average of 12.7 out of 16 (16 being full/strong contribution to social cohesion and 4 being no/weak contribution to social cohesion)  88.8% of workers perceived working on project had reduced tension between workers*	*Workers Survey + FGDS  However, No residents perception survey was conducted to measure perception of residents towards tensions between refugees and HCs in targeted areas *	*Added Indicators related to measuring (trust, respect, cooperation, bullying friendships, type of contact occasions, feeling of discrimination based on gender, comfort of working with opposite sex) Which contribute in SC measurement *	*Reconsideration of women employment on public streets which made them feel uncomfortable, especially in conservative areas, where they experienced certain forms of verbal harassment from pedestrians and passing cars*															
																																<b>Phase IV</b> (Dec 2018- Sept 2020)*							*15% F 85% M*	*Youth, majority below poverty line, SYR with lower education levels, 3% PWD*	*40 Days (job contract) *	*Social Cohesion Index was formulated and applied to collected data to measure the extent to which JOR and SYR trust and respect each other and their ability to work together and assist one another*	Same Indicators as Phase III above	*Positive Contribution to Social Cohesion  Social Cohesion Index yielded an average of 13.23 out of 16 (16 being full/strong contribution to social cohesion and 4 being no/weak contribution to social cohesion)  95.8% of workers perceived working on project had reduced tension between workers*	*Added Indicators as above + Training for contractors on gender-equality in workplace + Involvement of PWDs*	

<b>LEGEND</b>	<b>Jobs for Peace and Resilience (JPR)</b>		<b>HCs:</b> Host communities	<b>IDPs:</b> Internally displaced persons
	<b>Employment Intensive Investments</b>		<b>Intervention Duration:</b> Average duration of main service to beneficiary	<b>Impact Achieved:</b> Programme impact on Social Cohesion
	<b>Enterprise Support</b>		<b>Related Activities/Indicators:</b> Extracted from programmes documents and which are in relevance with (contact outputs) listed under ILO Handbook for Peacebuilding	<b>Evidence Source:</b> Source of information about impact achieved
	<b>Skills Development</b>			<b>Good Practices:</b> Conducted and contribute somehow to social cohesion streamlining
<b>Employment Services</b>		<b>FDPs:</b> Forcibly displaced people		





**COUNTRY (1)**  **JORDAN**

Programme	Type of Programme		Others	Sector	Target Group			Intervention Duration	Social Cohesion						
	JRP Component				Who?	Nationality Distribution	Gender		Other	Related Activities (Contact Outputs)	"Related Indicators (Contact Outcomes)"	Impact Achieved	Evidence Source	Good Practices	Related Lessons Learned
<b>PROSPECTS</b> (Jul 2020-Jul 2023/2024)			Social Protection, child labour	Agriculture, post-harvest logistics, construction	Refugees, HCs and other vulnerable groups	"70% JOR 25% SYR 5% Other vulnerables"	"30-50% F (depending on activity)"	"adolescents, Youth between 16-24 years, and adults 25+ (depending on activity)"	Varies from one activity to the other	Social Dialogue, joint business ventures,	"No indicators in Results Matrix However, some social cohesion measures were embedded in one of the surveys, from which the aside values were extracted to give an indication. Also, a Social Cohesion Index was formulated and applied to collected data to measure the extent of: Trust Respect Cooperation Comfort"	"Positive Contribution to Social Cohesion Social Cohesion Index yielded an average of 19.56 out of 24 (24 being full/strong contribution to social cohesion and 4 being no/weak contribution to social cohesion) Around 85% of workers feel comfortable in interacting or working with other nationalities in their communities "	Quantitative Survey+ FGDs in Jun 2020	"A Situation Analysis conducted + A Risk Analysis integrating social cohesion diminishing mitigation measures as use of ILO handbook measures, activities with youth through Makani centers, and youth involvement in monitoring social cohesion in their communities"	
<b>FLORICULTURE</b> (2021-2023)				Floriculture	Refugees and HCs	"50% SYR 50% JOR"	"70% F 30% M"	20% PWD	Varies from one activity to the other	Dialogue with women and PWDs, breaking down employers stereotypes about female working in the sector, awareness sessions on gender concepts	"No indicators related directly to Social Cohesion in Results Matrix No quantitative or qualitative evidence related to program effect on social cohesion "		"Selection criteria tool was developed to collect data from target groups interested to participate in the training. Then a systematic vulnerability assessment conducted. Solid sector analysis and labour market assessment conducted "		
<b>PRM</b> Phase II (Sept 2019- Sept 2021)			Work Permits	Not specified	Refugees and HCs	NA	NA	NA	Varies from one activity to the other	—	No indicators related directly to Social Cohesion in Results Matrix	"A main positive feature of the project has been its contribution to social cohesion, which was proved qualitatively from FGDs and meetings with stakeholders and beneficiaries presented by:  friendly relations developed between JOR and SYR, business partnerships formed among women beneficiaries, marketing networks built to buy/sell products, confidence to join labour market due to obtaining work permits and RPL certificate which let them feel more qualified "	Final Evaluation- Apr 2022	—	1- Need for Strengthening M&E element of work to provide an evidence-base to support future planning
<b>MADAD</b> (May 2020-May 2023)			Work Permits	Not specified	Vulnerable JOR and SYR refugees on cash assistance from NAF and UNHCR	NA	50% F	Beneficiaries older than 24, not less than 3% PWD		—	No indicators related directly to Social Cohesion in Results Matrix	"No quantitative or qualitative evidence Mid-Term Evaluation is planned in July 2022 Tracer studies will be conducted by end of project"		"A Situation Analysis conducted"	—


