



Impact Evaluation of selected interventions of livelihood and Economic Recovery Portfolio

شركة طلال أبوغزالة وشركاه
(شركة خدمات محاسبية والمالية المتكاملة لمهنية م.م.)



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Executive summary

In spite of over 6 years into the Syrian emergency and its staggering effects on the nation and human lives and living conditions, the general population in Syria with their ideal adapting limit are attempting to recoup and transcend the crisis. UNDP in Syria, guided by UNDP Worldwide Vital Arrangement 2014-2017 and the Nation Program Report (CPD), is resolved to help and lead the early recuperation endeavors in the nation to reinforce the flexibility of the Syrian individuals through improving access to foundation and network administrations and supporting ability and monetary restoration in Syria utilizing region based methodology in nine governorates to accomplish its objectives.

UNDP structures its reviving job for crisis influenced individuals at the family unit and network levels that would enable them to produce practical pay and upgrade wellbeing and training conditions for their families, while adding to nearby economy recovery and market rebuilding. Additionally, it would bolster immediate and roundabout social attachment by bringing host networks and inside uprooted individuals (IDPs) to live and cooperate by making positive methods for dealing with stress with the emergency.

So as to achieve such reasonable effects and transformative changes, UNDP Syria is focused on evaluating the effect of jobs and monetary restoration mediations. While, in the emergency setting, dealing with occupation and monetary recuperation can indicate prompt outcomes and changes in individuals' lives, and can as a rule spare lives particularly in regions of contention and for defenseless gatherings, for example, FHH and PWD, subjective effect assessments including accumulation of baselines have not been led up until now. Therefore, we were engaged to perform the impact evaluation to cover almost all of the thematic areas intended form the 2016- 2017 country program in Syria. However, the main objectives of the evaluation was to provide as mentioned earlier measuring the United Nations Development Program assessments during the crisis. In addition to identifying the estimated impacts and potential pathways of impact of livelihood interventions.

Within this context, the project impact assessment was carried out in (8) governorates of the Syrian Arab Republic out of (14) governorates as follows:

Rural Damascus - Homs - Hama - Tartous - Lattakia - Aleppo – Al Hasakah - Deir ez-Zor.

38 projects were selected by the Division of Livelihoods and Early Recovery to measure their impact, but only 36 projects out of those 38, were implemented due to the difficulty of obtaining information on two projects (Rural Damascus and Aleppo).

This evaluation is addressed to UNDP Syria and the livelihood and early recovery department.

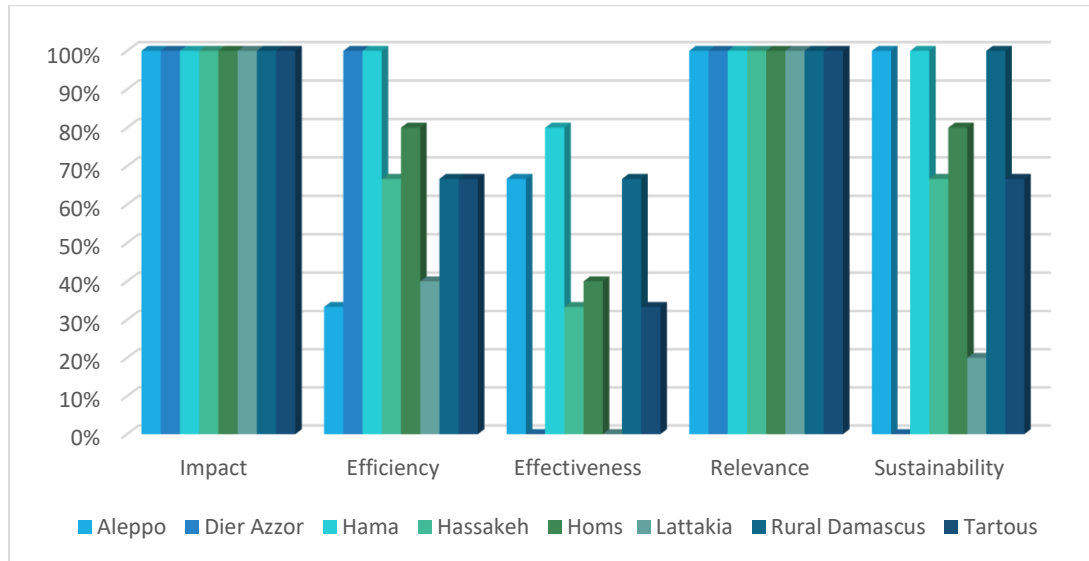
To reach the objectives that were set for the evaluation, a set of scientific methodological tools was adopted to obtain the greatest amount of data by identifying the opinion of project owners, key persons, and observations along with Field Team conclusions. These tools are:

- Comprehensive literature review of relevant studies and reports at the level of each governorate.
- Field visit to projects including taking the opinion of project owners.
- Field survey of the opinions of a number of beneficiaries from the selected projects.
- In-depth individual interviews with key persons at the level of the economic sector or the project site.

In addition we developed a tool to evaluate each project in all of the related aspects of (relevance, efficiency, effectiveness, impact and sustainability) based on the methodology of UNDP for evaluation, where we set the related questions to each area and arrange the answers and results from both the field work and the projects documents to evaluate each project separately in each aspect. Our evaluation criteria was based mainly on the assumption adopted in all general agreements signed by UNDP with its partners (70% of achievement the goals) unless the project documents states an explicit percentages.

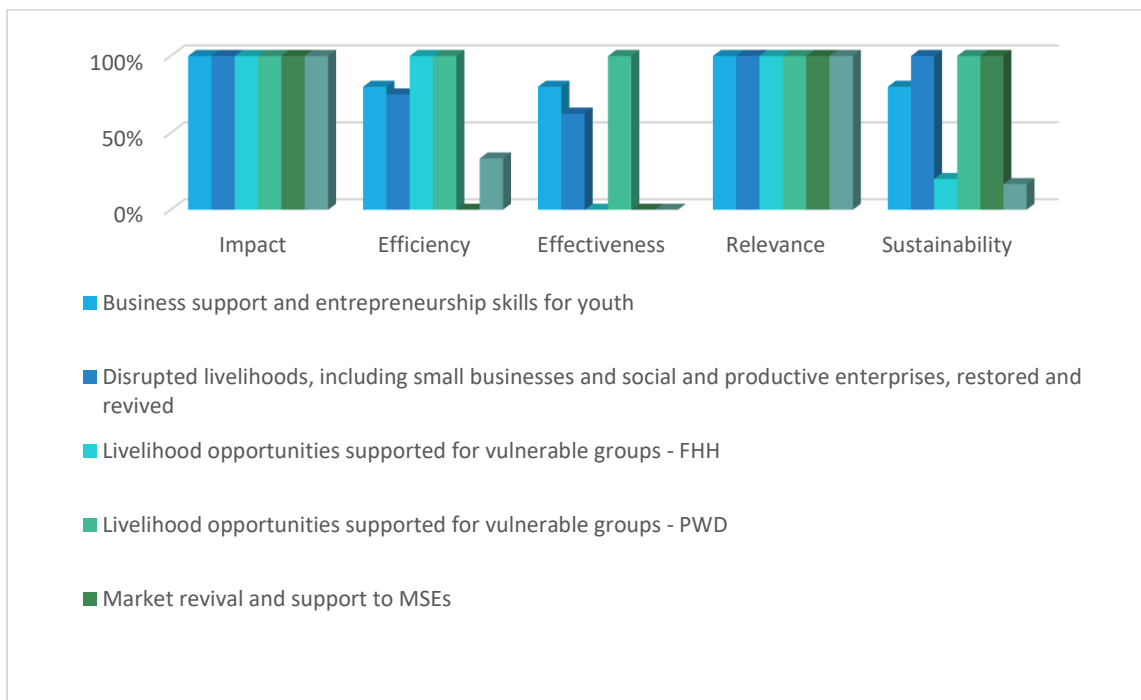
Hereby we summarize the conclusion of the evaluated project and which projects achieved the desired level in each aspect categorized by governorate

Governorate	Impact	Efficiency	Effectiveness	Relevance	Sustainability
Aleppo	100%	33%	67%	100%	100%
Dier Azzor	100%	100%	0%	100%	0%
Hama	100%	100%	80%	100%	100%
Hassakeh	100%	67%	33%	100%	67%
Homs	100%	80%	40%	100%	80%
Lattakia	100%	40%	0%	100%	20%
Rural Damascus	100%	67%	67%	100%	100%
Tartous	100%	67%	33%	100%	67%
Overall	100%	69%	43%	100%	71%



In addition we summarized the results according to the thematic area defined to be :

Output	Impact	Efficiency	Effectiveness	Relevance	Sustainability
Business support and entrepreneurship skills for youth	100%	80%	80%	100%	80%
Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	100%	75%	63%	100%	100%
Livelihood opportunities supported for vulnerable groups - FHH	100%	100%	0%	100%	20%
Livelihood opportunities supported for vulnerable groups - PWD	100%	100%	100%	100%	100%
Market revival and support to MSEs	100%	0%	0%	100%	100%
Sector-based Livelihood	100%	33%	0%	100%	17%
Overall	100%	69%	43%	100%	71%



A number of strength points related to these projects have been reached. And the most important of these points are:

1. Livelihoods and early recovery initiatives have been a major reason for establishing the majority of sample projects, from the point of view of beneficiaries and experts.
2. Most of the projects are capable of sustainability and expansion in the case of providing a number of conditions and criteria, most importantly the availability of qualified management by the partner.
3. The majority of beneficiaries and experts agreed on the efficiency and effectiveness of coping mechanisms by livelihood and early recovery workers with target and partners.
4. Most of the projects have been able to provide reliable products and services at good prices, thus contributing to the provision of part of the needs of the communities in the project areas.
5. A number of projects are distinguished by the optimal investment of the characteristics and comparative advantages of the project areas, such as the laurel soap project in the region of Kasab - Lattakia Governorate.

A number of weakness points were identified, the most important ones were:

1. There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
2. The sustainability goals where not achieved in all projects due to lack of experience or proper planning of the implementing partners of some evaluated projects
3. Implementing projects and activities with faith based organization may limit the beneficiaries to the related people. In addition, it is difficult to deal with the officials of these bodies in the procedural matters related to the work of the projects, given the privacy and sensitivity of these persons and their social status.
4. In some instances communication between the project responsible personnel and the implementing parties was not effective in all stages of activities.
5. In spite of the social goals and objectives of the projects along with the economic objectives, there are a number of projects that are not considered economically effective, and their social and economic impact ended with the end of the support, such as the projects of ovens in Deir ez-Zour and Al-Hasakah.

In the end, a number of recommendations were adopted. The important points are the following:

1. To define a separate indicators to measure and monitor the different components of activates in each project (training, production)
2. Enhance the assessment of implementing partners to ensure the sustainability of projects executed through them.
3. Design a training program to build the capacity of current and potential project management partners.
4. Ensure that the projects implemented through faith based organizations should be separated to operational entities to ensure the independency and unbiased activities provided to the beneficiaries.

Establish a mechanism or criteria for the assignment of project-specialized work team by partners, with the requirement that directors and board members be prevented from working in these designated departments to ensure accountability and follow-up by the program and partner.

Introduction

Evaluation Background

UNDP worldwide way to deal with comprehensive development grasps broadly possessed, emergency and sexual orientation touchy intercessions that are receptive to nearby conditions and lined up with recuperation while overseeing dangers after some time at individual, family, network and societal dimensions in manners that limit costs, fabricate ability to oversee and continue and expand positive methods for dealing with stress, social consideration, and transformative potential.

In 2016, in its undertaking to reinforce the strength of the Syrian individuals, UNDP in Syria actualized 199 nearby tasks that prevailing to contact the lives of 2,528,391 people in 9 Syrian governorates through focused early recuperation and vocations rebuilding endeavors in association with in excess of 45 neighborhood accomplices. The executed undertakings have given 28,623 month to month openings for work, which are disaggregated per target assemble as pursues: 11,937 month to month openings for work to IDPs, 7,694 to ladies, 6,103 to females heading family units, 1,917 to individuals with handicaps and 15,973 to youth. This was accomplished through restoration of network foundation and reclamation of essential administrations and support to job and monetary recuperation.

Since Jan 2016 to date, UNDP bolster has been stretched out to help recovery of in excess of 263 organizations, directing salary creating exercises, gainful resources substitution, start-up packs dispersion, professional preparing, work situations, esteem chain advancement and market rebuilding.

Evaluation Audience

Livelihood and Economic Recovery Portfolio Manager, UNDP seeks the support of Service Provider/Firm to conduct an impact evaluation of selected interventions of **Livelihood and Economic Recovery portfolio (LER)** in selected locations in coordination with UNDP Field offices and local partners. The impact evaluation is to assess impacts of (LER) interventions, including intended or unintended outcomes and outputs in 8 Governorates. Services provider/s from institutions and private sector who have completed projects with support of UNDP in 2016-2017 are not eligible to apply for this assignment.

UNDP global approach to inclusive growth embraces nationally-owned, crisis and gender-sensitive interventions that are responsive to local conditions and aligned with recovery while managing risks over time at individual, household, community and societal levels in ways that minimize costs, build capacity to manage and sustain and maximize positive coping mechanisms, social inclusion, and transformative potential.

UNDP Syria is committed to assessing the impact of livelihoods and economic recovery interventions. While, in the crisis context, working on livelihood and economic recovery can show immediate results and changes in people's lives, and can in many cases save lives especially in areas of conflict and for vulnerable groups such as FHH and PWD, qualitative and quantitative impact evaluations including collection of baselines have not been conducted so far.

