



International  
Labour  
Organization



**Employment Impact Assessment**  
**for**  
**Enhancing socio-economic participation of vulnerable**  
**population in Hamdaniya District Iraq through**  
**Employment Intensive Investment Program approaches**  
**project**



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# Executive summary

This Employment Intensive Investment (EII) pilot project builds on UNDP's comparative experience and expertise in complementary to Cash for Work (CfW) projects to address unemployment challenges and access to service for vulnerable of Forced Displacement Persons (FDP)s, returnees and host community. The project funded by United Nations Development Programme- Funding Window for Poverty and Inequality and implemented by UNDP and International Labour Organization (ILO). The project aims to link between employment generation and enhancing access to economic opportunities, optimizing the reliance on local resources and access to essential services<sup>1</sup>. The pilot project consisted of six activity schemes in six locations: cleaning water canal in Terjallah, Shaqli and Karamless villages, Casting concrete covers for a water canal in Agriculture Institute at Northern Technical University, Rehabilitation of Tawfiqiya mixed Primary school in Tawfiqiya village, and Rehabilitation of Sanharib, Akad and Ashur Public Gardens in Hamdaniya town. The pilot project was implemented in Hamdaniya District/Nineveh Governorate. Infrastructure rehabilitation activities of the project were carried out during July-September 2022 by UNDP's Funding Facility for Stabilization (FFS). The project relied on low-skill techniques to optimize employment opportunities aimed at enhancing access to decent and sustainable employment opportunities. It also aimed at improving the socio-economic inclusion of vulnerable populations in conflict-affected communities in targeted governorates and vulnerable to the economic impact of the COVID-19 pandemic.

The EmPIA assessed the project performance against the standard evaluation criteria laid out in the Organisation for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC) Principles for Evaluation of Development Assistance<sup>2</sup>, as defined in the United Nations Evaluation Group (UNEG) guidelines. The assessment was based on analysis of primary and secondary data collected as defined in the United Nations Evaluation Group (UNEG) guidelines. The assessment was based on analysis of primary and secondary data collected from various sources. Primary data were collected through surveys, key informant interviews and focus group discussions with 116 (82 male and 34 female) project stakeholders and beneficiaries. For secondary data, the assessment used project documents including the project's quarterly implementation progress reports and related national documents were reviewed. The assessment was conducted from June 15 to September 20, 2022.

The assessment revealed that the project created 183 short-term employment opportunities for targeted project beneficiaries. Specifically, the short-term employment opportunities created include 130 direct and 53 indirect jobs with 3,736 workdays (3,504 direct and 232 indirect workdays). The Labour Intensity for the project was 40% (36% direct jobs and 4% for indirect jobs), reflecting about 70% of project budget. The results of the assessment has proven that there are multiple opportunities for UNDP programming to moving towards strengthening capabilities of local partners for a more sustainable economic growth through the use of local sources, productive jobs, improved decent work and sustainable employment.

**Relevance:** The intervention was aligned with most of the local context and national priorities. Access to income sources, infrastructure rehabilitation and access to services were among the local priority needs the project responded to.

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<sup>11</sup> Employment Impact Assessment Terms of Reference, (Annex 2).

<sup>2</sup> The six assessment criteria are: relevance, coherence, effectiveness, efficiency, impact, and sustainability.

**Effectiveness:** The initiative was effective in increasing local business generation by the use of local materials and improving social protection and increasing women participation in economic activity through enhancing decent work and equal opportunity. As such 183 individuals benefited from short-term employment opportunities (10 women, 48 youths and 6 PWDs).

**Coherent:** The initiative was designed in response to labour market challenges in CfW initiatives like low level of job intensity, inadequate decent work and lack of capacity building. However, the initiative was not aligned with the participatory, community-based approach in the planning and designing phases.

**Efficiency:** The initiative was efficient through providing quality employment and productive jobs, which are significant in local economic growth and improving income source. This was reflected by the project's creation of 130 direct and 53 indirect jobs equivalent to 3,736 workdays with a Labour Intensity of 40% covered by 70% of project budget.

**Impact:** The initiative improved access to public services and access to healthy physical environment. The initiative had a significant impact on knowledge generation about EIIP management and implementation among UNDP staff and its partners.

# List of Acronyms

BOQ	Bill of Quantity
CfW	Cash for Work
DAC	Development Assistance Committee
EIIP	Employment-Intensive Investment Program
EmplA	Employment Impact Assessment
FGD	Focus Group Discussions
FTE	Full-Time Equivalents
ILO	International Labour Organization
KI	Key Informant
LI	Labor Intensity
OECD	Organization for Economic Co-operation and Development
UNDP	United Nations Development Programme
USD	United States Dollar
ToR	Terms of Reference

# 1.0 Introduction

## 1.1 Background

Iraq is categorized as an upper-middle-income country. This is based on Iraq's Human Development Index (HDI) value, 123 of 189 countries for 2020.<sup>3</sup> According to the World Bank, the country has one of the youngest and fastest-growing populations of 2.4 (2021), with 60 per cent of the population below 25 years old. Unemployment is 14.2 per cent of the total labour force.<sup>4</sup> Iraq is facing a jobs crisis of unprecedented proportions.<sup>5</sup> The poverty rate in Iraq is 31.7 per cent and is significantly higher in rural areas.<sup>6</sup> The economically active female force participation rate for 2021 was 11.08 per cent.<sup>7</sup> Indicators from the labour force survey indicate that the unemployment rate in Iraq was 16.5 in 2021, with the female unemployment rate (28.2%) about twice the male unemployment rate.<sup>8</sup>

Women and youth of displaced persons, returnees, and host communities face structured challenges hindering their access to decent work and secure employment, including lack of capacity and rules and regulations that organize labour rights. The private sector employs a large portion of the labour force, accounting for roughly 40 per cent of employment. It is featured with a lack of social protection, lack of insurance, lower benefits, and often lack of formal contracts. The fact makes most people in the country prefer public sector jobs due to job security and benefits. Working in the "informal sector" is not a career choice for many youngsters. Similarly, entrepreneurship has not been recognized as a career path with social status.<sup>9</sup> Three groups, youth, women, and IDPs, are most affected disproportionately by the scarcity of jobs.<sup>10</sup> The most vulnerable people to protracted violence and conflict in Iraq are women and children of IDPs.<sup>11</sup>

Iraqi Ministry of Labour and Social Affairs and local governments at the level of the governorate in Iraq do not have specific regulations of minimum wage and taxes for daily labor. The informal sector provides

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<sup>3</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Humanitarian Needs Overview, 2021. Available on <https://hdr.undp.org/en/countries/profiles/IRQ>

<sup>4</sup> World Bank Data (2017). Available on <https://data.worldbank.org/country/iraq?view=chart>

<sup>5</sup> World Bank, Jobs in Iraq: A Primer on Job Creation on the Short-Term, Jobs Working Paper, Issue No. 22, 2018, page 2. Available on <https://openknowledge.worldbank.org/bitstream/handle/10986/31319/134781-NWP-IraqJobsStrategyNoteFebruaryRevisedFebFINALSK.pdf>

<sup>6</sup> UN Iraq, Position Paper: Building Iraq's Social Protection Floor, Framework and Recommendations, 2020, page 9. Available on [https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms\\_853782.pdf](https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_853782.pdf)

<sup>7</sup> World Bank Data. Available on <https://data.worldbank.org/country/iraq?view=chart>

<sup>8</sup> ILO, CSO & KRSO, Iraq Labour Force Survey, page 6. Available on [https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms\\_850359.pdf](https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_850359.pdf)

<sup>9</sup> UNESCO, Assessment of the Labour Markets and Skills Analysis: Iraq and Kurdistan Region-Iraq: wholesale and retail, 2019, page 13. Available on <https://unesdoc.unesco.org/ark:/48223/pf0000371378>

<sup>10</sup> World Bank, Jobs in Iraq: A Primer on Job Creation on the Short-Term, Jobs Working Paper, Issue No. 22, 2018, page 4. Available on <https://openknowledge.worldbank.org/bitstream/handle/10986/31319/134781-NWP-IraqJobsStrategyNoteFebruaryRevisedFebFINALSK.pdf>

<sup>11</sup> World Bank, Jobs in Iraq: A Primer on Job Creation on the Short-Term, Jobs Working Paper, Issue No. 22, 2018, page 5. Available on <https://openknowledge.worldbank.org/bitstream/handle/10986/31319/134781-NWP-IraqJobsStrategyNoteFebruaryRevisedFebFINALSK.pdf>



employment opportunities for daily wagers. Annual leave and sick leave in informal employment are provided, without a conceptual definition, to workers employed by enterprises/companies for a more extended reference period; however, daily wagers who work for a limited short duration do not have access to annual and sick leave. The agreement about tasks and wages between employers and daily wagers is informal and based on a verbal agreement with no written contracts.<sup>12</sup>

UNDP as a strong partner to the Government of Iraq and its ongoing engagements in many conflicted-affected communities has implemented this EIIP pilot project to address unemployment through the use of local sources, productive jobs, and improved decent work. The EIIP approach targeted the most vulnerable Forced Displaced Persons (FDPs), returnees, and host communities in Hamdaniya District in Nineveh Governorate. The project included infrastructure rehabilitation across three sub-sectors like education, irrigation and municipality.