<b>LEGEND</b>	<b>Jobs for Peace and Resilience (JPR)</b>	<b>HCs:</b> Host communities	<b>IDPs:</b> Internally displaced persons
	<b>Employment Intensive Investments</b> 	<b>Intervention Duration:</b> Average duration of main service to beneficiary	<b>Impact Achieved:</b> Programme impact on Social Cohesion
	<b>Enterprise Support</b> 	<b>Related Activities/Indicators:</b> Extracted from programmes documents and which are in relevance with (contact outputs) listed under ILO Handbook for Peacebuilding	<b>Evidence Source:</b> Source of information about impact achieved
	<b>Skills Development</b> 		<b>Good Practices:</b> Conducted and contribute somehow to social cohesion streamlining
	<b>Employment Services</b> 		<b>FDPs:</b> Forcibly displaced people





**COUNTRY (2)**  **LEBANON**

Programme	Type of Programme		Others	Sector	Target Group				Intervention Duration	Social Cohesion					
	JRP Component				Who?	Nationality Distribution	Gender	Other		Related Activities (Contact Outputs)	"Related Indicators (Contact Outcomes)"	Impact Achieved	Evidence Source	Good Practices	Related Lessons Learned
<b>EIIP</b>	"Phase I (Jan 2017-XXXX)"		Child Labour	"Infrastructure/ (Construction and maintenance of roads, irrigation works, water supply, drainage and other civil works)"	Refugees & HCs	"50% SYR 50% LEB"	"10% F 90% M"	"Youth, over 50% below poverty line. 39% not economically active"	"40 Days (job contract)"	LEB & SYR working together through infrastructure development	"No Related indicators to Social Cohesion"	Generally, Project to have little to no impact on social cohesion and tensions between Lebanese HCs and Syrian refugees in most of the targeted locations. This is based on a qualitative research about the relationship between both groups. This was due to the belief that project did not touch on the real issues behind the tensions. An exception was the Tripoli waterfront project which had a positive effect in alleviating some of the tensions.	"Perception Survey & Workers Survey- Jan 2019"	—	Conduct a case study of the Tripoli waterfront project to build on its' positive impact and find the reasons behind that result
	"Phase II (2020-Dec 2021)"		Cash Assistance	"Agriculture, Agro-Food, Municipality (Road maintenance, landscaping, gardens rehabilitation), Forest and land management"		"47% SYR 53% LEB"	"40% F 60% M"	Youth, seasonal workers or university students who prefers short-term jobs instead	"40 Days (job contract)"	LEB & SYR working together through value-chain development		"No quantitative or qualitative evidence for all projects under Phase II."	"Involvement of women and adapted measures to specifically engage women workers in the implementation (ensuring transportation to the site, negotiating with the groups on the activities, adapting working hours based on women's social responsibilities, etc.). Infrastructure Projects selection mechanism was based on a vulnerability criteria and government and municipal priorities and designed to optimize the employment content, this led to the belief by 94% of stakeholders that projects had a positive impact on their towns "		
	"Phase III (Jan 2019-Jun 2021)"			Infrastructure and green works, forest management		NA	NA	NA	NA	LEB & SYR working together through infrastructure development	"NA"	"NA"	NA		
	"Phase IV (Jan 2021- Dec 2022)"					"30% SYR 70% JOR"	"15% F 85% M"	"Youth, 2% PWD"	"40 Days (job contract)"	LEB & SYR working together through infrastructure development	"No Related indicators to Social Cohesion in Results Matrix however; many related indicators were measured through a quantitative workers' survey and qualitative survey with stakeholders"	"60% of workers believe that the relations of Syrians and Lebanese on the job is 'very agreeable' and 32% describe those relations as 'agreeable' level of trust with the other community increased due to participation by 79% of workers  94% are comfortable or very comfortable working alongside members of the other community  for 63% of workers believes that Syrians created a competition on the job, and (56%) strongly agreed that Syrian refugees, when offered a job opportunity they will stay in Lebanon.  However, this helped in attracting funds to the communities of 72% of workers"	"Quantitative Workers Survey + Qualitative Perception Survey of stakeholders + Impact Study"	Formal Complaints Feedback mechanism that was put in place through a whatsapp hotline that got disseminated to workers in addition to a grievance form	
<b>«PROSPECTS (Jul 2020-Jul 2023/2024)»</b>		Social Protection, child labour	Agriculture, digital skills	vulnerable FDPs and HCs, including women and youth	"60% FDPs 40% LEB"	40-50% F	"Girls (15-18), Boys (15-18), youth and adults (depending on activity)"	Varies from one activity to the other	Social Dialogue, joint business ventures, community mentors for start-ups	"No indicators in Results Matrix"	"No quantitative or qualitative evidence, However, team will now collect systematically quantitative data from now on with a tracer methodology (until 2024, with at least 2-3 rounds of data collection)."	"A Situation Analysis conducted including an analysis of social cohesion situation in Lebanon and indicating the highest hotspots and drivers of conflict, in addition to highlighting the labour market challenges geographically and particularly amongst women and youth  A simple Risk Analysis included integrating social cohesion diminishing mitigation measures as addressing hate speech, involvement of municipalities via UNDP support/ peacebuilding unit and local NGOs etc."			


<b>LEGEND</b>	<b>Jobs for Peace and Resilience (JPR)</b>		<b>HCs:</b> Host communities	<b>IDPs:</b> Internally displaced persons
	Employment Intensive Investments		<b>Intervention Duration:</b> Average duration of main service to beneficiary	<b>Impact Achieved:</b> Programme impact on Social Cohesion
	Enterprise Support		<b>Related Activities/Indicators:</b> Extracted from programmes documents and which are in relevance with (contact outputs) listed under ILO Handbook for Peacebuilding	<b>Evidence Source:</b> Source of information about impact achieved
	Skills Development			<b>Good Practices:</b> Conducted and contribute somehow to social cohesion streamlining
Employment Services		<b>FDPs:</b> Forcibly displaced people		