Thematic area

UNDP work in Syria mean to add to upgrading the local economy and nearby generation and organizing individuals' strength. In 2016-2017 UNDP support to Livelihood and Economic Recovery (LER) has been given to family units and communities to benefit from sustainable livelihood opportunities. The strategic approach to achieve Livelihood and Economic Recovery goals in 2016-2017 focused on the following Key thematic areas and business models:

- i **Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived** at the community level through a small grant scheme and direct implementation by UNDP including distribution of productive assets in 8 governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Hasakeh and Deir-Ezour
- ii **Market revival and support to MSEs** through distribution of productive assets in 2 governorates of Homs and Tartous.
- iii **Livelihood opportunities supported for vulnerable groups** including female-headed households (FHH) and persons with disabilities (PWD) through targeted projects in 8 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Hasakeh, and DerEzour.
- iv **Sector-based Livelihood** through reviving and supporting agriculture activities at household and farm level, including cash for work, value-chain business model development, and distribution of productive assets in 8 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, and Hasakeh.

- v **Business support and entrepreneurship skills for youth** through a national and local tested business models by conducting market-based vocational training, distribution of toolkits, advanced training on entrepreneurship skills, distribution of start-up grants provided for youth based on the business plans developed by target beneficiaries to start their own business in 7 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo Hasakeh,
- vi **Conducting Livelihood and Economic Recovery Assessment** and provide support at the policy level

List of projects evaluated

38 projects were selected by the Division of Livelihoods and Early Recovery to measure their impact, but only 36 projects out of those 38, were implemented due to the difficulty of obtaining information on two projects (Rural Damascus and Aleppo).

Location	Thematic Area	Partner	Description of project
Aleppo	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Ahl Alkheir	Sewing Workshop - Kiswet AlKheir Phase2 By German2 [Ahel Al-Kheir] in Aleppo
Aleppo	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	GOPA	Service Initiatives to support Livelihoods By german 3 [Orthodox Patriarchate]in Aelppo
Other	Business support and entrepreneurship skills for youth	UNDP	Vocational training National Bid - Lot 2 By German 3 [UNDP] in Aleppo
Al-Hasakeh	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Al-Ihsan Charity	Traditional Bakery by Kw4 (Al-Ihsan Charity) in Al-Hasakeh
Al-Hasakeh	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Assayedeh Church in Al-Hasakeh	Cow Farm in tal Wardiyat By German3 [Assayedeh Church in Hasake] in al Al-Hasakeh
Al-Hasakeh	Business support and entrepreneurship skills for youth	Al Birr NGO	Provision of Start-up Grants-Josoor Phase 2 By Germany3 [Al Birr] in Al-Hasakeh
Al-Hasakeh	Sector-based Livelihood	Al Birr NGO	Empowerment of Small Farmers in Qamishli by DDC [Al

Location	Thematic Area	Partner	Description of project
			Birr in Qamishli] in Al-Hasakeh "Badira"
Al-Hasakeh	Sector-based Livelihood	UNDP	manufacture of compost By German3 [UNDP] in Al-Hasakeh
Al-Hasakeh	Livelihood opportunities supported for vulnerable groups - FHH	Al- Mawada Charity	Food Processing in Tal-Hajar by Japan Fund 2 (Al-Mawada Charity) in Al-Hasakeh
Lattakia	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Armenian Catholic Church	Laurel Soap Manufacturing Workshop by SDC3 [Armenian Catholic Church] in Lattakia
Lattakia	Sector-based Livelihood	UNDP	Distributing Cows By Russia [UNDP] In lattakia
Lattakia	Sector-based Livelihood	UNDP	Barely Growing Project by Russia 2 [UNDP] in Lattakia
Lattakia	Sector-based Livelihood	UNDP	agri Inputs Lattakia by German3 [UNDP] in Lattakia
Lattakia	Sector-based Livelihood	UNDP	Apple vinegar by Japan2 [UNDP] in Lattakia
Deir-ez-Zor	Livelihood opportunities supported for vulnerable groups - FHH	UNDP	Provision of Tranditional bakeries to support women by Russia2 [UNDP] in Deir Azzor
Deir-ez-Zor	Livelihood opportunities supported for vulnerable groups - FHH	UNDP	Manufacturing and distribution of quilts woolen By Japan2 [UNDP] in Deir Ezzor

Location	Thematic Area	Partner	Description of project
Hama	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Mesiaf Charity	Pastry Workshop in Mesiaf City by German 2 [Mesiaf Charity] in Hama
Hama	Business support and entrepreneurship skills for youth	Syrian Orthodox Archdiocese	training and set up small income-generating projects - Koutwa - By German 3 [Archdiocese of the Syriac Orthodox] in Hama
Hama	Business support and entrepreneurship skills for youth	Mesiaf Charity	Vocational Employment in Mesiaf Phase 2 By German3 [Mesiaf Charity] in Hama
Hama	Livelihood opportunities supported for vulnerable groups - FHH	Child protection association	Sewing Workshop BY Russia Fund in Hama City [Child Protection Association] in Hama
Hama	Livelihood opportunities supported for vulnerable groups - PWD	Syrian Orthodox Archdiocese	Embroidery Workshop for PWDs in Hama city by Japan 2(Syrian Orthodox Archdiocese) in Hama
Homs	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Um Al Nour Church	Vocational center By German3 [Um Al nour Church] in Homs
Homs	Market revival and support to MSEs	UNDP	Supporting the owners of shops in the commercial markets By German3[UNDP] in Homs

Location	Thematic Area	Partner	Description of project
Homs	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Al-Sanabel	Vocational Center by Kuwait 4 [AL-sanabel] in Homs
Homs	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Al Bchara Church	Vocational Workshops in Homs BY Kuwait Fund 4 [Sayedet Al-Bishara Church] in Homs
Rural Damascus	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Al-Birr Wallhsan	Cow Farm and Dairy Production By SDC3 [Al-Bir Wal -Ihsan Association in] In Rural Damascus - Artouz
Rural Damascus	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Assayedeh Al-Azra'a Church in Rural Damascus	Furniture Workshop 2 by German3 [Assayedeh Al-Azra'a Church] in Rural Damascus
Rural Damascus	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Mar Yacoub Church	handicrafts and Knitting Vocational Training By Japan2 [Mar Ya'coub Al-Barade'i Church] in Rural Damascus
Rural Damascus	Livelihood opportunities supported for vulnerable groups - FHH	Syrian Catholic Archbishopric	Prosthetic Workshop by KW4 (Syriac Catholic Archbishopric) in Rural Damascus
Rural Damascus	Disrupted livelihoods, including small businesses and social and productive	Supporting the poor (AL TAL) NGO	Food Processing Workshops by Japan 2 [Supporting the Poor

Location	Thematic Area	Partner	Description of project
	enterprises, restored and revived		Al-Tal NGO] in Rural Damascus - Al Tal
Rural Damascus	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Other	Sewing and knitting Workshop in Jaramana by Eu2 [Jaramana Social Charity] in Rural Damascus
Rural Damascus	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Evangelic Church	Sewing Workshop-Basmet Amal By German3 [Evangelic Church] In Rural Damascus
Tartous	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	Milad Al Sayida Al-Azraa Church	Vocational center By German3 [Milad Al-Sayida Al-Azraâ Church] in tartous
Tartous	Market revival and support to MSEs	UNDP	blacksmith workshops By German3 [UNDP] in tartous
Tartous	Livelihood opportunities supported for vulnerable groups - FHH	Islamic Jaafari NGO	Food Processing in Tartous City by Japan2 (Islamic Ja'fary Charity) in Tartous

Report structure

The report include Programme impact on key socio-economic indicators and possible impact pathways.

Structure of report covers five main elements:

- Relevance.
- Efficiency.
- Effectiveness.
- Sustainability.
- Impact of the intervention.

In addition, report also contains set of sub-criteria: coverage, social inclusion, creating jobs, partnership, and Sub-group analysis (age, sex, PWDs, etc).

The report drawing on many findings, recommendations and lessons learned, and suggest changes in programme designs, implementation and expansion to achieve maximal impact drawing the findings from the evaluation that will develop livelihoods and economic recovery of UNDP Syria, in addition to suggestions for different livelihoods approaches of agricultural livelihoods; social protection and PWDs, active labor market, private sector development with a focus on MSMEs should be included.

Evaluation scope and objectives

Evaluation scope

The evaluation will focus on the selected projects based on two levels of segmentation, first the level of governorates and then the level of the projects in each governorates.

The report will study the projects selected (38 project) in the following governorates as detailed in the list of projects evaluated. Governorates covered:

(Aleppo, Latakia, Alhassakeh, Dier Azzor, Rural Damascus, Homs, Hama, Tartous)

Evaluation Objectives

The main objectives of the project impact assessment process are:

1. Measuring the United Nations Development Program assessments during the crisis with a focus on: coverage, social inclusion, creating job opportunities and partnerships. It should address how interventions seek to promote the application of a rights-based approach based on mainstream gender cohesion and social cohesion in general.
2. Identifying the estimated impacts and potential pathways of impact of livelihood interventions.

The scope of work as detailed in the TOR would inform the following broad areas but not necessarily be limited to them.

i **Programme theory of change:** The theory of change presents the hypothesized casual pathway linking the inputs and activities of the interventions to its intended and unintended outputs and outcomes. It also explicitly states the assumptions that inform each link in the pathway. It is required to draw on existing literature, qualitative field work, project documents and discussions with beneficiaries and implementing partners to develop a theory of change.

ii **Programme impact on key socio-economic indicators and possible impact pathways:** Key inputs, outputs and outcomes will be identified based on the theory of change. It should cover five elements/criteria: Relevance, efficiency, effectiveness, sustainability, and impact of the intervention using UNDP approach to Result Based Management. In addition, **UNDP evaluations in crisis context must also include:** coverage, social inclusion, creating jobs, partnership... and should address how the intervention sought to strengthen the application of the rights-based approach and mainstream gender and social cohesion efforts. The report should estimate impacts and possible effect pathways of the livelihoods interventions.

iii **Sub-group analysis:** The study will estimate the differential impact of livelihoods interventions among various populations and subpopulations by collecting disaggregated data (sex, religion, PWDs etc), and conducting appropriate analyses, including gender analysis to identify differential impacts.

iv **Programme implications:** drawing on the findings, the report should highlight key success areas and lessons learned, and suggest changes in programme designs, implementation and expansion to achieve maximal impact drawing the findings from the evaluation that will feed into the development of a livelihoods and economic recovery of UNDP Syria. Concrete suggestions for different livelihoods approaches of agricultural livelihoods; social protection and PWDs; active labour market; private sector development with a focus on MSMEs should be included.

Evaluation criteria

The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the evaluation.

The evaluation will depend on the theory based evaluation methods and will be qualitative evaluation based on:

- The review of the project details and the documents provided
- Field visits and our team observation
- The interview with selected sample of beneficiaries
- The interview with key stakeholders.

And the evaluation criteria will be detailed in 5 main drivers:

- Relevance
- Efficiency
- Effectiveness
- Impact
- Sustainability

Where each driver will be assessed through main and detailed questions. The evaluation criteria to each answers and its indicators will be assessed to be either Satisfactory or Unsatisfactory based on the judgmental evaluation based on basic criteria for each indicator that was agreed with the team of LER UNDP.

Evaluation for each driver will be defined to determine the basic question of the evaluation that was requested from UNDP LER team in the TOR and detailed in the aforementioned section.

Evaluation questions

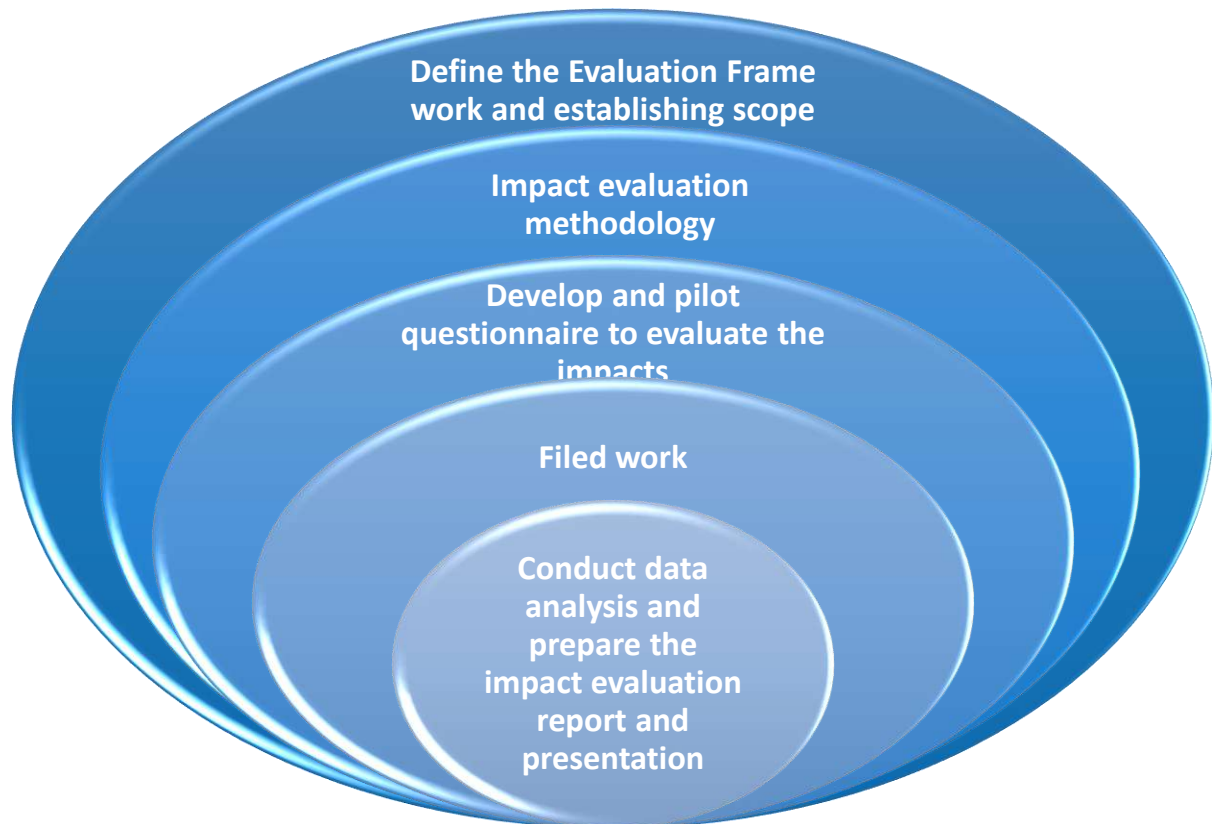
Questionnaire may include, but not limited to the following questions:

- ✓ Were the projects' stated outcomes or outputs achieved? and how are these linked to the impact of people's livelihood and community' economic recovery?
- ✓ What progress toward the outcomes and social impact has been made? And what are the indicators to measure this progress?
- ✓ What factors have contributed to achieving or not achieving intended outcomes and impact?
- ✓ To what extent has UNDP support contributed to planned outcomes and social impact and creating sustainable jobs?
- ✓ Has the UNDP partnership approach and techniques been appropriate and effective?
- ✓ What factors have contributed to effectiveness or ineffectiveness, and why?
- ✓ What are the key factors, indicators, challenges and risks that affect in a positive or a negative way the achievement of project impact?
- ✓ How did the intervention contribute to the big picture and strategic approach of livelihood and economic recovery described above?
- ✓ How did the crisis affect the project implementation?

