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▶ **Documentation Report-**
The Case of EIP Iraq-
How EIP Approaches, Experiences
and Lessons, contribute to the
Humanitarian Development and
Peace Nexus (HDPN) in Iraq

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List of Acronyms

BOQ	Bill of Quantity
CLCI	Cash and Livelihoods Consortium for Iraq
CFW	Cash For Work
CRM	Cultural Resource Management
CSOs	Civil Society Organizations
DAC	Development Assistance Committee
DWCP	Decent Country Work Programme
EII	Employment intensive investment
EIIP	Employment intensive investment Programme
EmplA	Employment Impact Assessment
EPU	Erbil Polytechnic University
ESS	Environmental and Social Safeguards
FDPs	Forced Displaced Persons
FPRW	Fundamental Principles and Rights at Work
HCs	Host Communities
HDPN	Humanitarian Development Peace Nexus
IDPs	Internally Displaced People
INGOs	International Non-Governmental Organizations
KIIs	Key Personal Interviews
KRI	Kurdish Region of Iraq
LB	Labour Based
LFS	Labour Force Survey
MOLSA	Ministry of Labour and Social Affairs
NWOW	New Way of Working
OECD	Organization for Economic Co-operation and Development
OSH	Occupational Safety and Health
PPE	Personal Protective Equipment
PPP	Public-Private Partnership
PROSPECTS	partnership for improving prospects for forcibly displaced persons and host communities
PWDs	Persons with disabilities
SMTDP	Site Maintenance and Tourism Development Plan
SOPs	Standard Operating Procedures
ToC	Theory of Change
TOT	Training of Trainers

Section I: Introduction

Today, more than **2 billion people** in all regions of the world are affected by situations of **fragility, conflict, and violence**. Disasters threaten hundreds of millions of people every year and, on average, force someone to flee their home every second. At the same time, it is expected by 2030, **up to two-thirds** of the world's extreme poor will live in similar circumstances¹. The multiple, devastating impacts of these phenomena on lives and livelihoods, societies and economies are disproportionately felt by the most vulnerable population groups, including children, youth, women, and displaced persons, who find themselves trapped in a downward spiral of poverty and vulnerability.

At the World Humanitarian Summit (WHS) held in 2016, the Humanitarian-Development-Peace Nexus (**HDPN or triple nexus**) was operationalized as an approach for governments, humanitarian and development agencies, and donors to **work together** to meet peoples' needs more effectively, mitigate risks and vulnerabilities, and move toward sustainable peace. This **new way of working** will promote more effective and efficient programming, strategic learning, support policy development and implementation, and thus transform the way partners and other stakeholders respond to forced displacement. Among the UN agencies engaged in this space is the ILO.

And since the situation in the **MENA region** is characterized by a growing number of displaced and protracted displaced populations caused by the increasing number of prolonged conflicts and crises, this has brought on renewed focus on HDPN's approach of responding to immediate needs while initiating longer-term solutions and addressing the root causes of conflict and crises.²

Currently in **Iraq**, (6.7 million people are in need of humanitarian assistance, of which 2 million are internally displaced because of conflict,³ in addition to 303,008 refugees⁴). Here, the ILO is supporting activities to create decent work opportunities and thereby enhance socio-economic participation of vulnerable groups (Iraqi IDPs, Syrian refugees and HCs members) through the application of **employment intensive investment** (EII) approaches. Employment intensive investment programmes (EIIP) supports countries with immediate to medium- and long-term interventions through reconstruction and rehabilitation of destroyed infrastructure and improvement of the environment and community assets, while addressing conflict drivers related to the lack of livelihoods and access to infrastructure. Ultimately, the response stimulates the economy and generates local multiplier effects and contributes to inclusive governance, sustainability, resiliency-building, and social cohesion.

¹ *Jobs for Peace and Resilience an ILO flagship programme Key facts and figures, Oct 2021*

² *ILO Arab States' Implementation of the HDPN, Lessons Learned and Stakeholder Perceptions of HDPN Engagement, 2022*

³ [Decent Work Country Programme Iraq: Recovery and Reform, 2019-2023](#)

⁴ *According to UNHCR figures (of which 263,783 are from Syria and 39,225 from other countries (mainly Turkey and Iran, with smaller numbers from Sudan)).*

1.1 Report Objectives

This is a **documentation report** aimed at illustrating ‘**how EIIP approaches, experiences and lessons, contribute to the (HDPN) in Iraq**’.

The specific **objectives** of the report are to:

1. Describe the **EIIP model** offered by ILO in Iraq,
2. Illustrate the results, experiences, and lessons, of **how the EIIP approaches contribute to the HDP Nexus** with focus on **the Iraq case**,
3. Provide **guidance and recommendation** to work across the HDPN, for the ILO and the HDPN partners,
4. Outline cross-cutting issues reflecting ILO’s core values across **EIIP thematic areas** and are streamlined throughout EIIP projects and activities, including gender equality, social inclusion, conflict-sensitivity, and reaching vulnerable groups, skills development, working conditions and OSH, environmental and social safeguards, and social dialogue,
5. Guide **future overall direction of EIIP** in Iraq, by being a potential **source of information** to informing future programme design and application of such an approach, that contribute to the Nexus and link humanitarian, development, and peace objectives.

The consultancy drew largely on the HDPN framework, personal professional experience of ILO team members and core partners in Iraq (in particular those involved in the design and implementation of EIIP interventions such as local directorates of water and environment, UNDP, UN-Habitat etc.). This was acquired through **a series of key informant interviews (KIIs)**,⁵ in addition to reviewing a **range of written secondary sources**, including project planning documents, progress reports, assessments/ evaluations, and various studies, guides, and research papers⁶.

⁵ *Annex I- List of KIIs + Annex II- KIIs Questions Guide*

⁶ *Annex III- List of References*

1.2 Humanitarian Development and Peace Nexus (HDPN) Background

1.2.1 Nexus Objectives and Pillars

The Humanitarian-Development-Peace Nexus (HDPN) is an approach that refers to the “interlinkages between *humanitarian*, *development*, and *peace* actions, with the aim of strengthening collaboration, coherence, and complementarity. The approach seeks to capitalize on the comparative advantages of each pillar – to the extent of their relevance in the specific context – to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict.”⁷

“[T]he humanitarian and development spheres must be brought together to support affected communities, address structural and economic impacts and help prevent a new spiral of fragility and instability.”

- UN Secretary General António Guterres

The approach calls for a **New Way of Working** (NWOW) that transcends the humanitarian-development-peace divide, reinforces (not replaces) national and local systems, supports **partnerships**, facilitates **transition** in shifting from the delivery of humanitarian assistance to ending need, and anticipates crises by working over multi-year timeframes toward collective outcomes based on leveraging respective comparative advantage.

To signify the commitment by the partners to collaboratively and innovatively pursue complementary approaches and interventions to deliver results, there should be⁸:

- better sharing of information, aimed at producing joint assessments,
- performance of joint programming and identification of collective outcomes to ensure complementarity, and avoid overlaps and gaps,
- alignment of planning cycles and projects, for instance by making planning multi-annual rather than annual, and coordination of resource mobilization for collective outcomes.

1.2.2 Decent Work and the ILO in the Nexus

The **Decent Work Agenda** is an essential element of the triple Nexus where *employment*, *decent working conditions* and *social dialogue* can contribute to peace and resilience. In collaboration with Member States, tripartite constituents, international and national partners, and with the direct involvement of local populations and stakeholders, a two-fold approach to crisis response can allow for an immediate response centred on **employment** which will simultaneously stimulate and assist long-term socio-economic development in an inclusive and rights-based manner. By doing so, decent work and social justice are promoted as key drivers of resilience and peace, addressing the underlying factors of fragility that made the society and economy particularly vulnerable to shocks in the first place.

Strategic choices on streamlining employment and decent work in efforts to sustain peace in the HDPN should consider several pathways such as: **mainstreaming** employment and decent work into joint planning

⁷ *Employment and decent work in the Humanitarian-Development-Peace Nexus, ILO, 2021*

⁸ *Employment and decent work in the Humanitarian-Development-Peace Nexus, ILO, 2021*

frameworks, designing and implementing programmes in a **conflict-sensitive way, creating decent jobs** in humanitarian responses specifically for women and youth as an investment in **longer-term development**, focusing on the **quality of jobs created, strengthening** labour and economic **institutions, social dialogue** and the fundamental principles and **rights** at work (FPRW).

After confirming its commitments towards working across the Nexus in 2016, the ILO adopted in 2017 *Recommendation No. 205 on Employment and Decent Work for Peace and Resilience*. Since then, the ILO has been working towards putting the HDPN in practice; notably focusing on employment and decent work contributions to peace. To do so, the ILO's **DWCP** aims at systematically ensuring that all interventions are implemented through peace-responsive approaches. This is achieved by strengthening and empowering national institutions to create an enabling environment for socio-economic recovery and development through the adoption of policies that promote decent work in parallel with initiatives that deliver immediate short-term peace dividends, such as creating jobs and providing opportunities for skills acquisition, and helping to strengthen resilience and social cohesion. Employment is a major contributing factor in achieving short-term stability, reintegration, socio-economic progress, and sustainable peace in post-conflict situations as it provides communities and individuals with the means of survival and recovery.⁹

Within this context, **EIIPs**¹⁰ have been widely implemented by the ILO as crucial means for achieving full employment, contributing as they do to ensuring that “no one is left behind” by supporting vulnerable populations into the labour market. At the same time, these programmes have important economic, social, and environmental impacts by creating and maintaining the very assets that can increase productivity and strengthen resilience.

Recently, the ILO has established a partnership with the Swedish International Development Cooperation Agency (**SIDA**) covering the period (2022 to 2025) with the aim of contributing both to Sweden's global development cooperation under its overarching objective “to create preconditions for better living conditions for people living in poverty and under oppression” and to ILO's priorities ‘towards decent work opportunities’ for youth, women, refugees, IDPs, enterprises and operators in the informal economy in fragile context, as a contribution to stabilization, peace and resilience. The Sida-ILO partnership further contributes to reinforcing the work of the ILO across the HDPN.

⁹ *Employment and decent work in the Humanitarian-Development-Peace Nexus, ILO, 2021*

¹⁰ *100 years of Public Works in the ILO, A. McCord, M.Lieuw-Kie-Song, M.Tsukamoto, T.Tessem and C.Donnges, 2021*

1.2.3 Regional Efforts in Nexus

Initiatives to actualize the HDPN approach are underway in 25 countries, involving most actors of the multilateral system. **Five of the 25 countries** where such initiatives are being operationalized are in the **Arab region**, including in **Iraq, Jordan, Lebanon, Palestine, and Yemen**.

Recently, the ILO Arab States Office commissioned a paper that investigates “*ILO Arab States’ Implementation of the HDPN-Lessons Learned and Stakeholder Perceptions of HDPN Engagement*” based on 5-case studied countries¹¹ (among which was the EIIP in Jordan and Lebanon) and reviewing its operationalization of the HDPN.