**COUNTRY (3)**  **IRAQ**

Programme	Type of Programme	Others	Sector	Target Group				Intervention Duration	Social Cohesion				
	JRP Component			Who?	Nationality Distribution	Gender	Other		Related Activities (Contact Outputs)	"Related Indicators (Contact Outcomes)"	Impact Achieved	Evidence Source	Good Practices
<b>-PROSPECTS</b> (Jul 2020-Jul 2023/2024)-		Social Protection, child labour	"Agriculture, Agro-food, construction, Cultural Creative Industries"	vulnerable FDPs and HCs, including women and youth	"60% FDPs 40% Iraqis"	40-50% F	" Girls (15-18), Boys (15-18), youth and adults  (depending on activity)"	Varies from one activity to the other	Social Dialogue, joint business ventures, community mentors for start-ups, agents of social change	"2 indicators recently added in Results Matrix  x young men and women are supported to design and lead civic engagement and social cohesion initiatives, x young people engaged in joint community development initiatives that foster social cohesion"	"No quantitative or qualitative evidence, A tracer study survey does include some related indicators but no data collection is conducted yet, measures cover:  frequency of contact, comfort in interaction, comfort in working alongside someone from the other group, trust, sense of belonging to community  And the mentioned indicators aside are of great importance and will yield evidence when measured soon"	" A Situation Analysis cconducted  Involving Youth and women in the design and roll-out of local cultural initiatives to support community cohesion in Mosul and complement ongoing initiatives by UNESCO"	

<b>LEGEND</b>	<b>Jobs for Peace and Resilience (JPR)</b>	<b>HCs:</b> Host communities	<b>IDPs:</b> Internally displaced persons
	<b>Employment Intensive Investments</b>  <b>Enterprise Support</b>  <b>Skills Development</b>  <b>Employment Services</b> 	<b>Intervention Duration:</b> Average duration of main service to beneficiary  <b>Related Activities/Indicators:</b> Extracted from programmes documents and which are in relevance with (contact outputs) listed under ILO Handbook for Peacebuilding	<b>Impact Achieved:</b> Programme impact on Social Cohesion  <b>Evidence Source:</b> Source of information about impact achieved  <b>Good Practices:</b> Conducted and contribute somehow to social cohesion streamlining  <b>FDPs:</b> Forcibly displaced people