Detailed questions are listed with their answers for each project in the annex

Evaluation approach and methods

Evaluation approach



Stage 1 Define the Evaluation Frame work and establishing scope

- Produce an approach paper specifying the sampling strategy and a pre-analysis plan detailing a mixed method impact evaluation design.
- Create an engagement and communication plan for key stakeholders

Stage 2 Impact evaluation methodology:

An impact evaluation design must choose the best means of meeting its objectives, as defined by the key questions it is attempting to answer and by the stakeholders commissioning and conducting the work. It consists of four basic elements

- The evaluation questions
- The theory of cause and effect, which will be accepted as providing sufficient answers to the questions

- Definition of the data necessary to examine the theory
- Framework for analyzing the data to provide adequate explanation of performance against the theory.

Evaluation methodology may include, but not limited to,

- Desk review,
- Field visits,
- Meeting with beneficiaries,
- Interviews with key informants and partners,
- Community feedback,
- Rapid impact assessment using surveys etc.

Given that there is no baselines available, we might review the existing micro- or macro level baseline data to determine comparability of selected indicators as well as determine the validity of these indicators.

We will check the validity internally through ensuring that the causal relationships verified or measured by the evaluation correctly describe the links between outputs, outcomes and impacts.

Stage 3: Develop and pilot end-line questionnaire to evaluate the impacts

Questionnaire will include identified key socio-economic indicators in addition to the demographic indicators and possible impact pathways.

Stage 4: Field Work activities

We will adopt a mixed methods of data collecting that will be detailed in the impact evaluation methodology:

1. Desk Review
2. Field visits
3. Quantitative Methods:
 - Sample Composition
 - Define the sample and population targets, were we plan to stratify the population according to the related clusters and type of intervention, and the sample size will be determined based on our professional judgment and in coordination with UNDP management.
 - Geographically based in targeted areas as per the TOR

- **Questionnaire design**
 - A structured questionnaire, will be designed to cover the subject areas of the evaluation.
 - Questionnaire will be pilot-tested and modified as necessary before going out to the field
 - Field work team will be briefed, trained for the impact evaluation objectives.
- **Data Collection & Quality Control**
 - Design data handling system to capture and record the results gathered by the questionnaire.
 - Statistical analysis of the survey results, and providing expert commentary of the results in both the initial and the final reports.
 - Statistics and charts, in both the initial and the final reports, would feed into the expert examination of the results, its practical meanings, and the potential opportunities and required changes it provides.

4. Qualitative Methods

- Define the focus group sessions that will be held in coordination with UNDP management. Each session will be managed by the main facilitator.
- A guide of the management of the session for the facilitators, and a document about the main issues to be covered will be prepared in order to assure consistency among the sessions, a data system will be developed to capture the Focus Group data.

5. Meetings with Key informants

Conduct consultation meetings with Key informants in each defined area including but not limited to the following:

- Relevant government ministries
- Chamber of Commerce in each defined area.
- Chamber of industry in each defined area.
- Municipalities and governorates.
- The commission of SMEs development.
- Agriculture directorate in each defined area.
- NGOs active in economic development/livelihoods in the target areas.

Preparing an evaluation matrix linking criteria and sub-criteria to questions and sources: this can be used ex ante as a planning tool and ex post as a means to verify that enough evidence is available

Preparing interview checklists, highlighting criteria and sub-criteria that are under review and operational questions. While providing flexibility for the interviewers to adapt to the context, checklists help ensure that key issues are not forgotten.

Preparing interview result sheets, so that key findings can be systematically recorded and tracked by team members.

Stage 5 Conduct data analysis and prepare the impact evaluation report and presentation.

- Analyze all the gathered and collected quality data, and have a brain storming session with UNDP Management to discuss the results and the draft report.
- The main deliverable would be an impact evaluation report.

Data sources

In order to realize the objectives set for evaluation, a set of scientific methodological tools was adopted to obtain the largest amount of data by identifying the views of the project owners and key persons and observations and conclusions of the field work teams. These tools are:

- 1- Comprehensive desk auditing of relevant studies and reports at each governorate level.
- 2- A field visit to projects that involve taking the views of the project owners.
- 3- Field survey of the views of a number of beneficiaries of selected projects.
- 4- In-depth individual interviews with key people at the economic sector level or the project area.

This phase is followed by the phase of writing the first draft of the report based on the primary and secondary data collected, and the preliminary conclusions of the field teams. The review phase is then carried out by the Livelihoods and Early Recovery Program division to review and correct the content of the report to finalize the research final version.

Sample and sampling frame

The sample of projects to be evaluated were selected by the Livelihood and Early recovery team, while the sample of interviewed beneficiaries were selected based on the following

The division of Livelihoods and Early Recovery has adopted a preliminary list of 38 selected projects in coordination with the UNDP offices in the governorates and sent them to Talal Abu-Ghazaleh Organization on 17/1/2018 as follows:

Governorate	Number of projects
Rural Damascus	7
Homs	4
Hama	5
Aleppo	4
Tartus	3
Lattakia	6
Al-Hasakah	7
Deir ez-Zor	2
Total	38

And to provide Talal Abu-Ghazaleh Organization with all follow-up reports and completion of each project, in order to complete the desk auditing phase and to provide a theoretical knowledge base for the field teams, the division of Livelihoods and Early Recovery has requested reports from the field offices. Some of these reports have been sent, but they are not sufficient to form a theoretical framework for the research.

Data-collection procedures and instruments

Field visits phase:

In order to ensure the timely implementation of each phase, Talal Abu-Ghazaleh Organization proposed conducting field visits to selected projects until the completion of relevant reports and documents, with the aim of identifying the projects directly by the fieldwork team and using initial data from the partners.

Abu Ghazaleh Group requested the designation of liaison officers at the governorate level to initiate logistical procedures for field visits (communication with local partners through liaison officers, scheduling, setting goals for visits ...). The Livelihoods and Early Recovery division agreed to implement field visits on 25/2/2018.

Talal Abu-Ghazaleh Organization's field teams in the eight governorates started the procedures for organizing and implementing the visits. As a result of some difficulties (as listed below in the limitation section), two of the projects identified in the preliminary list were canceled.

Survey phase of beneficiary views:

Following the decision of the division of Livelihoods and Early Recovery on 10/4/2017 to depend only on the reports sent, which did not help the team to form the minimum theoretical framework for the research, considering that most of the reports sent relate to project proposals (Proposal) And did not provide the actual performance and implementation reports,

Talal Abu-Ghazaleh Organization has designed three models of beneficiary forms in order to start surveying their views. Beneficiaries of the programs have been divided. Based on field visits and desk auditing of the initial reports available, beneficiaries were divided into the following subgroups:

- a- The category of paid employees.
- b- Self Employed (Self Employed)
- c- Trainee's category.

The three models included questions about project satisfaction and work mechanisms, in addition to strengths and weaknesses of each project from the point of view of the

beneficiaries, impacts on individual, family and community levels, difficulties and proposals for development and sustainability.

The three forms were sent to the Damascus office for final approval. After amendments to the forms, the final forms were approved on 16/4/2018.

After that, the logistical preparations for the implementation of the survey started at the level of each governorate, in cooperation between the heads of the work teams of Talal Abu-Ghazaleh Organization in the governorates and the liaison officers appointed by the division of Livelihoods and Early Recovery.

Phase of interviews of key persons:

In order to ensure the diversity of sources of information for each project, a series of interviews with key persons in the project area were planned according to two categories of persons:

- Economists and professionals in the field of project work.
- Local leaders in area-specific projects (such as rural projects)

We would like to point out that it was agreed that two key persons from relevant government agencies were to be interviewed, but for reasons related to livelihoods and early recovery, this orientation was neutralized.

Reporting stage:

After the completion of the primary data collection stages through the survey of the views of the beneficiaries, the interviews of the key persons, the entrepreneurs and the collection of secondary data from the available reports at the level of each governorate, the draft report was prepared, which provides a general introduction to the goals, targets, geographical, temporal and then sub-reports for each governorates independently according to the following structure:

- The Project Objectives
- Summary of the Project and its Justifications.
- The Geographical and Timeline scope of each project.
- Target groups.
- Results of field visit.
- Results of survey of beneficiaries' views.
- Interviews of key people.
- Conclusions at the level of each project.
- Recommendations at the level of each project.

Stakeholder participation

In order to achieve the objectives of the evaluation, we interviewed Stakeholder of the project to determine the impact of the projects, the Stakeholder participation are:

- 1- Beneficiaries of the programs that have been divided into the following subgroups:
 - a) The category of paid employees.
 - b) Self Employed (Self Employed)
 - c) Trainees category.
- 2- key persons, in the project area that divided according to two categories of persons:
 - a) Economists and professionals in the field of project work.
 - b) Local leaders in area-specific projects (such as rural projects)
- 3- Experts and community leaders.

Performance standards

The Quality standards for development evaluation—focused on relevance, effectiveness, efficiency and sustainability—that development agencies have been using for many years.

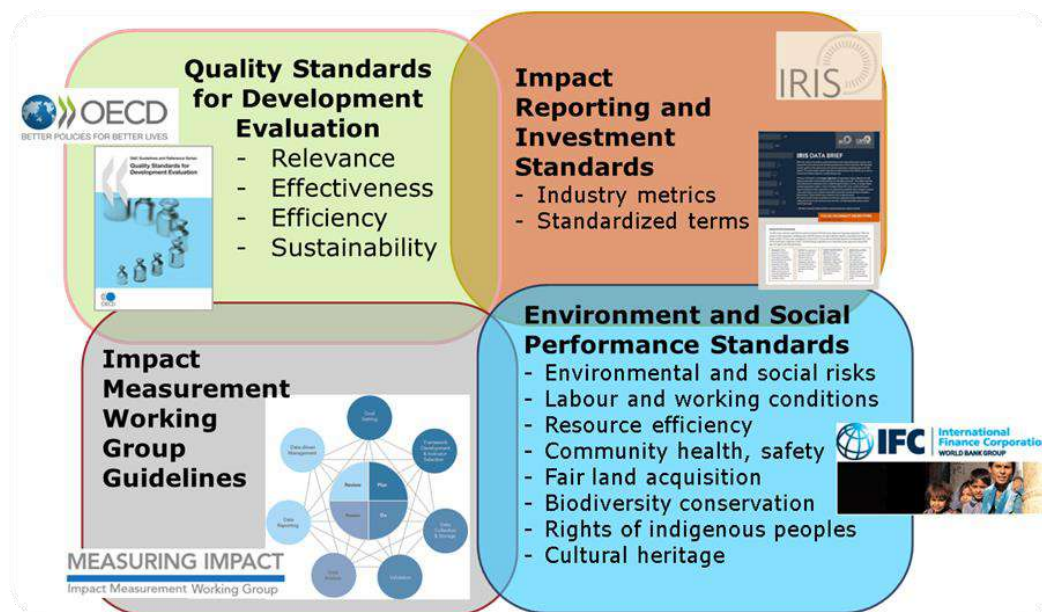
As a result of creative and disciplined work in a variety of fields and organizational settings, there are several sets of standards that can and should be applied in the evaluation of impact investing programs, funds and individual investments.

Impact evaluation in international development is informed by standards for social science research— although more progress has been made in reaching consensus on how these apply to impact evaluation using experimental methods.

Regardless of the approach and methods used, however, quality assurance should focus on the choice of appropriate methods for the evaluation purpose and context, appropriate criteria for judging the impact of the intervention, how rigorously the methods have been applied (including adequate measurement), whether legitimate conclusions have been drawn from the data and the utility of the evaluation.

The quality of an impact evaluation will also be judged on whether it has both credible findings on the evaluation subject in its context (internal validity) and credible conclusions that apply to other contexts (external validity)

Ethical considerations



We always committed to provide high quality services to satisfy its clients, as well as maintain a high degree of professionalism, integrity and impartiality when providing our services, especially financial auditing, were we deal with all of our client's information with the strictest confidentiality. We are also proud to have a clean record where no client or entity has taken legal action against it.

Moreover, and being a part of the Talal Abu Ghazaleh Organization (TAG-Org), we adhere with TAG-Org's Code of Ethics that is mandated for every staff member within TAG-Org to practice and follow. The Code of Ethics includes issues such as

- Compliance with laws, rules and regulations
- Conflict of interest
- Professional competence and holding the company and clients best interests
- Confidentiality of company and client information

- Proper use of company assets
- Fair dealing with company's customers, service providers, suppliers, competitors and employees
- The guarantee of Equal employment opportunities for all employees
- Harassment and discrimination issues
- Grievance and complaints

We ensure that each individual within the firm adheres to our code of ethics, any actions that will adversely affect our integrity or image are not permitted.

Last but not least, and in order to comply with the Quality standards, we have a dedicated quality control department that requires each office to regularly undergo a peer review, carried out by other TAG-ORG offices, to confirm that the method and quality of work is consistent with that of our network worldwide.