Generally, the review perceived the following:

- (One): The HDPN operationalization in the Arab Region is still evolving,
- (Two): The operating environments in the 5 Arab countries (Iraq, Jordan, Lebanon, Palestine, and Yemen) are exceedingly complex and challenging. Continuity, impact, and sustainability are relative concepts in these contexts.
- (Three): The work of the ILO Arab states has been and continues to be closely aligned and supportive of the **HDPN** where, in **downstream** interventions, the ILO addresses pressing and immediate needs for employment creation, capacity building, and contributes to social cohesion among affected communities based on meaningful engagement with local and national actors, while simultaneously investing in the **upstream**-work (policy interventions) to build a foundation for longer-term change.
- (Four): To engage meaningfully in the HDPN space, partnerships with entities relevant to the HDPN approach need to be nurtured and, where possible institutionalised, and affected populations should be engaged in planning and programming solutions. A more comprehensive pre-implementation assessment of the political, social, and economic factors that drive crisis and conflict in the given context is required as an essential basis for formulating interventions, in addition to a more systematic and comprehensive bottom-up approach to building social cohesion. Furthermore, the function of knowledge management needs to be re-evaluated, prioritized, and adequately resourced to ensure sharing of experiences for replicability elsewhere.

¹¹ EIIP, and the Dutch-funded multi-annual and multi-regional programme PROSPECTS

Section II: Practical Experience and Good Practices Contributing to HDPN Derived from ILO Interventions: The Case of EIIP Iraq

2.1 Challenges in Iraq Context

Iraq has been affected by conflict, insecurity, and instability for decades. It is currently confronting a difficult fiscal environment because of years of political and social turmoil. This has all been exacerbated by the COVID-19 pandemic. Iraq is host to around 2 million Iraqi IDPs who have suffered multiple adverse shocks, including the loss of most of their assets, wealth and jobs or businesses. In addition, there are currently 303,008 refugees living in Iraq, according to UNHCR figures, of whom 263,783 are from Syria and 39,225 from other countries (mainly Turkey and Iran, with smaller numbers from Sudan).

One of the most significant challenges facing the Iraqi Government is the **limited availability of decent employment opportunities** in the country, which, together with other factors, results in a relatively **low labour force participation rate** (particularly for women), high **unemployment**, high **underemployment**, and high levels of **informality** in the labour market.

According to the latest Labour Force Survey conducted in 2021, there are significant gender disparities in terms of **labour force participation rates**, as 68% of working-age men are in the labour force compared to only **10.5%** of working-age women. In turn, only 26.5% of youth aged 15 to 24 were in the labour force. The data further show that 66.6% of total employment was **informal**.

Additionally, the **unemployment rate** stands at 16.5% (or 1.6 million people), again, with significant differences by age and gender: while 14.7% of men are unemployed, this rate reaches 28.2% percent among women, and as high as 35.8% among youth. In terms of duration, unemployment in Iraq appears to be more structural and **long-term** than it is frictional (short period of unemployment between two jobs) and is more likely to affect young workers aged 15 to 24, and women aged 15 to 34.

Likewise, **refugees and IDPs** often struggle to integrate into the labour market and their employment rates, wages, and working conditions lag behind locals.¹²

The causes of the high rates of inactivity and unemployment can be explained by a variety of factors. It is widely acknowledged that the primary cause of such high levels of unemployment (and low rates of labour-force participation) is the **inability of the private sector to create decent jobs**, constrained as it is by years of conflict, a **poor business environment**, a **weak financial system**, **limited support services**, and a **lack of diversification and competition** in the economy (ILO, 2019).

At the end, Iraq's inability to create sufficient jobs to absorb the rapidly growing labour force has led to waves of **social unrest**.

¹² *Review of National Policy, Legislative and Regulatory Frameworks, and practice in Iraq, ILO, 2022*

Moreover, **youth face structural challenges** that hinder their access to labour market and sustainable employment. According to LFS, around 36.7% of the youth population was **not in education, nor in employment or training (NEET)**. The NEET rate was significantly higher among the youth female population than among the youth male population at 52.3% and 22.1% respectively.

There are also limited available options for **accessing finance** to establish businesses, accompanied by limited opportunities for **skills development**¹³. In turn, there are clear **skills gaps** in the Iraqi labour force, including in terms of technical and vocational skills, soft skills, entrepreneurial skills, and computer skills (World Bank, 2018; UNICEF, 2022; Honeyman and Zuzek, 2020).

Similarly, **women** continue to experience challenges and inequalities in access to employment, maternity protection benefits, credit and pay equity, with the prevalence of a gender pay gap when educational level and experience are taken into account.¹⁴

Another big challenge at the National level is related to the current **social protection system**, which is fragmented, excludes many of the most vulnerable, does not effectively meet the needs of the poorest, and does not have a mainstreamed strategy for the transition out of poverty. The **social security system** covers only a very small fraction of private-sector workers, leaving many vulnerable to falling into poverty in case of lifecycle risks.

An increased **housing** challenge is also witnessed in Iraq, where in 2018, the World Bank completed a multi-sectoral assessment on the destructive impact of conflict in seven Iraqi governorates which found that housing had been the most affected sector, with total damages amounting to around USD 16.1 billion. Over 138,000 residential buildings were thought to have been impacted, of which half were destroyed beyond repair. Similarly, Iraq is becoming highly vulnerable to the effects of **climate change**, that is also augmented by the rapid urbanization, economic migration, political and social insecurity stifling production, and displacements.

Within this context, **the Decent Work Country Programme (DWCP)** for Iraq for 2019-2023¹⁵ was adopted by the ILO, Government, and social partners, representing a shared commitment to **promote Decent Work** in Iraq. The DWCP outlines three guiding priorities, namely supporting private sector development and job creation; strengthening social protection and addressing child labour; and strengthening labour governance and social dialogue.

¹³ World Bank (2018a), *Iraq Damage and Needs Assessment of Affected Governorates*

¹⁴ Adopting Public Works in Iraq, Key Design Considerations for an Effective Programme, ILO, Dec 2022

¹⁵ [Decent Work Country Programme Iraq: Recovery and Reform, 2019-2023](#)

2.2 ILO Employment Intensive Investments Approach in Iraq

At the onset of conflict, a range of **humanitarian and development actors** (including UN agencies, INGOs and NGOs) stood ready to provide support to the government of Iraq, including in the implementation of cash-for work programmes. Actors' interventions varied significantly in their design and objectives, including in terms of targeting, with some focusing on forcibly displaced populations and host communities, while others targeted broader conflict-affected areas. The programmes also varied notably in terms of the type of work undertaken under the programmes, as well as the number of participants, with some relatively small-scale programmes, while others have achieved wider coverage (with the UNDP programme having, to date, provided employment opportunities to 40'000 participants (UNDP, 2021)).

With many programmes operating near one-another, common SOPs were created and adopted by implementing actors for several years now, with the aim of overcoming some challenges and establishing a common framework for humanitarian programmes' design and implementation in the Iraqi context.

In 2020, under the framework of the DWCP programme, the ILO began implementation of the **EIIP approach in Iraq**, to play a key role in meeting both humanitarian and development needs by working simultaneously across 4 dimensions: *direct **implementation**, fostering **partnerships**, strengthening **institutional** capacity, and supporting **policy**.*

Firstly, the EIIP represents a form of **direct implementation** of initiatives that deliver immediate peace dividends, including by **creating quality jobs**, providing opportunities for **skills acquisition** mainly for vulnerable groups in the community such as women, youth, people with disabilities, IDPs and refugees to strengthen their employability, in contributing to irrigation rehabilitation, solid waste management, afforestation, and cultural heritage conservation.

Another core pillar of the EIIP approach is to leverage productive **partnerships** with actors at national, local, and international levels to capitalize on the collaborative advantage of each partner whilst also streamlining **ILO's well-rounded experience and technical expertise** in improving working conditions, realizing fundamental labour rights, and stimulating employment generation in the local market through partner programmes.

Under the EIIP approach, the ILO also focuses on strengthening and empowering **institutions** to create an enabling environment for socio-economic recovery and development through policies that promote decent work. Here, the ILO engages in **core capacity-strengthening** activities for partners at all levels to address labour market challenges and raise employment rates, strengthen social protection, and decrease the prevalence of informal employment. Throughout the EIIPs, the ILO is acting as a technical facilitator providing guidance to:

- I. **The PUBLIC SECTOR:** including by strengthening the capacity of **local government authorities**, such as the Irrigation Directorate, the Environment Directorate, the Antiquities Directorate, etc. to effectively plan, procure, and implement EIIPs, and engaging **Trade Unions** in monitoring decent work principles during EIIP interventions,

- II. **The PRIVATE SECTOR:** including by supporting local service providers, including **small contractors and suppliers**, to build and strengthen their management and technical capacities to provide sustainable infrastructure using EII approaches and, by extension, to become essential engines for local job creation not only for reconstruction and rehabilitation works but also for the supply of construction materials and related services,
- III. **HUMANITARIAN AND DEVELOPMENT PARTNERS:** including by streamlining the EIIP methodology **into existing programmes implemented by other UN agencies**, especially those interested in shifting from CFW modalities to EIIP approaches, as a means towards the transition into more sustainable and productive employment.

Upstream work at the **policy level** includes supporting government to put in place legal and regulatory frameworks that are needed to ensure the activation and implementation of EIIPs, developing **SOPs for EIIP approaches** as well as simplified guidelines for EIIP implementation based on key principles and good practices. More widely, the EIIP approach also requires supporting government to **launch new policies** on labour inspection, OSH, and national employment, supporting efforts to extend and **strengthen social security** in Iraq and **strengthening MSMEs' capacity** to act as agents of formalisation and increase the attractiveness of private sector employment.

Cross-cutting issues of gender equality, social inclusion, conflict sensitivity, workers' rights, social protection, social dialogue, and environmental protection are streamlined at all levels of the EIIP approach.

This EII approach has proven to be very **effective** in bringing the ILO to the table in different capacities and in highlighting the relevance of the ILO mandate and expertise in Iraq. Based on this approach, concrete **windows of opportunity** are opening up for the ILO to support the Government of Iraq in its efforts to address the current labour market and employment needs of the country. This includes through its support to the Government of Iraq to **design and implement** a public works programme, in the coordination with external actors involved in relevant sectors therein, as well as through the direct implementation of EIIP approach in new areas, as is currently planned in coordination with UN-Habitat in southern areas.

Finally, through application of EIIP in Iraq, ILO had supported the **operationalization of the HDPN** by addressing simultaneously both humanitarian and development needs while contributing to the attainment of peace and resilience, as will be described in the coming section.

2.3 Impacts of ILO Employment Intensive Investments in Iraq

2.3.1 *Emergency Experience in EIIP Iraq Programmes*

EMERGENCY EMPLOYMENT IMPACT

EIIP Approach Summary:

In Iraq, EIIP's humanitarian impact starts with:

1. Direct and Emergency Employment Creation:

EIIP supports the direct creation of decent jobs and livelihood opportunities in the form of immediate income opportunities targeting vulnerable youth and women among refugee, IDP and host community populations. During their participation, workers learn new skills on the job as a means of supporting their access to other livelihood opportunities. Particular attention is also paid to the quality of the work, focusing as the EIIP does on productivity and decent working conditions, such as equal pay for work of equal value, prevention of child labour, OSH etc... Work is mostly carried out on **public or community infrastructure and green works** addressing the immediate economic, social, and environmental needs of those affected.

2. Social Protection:

EIIPs seek to ensure **basic income security** for the vulnerable workers employed, in addition to facilitating access to **personal and car accident insurance** which protect participants in case of work injuries and accidents during the commute to and from work.