**COUNTRY (2)**  **YEMEN**

Programme	Type of Programme	Others	Sector	Target Group				Intervention Duration	Social Cohesion						
	JRP Component			Who?	Nationality Distribution	Gender	Other		Related Activities (Contact Outputs)	"Related Indicators (Contact Outcomes)"	Impact Achieved	Evidence Source	Good Practices	Related Lessons Learned	
EPIP	«Phase II (Mar 2019-Feb 2022)»		Social Protection, OSH	"Agriculture, Solar Energy"	Women, youth, IDPs, Muhamasheen and HCs	NA	NA	"XXXXXX (depending on activity)"	Varies from one activity to the other	33 Social Dialogue, promotion of youth participation as implementers within village and local communities VCCs and LCCs, use of insider mediators IMs, training on conflict resolution and management, involvement of UNDP peacebuilding unit to run some social cohesion activities as all the above plus periodic conflict scans/reports, 48 conflict resolving grants	"No indicators related directly to Social Cohesion in Programme Results Matrix One indicator was added related to: # of conflict-mitigating initiatives supported In Baseline Assessment Study that got delayed till 2021, the following indicator was added: % of households who have experienced tension / conflict (either at home or in the area where they live) In the Impact Assessment Study that got implemented earlier in 2019, the following was measured: - Contribution to enhancing social cohesion "	«Good inclusion of many social cohesion interventions, in addition to a separate related component for social cohesion that was tackled by UNDP Where effort was focusing on strengthening the horizontal and vertical linkages that promote social cohesion and the social contract in the targeted districts Generally, there was POSITIVE Verbal consent on program effect on social cohesion was observed through the mid-term evaluation and impact assessment. 37% of committee members interviewed stated that the project contributed in a significant way to social cohesion and thus peace building. Another 21% thought that the project had at least some positive effect in this respect. However: QUANTITATIVE measurement of DIRECT program impact on social cohesion on target groups or communities WAS VERY LIMITED as explained From the other measured indirect indicators: 56% of targeted communities reported reduction in frequency of conflicts»	«Mid-Term Review Feb 2021 + Local Governance and Social cohesion Interventions Impact Assessment- 2019»	«Target groups selection using inclusive, participatory and conflict-sensitive tools  An excellent conflict situation analysis conducted covering the context, problem analysis, target groups analysis and stakeholder analysis and a sector needs assessment  Use of a good theory of change (TOC) and also an M&E Management Information System (MIS) to provide an integrated and holistic view of the Programme's performance, activities, and beneficiaries in a relatively real-time manner. And contracting a third-party monitoring for such size of programmes.  Establishment of a feedback and complaint mechanism to avoid discrimination in targeting (toll free number and a box)  Women and Youth involvement as insider mediators IMs and as members of village community councils VCCs (50% of members) and local communities councils LCCs  Utilization of small grants to implement initiatives that improve community attitudes and resolve conflicts»	