Major limitations

During the field stage, the following difficulties were encountered:

- Lack of rapid response by UNDP liaison officers in a number of governorates.
- Lack of information among liaison officers on evaluation objectives and aims.
- The overlapping between the Impact Measurement Project and the Study of Labor Markets. At the request of the division of Livelihoods and Early Recovery, Talal Abu-Ghazaleh Group has sent names of the work teams to study the impact measurement in the eight governorates on 11/3/2018
- The difficulty of communicating with a number of officials of the partners, especially the churches and religious bodies, because of the sensitivity of these bodies and people of them.
- The conditions of the Ghouta of Damascus area during the implementation of the field work, which hindered the implementation of field visits in the governorate of Rural Damascus, especially those projects in the region of Jaramana.

As a result of these difficulties, two of the projects identified in the preliminary list were canceled.

The general conclusions of the projects

Strengths

6. Livelihoods and early recovery initiatives have been a major reason for establishing the majority of sample projects, from the point of view of beneficiaries and experts.
7. Most of the projects are capable of sustainability and expansion in the case of providing a number of conditions and criteria, most importantly the availability of qualified management by the partner.
8. The majority of beneficiaries and experts agreed on the efficiency and effectiveness of coping mechanisms by livelihood and early recovery workers with target and partners.
9. Most of the projects have been able to provide reliable products and services at good prices, thus contributing to the provision of part of the needs of the communities in the project areas.
10. A number of projects are distinguished by the optimal investment of the characteristics and comparative advantages of the project areas, such as the laurel soap project in the region of Kasab - Lattakia Governorate.
11. The majority of projects have been able to positively influence the target population by providing a good source of income, improving living standards, and creating comfort and stability.
12. Distribution of employment opportunities among target groups of interventions, youth, female breadwinners, persons with disabilities, displaced persons and without focusing on a specific category.
13. The allocation of a number of projects to specific categories due to the nature of these projects, such as "home rations projects" which targeted female breadwinners directly, and the project of "embroidery workshop - in Hama" which targeted persons with disabilities.
14. The support of agricultural projects has had a direct impact on achieving stability and encouraging return to the areas of displacement as evident in the projects of the northern villages of Lattakia Governorate.

15. A number of projects have contributed to enhancing food security in areas that have experienced difficulties in providing food, such as the "Tal Al Khair" project in Al- Tal region / and "the two ovens" projects in Deir ez-Zour and Al-Hasakah.
16. A number of initiatives have had direct and indirect effects on the revival of traditional markets and their return to commercial movement, such as the project of "vegetables market" in Homs.
17. Projects have generally contributed to enhancing social cohesion between host communities and the displaced through integration into the work environment.
18. Vocational training programs were characterized by diversity and variation in line with the specificity of the category and the region, ranging from training in the work environment, entrepreneurship training, and supporting the establishment of individual projects.
19. Implemented projects have achieved positive breakthroughs for vulnerable groups of female breadwinners and persons with disabilities, given the ability of these projects to provide jobs for these groups alongside the rest of the community individuals.

Weaknesses

6. There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
7. The sustainability goals where not achieved in all projects due to lack of experience or proper planning of the implementing partners of some evaluated projects
8. Implementing projects and activities with faith based organization may limit the beneficiaries to the related people. In addition, it is difficult to deal with the officials of these bodies in the procedural matters related to the work of the projects, given the privacy and sensitivity of these persons and their social status.
9. In some instances communication between the project responsible personnel and the implementing parties was not effective in all stages of activities.
10. In spite of the social goals and objectives of the projects along with the economic objectives, there are a number of projects that are not considered economically effective, and their social and economic impact ended with the end of the support, such as the projects of ovens in Deir ez-Zour and Al-Hasakah.

11. It is noted that the target groups have weak knowledge of the activities and initiatives conducted within the division of early recovery and livelihoods, and that because of the absence of definitions policy on the projects, opportunities of having access to targets decrease.
12. In some of the interviewed some beneficiaries mentioned that their preferences might have been different than the planned projects, which may cause a gap between the projects management and beneficiaries.
13. Some of projects did not take a full consideration to the marketability of production within the sustainable plan, which may cause difficulties in marketing and selling products.
14. Non-registration of projects workers in social insurance or health insurance systems weakens the social protection of employees and job stability.
15. The fact that the projects do not include formal licensing procedures and the protection of intellectual property of projects and products will undermine their sustainability.
16. Cash grants associated with training and entrepreneurship projects (such as the Homs Entrepreneurship Project), until individual projects are established by the target, are not commensurate with the prevailing fees for establishing a minimum project.
17. As for training programs (Homs, Tartous, Aleppo ...), it is noted that the duration of training is short, and that there is a need to divide training courses into (beginner, advanced...).
18. Most of the training projects were unable to provide job opportunities for the target population. This indicates that there is no study of the needs of the labor market prior to the design of the training program or of the lack of practical aspects in these training programs.
19. The projects lack the full documentation or execution of monitoring and follow up tasks.
20. The absence of occupational safety systems for projects increases the likelihood that beneficiaries will be exposed to accidents and work injuries.
21. Some projects depended on external and foreign sources for the inputs and assets provided. Where in some projects especially the agriculture based it's recommended to take into consideration the local aspects for the better adaptation and ensure sustainability and success.

Lessons learned

1. Cattle breeding projects "Tel Wardiyat-Al-Hasakeh project" requires an integrated approach, starting with supporting the agriculture and industries related to the provision of fodder, and then working on the treatment of cows' dung to preserve the environment and ending with the linking of milk production to a dairy and cheese workshop, ensuring as such the ability to continue and expand.
2. Studying the specific and relative characteristics of the project area, and supporting the projects based on these advantages will achieve optimal investment and faster results, such as the project of "Laurel Industry - Kasab - Lattakia Governorate".
3. Adopting a mechanism for engaging the target group in the planning of any future initiative or project would ensure its success in understanding their views and taking advantage of their expertise instead of undertaking improvised initiatives such as those in the "Distribution of agricultural inputs - Lattakia (Beekeeping and Cattle Distribution)" projects. At the same time, engaging the target group in the planning shall contribute to introducing the project in the project activity area and increases access to beneficiaries.
4. Supporting training programs by various United Nations agencies should be through contracting licensed and qualified centers and not by non-qualified religious associations and organizations. The role of the partners here should be limited to linking the target group within their services with approved vocational training programs.

6-1 General Recommendations:

5. To define a separate indicators to measure and monitor the different components of activates in each project (training, production)
6. Enhance the assessment of implementing partners to ensure the sustainability of projects executed through them.
7. Design a training program to build the capacity of current and potential project management partners.
8. Ensure that the projects implemented through faith based organizations should be separated to operational entities to ensure the independency and unbiased activities provided to the beneficiaries.
9. Establish a mechanism or criteria for the assignment of project-specialized work team by partners, with the requirement that directors and board members be prevented from working in these designated departments to ensure accountability and follow-up by the program and partner.
10. Prepare economic feasibility study of any project before its implementation by specialized bodies in these studies and the calculation of the cost of the social or training goals in case the project has several non-economic goals.
11. Develop an information policy to introduce the activities of the Livelihoods and Early Recovery division within the target groups and the community in general, to expand the list of targets and beneficiaries, and to include an item in each partnership agreement that requires the partner to identify and disseminate the project services among the beneficiaries.
12. Enhance communication between the project management and the related beneficiaries to ensure the social acceptance of project.
13. Ensure the marketability study of the products related to funded projects to ensure its sustainability
14. Highlighting the distinctive experiences that have been able to provide job opportunities for a number of people with disabilities or female headed households, in order to dedicate the positive breakthroughs achieved by the project in this field.
15. To develop a map of the economic and social benefits of each governorate, which constitutes a basic knowledge base, to design future projects and interventions based on these characteristics and advantages.

16. Studying the value of the cash grant to establish projects for the beneficiaries of the training programs to suit the needs of each project in the minimum.
17. Studying the issue of licensing and intellectual property protection for projects and products whether for existing or future projects, the thing which enhances their ability to continue and obligates partners to carry out them under the terms of the cooperation agreements.
18. Commitment of partners to occupational health and safety conditions for premises or training, to protect beneficiaries from work and accident injuries.
19. Develop partnerships and memorandums of understanding with a number of employers (chambers of commerce, industry, tourism, and agriculture ...) to provide job opportunities for graduates of training programs with a focus on training programs within the work environment (On the job training).
20. Supporting and establishing business incubators in different regions and governorates to support those wishing to establish their own projects. These incubators will provide all financial and non-financial services from funding, consultancy, feasibility studies and capacity building.
21. To support the establishment of collective projects among the targets, after the preparation of a study on the constitutive legal formula, which ensures preservation of their rights, and at the same time, expansion in the material and human capabilities of the project.

Governorates Details

The following details reflect our analysis over our selected sample of beneficiaries, not all beneficiaries included in the projects:

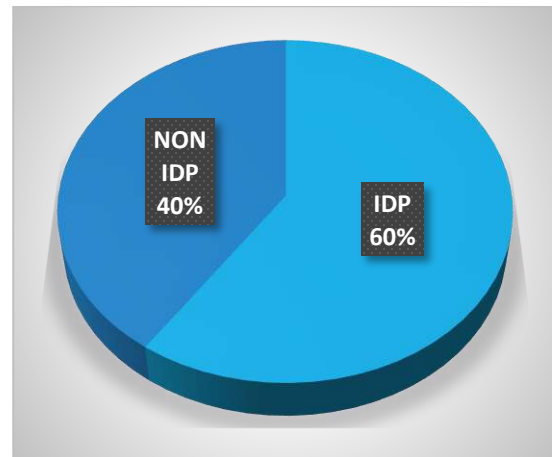
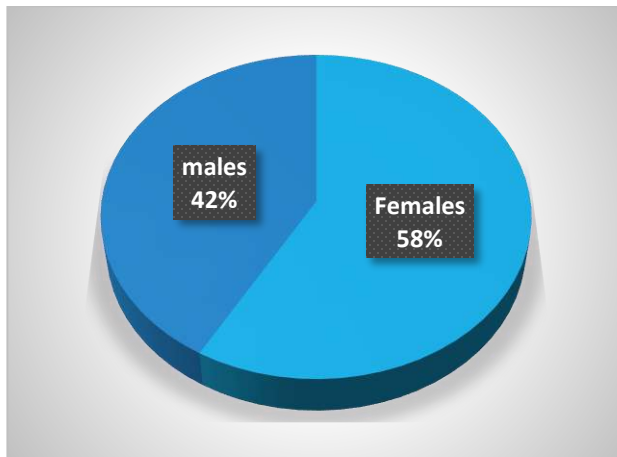
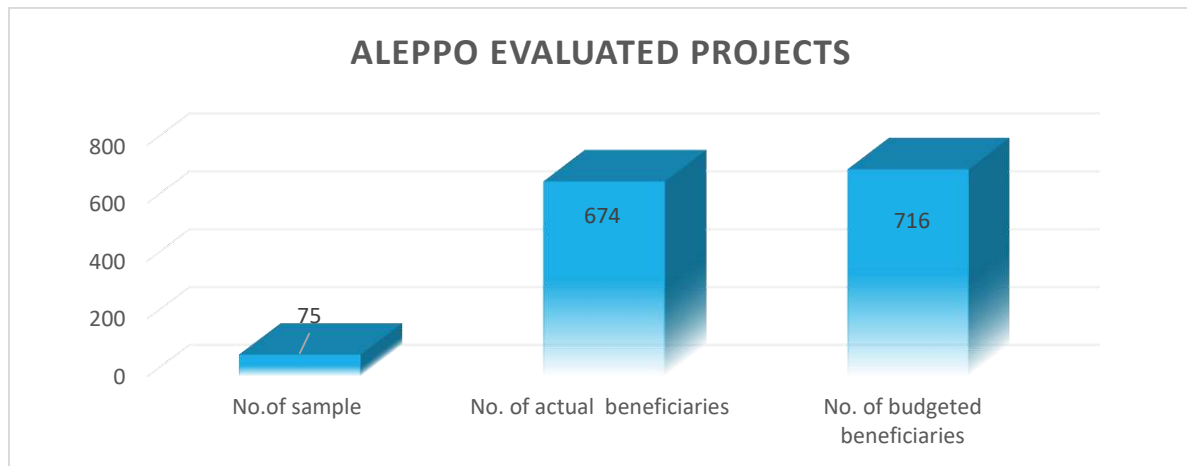
Aleppo Governorate

Governorate Projects Analysis

We evaluated in Aleppo three projects related to two main outputs:

- Business support and entrepreneurship skills for youth
- Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived

Graphs related to planned investigated sample of projects in each governorate



Project evaluation information details

Project 1 Sewing Workshop - Kiswet Alkheir Phase2 By German2 [Ahel Al-Kheir] in Aleppo

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final -	
Period under evaluation	Extension Start	End
	1 May 2017	30 June 2017
Project budget	40,083,003 SYP -	
Project Expenditure at the time of evaluation	40,544,173 SYP -	

Description of the intervention

Summary and Justification of the Project:

- The project has established a workshop for the manufacture of cotton and then expanded the workshop in the next stage through the establishment of new production lines and adopted a competitive pricing mechanism and the use of a marketing team to ensure the disposal of products and access to all segments of society, especially those with low purchasing power and low income while ensuring the quality of materials produced.
- The project also aimed to gradually increase the production rate during the implementation months, ensuring the sustainability of project activities and the maintenance of employment opportunities after the end of the UNDP support period.

The most important justification for the project can be summarized as follows:

- Clothing industry is one of the most important industries in Aleppo.

- Provide a qualified and unemployed workforce.
- The need for domestic markets for the project products is from underwear and pajamas.
- The positive results of the first phase enhanced the implementation of Phase II / by adding new lines of production of pajamas and inbound garments.