In addition, participants in EIIPs are also provided with **paid sick leaves and paid holidays** during their participation.

However, access to **social security** was complicated by the set-up of the schemes, as well as the hiring modalities under the programme. Indeed, while participants hired by private-sector contractors were registered with the social security scheme for private sector workers, those hired by local public authorities were not registered with the social security scheme for public sector workers. However, in the other upcoming programmes, most workers will be employed through private contractors, and will therefore all be covered by the former scheme.

Interventions' Channels of Impact:

Employment opportunities through EIIPs are anticipated to reduce **unemployment** and **underemployment** in the target areas. Furthermore, employment provides income and livelihoods to people, and is a crucial instrument for **equity**, **self-esteem**, and **dignity**. It is supposed to be a major contributing factor in achieving **short-term stability**, **reintegration**, **socio-economic progress**, and in defusing **tensions** in targeted areas and thus contributing directly to **peace**. And by providing income support in the form of wage, the programme allows for a minimum level of consumption to those most in need, **promoting social protection**.

▶ Stories on the Ground:

"I came to Kurdistan seven years ago, and my financial situation is not good, I need this income to support my family. We work here and the work is good".

A Syrian refugee worker and a mother-of-three.... Source: [Link](#)

Story Box.1: EIIP in the Kurdistan Region of Iraq under the PROSPECT programme



ILO launched its first (EIIP) in Iraq, supporting Syrian refugees, IDPs and HCs members to access decent work.

Supported by the Government of the Netherlands, activities kicked off in the Dohuk Governorate to repair and clean 50 KM of water irrigation channels, in collaboration with the Directorate of Irrigation. The work generated over 100 jobs for vulnerable workers, 30 per cent of whom are women.

The ILO approach ensures that workers are employed under decent working conditions,

including OSH measures, and the ILO trained engineers from the local authorities to supervise the work on the ground, on safety and decent work principles.

The ILO is implementing an integrated approach to job creation in Iraq, where workers employed through these immediate EIIP interventions can develop demand-driven skills and access career counselling and other employment services, paving the way for sustainable decent work opportunities.

Source: [Link](#)

2.3.2 Transition and Development Experience in EIIP Iraq Programmes

TRANSITION AND DEVELOPMENT IMPACT

(A) LONG-TERM EMPLOYMENT

► EIIP Approach Summary:

Developing skills, either on-the-job or through vocational training, is streamlined throughout the EII approach to ensure the sustainability and impact of EIIPs on workers. The type of training is comprised of the following:

1. Applying a **certification mechanism for workers and technicians on Cultural Resource Management and Employment Intensive Approaches**

This will be implemented in partnership with Erbil Polytechnic University (EPU) in preparation for long-term economic opportunities in the cultural heritage sector. *(As per story (2) box below).*

2. Applying a **certification mechanism for engineers on EIIP standard module and CRM**

This will be implemented in partnership with the Jordan Engineers Association and Erbil Polytechnic University. TOT trainings will be implemented at Amman and Erbil, accompanied by field visits to both countries.

3. Provision of **on-the-job training**

Guided on-the-job training is provided to workers in all infrastructure projects. In addition, in Duhok Semel area the capacity of local communities to adopt sorting from source approach and other value-added processes such as composting was strengthened, so that workers can make use of the capabilities they learnt for future work opportunities.

Finally, efforts to improve **entrepreneurship skills** for women, youth, and FDPs are underway through the introduction of the ILO's Start and Improve Your Business (SIYB), which may allow participants to start their own business after the end of the programme. Activities to support access to financial loans from banks and financial institutions are also planned.

► Interventions' Channels of Impact:

The incorporation of effective skills training interventions and certification according to national standards is expected to support in the **acquisition and upgrading of skills** and thus the **employability** of the participants over the longer-term.

Though results will be seen in the coming year, the certification program in EII approaches in cultural heritage conservation is expected to help **to build skills infrastructure**, where the trained engineers, labourers, and skilled technicians will constitute a new and unique **resource** which could be utilized by governmental offices in charge of cultural heritage to rehabilitate the multitude of sites currently registered in the targeted locations.

At the same time, it is important to acknowledge that effective maintenance of local heritage sites and infrastructure in general is a **continuous process**, requiring locally trained people and has the potential to continue providing employment opportunities for those involved in these programmes in the future.

Stories on the Ground:

“Developing the skills and capacities of individuals employed in the local construction industry is an important and integrated element in ensuring the sustainability and impact of employment intensive approaches”.

Maha Kattaa, ILO Country Coordinator in Iraq

Story Box.2: Skills Training and Certification for workers and technicians on Employment Intensive Approaches in Cultural Heritage Development



ILO and the **Erbil Polytechnic University (EPU)** partnered to develop local skills in **Employment Intensive methods** for technicians and workers in cultural heritage development. The collaboration is part of the on-going project “Support to livelihoods through cultural heritage development” being implemented by ILO and **UNESCO** in coordination with the **General Board of Tourism** and the **General Directorate of Antiquities** in the Kurdistan region of Iraq.

The partnership required the development of technical manuals and guidelines to implement the certification programme and support the recognition of acquired skills for future assignments in the cultural heritage sector. Accordingly, a **trainer guide** was recently developed by ILO to inform selected instructors on how to plan, arrange, conduct, and certify skills development training for artisans involved in EI works on cultural heritage conservation sites. The training will mainly focus on **stone paving, clay bricks building**, as well as skills related to **tour guides**. The ILO will build the capacities of trainers from EPU to implement the skills training programmes and monitor their training activities. Trainers will go on to implement the training programme with skilled workers and technicians working in historical site conservations in the Kurdistan Region of Iraq. An accredited certificate will be granted to all trainees who pass the competency assessments at the end of the training module composed of a total of 35 hours.

TRANSITION AND DEVELOPMENT IMPACT

(B) INSTITUTIONAL CAPACITY BUILDING- PUBLIC SECTOR DEVELOPMENT**► EIIP Approach Summary:**

Cutting across all EIIPs are efforts to strengthen **sound local-government capacity** to plan, lead, and manage the reconstruction of destroyed infrastructure while applying decent work conditions as per the following approaches:

1. Local Authorities' Capacity Development:

In order to strengthen the capacities of implementing authorities and directorates in applying EIIP approaches within construction activities, several classroom **trainings** and **workshops** and **on-the job sessions** are delivered to directorates' engineers, supervisors, and group leaders. This covers the following pillars: introduction to EI approach, EIIP technicalities, and monitoring processes to enhance productivity at construction sites.

2. Trade Unions Engagement:

To ensure the active participation of workers' organizations, apply decent work principles during EIIP interventions and support the unionization of workers, Trade Unions are engaged to lead this aspect as the first initiative of its kind in the region, wherein Trade Unions' role covers the following domains: **monitoring** the application of decent work principles and compliance with labour standards; **tracking the complaints** raised by workers and supporting workers and employers in settling these complaints; raising **awareness** among workers about their rights and responsibilities at work; and **empowering workers** to defend their rights by facilitating the **unionization** of workers through electing workers' representatives.

3. National Employment Services System Support:

To support the activation of existing national employment services system, the **process of recruiting workers to participate in most EIIPs in Iraq is conducted through the existing services inside the Ministry** of Labour and Social Affairs (MOLSA). Here, MOLSA extracts the required lists of potential candidates from its system as per the set criteria and refer these lists for the subsequent recruitment steps. In addition, as part of the upcoming collaboration between ILO and UN-Habitat (*As per story (3) box below*), Basra Directorate of labour and Social Affairs' staff will receive **capacity-strengthening** to deliver employment services, including skills development, career and job search guidance, and job placement.

► Interventions' Channels of Impact:

Strengthening institutional capacities on EI approach is intended to assist local and national governments in **planning, leading, procuring, and managing further similar works** and **generating job opportunities** in response to rising demand. A good example is the intention of **Duhok Environment Directorate** to replicate the afforestation project in the coming year with another implementing partner, based on the knowledge generated from the EIIP piloted in 2022 with the University of Dohuk.

The engagement of trade unions is also helping in establishing a strong **platform for ensuring application of decent work principles** at the site. Moreover, **Trade Unions' capacities are enhanced** through their role in the programme implementation and monitoring, and their membership is expanding through the additional opportunity provided by the programme to **register workers at the Unions**. Simultaneously, **workers** participating in the programme are becoming more **empowered in defending their rights**.

Comparably, the support to the national employment system is expected to **enhance confidence in governmental systems** and to **empower and re-activate** them.

▶ Stories on the Ground:

Story Box.3: UN-Habitat and ILO working together to improve access to employment opportunities for vulnerable women and men living in Basra's underserved settlement



The recently-signed UN-Habitat-ILO collaboration will utilize **Employment Intensive Investment Programmes (EIIP)** to improve access to services and create decent job opportunities. The project targets around 21,000 people living in three underserved neighbourhoods in Basra city, by providing basic services such as water, waste management and access roads in urban and informal settlements, creating job opportunities, and enhancing the skills and capacities of vulnerable urban populations and small and medium-sized enterprises

(SMEs) on EII approaches and ensure the application of Decent Work principles throughout the process. EIIP methods will link infrastructure development with decent job creation and promote demand for and use of local resources such as labour and equipment.

Additionally, and as part of the approach, UN-Habitat and ILO will work closely with the **Directorate of Labour and Social Affairs** to **enhance employment services** for job seekers by establishing an employment service centre. The Directorate staff will also receive **capacity-strengthening** to deliver these services, which include skills development, career and job search guidance, and job placement.

TRANSITION AND DEVELOPMENT IMPACT

(C) INSTITUTIONAL CAPACITY BUILDING- PRIVATE SECTOR DEVELOPMENT**► EIIP Approach Summary:**

Across all EIIPs implementation, there is an emphasis on **equipping the local private sector** with the skills required to implement similar interventions by engaging them as **partners or contractors in the implementation or oversight of the works, and as suppliers**.

Though this engagement, **training and support** is provided under the programme **for the monitoring and supervision process of infrastructural interventions** particularly to contractors' technicians and skilled workers, to improve their capacity to function effectively and implement upcoming infrastructure works, such as housing, roads, water and sanitation, health, and education facilities etc. The type of training provided includes:

- a. **General orientation and awareness raising seminars** to introduce EIIP concepts and practices.
- b. **Training sessions** for technical staff on **planning and monitoring** labour-based projects, **bidding** for local resource-based works, and **executing (supervising)** local resource-based contracts.
- c. **On-the-job coaching** to provide mentorship and support during EIIPs' implementation in enhancing working conditions and OSH etc.

► Interventions' Channels of Impact:

Engaging private-sector actors in EIIPs in a transparent and accountable manner is considered essential to **economic stability and development**, and a mean for **creating competent local construction industry**, supporting **value chains**, and **helping private businesses to grow** and **specialize** in EI works.

The EIIP approach will support local service providers including **small contractors and suppliers (SMEs)** to build and strengthen their management and technical capacities to contribute to sustainable infrastructure work using local resource-based approaches and thus be the **essential engine for local job creation** not only for reconstruction and rehabilitation works but also for supply of construction materials and related services (i.e., architecture design). Ultimately, a developed private sector has the potential to produce a significant amount of employment opportunities for youth when properly aligned with TVET.