	«Phase III (Mar 2022-Feb 2025)»  VERY RECENT IN INCEPTION PHASE»		Social Protection, OSH	"Agriculture, Solar Energy"	Women, youth, IDPs, Muhamasheen and HCs	NA	NA	"XXXXXX (depending on activity)"	Varies from one activity to the other	Social Dialogue, promotion of youth participation as implementers, use of insider mediators IMs, training on conflict resolution and management, involvement of UNDP peacebuilding unit to run some social cohesion activities as all the above plus periodic conflict scans, conflict resolving grants	"No indicators related directly to Social Cohesion in Results Matrix One indicator was added related to: % of households who have experienced tension / conflict (either at home or in the area where they live)"		«All points mentioned above (under Phase II).  In addition to: a gender analysis before implementation to identify specific gender related issues. Any by allocating a gender adviser in the team»		
«CRUCSY (Sep 2018- Jul 2021)»			Social Protection	Not specified	Child and youth used in armed conflict	NA	NA	NA	Varies from one activity to the other	Within training material, they cover conflict analysis process	"No indicators related directly to Social Cohesion in Results Matrix  No quantitative or qualitative evidence related to program effect on social cohesion "		«1- Strengthening M&E element of work to provide an evidence-base to support future planning, starting from program need for a solid TOC describing how implementation of activities would lead to a hierarchy of results 2- Importance of having good conceptualisation of needs assessment and also risk management»		

## ► Annex IV: Detailed Financial Analysis-EIIP Jordan Case

	Beneficiaries						Other Stakeholders in Jordanian Community						(A)		(B)		(C)	
	Total Actual Budget (USD)	Direct Exp <sup>1</sup> Total Labour Cost (Salaries+ Social Security) (USD)	JOR/SYR Distribution	Direct Exp		Indirect Exp <sup>2</sup>		Contracted Partners	Direct Exp <sup>3</sup> Total non-Labour Costs to contracted partners (USD)	Indirect Exp <sup>4</sup>		Average Direct Benefit per beneficiary <sup>5</sup> (USD)	Average Indirect Benefit per beneficiary <sup>6</sup> (USD)		Average Total Benefit per beneficiary <sup>7</sup> (USD)			
				Amount for JOR workers (USD)	Amount for SYR workers (USD)	Work Permits	Trainings			Trainings (officials)	Others		JOR	SYR		JOR	SYR	
Phase I	9,042,115	6,243,839	50%/ 50%	3,096,341	3,147,498	-	-	MoMA, MPWH, MoA	NA	131,054	-	1,253	-1	1,253	1,253	-1	1,253	1,253
Phase II	13,579,492	3,340,979	50%/ 50%	1,670,490	1,670,490	-	37,968		2,722,530	295,512	-	1,089	12	1,102	1,102	12	1,102	1,102
Phase III	5,610,694	3,394,698	51%/ 49%	1,731,296	1,663,402	-	-	MoMA, MPWH, local contractors, training institutes	862,040	1,135	8,595	994	-1	994	994	-1	994	994
Phase IV	22,676,592	9,752,202	49.3%/ 50.7%	4,807,836	4,944,366	68,136	512,432		6,451,860	110,319	21,442	1,360	53	1,413	1,469	108	1,413	1,469
Phase V	8,146,191	3,313,350	49%/51%	1,638,599	1,674,751	-	242,000		1,152,371	3,096	12,799	841	61	902	903	62	902	903
TOTAL	59,055,083	26,045,068		12,944,561	13,100,507	68,136	792,401		11,188,800	541,116	42,836			1,133	1,144		1,133	1,144