CfW has long been used by the UNDP programming for quick income generation and emergency aid in conflict-affected areas. However, moving toward more sustainable local economic growth and strengthening the institutional capabilities of the local partners, EIIP will play a great role in the shift from the traditional CfW towards productive and decent jobs for sustainable community-driven development.

This assessment focuses on assessing employment impact under infrastructure rehabilitation intervention and covered direct jobs, indirect jobs, and Task rate analysis and socio-economic benefits. The primary purpose of the assessment is to understand the employment impact of the infrastructure rehabilitation intervention under EIIP approach<sup>13</sup> on direct and indirect jobs. Specifically, the assessment aims to answer the following questions:

- How many direct and indirect jobs were created during infrastructure rehabilitation? This includes defining the number of people who actually worked on the project and the number of indirect jobs created by the project and during their employment.
- What kind of jobs were created? This includes categorizing types of jobs for both direct and indirect jobs.
- To whom were the jobs provided? This includes analyzing profiles and socio-economic characteristics of workers.
- How decent were the jobs provided? This includes analyzing wage levels, type of contract and compliance with ILO's fundamental principles, work conditions and rights at work
- To what extent the employment created were productive? This includes the task rate analysis (quantity of unit per worker day)

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<sup>12</sup> DRC, labor market and livelihoods competency assessment - IRAQ Dohuk, Erbil, Diyala and Salah al Din governorates, April 2020, page 34. Available on [https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/assessments/drc\\_labor\\_market\\_and\\_livelihoods\\_competency\\_assessment.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/assessments/drc_labor_market_and_livelihoods_competency_assessment.pdf)

<sup>13</sup> EIIP is an approach promotes employment-intensive and local resources-based technology in delivering public investment and infrastructure rehabilitation and maintenance. ILO, EIIP, creating Jobs Through Pubic Investment. Page 13. Available on [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_policy/---invest/documents/publication/wcms\\_619821.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/---invest/documents/publication/wcms_619821.pdf)

The assessment was conducted from 16<sup>th</sup> June 2022 to 26<sup>th</sup> September 2022. The EmPIA report will help UNDP and ILO with programmatic learning and scaling up the EIIP approach. Beyond this, the report's finding will help the UNDP and ILO on how monitoring the impact of quality of employment, and productive jobs can be better factored into a strategic plan for infrastructure rehabilitation in conflict-affected areas for both economic growth and poverty reduction.

## 1.2 Project Description

The project titled “Enhance Socio-economic participation of vulnerable population in Iraq through EIIP approaches” in Hamdaniya District in Nineveh Governorate was implemented from August 13, 2021 to September 30, 2022. “According to the project’s BoQ and project files, the project consisted of infrastructure rehabilitation in six different locations across several subsectors in al-Hamdaniya District like education, water resources and municipality. Project locations were in al-Hamdaniya Center and the villages of Shaquli, Karamless and Tawfiqiya. The project is implemented through a partnership agreement between UNDP and ILO, and all activities of the project were implemented by a local contractor.

The activities the project achieved included:

- Cleaning of 5.7 kilometres Water canal in Terjallah, Shaquli and Karamless villeges. The work included clearing the canal from all debris, mud, objects, and undesired plants. All removed debris and rubbles were dumped at a site approved by the local Municipality Department.
- Casting concrete covers for a 5 kilometres of water canal in Agriculture Institute at Northern Technical University.
- Rehabilitation of Tawfiqiya mixed Primary school, Nimrud Sub-district. The work included removing all the damaged roofing layers and dumping all the rubble at a site approved by the local Municipality Department, installing the concrete roof tiles, repairing wall cracks and removing the damaged cement plastering of external walls, painting the interior walls and ceilings and connecting the schools' water system to the public water network.
- Rehabilitation of Sanharib & Akad Public Garden in Hamdaniya town. The work included 7,000 m2 site preparation, casting plain concrete using sulphate resistance cement for walkways, aprons and play yard, rebuilding walls, cement plastering for exterior walls and fences walls using straight aluminium edges, paint the exterior walls and fence, filling the garden area with agricultural soil and planting trees.
- Rehabilitation of Ashur Public Garden in al-Hamdaniya town. The work included 5,200m2 area site preparation, casting plain concrete cement for walkways, apron and play yard, painting the exterior walls and fence, installing steel handrails for staircases and openings, installing steel doors, filling the garden area with agricultural soil and planting trees.

## 2.0 Assessment Methods and Approaches

### 2.1 General Approach

The assessment was based on the methodological guidelines provided in the Term of Reference (ToR), inception report and used standard OECD- DAC assessment criteria of relevance, effectiveness, efficiency, coherence, impact, and sustainability. The evaluator also assessed whether the cross-cutting issues (gender, human rights disability, etc.) were mainstreamed; to what extent are the SDGs relevant and their interlinkages were identified; to what extent the principle of Leave No-One Behind and the rights-based approach methods were followed during the project's formulation and implementation phases. The evaluator applied a systematic approach to provide answers to the assessment questions and to formulate key conclusions and associated recommendations. The evaluation consisted of three phases and included these activities:

- **Inception phase** focused on the review of related project documents including relevant studies, ILO and UNDP guides and measurement criteria, public information, and data sets of government institutions like the Central Statistical Organization at the Ministry of Planning (CSO-MoP) and INGO like Displacement Tracking Matrix (DTM)'s International Organization for Migration (IOM). ) to inform assessment design.
- **Desk phase** focused on data collection including project stakeholders through conducting interviews and Focus Group Discussions.
- **Synthesis phase** focused on analysis and design of answers to the assessment questions, key findings, conclusions and associated recommendations-based findings

**Desk review of related project documents:** An initial desk review of relevant project-related documents was conducted during the inception phase. The purpose of the desk review was to better understand the project, its theory of change, relevant beneficiaries, and stakeholders to develop the assessment methodology, assessment matrix and a detailed work plan. The desk review also analysed existing secondary data, which were subsequently used to assess the evaluation questions.

**Sampling and Data collection:** After the desk phase, sampling was conducted to identify respondents specifically for stakeholders. Due to the small number of beneficiaries, this assessment considered to interview all the beneficiaries. Primary data was collected through interviews with key stakeholders and beneficiaries (Annex 7 through 11). This data collection phase aimed to gather diverse views on the project's impact and provide answers to the assessment questions.

### 2.2 Assessment Methods

In line with the ToR, the evaluation relied on mixed data collection methods to ensure the reliability and validity of assessment results. Some data was already collected through the inception phase, while additional documents (e.g., checklists, and assessment forms) were required during the desk phase.

A mixed-methods approach using qualitative and quantitative data collection methods was applied to gain a comprehensive understanding of the performance of the project. Data collection was conducted based

on two main sources of information, i.e., primary sources (e.g., personal interviews with 19 key informants, including 5 women), representing a cross section of stakeholders, including partners, project beneficiaries) and secondary sources (project documents, increase the reliability of findings, the assessment used targeted sampling methods for each data collection process. Based on stakeholder mapping, a targeted non-random sampling technique was used to ensure balanced views and opinions from different stakeholder groups. As such, the primary qualitative data collection process was designed to reach a wide range of stakeholders including project staff and beneficiaries. To this end, a targeted selection procedure was applied to identify relevant primary stakeholders who have been closely involved in the implementation of the project and therefore possess sound knowledge of the project.

### 2.3 Scope of the Assessment

Below are the parameters of the scope of the assessment on output one:

- The assessment was conducted from 16th June to 20th September 2022, with geographical coverage of six locations in al-Hamdaniya District, namely al-Hamdaniy centre, Terjallah, Shaquli, Karamless villages, Agricultural Institute in Namroud and Al-Tawfiqiya village.
- The project's direct beneficiaries registered under CfW constituted 52 (41 men and 11 women) workers where 42 (32 men, 10 women, 16 youth and 3 PWDs) completed 40 or more working days as shown in table 1 below

Table 1: CfW Beneficiaries

Outputs (Completed Indicators)	Beneficiaries				Total	Youth				PWDs				WHH		Grand Total
	Men		Women			Youth Men	Youth Women	Total Youth	Youth %	PW D Men	PW D Women	Total PW D	PW D %	Total WHH		
	#	%	#	%										#	#	
#of Cash-for-work beneficiaries	41	79%	11	21%	52	16	2	18	35%	4	0	4	8%	2	4%	52
# of CfW beneficiaries working for >= 40 days	32	76%	10	24%	42	14	2	16	38%	3	0	3	7%	1	2%	42
# of CfW beneficiaries working for < 40 days	9	90%	1	10%	10	2	0	2	20%	1	0	1	10%	1	10%	10
# of participants in the training	41	79%	11	21%	52	16	2	18	35%	4	0	4	8%	2	4%	52
#of participants completing trainings	41	79%	11	21%	52	16	2	18	35%	4	0	4	8%	2	4%	52

Source: Project monitoring data

- Other direct beneficiaries included one (1) contractor, 18 service providers, and one (1) transporter.