TRANSITION AND DEVELOPMENT IMPACT

(D) LOCAL ECONOMIC DEVELOPMENT**▶ EIIP Approach Summary:**

EIIPs **create quality jobs** and **improve the infrastructure and services** by restoring destroyed infrastructure and community assets and improving the natural environment. In Iraq, projects implemented under EIIPs include:

1. Maintaining water irrigation systems in the Dohuk Governorate,
2. Managing solid waste in Duhok Semel area,
3. Rehabilitating and preserving cultural heritage sites in Erbil (and other upcoming locations),
4. Supporting UNDP agency in its CFW programme that encompassed maintaining and rehabilitating of infrastructure facilities such as school, public park, water systems,
5. Planning to support UN-Habitat in its upcoming programme for Basra's underserved settlement which will contribute to providing basic services such as water, waste management and rehabilitating access roads in urban and informal settlements in Basra city,
6. Planning to design and implement a Site Maintenance and Tourism Development Plan (SMTDP),

▶ Interventions' Channels of Impact:

Besides **creating quality jobs** for refugees, IDPs and host communities, these interventions are:

- √ improving **access to needed services and assets**,
- √ improving **the local environment and health**. For example, waste management project led to 240 tonnes of solid waste being sorted each day for 6 months,
- √ enhancing **productivity in farms** through the rehabilitation and creation of 50 KM of irrigation channels,
- √ strengthening the agricultural sector's capacity to **withstand the effects of climate change**,
- √ revitalizing cultural heritage sites which is prospected to lead to **tourism promotion and development**,
- √ enhancing **opportunities for workers** to make use of capabilities they learned for future work opportunities,
- √ leveraging the **use of locally sourced materials** rather than imported, thus injecting more **capital** into the local economy through wages and materials. For example, under the ILO-UNDP collaboration, 55% of the total activity budget was channelled to supplies¹⁶.

¹⁶ Final Progress Report, Enhance Socio-Economic Participation of Vulnerable Population in Iraq through EIIP, UNDP and ILO, from Dec 2021 to Sept 2022

TRANSITION AND DEVELOPMENT IMPACT

(E) POLICY LEVEL AND SUSTAINABILITY

► EIIP Approach Summary:

EIIP activities at policy level are building a foundation for longer-term change, as summarized below:

1. Setting Standard Operating Procedures (SOPs) for EIIP Approach

The SOPs clarify hiring and employment practices within projects, taking into account the specific circumstances of the displaced in Iraq. The SOPs explain several topics related to key aspects of labour-based approaches, outline key EIIP principles as well as monitoring and evaluation principles, and present good practices for implementation.

It is expected that the SOPs will be used by programme managers of UN agencies, NGOs and INGOs as well as government agencies implementing CfW or labour-based projects.

2. Supporting Government to Adopt and Implement a Public Works Programme

Establishing a public works programme in Iraq is outlined in the *Government's White Paper for Economic Reforms 2020*, as will be explained under section 2.4 (*ILO Vision and Way Forward*). In support of these efforts, the ILO has co-authored or commissioned the following papers:

Paper (1): Public Works Paper¹⁷: to outline the factors and challenges that need to be considered in designing and implementing a public works programme within the social protection landscape in Iraq, in line with the Government of Iraq's objectives and informed by international best practices.

Paper (2): Political Economy Analysis Paper:

to map out the role of stakeholders who may influence the prospects of meaningful reform/implementation of public works.

Paper (3): The organizational and Operational Frameworks for Public Works

3. Supporting Public-Private Partnership (PPP) Framework in the Field of Cultural Heritage

As the PPP is considered as an opportunity in Kurdistan Region to develop the Cultural Heritage/Tourism sector, the ILO and UNESCO will be assisting the Kurdistan Regional Government and the private sector in drafting PPP agreements in line with the best international practices and laying down the implementation mechanisms, based on a feasibility study for the implementation of the existing PPP framework in the CRM sector.

► Interventions' Channels of Impact:

Guidelines/SOPs are expected to **guide the procedures for labour-based** projects in Iraq and **align implementation** with the **Labour Law and international labour standards**. The application of the Guidelines will **aid the ongoing shift** from emergency cash-based activities towards more employment-intensive approaches and **build the capacity of stakeholders** to increase the labour intensity of programmes.

Supporting Iraqi Government vision in public works is seen as a means towards **fostering job creation** by creating employment opportunities - particularly for **vulnerable populations**, including low-income households, those on low pay, or the unemployed - on one hand, and to contributing to **local development**

¹⁷ *Adopting Public Works in Iraq, Key Design Considerations for an Effective Programme*, ILO, Dec 2022

and infrastructure on the other. Likewise, **support to PPP for CRM** will ensure **mainstreaming of EI approach** and decent work principles in work related to cultural resource management. At the same time, it will foster an **enabling environment** for entrepreneurship in the cultural heritage sector through employment intensive schemes in the northern governorates of Iraq.

▶ Stories on the Ground:

Story Box.4: Roundtable Discussion on the integration of a public works programme in Iraq's social protection landscape



Adopting Public Works in Iraq:
Key Design Considerations for an
Effective Programme

The Ministry of Planning and ILO held a roundtable discussion in Baghdad to discuss how a public works programme may fit within the social protection landscape in Iraq. The discussion was based on a [newly developed paper](#) by the ILO and MOLSA, that examines how relevant such a programme is to the Government's objectives of addressing high levels of unemployment particularly among youth and women, while supporting working age adults in receipt of social assistance to transition out of poverty and into decent employment with effective access to social security coverage.

The event brought together policymakers, researchers, local development thought leaders and practitioners to exchange ideas, knowledge, and experiences on the relevance of and potential for establishing a public employment programme in Iraq. The paper aims to highlight key **factors to consider in the design and implementation** of such a programme.

Additionally, the paper highlights key **international good practices** from multiple countries such as Austria, Greece, Argentina, Mexico, South Africa, and Jordan. It outlines that the ***“Government of Iraq will be in the driving seat in designing and implementing the programme, and in leading the coordination with external actors involved in relevant sectors therein.”*** Key partners include the private sector, CSOs, CBOs, the donor community, and humanitarian and development partners, including UN agencies.

MOLSA said that based on the joint paper, which was developed in collaboration with the ILO, the ministry has prepared a preliminary study on the creation of **100,000 job** opportunities through a public works programme, which will be implemented jointly with concerned ministries and partners. It will soon begin consultation with the ILO to put this scheme into practice.

2.3.3 *Peace Experience in EIIP Iraq Programmes*

PEACE IMPACT (A) SOCIAL DIALOGUE

▶ **EIIP Approach Summary:**

Recognizing the importance of social dialogue in crisis response, the EIIP has established – and is implemented – through the following structures:

1. **Technical Committees as Platforms for Social Dialogue:**

Technical committees are established in most EIIPs at the governorate level, and are comprised of representatives of the local directorates, trade union representatives, and some worker representatives from amongst youth, women, FDPs, and people with disabilities PwDs. In addition, implementing partners (including contractors) will be included in the committees to be established under the upcoming programmes at Basra and Mosul.

Monthly meetings are usually planned to discuss any issues, challenges, and complaints. This includes a range of topics such as EIIPs progress, the importance of organizing workers' unions, work complaint and disputes, and OSH. They also produce regular reports detailing their activities, the working conditions on sites and any follow up that may be needed.

2. **Support to Trade Unions' Complaint Mechanism:**

As social dialogue is informed by **feedback and grievance mechanisms**, Trade Unions are supported in **activating their complaint systems** through:

- **Raising workers' awareness** about complaints processes and available channels (including the Trade Union hotline) etc.,
- **Training Trade Unions** on complaints' handling and monitoring mechanisms,
- **Electing workers' representatives** to submit complaints on behalf of the worker to trade unions, and
- **Monitoring complaints process outputs** by tracking complaints' logs to ensure that complaints are dealt with effectively.

▶ **Interventions' Channels of Impact:**

Technical committees are considered as an effective mechanism to **empower and engage with different stakeholders**, optimizing opportunities, and sharing recommendations and experiences. This also supports in **building members' capacities, including in negotiating** with governmental and non-governmental partners. Ultimately, this enhances **dialogue, members' sense of belonging** and builds **social cohesion**. Similarly, **complaints mechanisms** can reduce the potential for tension by creating another channel to express concerns and **address grievances** in the workplace.

▶ Stories on the Ground:

Story Box.5: Duhok Governorate Technical Committee

A technical committee was set up during EIIP implementation at the Duhok Governorate level to:



1. Track the **progress** of the EIIP projects in Duhok, in addition to any significant **achievements** that can be learnt and shared by other partners,
2. Discuss the **challenges** and **opportunities** during implementation,
3. Share **recommendations** and experiences to address challenges and optimize opportunities,
4. Provide a **learning platform** for young people and a platform for women and PWDs, who participate from time to time in these meetings, to improve their participation at the Construction sector in Duhok.

PEACE IMPACT (B) YOUTH ENGAGEMENT

► EIIP Approach Summary:

EIIPs in Iraq systematically engage youth, including as a means of providing practical training and skills development.

1. Joining efforts with UNICEF to support youth to transition from learning and skills development to decent work:

Youth from target communities are supported through a range of self-employment and wage employment interventions under EIIPs. Under a partnership with UNICEF, EIIP built upon UNICEF's life skills and entrepreneurship training programme, whereby **young engineers from Duhok governorate were engaged in EIIP interventions in green works** aimed at improving the local environment and infrastructure. This allowed them to learn labour-based approaches and skills at the workplace that will support their transition to decent employment. *(As per story (6) box below).*

2. Engaging young engineers in EIIPs:

In **Mosul**, ILO engaged youth in **rehabilitation works for youth centers**, and young engineers were given **theoretical and on-the-job training** in tasks related to monitoring, surveying, setting work, reporting, quality checking etc.

Duhok and Mosul's experiences are planned to be replicated in Basra city in 2023, where the **ILO has partnered with UN-Habitat for a programme in which young engineers will be engaged in an EIIP**. Here:

- a. **young engineers will be trained on EIIP methodologies** and technical engagement during the implementation of construction activities in informal settlements.
- b. The quality and availability of **employment services** in Basra will be strengthened, which will benefit all members of the community, including youth, and support their engagement in the programme.

► Interventions' Channels of Impact:

Providing decent employment for youth is a proven strategy for **preventing conflict**, as it fosters **social dialogue and contact**, while diminishing **grievances** arising from inequality of opportunity and resources. It can promote their participation and give them a voice and thus be enabled to act as **agents of peace**.

By engaging youth in EIIP interventions under green works; youth are given a chance to play an active role in **monitoring** this type of green jobs initiatives in addition to serving as **interlocutors** with the local communities and supporting in **restoring and protecting their local environment**.

Furthermore, these young engineers are anticipated to play a further key role in **promoting either green works or construction works** in general in Iraq. Indeed, following the completion of the training, some of the youth will have the opportunity to become **team leaders** in specific EIIP interventions, providing technical support to new partners and organizations to help **mainstream EI approaches into planned infrastructural improvement works**.