### Notes:

- (1) Total Direct Expenditures on beneficiaries: is total labour costs spent on workers salaries and social security  
As obtained from implementing partners contracts (actual closed contracts)(2) Indirect expenditures to beneficiaries were extracted from budgets include:  
For Phase II: On job training costs for 315 workers (197 on OSH, 78 Hydroponic systems, 40 Mosaic)  
For Phase IV: Work permits costs to 675 Syrians+ On job training costs for 285 workers (104 JOR, 181 SYR)  
For Phase V: On job training costs for 168 workers (82 JOR, 86 SYR)
- (3) Total Direct Expenditures on stakeholders: is total non-labour costs provided to implementing partners as part of their actual closed contracts
- (4) Indirect expenditures on stakeholders were extracted from budgets including training costs to officials, trainings to communities
- (5) Average direct benefit per beneficiary equals average salaries+social security benefit obtained during employment period Beneficiaries numbers were obtained from results matrix+ final report per each phase
- (6) Average Other direct expenditures or benefits to beneficiaries were calculated by dividing (total of other direct expenditures / total number of employed workers in phase) taking into consideration the distribution per nationality
- (7) Total Benefit to beneficiary per nationality = Column A+ (Column B ) for Jordanian or  
Total Benefit= Column A+ (Column C ) for Syrian



	"Total Actual Budget (USD)"	Direct Exp		Indirect Exp <sup>2</sup>		
		"Amount for JOR workers (USD)"	"Amount for SYR workers (USD)"	Work Permits	Trainings	
					JOR	SYR
<b>TOTAL</b>	59,055,083	12,944,561	13,100,507	68,136	324,557	467,844
<b>METHOD (2)</b>						
<b>TOTAL Number of beneficiaries</b>		11,072	11,160	675	344	424
<b>Cost Per Beneficiary (USD)</b>		1,169	1,174	101	944	1,103
				18.75	46	65
<b>Cost Per Beneficiary (USD)</b>		JOR	SYR			
ONLY WAGES+ social security		1,169	1,174			
ALL (wages+ social security+ training+ permit)		1,215	1,258			

**Average Cost per Beneficiary (Method 1&2):**

<b>JOR</b>	<b>SYR</b>
1,174	1,201

## ▶ Annex V: Suggested (Contact Conflict Driver) Analytical Questions/ Tool

Data Collection Tool-	
CONTACT DRIVER ANALYSIS	
<p><i>Note: The following guiding questions should be seen through a gender and identity lens, considering how women and men, and other groups in society are affected differently, may perceive things differently, and why</i></p>	
Q1: General Question:	<p>1.1 What connects, and what divides this society?</p> <p>1.2 How have peace and conflict trends (name it...) impacted relations?</p>
Q2: Relations Questions:	<p>2.1 How do (gender or other identity factors) interact? <b>Describe</b> the relations?</p> <p>2.2 <b>Where</b> are relationships strong and where are they broken or weak?</p>
Q3: Contact Problems Question:	<p>3.1 In locations where relations are broken or weak, what <b>causes</b> these problems?</p> <p>3.2 Describe these problems, of what <b>type</b>? Are they related to inter-group perceptions? trust or contact? And how does that differ between groups?</p>
Q4: Suggestions Question:	<p>4.1 Can relations be <b>improved</b> to contribute to social cohesion? <b>How</b>?</p>
For Other Stakeholders/Partners (ONLY):	
Q5: Risks Question:	<p>5.1 Would there be any <b>potential risks</b> in selecting certain <b>locations</b>? As ...?</p> <p>5.2 Would there be any <b>potential risks</b> in selecting certain <b>participants</b>? As ...?</p>
<p><i>-Thank Participant <sup>47</sup></i></p>	