- Indirect project beneficiaries constituted community members, entity partners, contractors and suppliers, local/international/government entities, work monitors, and other employees, service providers and transporters.

## 2.4 Data Collection Tools and Data Sources

Secondary sources, such as project documentation, relevant national documents/strategies, and UNDP policies, provided a basis for assessing the project's impact. Primary data sources were generated by conducting semi-structured interviews with selected stakeholders, e.g., UNDP, ILO and selected beneficiaries. Documents and internet sources used during the evaluation are listed in references of this report.

The study used secondary data sources like; previous studies, ILO and UNDP guides and measurement criteria, public information, and data sets of government institutions like the Central Statistical Organization at the Ministry of Planning (CSO-MoP) and INGO like Displacement Tracking Matrix (DTM)'s International Organization for Migration (IOM). All secondary data sources were obtained through public browsers. For primary data, the study covered both qualitative and quantitative information gathered through structured and semi-structured interviews through survey interviews with workers, Key Informants, Focus Group Discussions (FGDs), observations, and checklists with various stakeholders and observations.

**Key informants' interviews.** Interviews were conducted with the UNDP, ILO, and implementing contractor staff, suppliers, service providers, work monitors, technicians, authorities, and members of local communities in areas where the project is implemented. The KIIs were conducted through in-depth interviews using semi-structured questionnaires. Information about project planning and design, CfW vs EIIP, project's effects and sustainability, number of employment, task rate, productivity, project objectives achievement and none achievements, and challenges and opportunities for scaling up and extension of EIIP. In total 19 persons (15 male and 4 female) were interviewed.

**Survey.** Two structured survey questionnaires were developed<sup>14</sup> to collect data from CfW workers including semi-skilled and skilled workers hired by the implementing contractor. One survey collected data from 45 (36 male and 9 female) CfW workers on demographics, previous employment experience, job decency, and job satisfaction. The second survey collected data from 15 male semi-skilled and skilled workers hired by the implementing contractor. The data included demographic information, previous and current experience, and perspectives about decent job. Both surveys consisted of a mix of open-ended and closed-ended questions. The first survey was carried out by using the Kobo toolbox and face-to-face interviews. The last survey was performed through paper-based and telephone calls. Three

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<sup>14</sup> According to the ToR, the project plan was to provide employment opportunities to 59 CfW workers (45 men and 14 women). Consequently, the data collection plan set in the Inception Report was to interview 60 CfW workers, but the actual CfW workers hired by the project were only 45 people (36 men and 9 women). To compensate this shortage in the number of CfW workers, the assessment employed the second survey tool to interview 15 semiskilled and skilled workers hired by the implementing contractor.

enumerators conducted the data collection, and one sign language interpreter facilitated an interview with a deaf CfW worker.

**FGDs.** Semi-structured questionnaires for Focus Group Discussion (FGD)s were developed to gather qualitative information from CfW workers, women and men of local communities. Both questionnaires focused on capturing the project's short-term socio-economic impact. The study team arranged the FGDs and spaces through collaboration with the UNDP work monitors and local mukhtars. In total, 6 FGDs were carried out, and 22 (15 male and 7 female) and 18 (5 male and 13 female) individuals participated in the FGD sessions with CfW workers and members of local communities, respectively.

**Site observation.** Site visits were made to observe work activities and gather data through checklists on activities progress and work conditions. In total 17 site visits were conducted to all six project sites.

**Open discussion.** Discussions with technicians, suppliers, and service providers were held to explore job chain analysis and gather data about indirect jobs and task rates.

**Desk review.** This included previous studies and data sets issued by public institutes and international organizations to analyze the socio-economic context of local areas where the project was implemented. UNDP project files, and site records on the number of workers, tasks, and prices for equipment and materials were analyzed to explore the task rate for project activities.

## 2.5 Sampling

To maximize stakeholders' engagement in the data collection, the assessment used different methods for sampling. For KIIs, the purposive sampling method was used to ensure potential key informant personnel contributed to the assessment.<sup>15</sup> The whole population was used for the survey targeting CfW workers. A convenience sampling was used in the survey targeting semi-skilled and skilled workers hired by the implementing contractor. Similarly, to ensure reaching out to relevant local community members and the feasibility of the assessment, the study used convenience sampling for FGDs. In regard to open discussion with suppliers and service providers, the sampling aimed to include all types of supplies and services contained in the project. The assessment targeted 14 suppliers/service providers out of 18 of the total project's suppliers/service providers.

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<sup>15</sup> Purposive sampling is conducted by relying on the researcher's judgment when choosing members of the population to participate in the study. This method has been used in this assessment to the limited time and resources.

## 3.0 Analysis

### 3.1 Data Analysis

Data triangulation and analysis were used throughout the assessment. Reliability and quality of information and data were ensured through a critical review and analysis, cross-checks and probation of respondents while collecting information. Triangulation of data, sources, and methods was also used to minimise the possibility of errors and discrepancies. Data from different sources was thus collected using different data collection techniques, e.g., semi-structured interviews with different stakeholders and document analysis. Additionally, different project documents and relevant policy documents were used to enhance the reliability of the evaluation findings and conclusions.

Qualitative information gathered through interviews and discussion was organized and structured in files (MS Word) and spreadsheet (MS Excel) formats. Qualitative data was translated into English. Then, the data elaborated on the assessed DAC criteria, analyzed and presented in line with secondary and qualitative data to explain the assessment results.

Quantitative and qualitative data collected through Kobo Toolbox. Structured survey data were cleaned, coded and analyzed using Microsoft Excel. Definitions and proper illustrations were added to all codes used in data analysis. Statistical inferences were used to draw analysis results for assessment indicators related to job decency, demographic and socio-economic impact of direct jobs.

Regarding the analyses of secondary data, the assessment gathered qualitative and quantitative socio-economic data about the geographical locations where the project is implemented. The study demonstrated the quantitative descriptive statistics obtained about the locations and examined the relevancy of the project activities against the local socio-economic context in the area. Meanwhile, the assessment conducted a thorough analysis of the quantitative data gathered through the survey. It examined it against short-term socio-economic impact, job decency, and workers' satisfaction. In addition, information gathered through the KIIs and FGDs served in analyzing project challenges and lessons outlined in the initiative.

To help readers and all UNDP's project staff, both technicians (e.g. engineers) and program managers, the assessment demonstrated the finding in two parts: 1) part one focuses on examining the findings against DAC criteria which are more interested by program managers. 2) part two focuses on descriptive data about the direct and indirect job, job decency and task analyses, which contain all the important indicators understood by the project engineers like numbers of employment, Labour Intensity, and employment breakdown by local and imported supplies, The reason behind this demonstration of finding is because EIIP involves rehabilitation and maintenance of infrastructure which is highly linked to technical engineering. The results provide a thorough analysis on Employment Impact Assessment carried out by the project to include analyses on employment, task rate, productivity and job decency as follows:

To calculate number of job opportunities created by infrastructure rehabilitation through the project, the calculation used two-level approach for job opportunities analysis:

- Project-level analysis (micro-level) focused on actual direct jobs created by the project based on the ex-ante direct job opportunities.
- Economy-Wide analysis (macro-level) which included job chain analysis to calculate indirect jobs created by the project.

To analyze job parameters in the project activities, the analysis focused on job equivalents, job intensity, job multipliers, price units and task rate:

- Full-Time Equivalents, work hours converted to days, months and full-time jobs (300 days 8-or 7-hrs)
- Labour Intensity, percent of the budget spent on direct jobs compared to the project's whole budget (value of wages to the total project value)
- Output Direct Job Ratio, the ratio between the value (money) needed to create one direct job
- Output Multiplier Ratio, the ratio between the value (money) needed to create one indirect job
- Task rate, productivity rate for one worker to implement a certain task
- The employment Multiplier refers to the number of jobs created as a result of project value (money) allocated for one direct job

To assess job decency, the assessment examined four criteria used by ILO to assess job decency:

- Dignity, key aspects of dignity of labor.
- Equality,
- Fair income, wages
- Safe working conditions,

To assess feasibility for EIIP scale-up, the assessment included:

- A comparison between CfW and EIIP
- Minor assessment on the quality of jobs according to ILO and Iraqi (2015) Labor Law

### 3.2 Quality Assurance

The assessment design is set in accordance with ILO's standardized Employment Impact Assessment criteria. In addition, to ensure the quality of data collection and analysis the assessment process undertook the following procedures:

- Enumerators were trained on in-depth interviews and provided technical skills about communication, data collection and protection. They also received training on the survey tools to familiarize themselves with the assessment content and questions.
- The Kobo data set used for the data collection was protected by password and personal Kobo accounts were created for each enumerator to ensure that the data collection was only filled out by enumerators whose accounts were linked to the Kobo data set.



- Proper monitoring was undertaken to observe data collection on a daily basis to observe data collection, and save collected data on protected online servers.
- The data collection process was carried out in accordance with international ethics and standards of monitoring and evaluation. Particularly, in terms of voluntary participation, informed consent, anonymity, confidentiality and free from harm
- The data collection process was carried out with healthy and safety manners, and precautions were undertaken undergo prior any field visit
- All the evaluation tools used by the assessment were demonstrated to UNDP's technical team for review and necessary adjustments were made to the tools
- The final report is equipped with a reference list and footnotes with all resources used for the study and is free from ambiguity and plagiarism
- The assessment team and UNDP project staff performed a high level of knowledge share and integrity.