► Stories on the Ground:

“This ambitious and innovative project aims to improve the employability of youth in Iraq and promote a smoother learning-to-work transition. The aim is to help young people find work in a difficult job market. UNICEF is looking forward to working closely with its partner, ILO, to help young people have better opportunities and a better future”

Paula Bulancea, Acting UNICEF Representative in Iraq

Story Box.6: ILO and UNICEF Joint Initiative to support Young Engineers to play a Key Role in Promoting Green Works in Iraq



Supported by the **Government of the Netherlands** under the partnership for improving prospects for forcibly displaced persons and host communities (PROSPECTS), the initiative is part of an on-going collaboration between **UNICEF** and **ILO** to help youth in their transition from training to decent employment.

Under the unique collaboration, **young women and men aged 18 – 24** who have completed a UNICEF-supported life skills and entrepreneurship training programme, are

being referred to ILO’s employment intensive investment programme (**EIIP**) **interventions in Dohuk** for further training and capacity building to further strengthen their employability. In Iraq, EIIP interventions under PROSPECTS focus on infrastructure improvement and Green Works, which aim to improve water irrigation systems on farms, promote sustainable waste management and promote forest restoration.

The youth, many of whom come from **engineering** backgrounds, were given theoretical and on-the-job training in project management, OSH, Decent Work principles, and specialised technical training in water irrigation, waste management and forest restoration.

Source: [Link 1](#), [Link 2](#)

PEACE IMPACT (C) SOCIAL COHESION

▶ EIIP Approach Summary:

EIIPs contribute to social cohesion through a variety of channels.

1. Bringing people together:

Engaging IDPs, refugees, and host communities in EIIPs fosters **collaboration and social cohesion** between the different groups and responds to drivers of social tensions. By enhancing the quality and availability of community assets and public services, it also diffuses tensions resulting by the increased demand for services.

2. Engaging local communities through Intensive Meetings with Farmers and technical committees:

During the implementation of EIIP irrigation works, **continuous meetings were organized with farmers** as final beneficiaries of the executed works. This ensured their engagement in the process and enhanced their sense of responsibility towards sustaining the outputs of the work in the future. In addition, local communities' engagement in **committees established for the management and monitoring of EIIPs** represents a platform for promoting **social dialogue, voicing needs**, and supporting EIIPs' interventions.

3. Mainstreaming gender and disability through EIIP interventions:

Inclusivity of EIIPs is promoted through different strategies, including by enforcing minimum quotas in employment, specifying relevant tasks assigned to women and PWDs, applying conditions for protection from harassment and violence etc. This will be further detailed under the upcoming inclusion section.

4. Providing a range of training, and capacity building activities:

The EIIPs raise awareness of beneficiaries, and improve the capacities, skills, and awareness of all programme partners on EIIP practices, decent working conditions, rights and responsibilities, inclusion of women, safe working environment etc. These on-the-job trainings and vocational skills transfers implemented under EIIPs are utilized as a safe space to bring the different groups together.

5. Setting up monitoring mechanisms:

The EIIPs have set up a variety of monitoring mechanisms, including periodic site visits and meetings with workers, and activating a helpline to identify problematic areas, gaps, or mistreatments by supervisors and/or colleagues.

▶ Interventions' Channels of Impact:

Generally, **EIIPs' interventions bring people** from different backgrounds together.

In this way, EIIPs can have a very **positive effect on the relationship** between different groups as it establishes **contact**, encourage people **to engage in dialogue**, and discuss prospects, issues and concerns and learn about socio-economic opportunities. **Tension and mistrust** between social groups gradually thus eases, paving the way for mutual trust, cooperation, collaboration, and friendships, contributing to social cohesion¹⁸.

¹⁸ [Stories on the ground](#)

2.3.4 Partnerships Experience in EIIP Iraq Programmes

PARTNERSHIPS

HUMANITARIAN AND DEVELOPMENT PARTNERS DEVELOPMENT

▶ EIIP Approach Summary:

Building on the EIIP experience in Iraq and globally, the ILO increasingly responds to requests to **share its experience and technical expertise with other UN agencies and INGOs** in Iraq to improve working conditions and stimulate employment generation.

1. Support in Mainstreaming EI Approach into Partner UN agencies' Existing Programmes and Activities:

By building the capacities of partner implementing UN agencies (UNDP, UNESCO, and UN-Habitat¹⁹) on:

- Selection and design of interventions,
- Amending the contract documents for implementation to integrate relevant EIIP clauses, and
- Monitoring processes to enhance productivity at construction sites in addition to presenting the key concepts on the employment impact assessment. *(As per story (7) box below).*

This is conducted through several classroom trainings and workshops along with field trainings.

2. MOU Signature to advance the Humanitarian-Development Nexus:

In 2021 the ILO and the Cash and Livelihoods Consortium for Iraq (CLCI) (composed of Danish Refugee Council, the International Rescue Committee, the Norwegian Refugee Council, Oxfam, and Mercy Corps as the lead agency)²⁰ partnered to leverage the ILO's EIIP as an entry point for formalization and decent work in Iraq.

▶ Interventions' Channels of Impact:

This collaboration with humanitarian and development partners is intended to largely **leverage the EIIP** as an entry point for **formalization and decent work** in Iraq and accordingly **extend the use of the EIIP approach**. The mainstreaming of EI concepts and methodologies has helped partners' technical teams to gain knowledge for future adoption and application in their respective activities. For example, **UNDP had so far mainstreamed several EI concepts** under its CFW activities, including in the development of contracts, provision of sick leave and insurance, adopting task-rate-based systems, strengthening safety and hazards management, strengthening community engagement and others.

This in turn will strengthen humanitarian and development partners' knowledge on how to develop and execute livelihood programmes that **optimize long-term employment generation** while **improving working conditions** and **transitioning from emergency to development** contexts.

¹⁹ Upcoming programme

²⁰ The CLCI has delivered harmonized programming across 13 governorates in Iraq since its formation in 2015. Its partner organizations have had a longstanding presence in Iraq, working across humanitarian and development programs. CLCI partner organizations collectively implement over 100 M USD in economic recovery assistance, inclusive of market-driven training and job development programming. This assistance targets both under-employed individuals (with particular attention to youth and women), and enterprises with the capacity to grow and generate new employment opportunities.

▶ Stories on the Ground:

"Everything was properly planned, ILO and UNDP were doing it together, we were directly interacting during implementation."
Erinah Nakibukkah, UNDP

Story Box.7:

A joint programme integrating ILO's Employment Intensive Investment Programme (EIIP) into UNDP's existing cash-for-work (CFW) programmes



A collaboration between the ILO and UNDP Iraq was recently established to create decent job opportunities for communities affected by conflict, displacement, and economic challenges, including FDPs, returnees, and host communities. Projects focused on rehabilitating six infrastructural interventions at Nineveh Governorate.

Although the size of project was small in terms of budget and time frame, it

provided **excellent learning experience** for both agencies and implementing partners on how to develop and execute livelihood programmes with **longer term employment** models and **transitioning from emergency to development** contexts. ILO and UNDP had capitalized on the comparative advantage of each agency where ILO contributed its technical expertise in EIIP starting from **technical support** during Bill of Quantity development and **amending contract documents** to integrate issues of productivity, cost effectiveness and decent work, in addition to providing training sessions and on-site coaching in the application of task-based systems and **Employment Impact Assessment (EmpIA) using the ILO – EIIP methodologies**.

Through the partnership, **knowledge about EIIP management** and **implementation** among UNDP staff strengthened, and there are opportunities to streamline this through their other projects.

2.3.5 Cross-Cutting Themes in EIIP Iraq Programmes

CROSS-CUTTING THEMES IN EIIP

INCLUSION

▶ EIIP Approach Summary:

EIIPs promote inclusivity through a range of strategies.

1. Gender Equality and Women's Empowerment:

Several concrete measures are encouraged to increase the participation of women, achieve gender equality and to ensure and protect women's rights including the following:

- √ Setting a **minimum quota requirement** for women's participation in EIIPs,
- √ Ensuring that men and women are paid **equal wages** for work of equal value,
- √ Engaging female workers from in **technical committees**,
- √ Providing flexibility in the hours of work through the **task-based work option** that gives women the choice to spend less time on the job,
- √ Providing free, safe, and reliable **transportation** to and from the worksite (whenever feasible),
- √ **Restricting** the employment of women in **hazardous occupations** under EIIPs,
- √ **Training** all stakeholders including workers on **inclusion of women**, preventing **sexual harassment** and **gender-based violence** etc.

2. Inclusion of Other Groups 'Leaving no one behind':

Besides attaining a gender mix, the EIIP approach ensures that nobody is left behind, especially those individuals and groups made particularly vulnerable by the crisis, through: setting appropriate **minimum quotas** for refugees, IDPs, host communities, youth and PWDs in each EIIPs to ensure their meaningful participation in addition to their equitable benefit through **equal remuneration** for work of equal value.

▶ Interventions' Channels of Impact:

Promoting women's access to economic opportunities not only improves the **welfare of women** and reduces **inequality**, but also fosters large benefits in terms of **output, skills' leverage, and economic growth**. Indeed, women have been found to allocate a greater proportion of the economic dividends of recovery efforts to family and community wellbeing, which contributes positively to overall welfare outcomes and strengthen **resilience**.

Additionally, social inclusion of marginalized groups is intended to contribute positively to **social justice, contact**, and thus **social cohesion**. As grievances linked to unequal access to resources and opportunities are reduced, **conflicts diminish, contact enhances**, and these groups are enabled to act as agents of peace.

CROSS-CUTTING THEMES IN EIIP

DECENT WORK AND RIGHTS-BASED APPROACH

▶ EIIP Approach Summary:

EIIPs systematically streamline and promote decent work principles throughout and beyond their activities.

1. Trade Union Involvement in Monitoring Working Conditions:

Trade Unions are engaged to lead this aspect, representing the first initiative of its kind in the region. Trade Union's role covers the following domains: **monitoring** the application of decent work principles and compliance with labour standards on sites, **tracking the complaints** raised by workers and supporting workers and employers in settling these complaints, raising **awareness** among workers about their rights and responsibilities at work, and **empowering workers** to defend their rights by facilitating their **unionization** and the election of workers' representatives.

This has been achieved by **training** workers through 12 on-site **information sessions** on: workers rep. elections, complaint mechanisms, work contracts, social protection, OSH, collective bargaining, and gender equality.

2. Employment Contracts Management:

To uphold decent work principles and the Labour Law, **clauses relating to remuneration during sick leave and annual leave, wage payment practices and others are being included in contracts** between the implementing partners and the workers. This is usually followed by **briefing sessions** with all stakeholders (implementing local authorities, UN agencies, contractors, and workers) on the key contract conditions.

3. Capacity Strengthening of Partners:

All actors involved in the implementation of EIIPs have the responsibility to ensure compliance with national labour law, core international labour standards and decent work principles. To support this, EIIPs systematically strengthen partners' capacities to ensure FPRW through **information sessions** on task-work systems, fair wage payment, OSH, child labour, protection, working days and hours, supporting legality of status and employment contracts etc.

4. Safeguarding a Safe Working Environment:

EIIPs ensure a safe working environment, with all participating workers benefiting from: **awareness raising** on OSH, the provision of suitable **personal protection equipment** and ensuring workers use it, ensuring safe and healthy facilities, equipment, drinking water, ensuring **regular inspection**, and monitoring of worksites, and entitling those non-secured workers to **workplace injury benefits**. EIIPs also ensure the safety and health of people, properties and communities who may be affected by the works.