Project objectives:

1. Expansion of cotton underwear production plant.
2. Creating 54 income-generating and sustainable jobs for people I miss the work From People Experience Affected From the crisis Current.
3. Training (10) persons training in a manner Parallel with Production, With Possibility Employ those within Workshop during Stages In order to be able to secure a constant source of income for their families after the end of the project.
4. Provide workshop equipment and assets.
5. Assisting women and qualifying them to gain many skills and integrate into the local market.
6. Contribute to the achievement of financial independence and secure the right income for many needy families.
7. Raising the standard of living and securing suitable employment opportunities for many individuals who lost their jobs as a result of the current circumstances, especially women who lost their breadwinners in the crisis.

Geographical scope of the project:

Governorate: Aleppo - Martini district.

Project Timeline:

The project (extension) started on 1 may 2017 and continued until 30 June 2017.

Implementing Party:

Ahl al-Khair Association was founded in 2006 and has been providing developmental work through the sponsorship of poor families and the care of orphans since the beginning of 2013. Its work moved to the field of relief for the care of families from the governorates and thus the families in the affected areas in Aleppo.

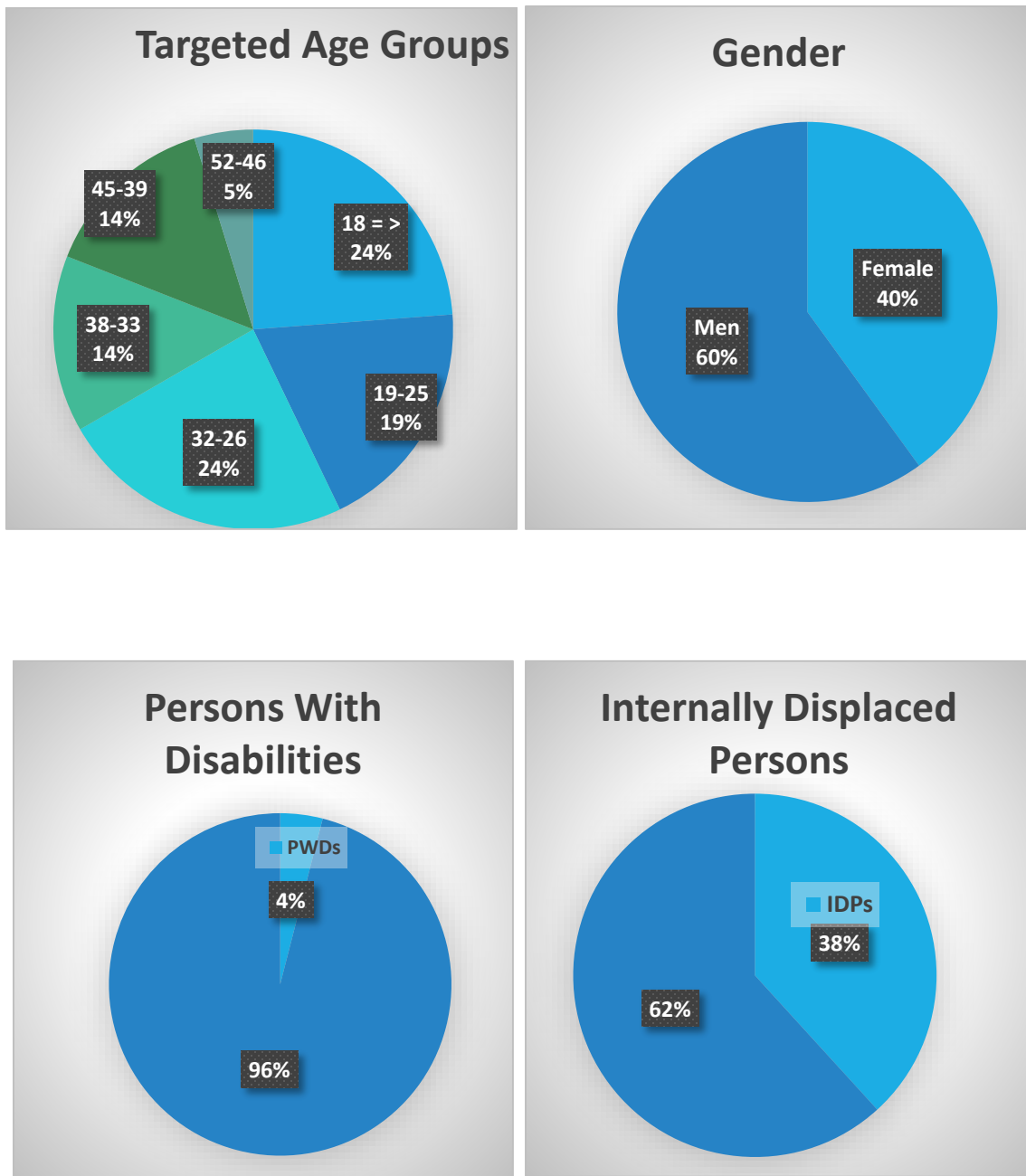
Criteria for selection of targets:

A number of criteria were adopted to target beneficiaries as follows:

- To have experience in this production field, especially when appointing supervisors and experts.
- Be one of most affected and vulnerable persons and need to work.
- To be affected by the current situation, so that one worker is employed from each household.
- Female household have a priority in taking advantage of project services.
- Age groups of (18-45) years mainly.
- Provide employment opportunities for persons with disabilities to suit their situation.

Stakeholders analysis

The following analysis was based on the sample that was selected to be interviewed from beneficiaries of each project.



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 9 criteria out of 11 as listed in the detailed evaluation table.

The project was related to the output “Small businesses and social and productive enterprises” actually targeted 58% of women and females, and the percentage of the youth 81% below 35 years, in addition our sample contained one person with disability which indicated that the project targeted the vulnerable personnel.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was unsatisfactory evaluated were it was satisfactory in less than 70% of the indicators as detailed in the evaluation report.

The project achieved the target where the extension of the workshop was effective in the consideration of the number of workshop established, it was as planned with the equipment purchased under the supervision of UNDP team, but the number of beneficiaries were less than planned and therefore the actual cost of project per beneficiary exceeded the budgeted amount,

On the other hand the production cost for two months project period was near the budgeted amount.

However, the overall cost to establish each workshop was 25,527USD actual (budgeted-26245USD) while the cost per beneficiary in the overall project cost was 3,033USD Actual (Budgeted 1,444USD).

Efficiency Unsatisfactory

Overall efficiency was evaluated as unsatisfactory as we the project was scored as unsatisfactory in 3 out of 8 indicators and efficiency evaluation criteria.

While evaluating the extent was the project management structure as outlined in the project document efficient in generating the expected results we noted that the actual beneficiaries' number were less than the budgeted. In addition the cost planning where we noted that the cost planning were not reasonable in all items (some raw material items exceeded its budgeted amounts for more than 50%).

the forms of support provided by UNDP from the point of view of the sample were according to the series of cash grants first by 33.3% of the sample, followed by the provision of fixed assets by 28.2%, followed by the subsidization of raw materials by 23.1% Lack of knowledge of the beneficiaries of the type of support provided to the project.

As for the extent has there been an economical use of financial and human resources and whether resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes we noted that resources provided the planned fixed assets, while some exceed where found in the raw materials but no exceed from budget and activities were overall cost efficient.

However, the project was performed in a timely manner during two months. But there was no evidence for monitoring activities (no documentation were found) therefore, we could not conclude whether it was performed.

Impact Satisfactory

Overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that support from the UNDP was a main factor in entering the labour market, and 95% of our selected sample found that the project help to create sustainable income.

On the other hand the interviewed beneficiaries found that the project had an impact on the surrounding area and the society. In addition the project achieved the gender equality by employing 58% of females. The details are listed in the evaluation table aforementioned.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory where 90% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society and 38% of the interviewed IDPs plan to continue in the project or in a similar project.

In addition the project continued after the end of donation (workshop continued) based on our team observation, noting that the planning to exit and the sustainable plan approved from UNDP were effective.

Expert and community views:

The owner of a sewing workshop was interviewed and asked about his opinion on the project in general between the following:

Main Strengths

- The project is successful and the community will continue to be in constant need of clothing, as Aleppo is large and therefore the need is continuous, increasing and essential.
- Ability to expand.
- Suitable for the area of workers from the area and surrounding areas
 - Creating jobs for families through employment and improving family conditions.
 - Educating workers for a new profession / manufacturing / after this profession has become poor for distinguished and expert cadres due to migration of people outside the governorates.
- Competition in product prices.
- Enhance self-confidence for employees.

Suggestions:

- Find an executive department / good executive / workshop with market experience.
- The modernization and development of machines and machines in order to increase production and improve its quality and quality.
- Selection of experienced staff to train new employees.
- Training of new employees, including female workers, since the number of young people is currently low.
- • Selection of employees whose conditions allow them to continue to work.
- Develop a precise, clear and thoughtful work system.
- A seminar within the workplace provides food and drink to the workers, which creates an integrated work environment and benefits the project financially.
- Good and thoughtful announcement of the project.

Project photo



Findings

Strengths:

- The project supported through its method of on job training, especially for the females. Thus it achieved its target by helping them to enter the labor market and positively affected their lives.
- The project supported the workshop for a necessary product and helped to provide a sewing project in the governorates of Aleppo is a positive trend to the reputation of the governorates of this industry and its branches.
- Ability to continue in the event of overcoming difficulties and obstacles.
- Providing goods and products at competitive prices.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- The number of beneficiaries were less than expected due to planning weakness, where the productive assets provided and the planned production should have be planned to create certain Jobs, unless the beneficiaries were insecure and left.
- Non-registration of workers in social insurance would negatively affect the stability of the employees and these weaknesses and threaten the stability of the job, and it related to raise the culture of organizing and formalizing the family business in a proper legal entities.
- Absence of the clear structure of project management, as part of the functions of the board of directors of the association.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. Yet the project was overall not evaluated to be effective and efficient in all aspects as detailed aforementioned in the evaluation table.

Recommendations

- Define a clear indicators for each output of the project (business support, vocational training) to evaluate the results in more clear and productive methods.
- Emphasis on the need for the proper planning after the market assessment and performing the feasibility study by specialized offices and destinations, where it was noted that the project was unable to continue, mainly due to the ability of marketing, which could be noticed from the feasibility study. Or include in the capacity building of such project the preparation of such study and assessment.
- Emphasize the need to register employees in social insurance, and to ensure other conditions related to the optimal working environment in general, which contributes to enhancing the stability of the job, and the ability to continue.
- Setting clear criteria in future projects, to oblige the partner to provide an integrated management system from outside the Board of Directors with the necessary qualifications and expertise to manage such a project.

Lessons learned.

- Monitoring activities and its documentation could enhance the project results and help the stakeholders to define the responsibilities and corrective action through the process.
- Proper planning could help to set a subjective and attainable goals to be achieved.
- The on job training could be effective through the fact of engaging the beneficiaries in the production process, yet setting indicators to evaluate the separate effect of each intervention (business support, vocational training) would be helpful.
- The production resulted in such projects could be a positive impact to the market with its quality and competitive prices, yet a financial analysis for the cost and the production prices to compete in the market would be effective.
- Feasibility study could help ensuring the proper budgeting and costing.

Project 2 - Services Initiatives in Aleppo

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Related output		
Period under evaluation	Start	End
	1 December 2016	30 October 2017
Project budget	42,849,440 SYP - 83,227USD	
Project Expenditure at the time of evaluation	42,849,242 SYP- 83,227USD	

Description of the intervention

Summary and Justification of the Project:

The project has led to the creation of four initiatives and business projects for the production of services, providing services at appropriate prices and relieving the families of economic burdens. The project also contributed to the provision of vocational training opportunities and support trainees with professional portfolios to start work based on the following reasons:

- The high unemployment rate among skilled and unskilled workers and the difficulty of obtaining skilled workers on the job opportunity, in addition to securing job opportunities for the beneficiaries of unskilled labour and ensure that they receive appropriate training during work.
- Providing a variety of services to meet the needs of the project area.
- Contributing to reduce the economic burden through low prices for services provided. For example, the interruption of water and electricity for long periods increases the costs of cleaning and ironing clothes very much.

- Invest the expertise and knowledge available to a number of volunteers within the church as owners of previous workshops within the same competencies damaged their workshops and stopped working because of the crisis.
- Attract and recruit a number of unskilled workers to train and provide experience at work.
- Provide vocational training activities for a number for unemployed the workshop, who were also provided with professional toolkit to start their own work. The workshops were distributed as follows: the laundry and ironing center, the students' service center, the clothing and leather repair center and the women's beauty center.

Project Objectives:

- (4) Four service initiatives in the city of Aleppo (laundry and laundry - student services center - beauty center - clothing and leather repair center)
- Created 62 jobs and restored livelihoods for affected families
- Insurance (48) productive assets of the four workshops.
- Insurance (20) vocational training opportunities within the areas of beauty and hairdressing women.
- Distribution of 20 professional toolkit in the field of women's beauty and hairdressing, helping them to earn their income through private work.

Geographical scope of the project:

Governorate: Aleppo - Old Syrian, Villas, Azizia

Project Timeline:

The project started its services on 1 December 2016 and ended on 31 October 2017.