## 4.0 Presentation of Findings

Due to the limited project size in terms of activities and time frame, detailed data about all aspects of all DAC questions like impact was not obtained during the data collection; hence the assessment results are aligned under short-term effects. Data segregation and descriptive statistics were used to present results on demographics, current and previous work experience, decent work, productivity, and the socio-economic effects of short-term employment opportunities.

### 4.1 Relevance

#### 4.1.1 Response to local contexts and needs

The project was relevant to the local context and needs by responding to the lack of access to public services and lack of income sources. The project results were; enhanced access to public services and improved short-term income sources.

To examine the initiative's response to the local socio-economic context, the assessment investigated two index figures: 1) sources of income and 2) unmet needs for populations in the locations where the project is implemented against project outcomes. Data about these two figures were extracted from IOM's-Displacement Tracking Matrix (DTM)<sup>16</sup> data set. It turned out that the population's income sources in the locations where the initiative is undertaken are farming/animal raising, commerce/inconsistent daily labor and paid jobs in the public sector. However, the unmet needs varied between locations; by and large, the unmet needs were employment, health, infrastructure rehabilitation and access to services. According to IOM's-DTM Report, June 2022, the locations hosted the large number of returnees. Al-Tawfiqiya and Tarjallah villages hosted 207 and 196 returnee families, and Shaqli and Karamless villages hosted 647 and 500 returnee families, respectively.

#### Rehabilitation of Al Tawfiqiya Mixed Primary School in al-Tawfiqiya Village

According to two KIIs with the school principal and a community leader, the roofing and wall of the school building were damaged. Children and teachers faced the effects of rainwater dripping, and the school did not have access to water. The project activities included rehabilitating the school and connecting the school's water system to the public water network. The project also provided 11 short-term employment opportunities (six males and five females) to the members of low income villagers in the location.

#### Cleaning Water Canals in Terjallah, Shaqli and Karamless villages

The project addressed the water degradation issues in the three villages. Due to debris, mud, undesired plants, and objects in the canal, farmers faced a shortage in irrigation water. The assessment team conducted one FGD in Karamless and an interview with a local Mukhtar. The villagers and the mukhtar raised the same issue addressed by the project. The project's maintenance activities on the canal

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<sup>16</sup> Displacement Tracking Matrix (DTM)-Iraq, Available on <https://iraqdtm.iom.int/ILA7#Datasets>

contained cleaning 5.7 kilometers of the Water canal across the three villages. The project also provided 33 income sources through employment opportunities to the people living in the villages.

#### Rehabilitation of Public Parks in al-Hamdaniya Town

The assessment held two FGDs with two groups of women had their houses overlooking the parks. They shared that their children did not have access to the parks due to the undesired environment, harmful insects, and the risk of fire due to many wild bushes in the parks. The project addressed the lack of environmentally friendly public spaces in the area by rehabilitating the parks.

#### 4.1.2 Consistency of project activities with its objectives

The project was consistent with its objectives of providing decent and productive work for vulnerable people and stimulating local economic growth by maximizing the use of the local source.

The project's ultimate objective was to provide access to income sources and improve the use of local sources through employment, decent work and productive short-term jobs for the most vulnerable Forced Displaced Persons (FDPs), returnees, and host communities in the area. The project stimulated intensive employment through CfW and maximized the use of local resources by providing direct short term employment to 130 workers for 3,504 work days and indirect employment to 53 workers for 232 work days. The project's daily wage provided to CfW workers was significantly higher than the informal daily wages for low-skill workers. Workers enrolled in the CfW signed an Employment Contract and Code of Conduct for the employment duration of the working period. They also enrolled in valid insurance covering work-related accidents, injuries, disabilities, and compensation for fatalities. The project engineers shared that the task rate achieved by the project activities was acceptable with the local informally recognized task rates in the areas. All these enhanced decency of their work. The assessment results showed that the project approach was local-based sources, of which local-based supplies contributed with 82 per cent of total employment created by the project. In other words, the project was able to provide productive employment to the CfW workers.

Concerning the training of CfW workers, the vast majority (84%) received Explosive Hazard Awareness Training, and 73 per cent and 51 per cent received Health, Safety and Environmental Trainings and Gender Equality Awareness Training, respectively.

#### 4.1.3 Response to the national priorities such as poverty reduction.

The analyses of qualitative information showed that the initiative was responded to the local needs and national priorities in regard to recovering the communities affected by ISIS rises.

Poverty rate in Iraq is estimated around 25 per cent in 2022, and IDP, returnees and refugees are among the most vulnerable populations in Iraq.<sup>17</sup> Recovering communities affected by the ISIS crises,

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<sup>17</sup> Iraqi News Agency. Statement by Ministry of Planning's spokesman in January 21, 2022. Available on <https://ina.iq/eng/16955-official-statistics-of-poverty-rate-in-iraq-.html>

unemployment reduction and poverty alleviation were among the national priorities set by Iraqi Ministry of Planning’s Strategic Objectives on 2022.<sup>18</sup>

The project was a complementary to the previous and current UNDP’s efforts as a strong partner with the Government of Iraq to improve public infrastructure. To introduce a more comprehensive scheme of decent jobs and improving infrastructure, the initiative utilized EIIP approach to integrate CfW in infrastructure rehabilitation aiming to create a better socio-economic impact. The project added quick income sources through short-term employment opportunities to the most vulnerable people in post-conflict areas. The activities of the project, especially in terms of providing employment opportunities, as the project responded to local needs and national priority, such as poverty alleviation through the provision of income sources and capacity building for workers.

## 4.2 Efficiency

### 4.2.1 Timely and cost-efficient manner

The project results showed that the activities implemented by the project were executed in timely and cost efficient manner.

The assessment explored employment opportunities created by the initiative, cost of materials, and wages bill as indicators to measure the efficiency of the project. Overall, the project provided 183 employment opportunities (130 direct and 53 indirect), reflecting 39.97% Labour Intensity reflected in table 2 below.

*Table 2: Direct and Indirect Beneficiaries against work days completed*

	Total	Male	Female	Youth (18-29)	PWD	Total # of working days
Direct Employment	130	120	10	18	6	3,504
Indirect employment	53	53	0	30	NA	232
Total	183	173	10	48	6	3,736

The initiative also had 18 suppliers and service providers. The analyses showed that total supplies reflected 71,176 USD with 1,622 working days (82% of the jobs), and complete imported supplies reflected 23,840 USD with 733 working days (18% of the jobs). This focus on linking employment opportunities with the use of local sources enhances local economic growth. On the other hand, EIIP links employment with task rates and productivity, which adds another value to the use of EIIP vs. CfW in infrastructure rehabilitation and maintenance.

The assessment found that the Iraq construction industry lacks a standardized task rate regarding task price. Engineers and contractors set task rates based on their experiences in the infrastructure industry,

<sup>18</sup> MoP/National Development Plan, 2018-2022, page 12. Available on [https://www.iraq-jccme.jp/pdf/archives/nationaldevelopmentplan2018\\_2022.pdf](https://www.iraq-jccme.jp/pdf/archives/nationaldevelopmentplan2018_2022.pdf)

which vary from one area to another according to the heterogeneousness of projects and mixed task and works. Qualitative data collected from UNDP staff engineers and the implementing contractor concluded that the project activities' task rates ranged within the recognized Iraqi informal rates. Hard-skilled tasks like demolition, roofing and construction, and excavating works were slightly below the recognized casual rates due to a lack of skills and experience of the CfW workers employed by the initiative.

#### 4.2.2 Efficiency in implementation

EIIP projects, by nature, are more cost-efficient than CfW projects due to the capacity building provided to unskilled workers enrolled in the initiative<sup>19</sup>, which increases their employability in the community. CfW workers hired by the initiative were enrolled in multiple tasks and diversified capacity building throughout the project cycle. On the other hand, according to a comparison analysis about access to benefits between CfW workers and workers hired by the implementing contractor and service providers, CfW workers employed by the initiative, in contrast to the workers hired by the implementing contractor, had access to annual leave, holiday pay, and sick leave, which made EIIP initiative to be more economically efficient.

Results from interviews with suppliers and services providers showed that daily wagers enrolled in indirect employment of the initiative had received lower payments and had no health and safety insurance in the workplace. The usual daily wage for hard-skilled construction workers was around 35,000 IQD and below 15,000 IQD for everyday work.

In contrast, workers hired by UNDP had access to social protection benefits like written contracts, annual leave, sick leave, and health and safety insurance. They also received training on safety conditions, explosive hazard awareness, and instructions about gender equality, occupational safety, and teamwork. Concerning the effectiveness of the training, the analyses results of the survey targeted CfW workers found that 85 per cent of the workers felt the training were effective. The assessment also asked the workers if engagement in the project has increased their employability for future employment. The results showed that 54 per cent of the workers had boosted their skills to get a job in the future.