▶ Interventions' Channels of Impact:

Safeguarding fundamental principles and rights at work is important in preventing **discrimination, sexual exploitation and harassment, violence, forced labour, low wages and unacceptable conditions** of work.

In turn, in the review and amendment of employment contracts ensured these were **clear and upheld fair employment terms and conditions**. In addition, the promotion to FPRWs in EIIPs is **assisting ILO constituents in promoting** these fundamental rights and principles from their sides, and leveraging the opportunities provided by international partnerships and inter-agency initiatives to **adopt** and sustain progress towards the realization of fundamental labour rights.

CROSS-CUTTING THEMES IN EIIP

ENVIRONMENTAL PROTECTION AND CLIMATE CHANGE ADAPTATION

 **EIIP Approach Summary:**

In some cases, the work undertaken as part of EIIPs is designed to protect the environment, rehabilitate ecosystems and/or adapt to climate change.

1. Implementing green works under EIIPs:

The EIIP implemented in Duhok governorate included green works to promote climate change adaptation and environmental rehabilitation through:

1. **Repairing and cleaning** 50 KM of water irrigation channels and basins in five districts in Duhok.
2. **Reforestation through planting 2500 trees** within University of Dohuk land.
3. **Improving the solid waste management** capacity of the Kwashe Sorting Plant, through operating a second line at the plant, and building the capacity of the local communities to adopt sorting from source approaches which produced 240 tonnes of solid waste per day for 6 months. This was followed by another phase for compost production which yielded a compost of very high quality.

2. Applying an Environmental and Social Safeguards/Standards (ESS):

These ESS offset out policies, standards, and operational procedures to avoid, mitigate and minimize adverse environmental impacts that may arise in project implementation including in relation to:

- √ **Site management and utilities;** to ensure identification and approval of water supply sources and availability,
- √ **Storage and chemicals,** storage and handling processes covering fuels and other hazardous substances,
- √ **Waste and water management,** covering collection and removal processes from work sites,
- √ **Traffic, noise, and dust management,** to reduce the risks of accidents especially in pedestrian and residential areas near schools, hospitals, mosques, churches etc.,
- √ **Soil management,** especially the disposal process,
- √ **Cultural heritage,** especially the mitigation and minimization of impacts,
- √ **Asphalt mixing and rock crushing,** locating, installing, and handling,
- √ **Material management.**

3. Monitoring ESS Implementation:

Several monitoring measures are established under EIIPs to **check contractors' compliance** with the ESS with the support of Trade Unions. In case of non-compliance, the contractor is instructed to rectify the situation and for continued non-compliance, penalties are applied. This is usually preceded by **capacity building of implementing partners** (contractors, local authorities, and UN agencies) on the main principles and standards of the ESS.

 **Interventions' Channels of Impact:**

When environmental standards are properly applied, these safeguards can not only **reduce adverse impacts** but also enhance the **development** potential of projects, contributing to the sustainability and overall viability of investment projects.

Additionally, **raising partners' capacities** on the application of environmentally sound principles will raise their compliance in future EIIP activities.

Moreover, the EII approach **can be integrated in any climate change response** to create impact by:

1. Helping communities by generating green **jobs** that conserve or **rehabilitate the environment**,
2. **Strengthening the agricultural sector's capacity** to withstand the effects of climate change (including intensified droughts and water scarcity) and enhancing the productivity of farms by protecting surface water such as rivers,
3. **Restoring ecosystems** by reducing and treating waste and transforming it into beneficial products of high quality,
4. **Expanding green landscapes**.

▶ Stories on the Ground:

Story Box.8: ILO in Iraq joins forces with local authorities in Dohuk to implement employment-intensive interventions

Supported by the Government of the Netherlands, the collaboration helped to generate decent **green jobs** for FDPs and host communities in Iraq in three different projects. One was an **afforestation project** at the University of Dohuk, where local workers planted olive trees on more than 35,000 square meters of land which had been bare for many years.



The other two sites focused on **improving water irrigation systems** on farms and **promoting sustainable waste management** at the Kwashe Sorting Plant, also in Dohuk. This activity contributed to reducing waste and improving its segregation and boosting the quality of compost produced.

These initiatives generated decent employment for vulnerable workers, 50 per cent of whom were women, providing them with much-needed income and contributed to enhancing productivity on farms and improving environmental health in targeted areas.

Source: [Link](#)

2.3.6 Mapping EIIP Iraq Case across the HDP Nexus

The below figure summarizes the manner in which the EIIP approach is contributing to the HDP Nexus in Iraq.

HDPN INTERLINKAGES				
		HOW EIIP Approach is contributing to these Impacts??		
TARGET GROUPS AND FINAL BENEFICIARIES	Vulnerable <small>Refugees, IDPs, host communities</small>	<ul style="list-style-type: none"> • Direct and Emergency Employment (Short-term income) • Social Protection (Work injury insurance, paid sick leave, paid holiday, social security for workers employed by private contractors) 	<ul style="list-style-type: none"> • Skills Development (on-the-job training, Certification for workers, technicians, and engineers on EIIP module and CRM) 	<ul style="list-style-type: none"> • Creating Employment that brings people together • Technical Committee (As platform for social dialogue between workers, rep. of local directorates, and contractors) • Feedback and grievance mechanism (visits, meetings, helpline) • Youth Engagement (In EIIP interventions in green works, rehabilitation works for youth centers, trainings in monitoring skills/EI Approach, labour market intermediation)
	Public Sector <small>(Government)</small>		<ul style="list-style-type: none"> • Capacity Building (For Directorates' engineers, supervisors, and group leaders on applying EIIP) • Trade Unions Engagement (In monitoring decent work principles and compliance) • Employment Services System Support (by involving MOLSA in recruitment, and raising capacities in delivering employment services) • Policy Support (SOPs for EI Approach) • National Public Works Programme Support 	<ul style="list-style-type: none"> • Technical Committees (As platform for social dialogue between workers, rep. of local directorates, and contractors) • Trade Union's Complaint Mechanism Support (In getting system activated to receive, handle, and monitor complaints) • Capacity Building Activities (on inclusion of women, rights and responsibilities, decent work conditions etc.)
	Private Sector <small>(contractors)</small>		<ul style="list-style-type: none"> • Institutional Capacity Building (For contractors' technicians and skilled workers on applying EIIP) + SOPs on EI Approach • Involvement in Execution (Contractors and suppliers) 	<ul style="list-style-type: none"> • Technical Committees (As platform for social dialogue between workers, rep. of local directorates, and contractors) • Capacity Building Activities (On inclusion of women, rights and responsibilities, decent work conditions etc.)

	<u>Humanitarian & Development Partners</u>		<ul style="list-style-type: none"> • Mainstreaming EI Approach (In partner UN agencies' existing programs, through collaboration on execution & raising their capacities on EI practices) (SOPs for EIIP Approach) • CLCI Partnership (To leverage EIIP as entry point for formalization and decent work in Iraq) 	<ul style="list-style-type: none"> • Capacity Building Activities (On inclusion of women, rights and responsibilities, decent work conditions etc.)
	<u>Local Community</u>			<ul style="list-style-type: none"> • Technical Committee (As platform for social dialogue between workers (from <u>community</u>), rep. of local directorates, and contractors) • Intensive Meetings with Farmers (to sustain impact of implemented green works)
Cross-Cutting Themes	<ul style="list-style-type: none"> ➤ Inclusion: <ul style="list-style-type: none"> • Gender Equality and Women's Empowerment (through quota, equal remuneration, participation in technical committees/ trainings, flexibility based on task-based work option, transportation, non-hazardous occupations) • Inclusion of Other Groups (as vulnerable refugees, IDPs, HCs, youth and PWDs) ➤ Decent Work and Rights Based Approach: <ul style="list-style-type: none"> • Trade Union Involvement (in monitoring working conditions) • Employment Contracts Management (through inclusion of needed clauses to adhere to decent work principles and labour law) • Capacity Building of Partners (to ensure respect for FPRW) • Safeguarding a safe working environment (by raising awareness on OSH, provision of PPE, regular inspection, injury insurance etc.) ➤ Environmental Protection: <ul style="list-style-type: none"> • Applying and Environmental and Social Safeguards/Standards (ESS) (in site management and utilities, storage and handling chemicals, waste and water treatment, soil management, material management, traffic, noise, and dust management etc.) • Monitoring ESS Implementation (to check compliance) 			
	Main Results	<p>Result (1): ILO being involved in high-level discussions with the Government of Iraq about its strategic vision towards the National Public Works Programme, which so far resulted in several researches that investigated, explored and informed public works interventions in Iraq and proposed a regulatory and procedural framework for the Public Works Programme,</p> <p>Result (2): ILO being involved in discussing a pilot EIIP project at the national level with MOLSA that creates 100,000 job opportunities for youth between 18-24 years old, and which will be implemented jointly with concerned ministries and partners over one year and at a preliminary estimated cost of 125 billion Dinar,</p> <p>Result (3): Introducing and mainstreaming the EI approach to various implementing partners in Iraq as a mean towards extending the use of EIIP.</p>		

2.4 Way Forward in Employment Intensive Approach in Iraq

EIIPs encompasses a very wide range of programmes, and the term is often used interchangeably with other concepts, including “public works programmes (PWPs)”, “public employment programmes”, “workfare programmes”, “public investment programmes” etc.

An example of advancing from humanitarian aid to development support is a progression from immediate emergency employment (cash for work), often supported by external donors, to nationally funded public works programmes (PWPs). At its core, the term public works refers to “publicly funded employment programmes outside the normal public service, whose purpose is to employ people, with that employment used to contribute to the delivery of assets and services that create public value and contribute to the public good” (Philip et al, 2019, p. 8).²¹

It is this thread multiplicity of objectives that also stimulated the Iraqi Government to **establish its own public works programme as a key priority**²².

Besides identifying *sustainable sources of financing*, this would require initiating *evidence generation, assessments, and analyses* to inform programme design parameters and implementation modalities. Along with drafting and adopting *key policies, SOPs, implementation manuals, and contingency plans*. Additionally, these processes will need to go hand in hand with *core capacity-strengthening* activities both at national and sub-national levels to strengthen the ability of the government to effectively implement the programme, potentially with support from donors, and development and humanitarian actors with expertise in these elements.

Consequently, and as the **ILO** has worked with many governments and development partners to advance and mainstream the employment-intensive approach within their respective **PWPs**²³, ILO is ready to support the Government of Iraq in its own efforts.