Implementing Agency:

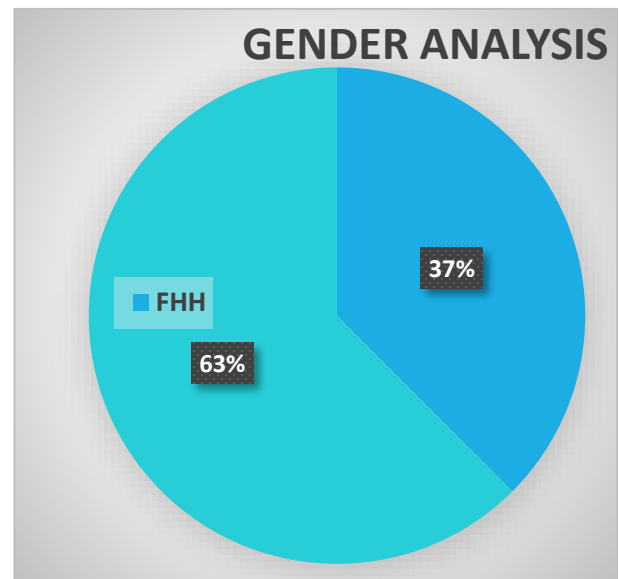
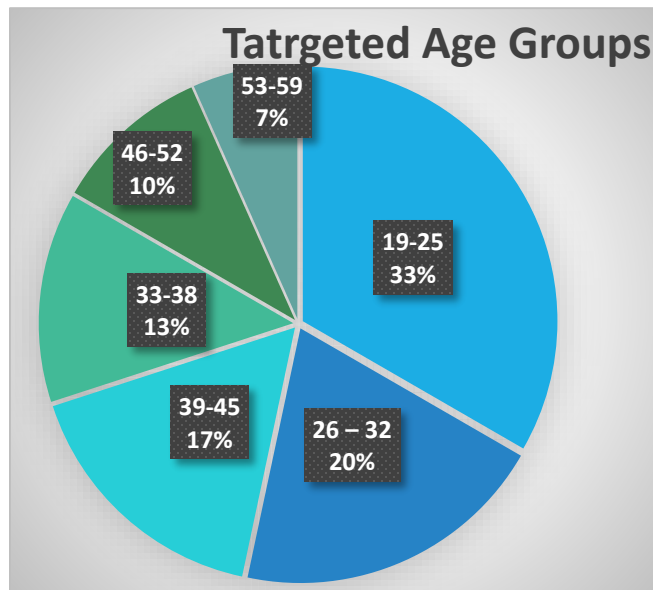
The Patriarchate of Antioch and the East of the Greek Orthodox Church (the Department of Ecumenical Relations for Development) is affiliated to the Patriarchate of Antioch and the East of the Greek Orthodox Church in Damascus. The Department of Ecumenical Relations and Development (DERD), affiliated to the Greek Orthodox Patriarchate of Antioch and all the East (GOPA), was founded in 1994. As the work progressed and the number of projects increased, No. 324 in 1999.

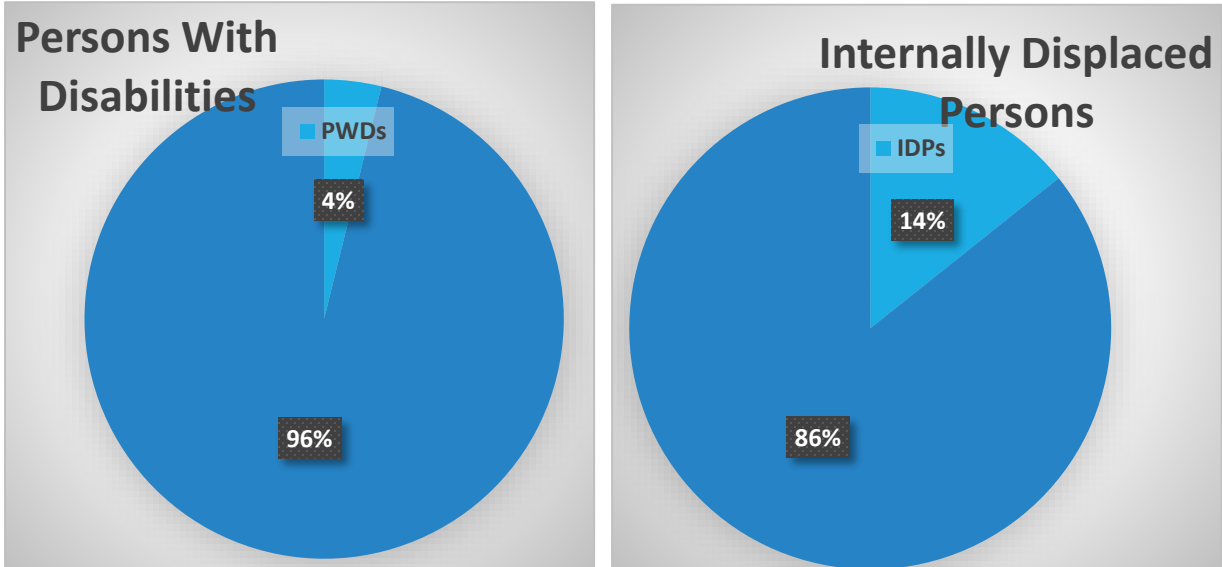
Criteria for selection of targets:

The following criteria were observed during targeting:

- Priority is given to persons with experience who are unable to work in consideration of electing the principal supervisors at each initiative.
- Priority for female headed household.
- Priority for families that do not have any other source of income.
- Priority for female headed household (family include PWD)
- One beneficiary of each family.
- Priority is given to persons with previous vocational training.
- The beneficiary has not obtained a work opportunity or productive assets from any other party in advance

Stakeholders analysis





Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “Small businesses and social and productive enterprises” actually targeted 60% of women and females, and the percentage of the youth 53% below 35 years, in addition our sample contained one person with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 83% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 9 criteria out of 11 as listed in the detailed evaluation table

The project achieved the target where the project was effective in the consideration of the number of initiatives established, it was planned to create 4 initiatives (laundry and laundry- student services center - beauty center - clothing and leather repair center)

On the other hand the production cost for two months project period was near the budgeted amount.

However, the overall cost to establish each workshop was 6,312 USD actual (budgeted- 6,727 USD) while the cost per beneficiary in the overall project cost was 1,236USD Actual (Budgeted 1,017USD).

Efficiency Satisfactory

Overall efficiency was evaluated as unsatisfactory as we the project was scored as unsatisfactory in 7 out of 8 indicators and efficiency evaluation criteria.

While evaluating the extent was the project management structure as outlined in the project document efficient in generating the expected results we noted that they achieved around 77% of targeted no. of beneficiaries. In addition Average - Cost of labor was planned more than actual , where the No. of beneficiaries were less than estimated which allowed to extend the project with no cost but less beneficiaries were benefited.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as a capital grant (70%) and support to purchase fixed assets (40%) to projects and initiatives of livelihood.

As for the extent has there been an economical use of financial and human resources and whether resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes we noted that resources provided the planned fixed assets, while some exceed where found in the raw materials but no exceed from budget and activities were overall cost efficient.

However, the project was extended with no cost due to over budget. But there was no evidence for monitoring activities (no documentation were found) therefore, we could not conclude whether it was performed.

Impact Satisfactory

Overall impact evaluation was satisfactory where 97% of interviewed beneficiaries considered that support from the UNDP was a main factor in entering the labour market, and 96% of our selected sample found that the project help to create sustainable income.

On the other hand the interviewed beneficiaries found that the project had an impact on the surrounding area and the society. In addition the project achieved the gender equality by employing 60% of females. The details are listed in the evaluation table aforementioned.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory where 97% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society and 60% of the interviewed IDPs plan to continue in the project or in a similar project.

In addition the project continued after the end of donation (initiatives continued) based on our team observation, noting that the planning to exit and the sustainable plan approved form UNDP were effective.

Expert and community views:

Interviewed by an owner of an external library. Asked about his opinion of the project in general, he said that the project is fairly good for the people of the area and that the project is capable of going on for several reasons:

- People need library services.
- The variety of services provided in the library include in addition to stationery gifts and games.
- Competitive prices.
- The existing machines are good and sophisticated.
- The library is one of the top five libraries in Aleppo.

The project also has the capacity to expand. The library can expand if:

- Target engineering students after the project is supplied with a large and sophisticated machine) for example (A0 As it provides distinguished services for engineers / engineering schemes /.
- Promotion of project services.
- Compression of expenditure, especially in relation to the number of employees.
- The selection of employees from the loyalty to work because the current employees of young students and consider that their work is temporary.

The project's relevance to the area was emphasized because there is no library nearby which offers such diverse services, especially in relation to children's games, as well as a nearby school complex.

Interviewed by an owner of an external library. Asked about his opinion of the project in general, he said that the project is fairly good for the people of the area and that the project is capable of going on for several reasons:

- The high costs of the project, eg (machines, machinery and boilers need electricity and fuel oils in large quantities in addition to the need for water availability in abundance - in addition to medicines and detergents)
- Lack of privileged workers.
- The area has few inhabitants and so a project requires a densely populated area.
- Lack of distinctive labor.
- The service should be distinctive and the need for home delivery.
- The need to provide modern equipment and sophisticated.

Project Photo



Findings

Strengths

- The variety of activities within the project has had a positive impact on the sustainability of the project, while the winning activities may cover less profitable activities.
- The project's ability to provide a variety of services at affordable prices.
- The training course in the area of hairdressing women was outstanding and the support of a number of trainees with training bags was positive for the specificity of this profession that women can practice without the need for a salon and thus create job opportunities commensurate with their situation as women dependents.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- Non-registration of workers in social insurance would negatively affect the stability of the employees and these weaknesses and threaten the stability of the job, and it related to raise the culture of organizing and formalizing the family business in a proper legal entities.
- Absence of the clear structure of project management, as part of the functions of the board of directors of the association.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. In addition the project was overall evaluated to be effective and efficient in all aspects as detailed aforementioned in the evaluation table.

Recommendations

- Define a clear indicators for each output of the project (business support, vocational training) to evaluate the results in more clear and productive methods.
- Emphasize the need to register employees in social insurance, and to ensure other conditions related to the optimal working environment in general, which contributes to enhancing the stability of the job, and the ability to continue.
- Setting clear criteria in future projects, to oblige the partner to provide an integrated management system from outside the Board of Directors with the necessary qualifications and expertise to manage such a project.

Lessons learned.

- Monitoring activities and its documentation could enhance the project results and help the stakeholders to define the responsibilities and corrective action through the process.
- Feasibility study could help ensuring the proper budgeting and costing.

My Chance Training

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Related Output	Business support and entrepreneurship skills for youth	
Period under evaluation	Start	End
	31 January 2017	30 June 2017
Project budget	372,455USD	
Project Expenditure at the time of evaluation	NA	

Description of the intervention

Project Summary and Justification:

The project has created and enhanced the chances of restoring livelihoods in the city of Aleppo to the unemployed who are doing very light work that meets minimum living requirements in order to improve their living conditions.

The project aimed at vocational training on a range of occupations (sewing, hairdressing, beautification, electrical extensions, plumbing, mobile maintenance) as well as the distribution of tool bags.

- A number of small projects in the governorates of Aleppo stopped as a result of the crisis.
- Improve unemployment rates.
- Empower women and engage them in the project
- Exploiting the potential of Syrian youth by training a group of them on vocational training and entrepreneurship and encouraging them to undertake their own projects.

Project objectives:

1. To provide appropriate vocational training that is suitable for the market's needs to 600 beneficiaries.
2. Develop and submit detailed distribution plan of tool kits based on the evaluation of trainees and distribute the list of eligible 80% of trainees for the tool kit distribution, and actual distribution.
3. Provide advanced entrepreneurship training for about 20% of those who were provided with vocational training. In order to obtain fund to open their own start-ups businesses up to 1500 USD.
4. Provide the necessary support to people chosen for entrepreneurship training.
5. technical support to selected entrepreneurs to develop their business plans and grant agreement template based on similar format used and approved by UNDP, along with details on the process, (rational, methodology, selection criteria, evaluation system, business plans and proposals, tools and equipment needed, impact, follow up ... etc.

Geographical scope of the project:

Governorate: Aleppo.

Project time frame:

1 January 2017 and ended on 30 June 2017.

Implementing Party:

Al-Taluf Charity Association as a subcontractor for Venture INT

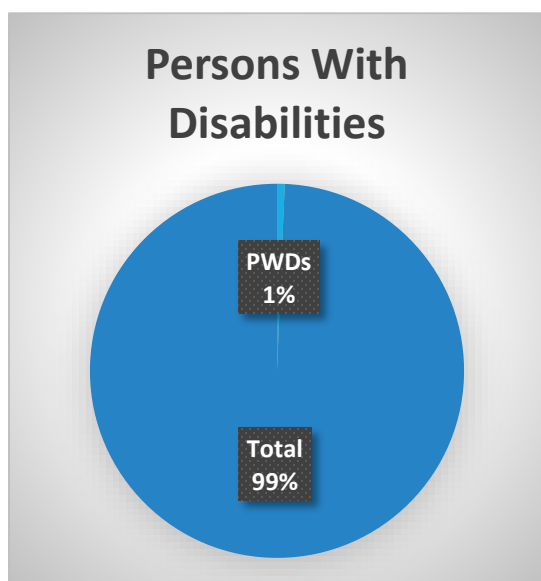
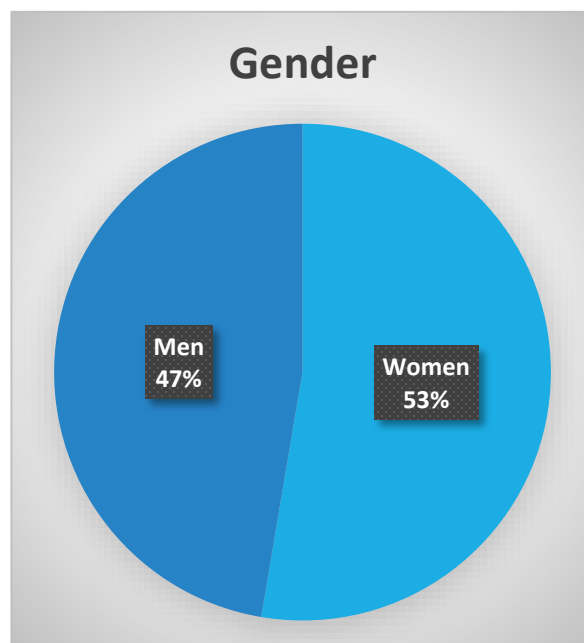
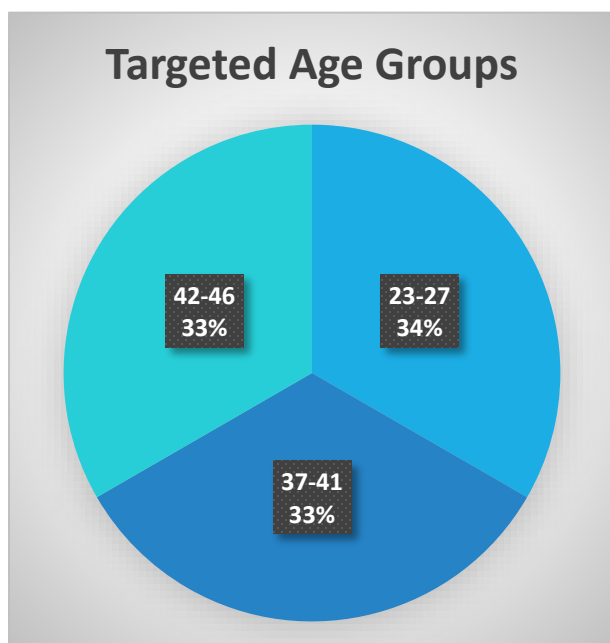
It is a non-governmental association that is registered by the Ministry of Social Affairs and Labor with the aim of:

- Providing assistance to the poor in all its forms.
- Orphan sponsorship is a real guarantee that includes meeting all their needs.
- To assist the widows and divorced women.
- Supporting outstanding students.
- Establish projects to enhance employment opportunities.
- Advancement of women.