Concerning the training CfW workers received before the start of the project, they shared that they received several training in the form of sessions. The vast majority (84%) of them received Explosive Hazard Awareness Training, and 73 % and 51 % received Health, Safety and Environmental Training and Gender Equality Awareness Training, respectively.

The Initiative also provided equal opportunities to female and male local workers. Assessment results showed 69 per cent of workers thought that the project's activities were sensitive enough to women's needs and had helped them to participate in CfW. All participating women felt safe and faced no negative/unwanted attention due to their participation in the project.

#### 4.2.3 Economic Efficiency

Another aspect of the project's efficiency the assessment attempted to measure was economic efficiency. The approach used by the UNDP was to alleviate poverty through short-term employment creation. Although, it will be challenging to label short-term projects creating short-time jobs as "economically

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<sup>19</sup> Capacity building to workers also provided in CfW projects, however capacity building in EIIP is more structured and diversified. It is also conditional in the contract between implementing contractor and the UNDP.

efficient” because obtaining the project’s real data on labors’ income transfer to the market economy will be challenging. The assessment results marked some evidence about the project’s effect on income relief for vulnerable families as an important purpose of EIIP, mainly because the project achieved employment creation and rehabilitation and maintenance of public infrastructure. During FGDs, CfW workers shared that the payment they received from the initiative helped them pay their debt, rent, and health expenses. The survey results also showed 82 per cent of workers hired by UNDP stated that the project brought a better income to their families.

## 4.3 Effectiveness

### 4.3.1 Achievement of intended results

The project was effective in providing equal opportunity to women and men, increasing local business generation.

To assess the effectiveness of the project, the study used several measurements like labor intensity, the share of local supplies vs imported supplies, the number of indirect employment linked to local resources, and ILO standards agreed on decent work. The result analysis found that the vast majority of the supplies used in the project during the implementation work were local, 75% local, and 25 % imported. Indirect employment created by local supplies comprised 82 jobs (1,622 workdays).

Other aspects of the project’s effectiveness were providing equal opportunities for workers in the areas and gender equality. The initiative enrolled nine women in infrastructure rehabilitation activities, of which six participated in the labor work for the first time, and three were heads of household. The project was also successful in enrolling women in CfW in construction. More than two third of all the CfW workers stated that the project activities were sensitive enough to women’s needs and helped them to participate in CfW. And all nine female workers said they did not face any negative/unwanted attention or consequences because thier participated in the project. All of the skilled and semiskilled workers hired by the contractor were male.

The results showed that the initiative effectively increased local business generation by using local materials, improved social protection, and increased women's participation in economic activity by enhancing decent work and equal opportunity.

### 4.3.2 Major factors influencing the achievement or non-achievement of the project outcomes

A significant factor that influenced the project implementing process was the implementation contractor's shortfall in knowledge and experience about EIIP. By and large, the local contractor lacked the capacity and knowledge to plan and undertaking skills development transfer. This issue was more evident in the first few weeks of the project. However, the implementing contractor received a short training about EIIP prior to starting the project. This has occurred due to the recentness of the EIIP modality in Iraq; in fact, many local contractors have no experience with the purposes and application tools of the EIIP.

Another factor that influenced the project’s work calendar was the objection to some of the project activities by villagers in three locations, namely work activities covering the irrigation water canal in Tarjila, Shaquli, and Karamless villages. To render these issues, the project staff had to coordinate with local

authorities, local leaders, and the implementing contractor to relocate the rejected activities to another location within the District's geographical area. The assessment team recognized that the citizens of the three villages had previously rejected projects implemented by humanitarian organizations in previous years. Key informants interviewed concluded two factors behind the villagers' objection to project activities: lack of awareness about the projects' long-term benefits and low-level social dialogue between organizations implementing the projects and the villagers during the planning phase.

#### 4.3.3 Effective in delivering desired/planned results

The project was effective in management and planning to deliver desired results. The KI interviews with UNDP staff and local authorities showed that the effective management strategy the initiative used was enrolling a large number of partners and breaking down the initiative's BoQ into several sub-BoQs. This strategy helped the program staff to break down the mission and manage the initiative's tasks and partnership according to the relevancy of tasks and project activities. For instance, the project staff had to deal with issues related to school rehabilitation according to a separated sub-BoQ and then with Education Department at the local government level. Similarly, during which part of the project activities relocated, the project staff had to deal exclusively with one sub-BoQ and relevant partners in the location where the project activities objected.

Regarding internal matters, the project staff had disjointedly dealt with each of the project sites. Effective communication between the project's team was another trend of the initiative. The initiative used social media group communication to keep all project staff connected throughout the work. The initiative also had work monitors in all project sites, which helped maintain the progress and effective management of the project tasks.

### 4.4 Impact

#### 4.4.1 Socio-economic impact

The assessment results show that investment in infrastructure rehabilitation not only creates employment but also impacts local economic activities and community empowerment. These impacts come from the initiative's reliance on local resources, which generated economic activities and saved foreign exchange. Additionally, the approach, by its definition, is a pro-poor that utilizes intensive employment.

##### Economic Impact

To assess the project's economic impact, The study analyzed the proportions of labor bill to the total investment budget and the share of local resources to the full project supplies.

Important vital indicators about the project's employment impact the study captured were: 1) Labor Intensity, which reflected 39.97% in total (USD 69,651) of the total project budget, 2) the number of employment opportunities that resulted in 183 job opportunities (3,736 workdays) and 3) local supply cost resulted with USD 71,176 (75%) of the total budget.

The employment generated by the local-based resources can stimulate community participation and local industries by connecting different sectors to the local growth economy. The initiative improved access to public services and access to a healthy physical environment. The initiative greatly impacted knowledge

generation about EIIP management and implementation among UNDP staff. Due to the short-term employment opportunities provided by the project and the limit in required activities for adequate infrastructure rehabilitation and maintenance, the project has a short-term impact on improving access to income sources in all locations and a short-term impact on access to services in several locations.

### Social Impact

Key social impact indicators captured from the project were: no children under 18 engaged in the project activities. In Iraq, working in the informal sector for youth and adolescents had many disadvantages such as lower payment, lower safety and health standards, and no social protection.<sup>20</sup> Another indicator; considering gender mainstreaming through providing equal employment opportunities to women. The project provided job opportunities to nine women in the form of ordinary labor; six of them were heads of household. This was especially helpful to women as the project was carried out in rural and semi-urban areas where women have less access to cash income opportunities. The last indicator was women's enrollment in decision-making following their participation in employment. The survey results showed that of 10 women (nine CfW workers and one from the contractor's staff) enrolled in the project, only four had previous working experiences in infrastructure rehabilitation. In response to a question during FGDs about whether this job helped women to enroll in similar projects, all of the FG participating women said that they would enroll in similar projects in the future.

#### 4.4.2 The real difference the project made to the lives of beneficiaries

The assessment results showed that the project made significant differences in the lives of direct and indirect beneficiaries, such as enhanced their access to public services and improving a safe working environment for women.

The assessment used multiple mixed methods approaches to gather data about the initiative's direct and indirect beneficiaries and end users. The beneficiaries are categorized according to their relationship to the initiative. Direct workers, including CfW workers, and daily wagers hired by the implementing contractor and its staff, were considered to direct beneficiaries. Indirect employees were suppliers, service providers, and workers employed by business centers and manufacturers. In contrast, end users of the project consisted of farmers using the rehabilitated irrigation canal, villagers at al-Tawfiqiya village who send their children to formal schooling, three neighbourhoods in al-Hamdaniya town who use the three rehabilitated public parks and children and staff of the Agricultural Institute at Northern Technical University.

The assessment also examined female workers' perceptions of the working environment. The results showed that all nine female workers felt safe undertaking the work activities on a daily bases. Furthermore, on another question about if they faced any negative/unwanted attention during

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<sup>20</sup> Unesco Office of Iraq, Assessment of the labour market & skills analysis: Iraq and Kurdistan Region-Iraq: wholesale and retail, 2019, page 13. Available on <https://unesdoc.unesco.org/ark:/48223/pf0000371378>



participating in the implementation of work activities, all of them confirmed that they did not face any negative and/or unwanted attention.

Regarding persons with disabilities, the initiative enrolled a group of persons with disability – according to disability assessment using Washington questions. One male worker was 100 per cent mute, two male workers face a lot of difficulties hearing, two male face a lot of difficulties remembering or concentrating, and one female worker faces a lot of difficulties seeing, even if wearing glasses. One of the notes highlighted by the assessment is the initiative did not provide sign language interpretation services to the mute worker whose educational background is zero. To interview with deaf person, the assessment hired a sign language interpreter to interview him for the CfW workers survey.

## 4.5 Sustainability

### 4.5.1 Sustainability of results

The assessment gathered data about stakeholders' perspectives and concerns on the implemented activities and their results. The analyses conducted on the quantitative data showed that potential actors like authorities in the governorate and local levels were involved in the project identification, appraisal, and subsequent ownership of its effects and results, which fosters the maintenance and sustainability of the project.