²¹ *Adopting Public Works in Iraq, Key Design Considerations for an Effective Programme, ILO, Dec 2022*

²² *Iraq Vision for Sustainable Development 2030, as drafted in 2019 by the Ministry of Planning*

²³ *100 years of Public Works in the ILO, A. McCord, M.Lieuw-Kie-Song, M.Tsukamoto, T.Tessem and C.Donnges, 2021*

Opportunities for Humanitarian Assistance, Longer-Term Development and Supporting Peace

The following lessons can be drawn from the experience of implementing EIIPs in Iraq:

1. **The EIIP approach is closely aligned and supportive of HDPN, presented by bringing in HDPN's three pillars all together, working across all dimensions concurrently (implementation, partnerships, policy etc.), and putting ILO mandate at the heart of HDPN.** Through the application of EIIPs in Iraq, the operationalization of the HDPN is being supported by addressing simultaneously both humanitarian and development needs while contributing to the attainment of peace and resilience. Most EIIP activities cover several components of the triple Nexus albeit to varying degrees. **Humanitarian** activities start with the short-term emergency employment that provides immediate income to workers, while in parallel contributing to public infrastructure and services that support longer-term social, environmental, and economic development, including secondary employment effects. The contribution to **development**, is characterized by its support to longer-term employment outcomes in the form of transfer of technical and vocational skills to workers, institutional capacity building, private sector development, policy and sustainability support, climate change adaptation and environmental rehabilitation. Together with the humanitarian and development outcomes, EIIP actions also contribute to **peacebuilding**. EIIP interventions bring people of different backgrounds together, establish contact and encourage people to engage in social dialogue. Tension and mistrust between social groups gradually ease and pave the way for mutual trust, cooperation, friendships, and thus contribute to **social cohesion**.
2. **EIIP implementation is premised on productive partnerships with actors at national, local, and international levels.** The approach **capitalizes on the comparative advantage** of each partner, while bringing in ILO's experience and technical expertise in improving working conditions and stimulating employment generation in the local market. Strengthening **complementarity with partners**, who successfully implement a large portfolio of projects in Iraq to tackle the humanitarian crisis is highly acknowledged, considered essential and expected to facilitate the transition away from CFW modalities into EI approaches, as a means of supporting the creation of more sustainable and productive employment. The piloted programmes, so far, have greatly strengthened **knowledge about EIIP management and implementation** among partners which can thus be replicated to other projects in the future. However, **coordination between the different partners** is crucial to EIIPs' success, and demands **good planning and joint analysis**, especially when having numerous layers of technical partners. Moreover, the engagement of **private sector** is found to be challenging in EIIPs in Iraq and require concerted efforts.
3. **Skills development is the key towards enhancing long-term employability, and youth engagement contributes very clearly to HDPN.** Investments in training and new approaches to **upskilling and certification** are found to be extremely impactful, as these investments raise youth capacities to step into new and better jobs across a wider range of areas. For example, the certification package for CRM professionals can compensate the absence of accreditation system for cultural heritage skills in

KRI. However, skills development should always be informed by comprehensive assessments of the **current and future needs of the labour market**.

4. **Participation of affected populations in planning and identifying solutions is highly needed throughout EIIPs**. The identification of infrastructure needs, and the design of interventions should adopt a **mixed approach**, building on **national priorities/municipal plans** whilst at the same time responding to local **communities' needs and expectations** to address the specific vulnerabilities of the affected populations such as FDPs, women, youth etc. This is an area that might need more analysis and consultations from ILO and its implementing partners in the future.
5. **EIIP requires various mechanisms for bringing different groups together and enhancing interaction to contribute to social cohesion**. These include by engaging refugees, IDPs, and HCs together through employment opportunities, working through committees, skills development and vocational trainings, women, and youth engagement etc. However, **social cohesion** should be taken as an **integrated approach** and be applied holistically by being **mainstreamed** in programmes' strategy, design, operations, and monitoring.
6. **Decent work principles, ESS, and EIIP SOPs are key tools for success**, and when properly incorporated, can not only reduce adverse impacts but also enhance the development potential of programmes, contributing to the social sustainability and overall viability of programmes. But they should **be periodically adjusted** based on the feedback provided. **Involving contractors and Trade Unions in monitoring** EIIP compliance with working conditions and ESS was an additional added value that must be **replicated and sustained**.
7. **The EIIP model can be integrated in any climate change response** to generate jobs that conserve the environment and to support the ecosystem to withstand and adapt to climate change. This is crucial, especially that Iraq is highly vulnerable to the effects of climate change, while population growth is placing increasing pressure on natural resources. Thus, **utilizing EIIP to helping communities to adapt to climate change** is an area that needs further work and collaboration with partners.
8. **Well-designed monitoring and evaluation system is critical** for any programme. **Digitalizing** such systems could provide an additional holistic view of the programme's performance, activities, and beneficiaries in real-time and enable decision makers to access timely, quality, and accurate information.

Recommendations and Practical Considerations

The key recommendations building on the lessons learned are summarized below.

OVERALL:

EIIP can be the catalyst for collaborative response planning for **employment creation at the national level** - particularly for **vulnerable people** including those from low-income households, those on low pay, or the unemployed – and thus support the **Government to** foster job creation and redirecting labour to infrastructure projects through the adoption of a public works programme. Hence, ILO must continue **expanding and sharing its experience** to help governments, stakeholders, and communities apply the EIIP approach and contribute the Humanitarian, Development and Peace Nexus.

Having said that, capitalizing upon EIIP will require strengthening collaboration with several actors, optimizing the use of resources through **solid strategic planning**, as ‘going national’ requires a completely different management setup to deal with the volume of projects, sub-projects, partners etc.

AT DESIGN STAGE:

Since the EIIP approach in Iraq has demonstrably supported collaboration and coordination between humanitarian and development actors, pursuing this objective moving forward would require the following:

Dedicating more time and resources for ‘EIIP Inception Phase’, which represents a crucial step for planning (and aligning planning cycles between actors), improving coordination, and ensuring a smooth implementation. A budget should be allocated for the inception phase of EIIPs to undertake:

- **JOINT needs assessment, contextual analyses, and risk assessments** which are gender and conflict sensitive, and as essential requirements for successful EIIP. Participatory and systematic approaches to context analysis would support in establishing a sound and common understanding of the underlying causes of vulnerability and provide a space for locals’ suggestions for addressing them. Integrating these findings into the EIIP design stage increases the chances that interventions have positive impacts on peace and avoid exacerbating conflict.
- **Putting people at center, by engaging locals at the design stage** to generate a better understanding of their needs, including in relation to infrastructure and services, and to ensure that local people have a leadership role in addressing their needs, whether they be humanitarian, developmental or peace related. Additionally, EIIP design should undertake **consultations with the women** who stand to benefit from these programmes. Care must be taken to ensure that their voices and recommendations inform projects’ selection. EIIPs planning framework should clearly outline required actions to promote inclusion and participation of **PWDs** and members of **single headed households**.

AT IMPLEMENTATION STAGE:

Projects Selection:

Innovation is highly encouraged in relation to the sectors in which EIIP projects are implemented, including by moving beyond traditional infrastructure projects to cover other areas of common good. These could include:

a-nature-based solutions to protect, sustainably manage, or restore natural ecosystems, and mitigate the impacts of climate change. These solutions could aim to contribute to reducing of greenhouse gas emissions, generating renewable energy, combatting of soil erosion and desertification, harvesting water etc.

b-Eco-construction and green housing to alleviate the impacts of rising urbanization rates caused by high population growth and housing shortages along whilst at the same time conserving the environment, reducing consumption of energy and water, using green building materials and creating less waste,

c-digital solutions, to automate business processes and strengthen efficiency in the delivery of public services, digitize public records, collect geospatial data for urban planning etc.

d-social services such as child-care, first aid, safety and health and others.

Skills Development and Employment Services:

Partnerships could be developed to invest further in skills development (whenever possible) by **expanding the upskilling model**, and by complementing EIIP's vocational skills training programmes with **business and entrepreneurial skills** for refugees and IDPs. **Social cohesion concepts could be mainstreaming** within the various training curricula to raise awareness in that area, especially in terms of those skills related to empathy, acceptance of others, acceptance of opinions, collaboration, constructive conflict resolution etc. This will support in creating a culture of fairness and equal opportunity and thus build stronger levels of trust and connection among the different groups.

Moreover, **women skills** can be leveraged through the implementation of **complementary projects or services at construction sites** such as first aid, day care, site services, safety and health, etc. Projects could also be implemented in other innovative areas that could contribute to the delivery of needed assets and services that create value, generate jobs, and enhance women's participation rate.

Additionally, synergies between EIIP and **employment services could be enhanced**, by referring EIIPs' participants to complementary employment services, including career guidance and counselling, job matching interventions, relevant job fairs, etc... as a way of providing additional support to transition into decent employment after participation in the programme.

Private Sector Development:

More focus is needed on strengthening the **capacities of small to medium size contractors/sub-contractors** engaged in EIIPs in contractual skills, financial education, engagement in public procurement, digital skills, organizational management, projects' management, OSH, monitoring and supervision, decent work compliance and other areas of development. EIIPs could also strengthen their support to contractors to **formalize their business** and enhance **working conditions**.

Through the ILO's upcoming work in supporting the Iraqi government in the design and implementation of a public works programme, the **collaboration with the public sector** and the private sector could be stimulated, and wider private-sector actors supported to engage in the implementation of the programme.

Public Sector Development:

Strengthening the capacity of government to apply the EIIP approach within construction activities should be **nationally expanded** to cover all directorates, governorates, and districts' relevant authorities, especially with the planned national Public Works Programme.

Additionally, **digitalizing inspection processes** is essential to enhance productivity, data quality, and faster access to information etc. This would also require **more trainings to inspectors and Trade Union monitors**.

Networks of directorates, governorates, districts, and twin cities could also be created to support EIIP **knowledge transfer** between regions, but also between sub-national and national levels, to enhance collaboration between relevant public entities, and boost achievement.

Sustainability is a key issue in EIIPs, given the importance of maintaining developed infrastructure, upholding the role of Trade Unions, and adopting the certification process by the General Board of Tourism etc. EIIP **capacity building should also encompass a component about sustainability approach** so that public sector entities have the required knowledge to plan, adopt, and budget the needed follow-on and sustainability scenarios/plans.

Social Protection:

Upcoming EIIPs should be designed to **facilitate the enrolment of participants into the social security scheme**, including when hired by private-sector contractors and sub-contractors. In turn, the EIIP should also integrate **awareness raising** sessions for participants on rights and obligations under the **social security law**, thus representing an effective mechanism to sensitize participants on such issues and encouraging participants to seek out formal employment after their participation in the programme.

Social Dialogue and Local Community Engagement:

Working through workers' committees must be **institutionalized** at the level of the governorate as a permanent and publicly recognized structure to ensure sustaining its effective role in social dialogue and thus creating social cohesion. This will strengthen and optimize its trust and the value created. In addition, as the current committees established under EIIPs are comprised of representatives of the local directorates, trade unions, and some worker representatives from amongst youth, women, FDPs, PWDs, the structure should be expanded to **encompass additional key stakeholders** from the government/ministries, employers' representatives, NGOs/CBOs, and donors.

Partnerships and collaboration with civil society organizations is highly important in EIIPs to build on their grassroots presence and operations for successful implementation of the EIIPs' activities and interventions. The CSOs/CBOs will be a key channel for holistic community outreach and the selection of projects and participants. **Women's CBOs involvement** could be an addition to support the encouragement of community

members and leaders to improve women participation. The role of CBOs in promoting social cohesion and taking steps to support/enhance and empower them in this role should also be considered.

Sustainable Development/Climate Change Adaptation:

Climate change adaptation should be **mainstreamed** throughout all stages of EIIP, including by **embedding and activating the climate change adaptation and risk reduction pillar**²⁴ under the Environmental and Social Safeguards/Standards (ESS), **promoting green work and environmentally friendly practices** among implementation partners, **raising all actors' capacities** on relevant solutions, etc., and **integrating the EIIP model in any climate change** response.