Criteria for selection of targets:

- To be young unemployed in poor families
- one of the (displaced - persons with disabilities - females heads of households)
- Only one beneficiary per family.
- The priority to both females heads of households and persons with disabilities
- The number of women trainees in each program is not less than 50% of the participants.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 7 criteria out of 11 as listed in the detailed evaluation table.

The project was related to the output “Entrepreneurship skills for youth” actually targeted 58% of women and females, and the percentage of the youth 33% below 35 years, in addition our sample contained one person with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 42% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicators and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 10 as listed in the detailed evaluation table, yet the TOR provided did not include some of our criteria therefore we exclude it from final evaluation for the effectiveness and consider it as a lesson learnt.

The project achieved the target where the project was effective in the consideration of the number of trainings provided, toolkits distributed, advances entrepreneurship training provided and the support in plan and business formation.

However, the overall cost per beneficiary in the overall project cost was (Budgeted 621 USD).

Efficiency

Unsatisfactory

Overall efficiency was evaluated as unsatisfactory as we the project was scored as unsatisfactory in 7 out of 11 indicators and efficiency evaluation criteria.

While evaluating the extent was the project management structure as outlined in the project document efficient in generating the expected results we noted that the project actually trained the minimum required by the TOR - 600 trainee. But in our analysis of the cost efficiency we noted that there were no final financial results therefore we cannot determine the results and the monitoring report did not include any financial aspect therefore we considered as unsatisfactory.

The UNDP funded the third party who provided the vocational training and distribute the tool kits (provided by UNDP) to 80% of the successful trainee in addition to extensive entrepreneurship training for 20% and help in their plan to apply to the fund from UNDP for their own projects

The theoretical information provided in the training sufficient by 100% of the trainees, in addition 67% saw that the practical skills provided in the training were adequate.

As for the extent has there been an economical use of financial and human resources and whether resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes we noted that there was no evidence for the financial result however, the project achieved the minimum of required beneficiaries However, the project was extended with no additional cost.

The project was delivered in a timely manner and the final report included the lessons learnt. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the final project documents 600 beneficiaries were trained in the vocational professions, yet overall impact evaluation was satisfactory where 67% of interviewed beneficiaries considered that support from the UNDP was a main factor in entering the labour market, and 30 % of interviewed sample found that the training was the reason to get a job and sustainable income.

In addition 80% of the actual beneficiaries were granted to obtain the toolkit and start their own work, and 20% of the beneficiaries were entitled to the capital grant "1,500USD" to start up their project according to the final budget preparation formed within the trainings.

On the other hand the project achieved the gender equality by employing 58% of females. The details are listed in the evaluation table aforementioned.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory where 142 out of 150 trainees were awarded the funds from UNDP based on the training and planned provided through the project. The project succeeded in targeting IDPs and integrating them into society and 95% of the interviewed IDPs plan to go back to their hometown to establish similar projects.

In addition planning of management helped in the establishment of trainings and the toolkit provide and distribution in addition to the selection criteria and the plan preparation of the entrepreneurship plans

And the UNDP interventions have well-designed and well-planned exit strategies.

Expert and community views:

- An employee was interviewed in Aleppo - the logo / he works as a trainee. He stated that the trainee had previously worked for him temporarily and on a part-time basis. After receiving the training, he became more efficient and proficient in his work. The number of hours worked increased, and after the training has developed significantly and strengthened his self-confidence.

The establishment of the project also affected the society economically in terms of competition of trainees in the field of work, and provided the city of Aleppo with the necessary expertise for reconstruction. On the social level, it contributed to creating job opportunities for youth and raising the standard of living.

Suggestion

- Training young people who are interested in the profession.
 - Increase the number of hours for practical training
 - The focus is on the trainers to be practical and not theoretical.
- In another interview with an employer (electrical extensions) in Aleppo - Al-shaar district, for whom one of the trainees works. He reported that the trainee is not experienced in the profession and has not worked before the training and that he is older than 50 years. In the electrical wiring profession he currently has a good professional status, but he is not physically able to meet some of the requirements for the profession related to the rise of stairs, buildings and columns.

He pointed to the impact of the positive project on the community, where he contributed to the community to provide new vocational workshops (maintenance and electrical extensions) to accompany the movement of restoration and construction in Aleppo, and on the social level the impact was clear in terms of helping the unemployed by creating new jobs.

Suggestion

- Selection of trainers of practical competencies
- Focus on targeting young trainees
- Increased number of hours of hands-on training
- Increase the number of trainees that have experienced young people have migrated outside the country.
- Extending training in addition to training in home maintenance, training in the field of industrial electricity / factories.

Project Pictures



Findings

Strengths

- From the perspective of trainees, the curriculum is good in terms of the adequacy of primary theoretical information that enable the trainee to enter the job market with good experience and basic principles.
- There is satisfactory satisfaction with the performance and potential of trainers.

Weaknesses:

- The main challenge in the number of hours of daily training that negatively affects the reception of trainees.
- The integration of heterogeneous age groups has had a negative impact on the training environment in a number of cases.
- The training sites were not properly prepared, and may be due to circumstances beyond the control of project operators, due to limited options due to security conditions during project training.
- Some of the trainees nominated to the advanced entrepreneurship training may have changed their vocational specialization.

Conclusion

The Project did not achieve the full expected impact on the beneficiaries and the society around were 50% of the interviewed sample was unemployed, yet the entrepreneurs supported were granted to the “1,500 USD” grants for their projects form UNDP. In addition the project was overall evaluated to be effective and achieved the sustainability, yet efficiency could not be tested in all aspects due to lack of information, as detailed aforementioned in the evaluation table.

Recommendations

- Study the professions required in the labor market on scientific basis for adoption in future training programs.
- To benefit from the curricula used in the training programs in future training, given their quality and suitability at the theoretical and practical levels.
- To study the training schedule, in order to increase the number of days of training at the expense of reducing the daily training hours, to ensure the most appropriate reception and benefit.
- Study the separation of the different age groups in heterogeneous courses.
- Establish partnerships and memorandums of understanding with employers' representatives (chambers of commerce, industry, tourism and craftsmen) to provide employment opportunities for graduates and to direct training programs to the needs and requirements of employers.
- Focus on the direction of on-the-job training, its guaranteed results and its ability to provide beneficiaries with good skills.

Lessons learned.

- The TOR for similar projects could include a financial analysis to evaluate the approved budgeted and actual cost per beneficiary and toolkit.
- The reports prepared were effective and helpful in the implementation description, which can be adopted for other projects.

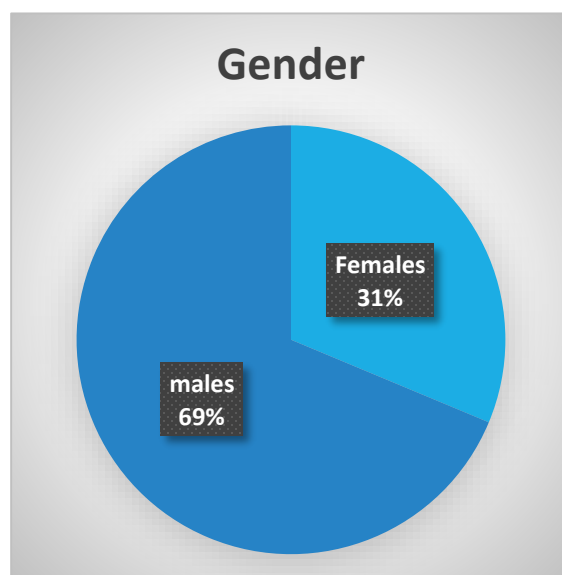
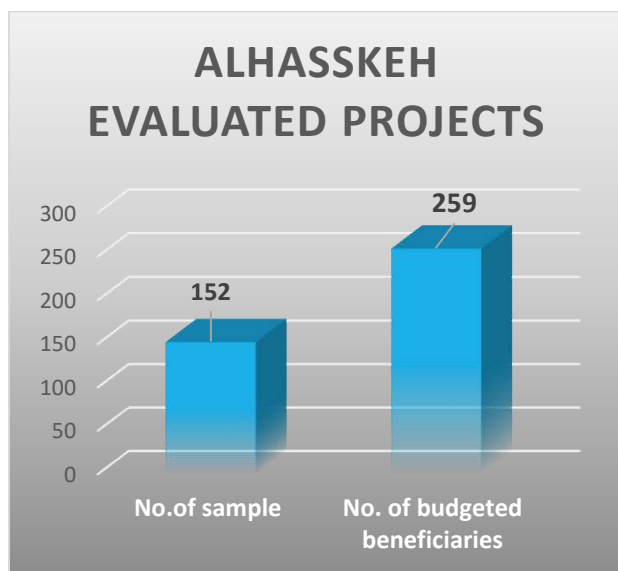
ALHassakeh Governorate

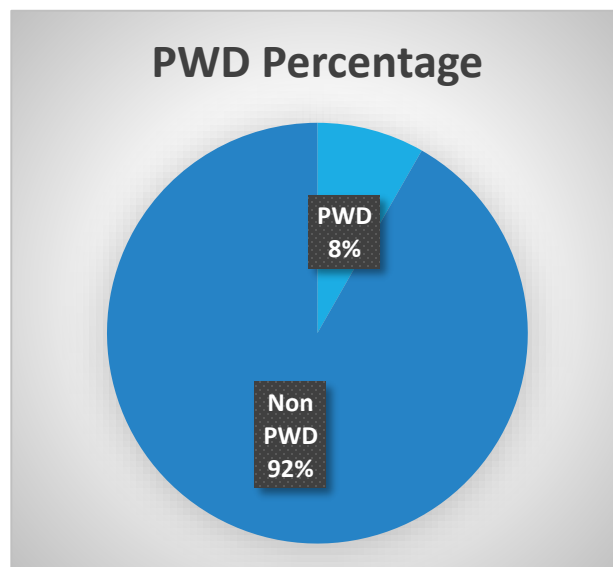
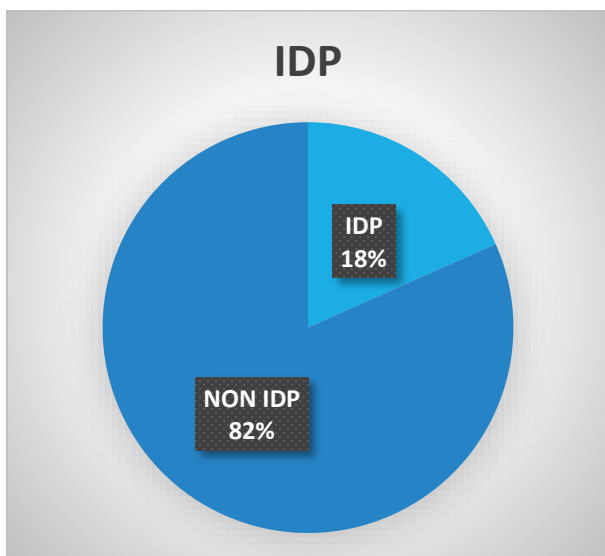
Project evaluation information details

We evaluated in AL Hassakeh five projects related to two main outputs:

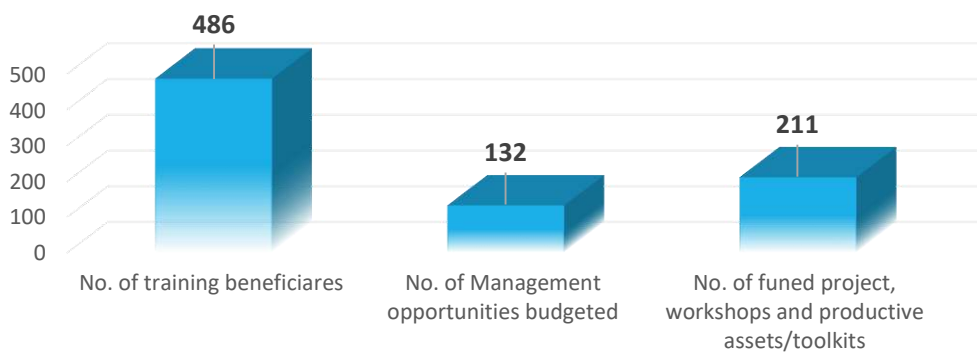
- Business support and entrepreneurship skills for youth
- Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived
- Sector-based Livelihood – Agriculture
- Livelihood opportunities supported for vulnerable groups – FHH
- Livelihood opportunities supported for vulnerable groups – PWD

Graphs related to planned investigated sample of projects in each governorate





BENEFICIARIES THROUGH EVALUATED PROJECTS



Provision of Start-up Grants-Josoor Phase 2 By Germany³ [Al Birr] in Al-Hasakeh

Evaluation Information		
Evaluation type	Project impact evaluation	
Implemented by	Al birr and social care charity	
Output related	Entrepreneurship skills for youth	
Period under evaluation	Start	End
	1 May 2017	30 June 2017
Project budget	54,820USD	
Project Expenditure at the time of evaluation	54,820USD	

Description of the intervention

Summary of the project and its justifications:

The project, based on the positive results of the first phase, has expanded the geographic scope of the Jusoor project to reach most areas of Al-Hassakeh governorate. Some notes have been benefited from and taken into consideration in Jusoor project 2, where beneficiaries have been encouraged to enroll in entrepreneurship courses and they were helped to rise and establish private workshops for them and were provided with sustainable job opportunities and a source of income for them and others.