The assessment team conducted one FGD in Karamless and an interview with a local Mukhtar. The villagers and the mukhtar raised the same needs addressed by the initiative, nevertheless, they provoked the fact that the water in the canal might decline soon after the project ends because villagers in the nearby villages, particularly animal keepers, discharge waste into the canal.

The assessment team also conducted FGD with two groups of women as the end users of the rehabilitated parks. Participating women in the discussion agreed that their children would have access to environmentally friendly spaces. The gardens will remain free spaces for people to meet and remain under the management of al-Hamdaniya Municipalities.

However, the rehabilitation of public parks and cleaning of water canals did not cover all necessities for sustainable rehabilitation. For instance, the rehabilitation process of the public gardens did not include planning grass, provision of water for irrigation and providing play-ground equipment for children in the park. The existing play-ground tools were made from iron. These issues were provoked by both groups of women who participated in the FGD. Nevertheless, bushes may grow again in the parks in the next year, as soil is considered a seed bank for bushes and crops. Similarly, the rehabilitation of water canal did not take any measurement and/or consideration on how maintenance and leaned will be done after the project ends, as the canal lays in open areas and goes through Shaqualli village, where sewage is discharged into the canal by the villagers

### 4.5.2 Replication and scale up of the project's approach

Scaling up as replication and expansion of infrastructure rehabilitation for pilot projects is to reach out to more people and/or broaden the project results. The assessment results concluded that it has successfully met its objectives; however, the expansion of such EIIP projects should be linked with an established more

structured capacity for managing and implementing EIIP. Especially, it depends on the UNDP's vision on how to collaborate with relevant partners and local government in implementing EIIP. Here, crafting a good capacity building for CfW workers will play a strong role in scaling up and/or extending its outcome.

A primary risk the assessment found, which may concern meeting EIIP objectives, was weak implementing contractor's management capacity and the lack of social dialogue with members of local communities. Maybe this is due to the recentness of the EIIP modality, as many local implementing contractors do not have the capacity and/or knowledge about the nature of the EIIP. Due to the lack of local contractors' expertise, EIIP may put the local contractor in a position to enroll additional machinery to expedite the implementation of EIIP activities which then adds burdensome to the project's overall cost and undermines labour intensity. Similarly, a lack of involvement for local communities in the identification, preparation, and appraisal of projects may lead to local communities' objections to some project activities.

#### 4.5.3 Value adding and complementary to previous and current projects

UNDP project staff shared that the pilot project is complementary to UNDP's current and previous projects in Nineveh Governorate. They referred to the CfW programs that have been part of UNDP's resilience building in the conflict-affected areas in Iraq. In this EIIP pilot project being assessed, UNDP used CfW as a resilience-building tool to create employment and support the local community's infrastructure needs. The pilot project greatly impacted knowledge generation about EIIP management and implementation among UNDP staff.

#### 4.5.4 Complemented work among different stakeholders and partners

According to the UNDP's project staff interviewed, it was assumed that this pilot project had a larger number of partners compared to previous UNDP projects. However, the project staff also revealed that they had faced challenges managing multiple partners. One engineer mentioned that they found splitting the project's BoQ into several sub-BoQ was an effective strategy for managing the project and its partnership. The project provided an inclusive chance for multiple partners like the ILO and Trade Union to exercise their complementary roles and build evidence bases assessments for future initiatives.

## 5.0 Respondents characteristics

### 5.1 Project Direct Employment

The project created 47 unskilled CfW jobs for , 9 females and 38 males. They were hired to work on the project as CfW workers throughout the project period, which was set as 52 working days.

Project figures showed that the implementing contractor hired eight full-time management staff, including project managers, engineers, work monitors, logistics and nurses, and one part-time accountant. Furthermore, the implementing contractor employed several skilled and semiskilled labours like masons for construction work, carpenters for framework, cement plasterers, and technicians for felt installation. Categories of jobs under direct employment are divided into eight categories. The total skilled workers hired by the implementing contractors was 50 workers, with 348 working days. The total semiskilled workers hired by the contractor was 24, reflecting 270 working days. Detailed information is shown in Table 3.

*Table 3: Project Direct Employment against work days and wages*

Employment Category	No. of employees	No. of working days	% Working days (%)	Total Wage rate (USD)	Payment per working day (USD)	Wages (%)
Unskilled CfW workers	47	2444	69.7	48,880	20	74.4
Contractor's staff	9	442	12.6	5,800	13.1	8.8
Skilled workers hired by the contractor and service providers	50	348	9.9	8,240	23.6	12.5
Semiskilled workers hired by the contractor and service providers	24	270	7.7	2741	10.5	4.2
<b>Total</b>	<b>130</b>	<b>3,504</b>		<b>65,661</b>		

Disaggregation of data about direct employment resulted in 130 jobs (3,504 workdays). Total female workers were 9 unskilled CfW workers and one skilled worker hired by the contractor shown in table 3. Female workers' total working days accounted for 520 days, equal to 10,004 USD wages. This full 3,504 workdays of direct employment reflected a Labour Intensity (LI) of 38.32% and a Full-time Equivalent (FTE) of 11.68 jobs per year.<sup>21</sup> The average of working days per person was 27 days. A large share of the jobs went to unskilled CfW workers and the contractor's staff 70% and 13%, respectively. Whereas most wages were distributed to unskilled CfW workers and skilled workers hired by the contractor and service providers, 74% and 13%, respectively. Disaggregated data about work enrolled in direct jobs showed that the young group (18-29 years old) received the biggest share of employment for all categories, as demonstrated in Figure 1.

<sup>21</sup> FTE jobs converted based on upper bound number of days per year. See page 19 of ILO, Guide for Monitoring Employment and Conducting Employment Impact Assessments (EmpIA) of Infrastructure Investments, page 22. Available on [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_741553.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_741553.pdf)