Inclusivity:

Equal access to EIIPs' interventions should be properly planned, ensured, and monitored, especially for those who might otherwise be excluded or marginalized, such as **PWDs** or members of **single headed households**. Additionally, ILO should consider in its upcoming EIIPs a **mechanism for prioritizing working age and able-bodied adults in receipt of social assistance**, the long-term unemployed, households with high dependency ratios etc. EIIPs then needs to be adapted based on the employment and social protection needs of the participants.

This calls for a **diagnostic review for the recruitment and selection process** run by MOLSA's labour directorates as a step towards ensuring transparency, clarity, enshrining the principle of non-discrimination, and avoid exacerbating tensions among groups or between participants and non-participants.

At the Donors Level:

Donors should consider **aligning their funding interventions** in support of reconstruction, infrastructure, social services, and social protection in Iraq **with the EIIPs' interventions** as a means of strengthening the labour-intensity – and thereby employment impact – of these programmes, under the leadership of the Government and coordination and technical support of ILO.

At the Policy Level:

The ILO could advocate with MoLSA at federal and KRG levels as well as with social partners and other agencies for **simplifying procedures for obtaining work permits for Syrian refugees**, as per the successful steps taken in Jordan to make it easier for Syrian refugees to qualify for work permits²⁵.

²⁴ The current ESS utilized under EIIP Iraq is covering 5 out of the 8 pillars at the global level, where (the climate change adaptation and disaster risk reduction) is not included in the ESS in Iraq

²⁵ Annex IV: Steps Taken in Jordan to simplify regulated procedures for obtaining work permits for Syrian refugees.

AT MONITORING STAGE:

EIIPs' **monitoring and evaluation** mechanism must be strengthened to capture **social, environmental, economic, and peace** outcomes. This requires a solid **theory of change** (ToC) describing how implementation of EIIP activities would lead to a hierarchy of results. **Indicators** need to be identified at all stages of the results framework based on the ToC. These should be **result-oriented** by including short, medium, and long-term results, and not be limited to monitoring short-term outputs. Specific indicators relating to **gender equality** and **peacebuilding** should also be adopted.

Digitalizing this system could provide an additional view of the programme's performance in real-time and enable decision makers to access timely, quality, and accurate information.

On the other hand, **baseline studies** and **impact assessments** are excellent exercises to generate knowledge and inform all actors on the strengths and gaps of EIIPs. These assessments should aim to capture **employment, social, environmental, and social cohesion outcomes**. Likewise, **data collection** should be expanded to capture the views of the wider **community and population** to identify, assess the EIIPs' impact at the community level (indirect targets). Finally, **good practices and lessons learned** related to decent work contribution to the HDPN should be highlighted and disseminated across programmes and key actors.

Annexes

Annex I: List of Key Personal Interviews (KIIs)

	<u>Date</u>	<u>ILO Team Members</u>
Meeting (1)	17 th Nov 2022	Dr. Maha Kattaa + Eng. Bashar Elsamarneh
Meeting (2)	24 th Nov 2022	Mr. Chris Donnges+ Ms. Martha Espano
Meeting (3)	28 th Nov 2022	Eng. Bashar Elsamarneh
Meeting (4)	29 th Nov 2022	Eng. Kovan Akraey
Meeting (5)	7 th Dec 2022	Eng. Bashar Elsamarneh
Meeting (6)	15 th Dec 2022	Eng. Bashar Elsamarneh
Meeting (7)	20 th Dec 2022	Dr. Maha Kattaa
Meeting (8)	11 th Jan 2023	Dr. Maha Kattaa + Mr. Chris Donnges+ Eng. Bashar Elsamarneh + Ms. Martha Espano

	<u>Date</u>	<u>Core Partners</u>
Meeting (1)	27 th Nov 2022	Eng. Elias Ghadban+ Ms. Erinah Nakibuuka - UNDP-CFW Project
Meeting (2)	29 th Nov 2022	Eng. Heja Salih- Water Irrigation Directorate of Duhok
Meeting (3)	30 th Nov 2022	Eng. Hassan Bamarny- Environment Directorate of Duhok
Meeting (4)	1 st Dec 2022	Ms. Sandra Aviles- Consultant
Meeting (5)	4 th Dec 2022	Ms. Sara Jazaeri- UN Habitat
Meeting (6)	7 th Dec 2022	Eng. Hazim Silevany- Environment Directorate – Waste Management Project
Meeting (7)	14 th Dec 2022	Ms. Sandra Aviles- Consultant

Annex II: KIIs Questions Guide

THE CASE OF EIIP IRAQ – HOW EIIP APPROACHES, EXPERIENCES AND LESSONS, CONTRIBUTE TO THE HUMANITARIAN DEVELOPMENT AND PEACE NEXUS (HDPN) IN IRAQ

Q1: Tackled Challenges:

- 1.1 Can you **define** the specific **challenge** (s) aimed to be resolved through implemented interventions in xxx programme?
- 1.2 **How** the challenge (s) got **identified**?

Q2: Response:

- 2.1 What **measures** were taken in **response** to **humanitarian** situation in xxx programme? Who were the main **humanitarian actors**?
- 2.2 What **measures** were taken in **response** to **development** situation in xxx programme? Who were the main **development actors**?
- 2.3 What **measures** were taken in **response** to **peace** situation in xxx programme? Who were the main **peace actors**?
- 2.4 What **measures** were integrated into **EIIP cross-cutting thematic areas**: gender equality, social inclusion, working conditions, OSH, environmental etc.

Q3: Coordination between Partners:

- 3.1 **How** was **coordination** between partners managed to avoid overlaps? **Leverage** comparative advantages? and **align planning** cycles and **resource mobilization**? Any **joint assessments**?
- 3.2 How **local communities** were empowered and engaged?

Q4: Impact:

- 4.1 What **change** did occur?
- 4.2 Any **measurement** of this change? At what level (beneficiaries, Community)?
- 4.3 (for partners only):
How did you **mainstream EIIP approaches** in your programming framework?

Q5: Key Messages and Lessons Learned:

- 5.1 What was the **learning** identified from this experience?
What **knowledge** was generated? **What key messages and actions** to be undertaken to inform future programming?

Closing Remarks:

Do you have any further comments on the issues raised during the discussion?

-Thank You -

Annex III: List of References

	Reviewed Documents
Projects Documents	Final Progress Report- Enhance Socio-Economic Participation of Vulnerable Population in Iraq through EIIP- UNDP and ILO-From Dec 2021 to Sept 2022
	UNDP Project Document
	Employment Impact Assessment Key Findings
	Progress Report- EIIP through conservation of cultural heritage in Iraq- UNESCO and ILO- From Jan 2022 to June 2022
	Monitoring Report- Support to Livelihoods through Cultural Heritage-
	MADAD Project Document- UNESCO Proposal
	Trainer Guide for Skills Development-Decent Jobs for Cultural Heritage- EPU, ILO and UNESCO
	Terms of Reference for technical training on implementing conservation at cultural heritage sites through EI techniques in Jordan and Iraq
	Collaboration Concept Note-Skills Training and Certification for labourers and technicians on Employment Intensive Approaches
	Shifting towards Employment Intensive Approaches Presentation for UNDP
	Shifting towards Employment Intensive Approaches Presentation for UN-Habitat
	DRAFT SOPs-Integrated Employment Intensive Approach in Iraq
	Environmental and Social Safeguards (ESS)
	2 MOMs for technical committees' meetings
Roundtable Discussion Presentation for Adopting a Public Works Programme in Iraq	
Guides	Employment and decent work in the Humanitarian-Development-Peace Nexus - ILO-2021
	A Handbook- How to Design, Monitor and Evaluate Peacebuilding Results in Jobs for Peace and Resilience Programmes-ILO-2019
	100 years of Public Works in the ILO, A. McCord, M.Lieuw-Kie-Song, M.Tsukamoto, T.Tessem and C.Donnges, 2021
	ILO Guide for Skills Development in EIIP, 2021
	Towards the right to work: A guidebook for designing innovative public employment programmes, ILO
	Gender Equality and Women's Empowerment in the World of Work in fragile, conflict and disaster settings, ILO, 2022
Studies	Review of national policy, legislative and regulatory frameworks, and practice in Iraq-ILO-2022
	Adopting Public Works in Iraq, Key Design Considerations for an Effective Programme, ILO, 2022
	Inception Report- Political economy analysis to inform public works interventions in Iraq
	Inception Report- Technical Study on the Housing, Public Works and Job Creation in Iraq
	DRAFT Report- ILO Arab States' Implementation of the HDPN-Lessons Learned and Stakeholder Perceptions of HDPN Engagement'-Dec 2022
Brochures	DRAFT-ILO (EIIP) and the Humanitarian-Development-Peace Nexus (HDPN)-2022
	Sustaining Peace through Decent Work and Employment, ILO
	Recommendation 205-Employment and decent Work for peace and resilience
Others	Iraq White Paper-Emergency Cell For Financial Reforms, Oct 2020
	Iraq DCWP (Dec 2021)
	Iraq Labour Force Survey, 2021

Annex IV: Steps Taken for regulasing Syrian refugee worker status in Jordan through the issuance of work permits:

The Government of Jordan has taken several steps to make it easier for Syrian refugees to qualify for work permits, in addition to removing barriers to labour integration of Syrian refugees. These included ^{26,27}:

- a) **Providing Syrians with right to work and access to jobs** and expanding eligibility for a work permit to include Syrians who entered Jordan without crossing through official borders.
- b) **Allowing a Ministry of Interior ID card** to be used in lieu of a passport, since many Syrians fled to Jordan without such documents. This ID card is used to access public services in addition to accessing work permits.
- c) Issuing work **permits** for Syrian refugees **free of charge** to remove the barrier for obtaining permits.
- d) **Waiving medical examination** requirements for Syrian workers.
- e) **Ending** the practice of **'deporting'** Syrians caught without a work permit.
- f) Making **agricultural and constructional work permits non-employer specific** (flexible work permits) to allow workers the freedom to shift among a variety of short-term jobs with the same work permit.
- g) **Creating employment facilitation services** by Ministry of Labour to implement the work permits reforms in Zaatari and Azraq camps and thus allow Syrians residing in these camps to obtain work permits for jobs outside the camps.
- h) **Waiving the Recognition of Prior Learning (RPL) certificate requirement**, for workers applying for work permits in construction as it was considered too resource demanding and bureaucratic.
- i) **Expanding flexible work permits** by allowing refugees holding any work permit to **move freely between jobs in all sectors**.
- j) Allowing Syrian refugees living outside the camps to register and operate **home-based businesses and small businesses** in three sectors: Food Processing, Handicrafts, and Tailoring.
- k) **Exempting** Syrians and employers from paying work permits renewal fines.
- l) **Opening new sectors and professions** for Syrian employment, including self-employment. And re-arranging the occupations according to ISCO (International Standard Classifications of Occupations) which allowed refugees to move between different occupations and sectors in the same occupational group.
- m) **Extending social security** to Syrian refugees holding flexible work permit. This contributes to reducing vulnerability and social exclusion.

²⁶Impact of work permits on decent work for Syrians in Jordan, Svein Erik Stave, Tewodros Aragie Kebede and Maha Kattaa- ILO-2021

²⁷Beyond the work permit quotas: corruption and other barriers to labour integration for Syrian refugees in Jordan; Sarah Tobin and Maisam Alahmed- CMI-2019



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