<sup>47</sup> Participant could be a prospected beneficiary or stakeholder/partner/government official etc. Questions can be raised through personal interviews KIIs or focus group discussions FGDs

## ► Annex VI: Suggested Monitoring Tool

### Quantitative Tool-

### MEASURING SOCIAL COHESION

*Note: The following guiding questions could be used in impact assessments/evaluations surveys and tracer surveys. As for baseline studies surveys, and public perception surveys these can be customized as needed*

### Social Cohesion Related Section:

To what extent do you agree with the following statements:

		Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Refused/ don't apply
<b>Q 1</b> <sup>29</sup>	In general, the opposing groups ( <i>name them...</i> ) were able to <b>work together</b> on the project, as one team	01	02	03	04	05	06
<b>Q2</b>	In general, the opposing groups workers <b>trusted</b> each other	01	02	03	04	05	06
<b>Q3</b>	In general, the opposing groups workers <b>respected</b> each other	01	02	03	04	05	06
<b>Q4</b>	In general, the opposing groups workers <b>helped</b> each other	01	02	03	04	05	06
<b>Q5</b>	You felt <b>comfortable</b> working with members of the opposing group in the project	01	02	03	04	05	06
<b>Q6</b>	Working on this project reduced the <b>tension</b> between <b>me and the workers</b> of other nationalities	01	02	03	04	05	06
<b>Q7</b>	The job opportunities created on the project helped in reducing <b>tension</b> and <b>competition for jobs</b> with host communities/opposing group	01	02	03	04	05	06
<b>Q8</b>	Working on this project allowed me to build <b>new friendships</b> with other workers, regardless of their nationality	01	02	03	04	05	06
<b>Q9</b>	You experienced a kind of <b>discrimination</b> because of your <u>gender</u> from <b>your supervisor</b>	01	02	03	04	05	06
<b>Q10</b>	You experienced a kind of <b>discrimination</b> because of your <u>nationality</u> from <b>your supervisor</b>	01	02	03	04	05	06
<b>Q11</b>	You experienced a kind of <b>discrimination</b> because of your <u>gender</u> from <b>your colleagues</b>	01	02	03	04	05	06
<b>Q12</b>	You experienced a kind of <b>discrimination</b> because of your <u>nationality</u> from <b>your colleagues</b>	01	02	03	04	05	06

<sup>48</sup> In baselines and public perception surveys, the followings are examples of changes to the tool: 1- statements to be in present tense rather than past to reflect the overall general situation in community, 2- project word to be replaced with community, 3- deletion of the word 'workers' 4- Question 6 can be taken out. Other customizations can be conducted as needed

<sup>49</sup> Questions shaded in dark blue color are the most important questions for any survey

Q13	You felt comfortable working with members of the opposite sex in the project	01	02	03	04	05	06
Q14	<b>For those with disability:</b> You felt comfortable working with others in the project	01	02	03	04	05	06
Q15	<b>For those with disability:</b> You experienced a kind of discrimination because of your disability	01	02	03	04	05	06

After the programme ended:

<b>Q16</b>	In the last 3 months, did you personally <b>interact</b> with people from the other community ( <i>name it...</i> )	01	Yes	02	No		
For those who answered Q16 with (Yes), Ask Q16.2 +16.1:							
<b>Q16.1</b>	<b>Where?</b> How did you interact?	01	Social events	02	Cultural events	03	Religious events
		04	Sporting events	05	Trading events	06	Political events
		07	At work	08	At school/college	09	At association
		10	Borrowing or lending money			97	Others (specify...)
<b>Q16.2</b>	<b>How</b> often did you interact?	01	Daily	02	Several times per week	03	Several times per month
		04	Less than once a month	05	Can't recall		
<b>Q16.1</b>	How would you describe your <b>relationships</b> with members of the other community ( <i>name it...</i> )	01	Very good	02	Rather good		
		03	Rather bad		04	Very bad	
<b>Q18</b>	Do you perceive your community as <b>socially cohesive</b> ?	01	Yes, to a great extent		02	Yes, somehow	
		03	Not that much		04	Not at all	