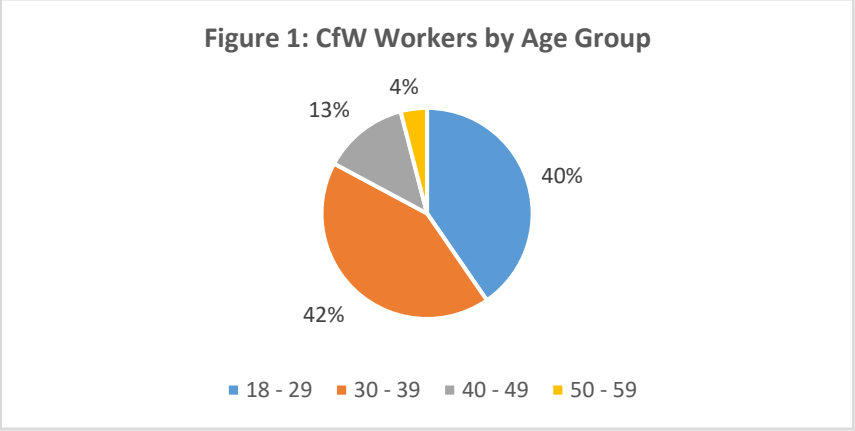


Figure 1: CfW by Age Group

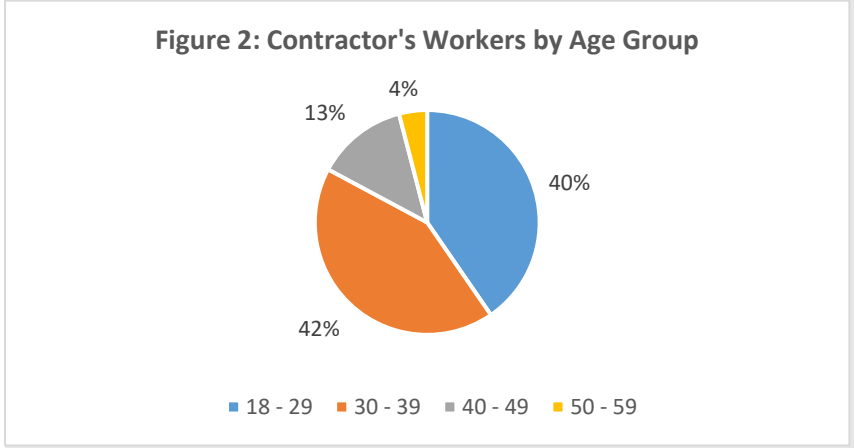


Figure 2: Contractor's Workers by Age Group

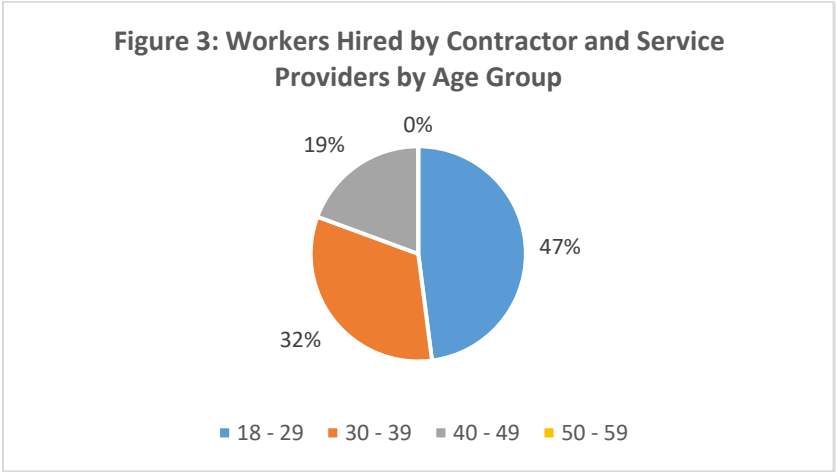


Figure 3: Workers hired by Contractor and Service Providers by Age Group

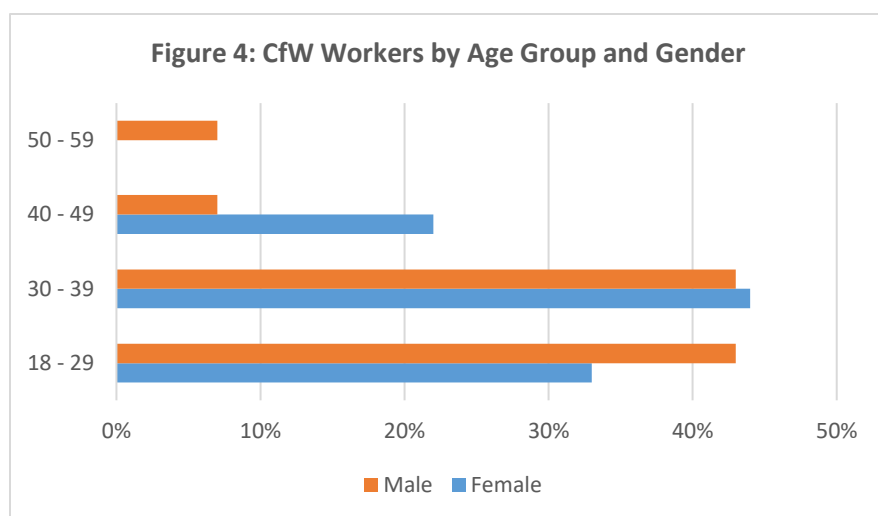


Figure 4: CfW by Age Group and Gender

Overall analyses of workers' education levels showed that all implementing contractor's staff had completed two years after high school, bachelor's or master's. One third of CfW workers and workers hired by the contractor has either primary education or less than six years of education (Table (2)).

Table 4: Direct Employment by Education

AGE GROUP	DIRECT EMPLOYMENT BY EDUCATION		
	CfW workers Hired by UNDP (%)	Implementing Contractor's staff (%)	Workers Hired by Implementing Contractor (%)
No Education level	7	0	13
Less than six years	33	0	38
Primary	24	0	
Middle School	16	0	12
High School	13	0	1
Diploma	4	24	4
Bachelor's degree and Above	2	76	

Table 5: Education of Direct Employment by Gender

Education of Direct Employment by Gender		
Education level	Female (%)	Male (%)
With no education	22	1
Less than six years	22	37
Primary	44	20
Secondary	0	14
High School	11	17
Diploma	0	5
Bachelor's and above	0	3

Table 6: Direct Employment by Social Status

Marital Status	DIRECT EMPLOYMENT BY SOCIAL STATUS		
	CfW workers Hired by UNDP (%)	Implementing Contractor's staff (%)	Workers Hired by Implementing Contractor(%)
Single	31	38	59
Married	67	63	41
Widowed	2	0	0

Table 7: Social Status of Direct Employment by Gender

Social Status of Direct Employment By Gender		
Marital status	Female (%)	Male (%)
Single	11	37
Married	89	60
Widowed	0	3

## 5.2 Project Indirect employment

The contracting company and suppliers collected information about supplies and construction materials. Supply items from the same source supplier grouped. Indirect jobs are designated by materials and type of workers in Table (6). In total, the initiative created 53 indirect jobs, reflecting 3,990 USD wages. Skilled workers received the biggest share of 53 per cent (28 jobs) and semiskilled and unskilled workers received 30 per cent (16 jobs) and 17 per cent (9 jobs), respectively. Analyses figures about indirect employment showed that the project Labor Intensity for indirect jobs is 2.33%, with a full-Time Equivalent (FTE) 0.77 and the average working days for indirect employment was 4.38.

Table 8: Work days and wages of indirect Employment

Work days and wages of Indirect Employment				
Employment categories	No. of Workers	No. of Working Days	Wages (USD)	Add rate per day/USD
Skilled workers	28	140	3,434.10	24.5
semiskilled workers	16	61	336.28	5.5
unskilled workers	9	31	220.11	7.1
<b>TOTAL</b>	<b>53</b>	<b>232</b>	<b>3990</b>	

Table 9: Indirect Employment by Age

Indirect Employment by Age	
Age Group	Per cent (%)
18 - 29	33
30 - 39	39
40 - 49	28

*Table 10: Indirect Employment by Beneficiaries' Educational Background*

<b>Indirect Employment by Beneficiaries' Educational Background</b>	
<b>Age Group</b>	<b>Per cent (%)</b>
No Education	11
Less Than 6 Years	56
Primary Education	
Secondary Education	17
High School	6
Diploma and bachelors	11

*Table 11: Indirect Employment by Social Status*

<b>Indirect Employment by Social Status</b>	
<b>Age Group</b>	<b>Per Cent (%)</b>
Single	17
Married	83

## 6.0 Total Project Employment

The project created 183 jobs in total, 130 jobs direct and 53 jobs indirect employment. Consequently, the project created 3,736 workdays, 3,504 (94%), and 232 (6%) direct and indirect workdays. Concerning wages, the project allocated USD 69,651, 38.32 per cent (from the total USD 171,358 project budget) of its budget to wages, of which 65,661 (96%) and 3,990 (6%) went to direct and indirect employment, respectively. Lastly, an essential key indicator of the project was Labor Intensity, which reflected 40.65% in total, 38.32%, and 2.33% to direct and indirect employment, respectively. Similarly, the project created nearly 12 full-time equivalent jobs in the base of upper-bound employment per year. Detailed information is provided in Table 10.

Table 12: Employment Accumulations

Employment Accumulations							
Job categories	Employment		Workdays		Wages		LI
	job	%	day	%	wag	%	
Direct Employment	130	71%	3,504	94%	65,661	96%	36.13
Indirect Employment	53	29%	232	6%	3,990	6%	3.84
Total	183	100%	3,736	100%	69,651	100%	39.97

### 6.1 Supply material vs. employment creations

The total value spent on the six infrastructure rehabilitation sites was USD 171,358, of which 95,016 USD (55%) went to supplies. Total local supplies reflected USD 71,176 with 1,622 working days (82% of the jobs), and complete imported supplies reflected USD 23,840 with 733 working days (18% of the jobs)

### 6.2 Task Rate Analysis

Task analysis includes the actual task rate resulting from implementing project activities. The information contains the cost required for a task by a certain unit measurement determines the rate of the tasks of the project activities, data about task productivity and cost per unit are collected. The accumulative cost for a task includes cost of materials, the cost of equipment and damaged tools, cost of PPE and the cost of labour force. All data relevant to task analysis is collected from UNDP work monitors, the implementing contractor and suppliers. Table (11) shows the price unit per task for the most important activities implemented.



Table 13: Price of inputs

Price Table						
Task	Unit	Wages cost	Equipment cost	Materials cost	Machinery cost	Task Price/USD
Excavation	M <sup>3</sup>	29	4.50	0	0	33
Cement Plastering	M <sup>2</sup>	17	4.81	8	0	30
White cement plastering	M <sup>2</sup>	17	0	11	0	32
Cleaning water Canal	100cm	0.67	4.26	0	0	5
Precast Reinforced Concrete covers	M <sup>2</sup>	17.75	4.81	4.88	0	27
Garden soil filling	M <sup>3</sup>	1	0.87	35.2	0	37
Hollow Concrete Block Work	M <sup>2</sup>	6	1.03	29.4	0	36
Removing wall cracks	M <sup>2</sup>	2	0.70	0	0	2
Installing Felt panels	M <sup>2</sup>	0.04	0	4.19	0	4

## 7.0 Quality of Jobs Minor Assessment

The assessment analyzed the qualitative data gathered through KI interviews, observations, and checklists about the quality of jobs and compared it with the ILO standardized decent work and Iraqi 2015 Labour Law. The results showed the project was successful in providing decent work in many aspects; however, it conflicts with essential components of labor rights set by ILO and Iraqi (2015) Labour Law. Below are some of the essential results of the quality jobs assessment

- Workers did not have access to the toilet in all location.
- The implementing contractor did not provide transportation for workers from their homes to the work sites. Due to the work's early starting time, this is especially highlighted by female workers.
- Resting spaces were unavailable for workers in all locations, especially for workers enrolled in the Agricultural Institute project activities.
- Workers received USD 20 bills in the first few weeks, which is replaced with a lower USD/IQD exchange rate.
- The implementing contractor did not provide workers' registration documents to National Social Protection Program.
- Workers raised issues with English written documents provided to them to sign. Also, no sign language interpreter was assigned for the mute worker
- The contracts signed between workers and implementing contractors do not limit workers' tasks for specific tasks, which is opposite to Iraq Labour Low, Article C(37), which says the employment contract must include "The nature, type, duration and date of commencement of the work".
- Another issue of the employment contract was the annual leave which was set as 14 days. That has a conflict with Iraq Labor Low Article (75), which says, " A worker, after one year of service, shall be entitled to at least (21) twenty-one days of fully paid leave for each year of work."<sup>22</sup>

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<sup>22</sup> Iraq Labour Law (2015). Available on <https://www.ilo.org/dyn/natlex/docs/MONOGRAPH/96652/114261/F-218842884/IRQ96652%20Eng.pdf>

## 8.0 EIIP vs. CfW

UNDP has widely used CfW in the past several years as an attempt to create short-term jobs and resilience building in conflict-affected areas in Iraq; nevertheless, this pilot project was the first UNDP's EIIP initiative in Iraq. The assessment attempted to capture some differences between CfW and EIIP and suggest how to shift from CfW to EIIP.

The technical collaboration between the ILO and UNDP during the rehabilitation works on the pilot project has proven that there are many opportunities to improve the CfW and employment generation programmes in the infrastructure construction industry.

The ILO provided technical support to the UNDP's pilot project "*Enhance socio-economic participation of vulnerable population in Iraq through EIIP Approaches*" at integrating the Employment Intensive (EI) approaches at cash for work (CFW) interventions. Although the size of project was small in terms of budget and time frame, but it provided an excellent learning experience for both agencies on how to improve employment creation activities and decent work during infrastructure rehabilitation works.

UNDP staff referred to CfW projects as noble tools to provide conflict-affected communities with quick opportunities to earn cash through short-term job opportunities. These CFW interventions have been crucial for local communities for quick income generation and emergency aid during crisis. However, moving toward development support and strengthening the institutional capabilities of local partners, the Employment Intensive Investment Programme (EIIP) plays vital role in the shift from the emergency culture towards more sustainable and community-driven development. During the short period of implementing this project with the UNDP team, EI approaches were introduced to the relevant stakeholders, and several concepts of these approaches were applied on the ground. For the future collaboration and upscaling phases, The UNDP will looking forward to adopt EI approaches at the programming fully and implementing of infrastructure improvement in Iraq.

The approach aims to build the capacities of local partners to participate in employment generation and infrastructure development intervention. Throughout the implementation of the project, three areas were identified where future works can adopt:

### 1) Enhance Construction Productivity

The EI approaches focus on linking employment generation with productivity and cost-effective technologies. The application of task-system at construction activities is a key enabler to enhance workers' productivity. To optimize benefits of this system future interventions shall:

- Amend the contractual framework of construction works to enforce the application this system,
- Building the capacities of implementing partners in applying productive-based methodologies
- Provide convenient mechanisms to enhance monitoring processes during implementation

### 2) Support the Unionization of Construction laborers

The ILO and UNDP sought to apply Decent Work principles during these interventions. However, the EIIP in Iraq works to strengthen the workers at the workplace in defending their rights through the effective participation of the Workers Organizations at the country. For future interventions more efforts should be made in:

- Enabling construction workers to understand their rights and responsibilities at workplace, and to play active role in defending their rights,
- Facilitate the dialogue between employers, workers and authorities to reach common ground for the advantage of all.

### 3) Increase the Impact of Local Market towards Decent and Green Jobs

The construction industry supply chain is very wide and involves many other sectors, for this reason EI tries to exploit this strategic position of construction interventions to increase the impact of the local markets. For future programmes, big opportunities can be used to cause such an impact. Potential opportunities can be:

- Enhancing working conditions of suppliers, sub-contractors, and other community organizations that contribute to the construction works,
- Promote green work and environmentally friendly practices at the different contributors of construction works.

Finally, these ideas and many other cannot be applied without strong cooperative efforts from all partners. And while the road is not smooth to fulfil all intended outcomes, but EI approaches can provide practical tools and technologies to start the journey and achieve significant results.

## 9.0 Conclusion

1) To calculate number of job opportunities created by infrastructure rehabilitation through the project, the assessment used two-level approach for job opportunities analysis:

- Project-level analysis (micro-level) focused on actual direct jobs created by the project based on the ex-ante direct job opportunities.
- Economy-Wide analysis (macro-level) which included job chain analysis to calculate indirect jobs created by the project.

The pilot project created 183 short-term employment opportunities (130 direct and 53 indirect jobs) with 3,736 workdays (3,504 direct and 232 indirect workdays).

2) To analyze job parameters in the project activities, the analysis focused on job equivalents, job intensity, job multipliers, price units and task rate:

- Full-Time Equivalents, work hours converted to days, months and full-time job (300 days 8-or 7-hrs)
- Labour Intensity, percent of the budget spent on direct jobs compared to the project's whole budget (value of wages to the total project value)
- Task rate, the productivity rate for one worker to implement a certain task

The Labour Intensity for the project was about 40 per cent (36% for direct jobs and 4% for indirect jobs), reflecting about 70 per cent of the budget for wages.

*Table 14: Project Labour Intensity*

Task	Excavation	Cement Plastering	White cement plastering	Cleaning water Canal	Precast Reinforced Concrete covers	Garden soil filling	Hollow Concrete Block Work	Removing wall cracks	Installing Felt panels
Unit	M3	M2	M2	100cm	M2	M3	M2	M2	M2
Task Price/USD	33	30	32	5	27	37	36	2	4

3) To assess job decency, the assessment examined four criteria used by ILO to assess job decency:

- Dignity, key aspects of dignity of labor.
- Equality,
- Fair income, wages
- Safe working conditions,

UNDP implemented this EIIP with ILO and managed significant progress in providing decent work in the project's area. The initiative provided social protection for CfW workers and improved access to short-term employment for vulnerable displaced persons, returnees, and host communities. Another aspect of the achievement was gender inclusion. The project provided equal employment opportunities and a safe working environment for vulnerable women. Regarding a direct dialogue with the local people, the assessment noted the initiative did not fully engage in a constructive dialogue in the design and planning

phases, especially in the villages where the water canal was cleaned and neighbourhoods where the public gardens were rehabilitated. Improving access to public services was another achievement of the project, as members of the local communities in all six project locations have better access to public services.

4) To conduct a skilling up assessment for EIIP, the assessment included:

- Minor assessment on the quality of jobs according to ILO and Iraqi (2015) Labor Law

The results showed the project was successful in providing decent work in many aspects; however, it conflicts with essential components of labor rights set by ILO and Iraqi (2015) Labour Law. Below are some of the essential results of the quality jobs assessment

## 10.0 Recommendations

According to the assessment results, the study developed four actionable recommendations. They are addressed to UNDP project program managers and M&E Unit. The recommendations aim to improve the future design, planning, and implementation of EIIP.

- To ensure the project design is acceptable to the local context, exchanging opinions and consultation with the local people is essential during investment planning. This cannot be done through an ordinary dialogue with local authorities aiming to receive access to the work site. To reach out to the local people perspective, a bottom up dialogue is essential. The types of dialogue with local community should be carried out with direct beneficiaries, for example, farmers, ordinary families, job seekers, vulnerable community members, women and youth. Understanding out to local community's perspective can be reached out through minor survey, FGDs, and site visiting. Conducting a risk assessment on conflict of interest between stakeholder and beneficiary entities adds extra value to the project design and planning.
- EIIP is a good tool for strengthening vocational skills for low-skilled workers of vulnerable people in conflict-affected areas. However, organisations employing EIIP may need extra effort to raise low-skilled workers' capacity for sustainable employment. To achieve this, a well-planned structured capacity building is needed that shifts on-site capacity building to a form of vocational training. Crafting a good capacity building for CfW workers will play a strong role in job security and poverty reduction.
- Training on gender equality, safe work environment, and team work in the form of sessions at the beginning of EIIP activities are critical to improving the local community's socio-economic capacities in conflict-affected areas. The training will greatly impact social cohesion and stability between local residents, including displaced persons, returnees and host communities, and people with different ethnoreligious backgrounds.
- To raise awareness and learning of local contractors about EIIP implementation, comprehensive training, preferably in the form of a workshop, is essential. Due to the recentness of EIIP, most of the local contractors do not have adequate knowledge and experience of the nature of EIIP. Learning about EIIP cannot happen through participating contractors in a theoretical session. A one-day workshop will help contractors to learn about EIIP and smoothly implement a successful EIIP. Program officers many consider budget allocation for a pre-award EIIP orientation workshop for local contractors and organizations.

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## 12.0 Annex

### 12.1 Annex 1: Assessment Matrix



Assessment  
Matrix.docx

### 12.2 Annex 2: Employment Impact Assessment Terms of Reference



EIIP EmplA TOR.docx

### 12.3 Annex 3: Environmental and Social Safeguards



Environmental Safe  
guards.docx

### 12.4 Annex 4: Occupational Safety and Health Requirements



Occupational Safety  
and Health Requirem

### 12.5 Annex 5: Employment Intensive Approaches



Employment  
Intensive Investment /

### 12.6 Annex 6: Employment Contract



Employment  
Contract.docx

## 12.7 Annex 7: Data Collection Tools



Data collection  
tools.docx

## 12.8 Annex 8: Social Safeguarding Approach



Social Safe Guarding  
Approach.docx