Jusoor 2 has actually supported the capital grant of 115 workshops and ensure 122 opportunity for the beneficiaries to work in 42 different occupation. Moreover, Jusoor 2 has supported traditional vocations ("Farwati" profession: traditional fur manufacturing),

The project was based on the major justifications:

- Creating a business incubators to encourage the entrepreneurship.
- The presence of large numbers of unemployed people.
- The need to maintain products and services related to subsidized projects.

Project Objectives:

- 1- Create a business incubator that meets the needs of the beneficiaries of the professions.
- 2- Creating jobs in workshops that are established or workshops that are revived.
- 3- Distribute start p toolkit to 60 project.
- 4- Providing services and goods to the local population, particularly targeting towns where there are not many goods.
 - a. Provide 24 job opportunities in project management, supervision and technical support.
 - b. Developing the capacity of 150 beneficiaries of entrepreneurship courses.

Geographical Scope

Al-Hasakah Governorate

Timeline

Starting on 1 May 2017 till 30 June 2017

Implementing Partner:

The project was implemented in cooperation with Al-Bar and Social Services Association in Al-Hasakah, a non-profit association founded in 1993 to help the poor, the needy and the families, and raise funds for this purpose, and directing the public opinion to do its duty towards this society and organize social services.

Criteria for selection of targets:

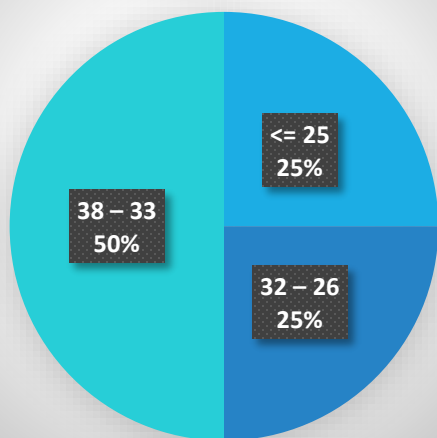
The project targeted three main categories:

- 1- Skills holders who need support to establish craft and productivity workshops (equipment value limit is SYP 425,000).
2. The owners of existing workshops (exclusively those located in the rural areas, "municipal level or below", who have skills and workshops but are unable to provide basic equipment, which prevents them from achieving adequate income to cover the needs of their families. (The value of equipment is 200 thousand Syrian pounds).
- 3 - Skills holders who need professional portfolios to work from home (the limit value of portfolios 125,000 Syrian pounds).

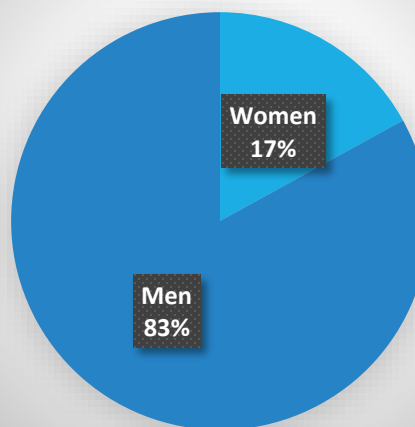
The basic criterion that cannot be exceeded is that the applicant has a skill in a profession and is able to succeed and possess all the information he/she needs to succeed and be 18 years of age and be Syrian and incapacitated with their own resources to establish the work that is applied for to obtain the project's assistance to establish it.

Stakeholders analysis

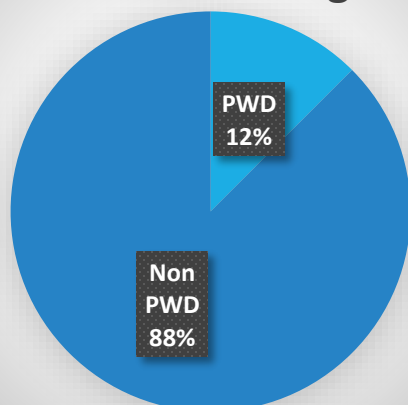
Targeted Age Groups



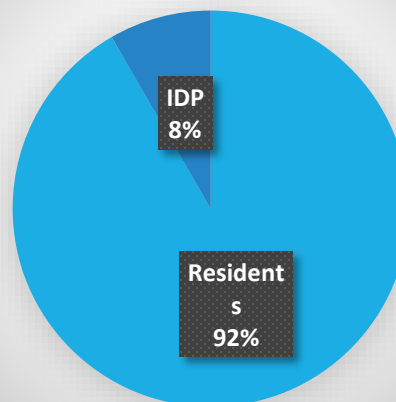
Gender



PWD Percentage



IDPs



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “Entrepreneurship skills for youth” actually targeted 8% of women and females, and the percentage of the youth 50% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 8% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities, even the percentage is considered low.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 7 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were it actually targeted 82 – budgeted 84. In addition the overall capital grants for the startup toolkits were effective with cost per project 461 USD – Budgeted 424 USD. And the training cost per beneficiary was 109 USD – budgeted 184USD.

However, the overall cost per beneficiary in the overall project cost was 669USD (Budgeted 653 USD).

Efficiency

Satisfactory

Overall efficiency was evaluated as satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

While evaluating the extent was the project management structure as outlined in the project document efficient in generating the expected results we noted that the committees formed helped in planning and evaluating the projects that was granted with the support. In addition the project achieved 82 project support, and toolkit distributed. Although the budget was not exceeded in the execution but the final reports did not separate the cost paid for the projects and the toolkit distributed.

the forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as support to purchase fixed assets (54% of the interviewed people) to the project in addition to the training (45% of the interviewed people)

As for the extent has there been an economical use of financial and human resources and whether resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes we noted that the project helped 82 projects yet the final documents did not differentiate the actual cost of projects and toolkits therefore we were unable to evaluate in a comprehensive way.

The project was delivered in a timely manner and follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the final project documents number of grants and toolkits in total are achieved for more than 80%, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that support from the UNDP was a main factor in entering the labour market, 100% saw that the project is providing a good and stable monthly income and improving the standard of living, Create a state of stability and psychological comfort.

As for the impact on the other projects it was summarized as per results of the interviews: Market competition (50% of interviewed Sample), Integration with projects in the area (50% of interviewed Sample).

On the other hand the impact on society was summarized as per results of the interviews: Employment and reducing unemployment (50% of interviewed Sample), Provide reliable production and competitive price (75% of interviewed Sample).

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory where 100% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society and 100% of the interviewed IDPs plan to go back to their hometown to establish similar projects.

As for the extent to which the financial and economic resources will be available to sustain the benefits achieved by the project, the productive assets financed vary in this project and the useful lives between 2 to 5 years

In addition the team composed and management of project helped approving the projects and evaluating the candidates to grant the appropriate beneficiaries.

And the UNDP interventions have well-designed and well-planned exit strategies.

Opinions of local (economic & social) experts:

An interview is conducted with Mr. Said Al kheder/ an economic expert who said that the project was good for the local market given that it:

- Provided direct and indirect employment opportunities.
- Contributed to the economic movement of buying and selling operations for similar sectors and related works.
- Contributed to the restoration of certain professions and to keep them from disappearing as a result of the crisis, especially the manual professions.

He pointed out the possibility of improving and developing the mechanisms of intervention to increase the positive economic impact through:

- Increase in employment
- Expansion of the number of projects in quantity, quality and geography.
- Rehabilitation and training of beneficiaries on an ongoing basis.
- Building the capacity of the project cadres (administrative staff and volunteers).
- Linking the beneficiary projects with each other and providing training and rehabilitation from all aspects related to the project.

- Mr. Mohamed Fatih Abbasi, a social expert, was interviewed as well. He stated that the project is capable of continuing and growing for the following reasons:
- The cadres working in the project have become experienced and have high skills
- The need for the project because it provides real employment opportunities, and is able to expand geographically and qualitatively because of the need of all regions
- Because of the migration of professionals and artisans.**
- The project's relevance to the region as a region severely affected by the crisis and because of migration and the deterioration of the economic situation of most former professionals and the inability of most of them to start again without support.
- Increase local market movement and meet needs, in addition to combating poverty and unemployment, supporting social balance, social and family cohesion, integrating immigrants and displaced persons in society as well as persons with disabilities, and promoting a culture of private employment.
- In an interview with Ms. Ghada Shekhou, a social expert, she said that the project is viable because it :
 - Achieved a good impact in the community through credibility in work and access to the deserving.
 - Is able to expand by targeting new areas and new categories and because of the need for its services and expertise.
 - The project is suitable for the region because a large proportion of the workshops are affected and a large proportion of the displaced.
 - Contributed to moving the market, creating jobs, restoring livelihoods, spreading a culture of work and empowering women, as well as spreading the culture of individual work and the ability to cope with the crisis.
 - Associations that have the expertise and administrative and financial capabilities capable of developing work in projects.

[Visit photos](#)



Findings

Strengths:

- The establishment of a business incubator in Al Hassakeh is a pioneering project in terms of moving from the idea of relief to the idea of work and recovery, given the many benefits from securing training and rehabilitation opportunities, supporting the establishment of small entrepreneurs, providing services to the areas of projects that do not exist previously, Through these projects and through activating the local market in securing the requirements of these projects.
The project's ability to continuity as it is considered in the second phase and given the wide geographical coverage.
- Increasing the number of beneficiaries is an important indicator of the success of the project.

Weaknesses:

- Insufficient planned financial support for projects, where it was increased for the cost of each start up toolkits.
- The difficulty of securing the production requirements and the high prices for several reasons including the difficulty of transport and movement and high exchange rates.
- Lack of specialization in training activities.
- Weak follow-up, especially after the end of the support period.

- The distant training locations for a number of trainees.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. In addition the project was overall evaluated to be effective but not efficient in all aspects as detailed aforementioned in the evaluation table.

Recommendations

- Support this type of enterprise based on the principle of business incubators, and search for qualified partners to manage these incubators.
- Study the value of funding allocated to each profession commensurate with the basic needs of the start of the project.
- Encouraging collective projects in the same profession among several beneficiaries, in order to provide optimal support and increase the number of beneficiaries.
- Adoption of a follow-up mechanism for projects after the end of the support period by UNDP.
- Assisting in securing a market for products, in a way to achieve benefit to the products as well as the consumer.

Lessons learned.

- Monitoring activities and its documentation could enhance the project results and help the stakeholders to define the responsibilities and corrective action through the process.
- Feasibility study could help ensuring the proper budgeting and costing.

Cow Farm in tal Wardiyat By German3 [Assayedeh Church in Hassakeh] in al Hassakeh

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	
Period under evaluation	Start	End
	1 December 2016	30 June 2017
Project budget	66,815,112 SYP – 129,775 USD	
Project Expenditure at the time of evaluation	66,815,637 SYP – 129,777 USD	

Description of the intervention

Summary of the Project and its Justification:

The project On Establishing Farm Cows at Area Khabour Valley add to me support some workshops affected from the crisis From during Business Which Will need it establishing farm.

Depending on the following justifications:

- Lack of cattle farms in the governorates of Al-Hassakeh due to the concentration of the individual farming activities (families usually have 2- 3 caws besides its own farming land and its farming activities)
 - Dairy production has been declining during the crisis period for several reasons:
 - The security situation and the exposure of the rural people to displacement and left livestock and land.
- The high price of veal and the high demand for it increased the proportion of fattening veal farms at the expense of milk farms.

- The establishment of a dairy farm in Al-Hassakeh is a form of response to the recovery of livelihoods in the recovery phase In the governorates of Al-Hassakeh.
- It forms a foundation to the future development plans in the governorates after the crisis through the sale of cows were selected with good quality to be resell to villagers who wish to acquire cows for breeding.

Project objectives:

1. Establishing Farm Cows Number 1(27 cows, 1 bull)
2. Create 21 opportunities jobs
3. Training 12 Factor on Methods Care Cows and manufacturing their products (milk, dairy, meat) (Traditional methods, in addition to the manufacture of non-traditional forms of products such as cheese and cheese).etc.)
4. Submission of assets productivity Number 17 Milk storage and processing equipment, well pump and accessories, tractor and ...etc.)
5. Providing 13 job opportunities within Workshops, addition to 21 building workers to establish the farm with a total of 34 jobs.

Geographical scope of the project:

Tal Wardiyat Farm in Al - Hasakah Governorate.

Project Timeline:

The project was started on 1/12/2016 and continued until 30/6/2017.

Implementing partner:

The project was implemented in partnership with the Monastery of the Virgin Mary, which is located next to the village of Tel Wardiyat on the railway of Al Hassakeh – Aleppo in the middle distance between the city of Al Hassakeh And Tel Pass, The monastery houses a field of trees Olive About 600 Tree As well trees Forestry 500 Tree, and follows To the monastery land Agricultural plant on her Currently" A barn For breeding Cows Hits Its area the college 60 Acres.

Criteria for selection of targets:

The selection will be upon the following criteria, within vulnerable poor families and distrusted livelihood taking into consideration the following criteria:

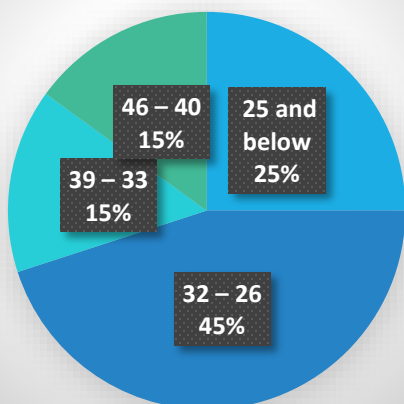
- Female headed households.
- Families containing PWD
- Families and people that suffered from the kidnapping and the effects of ISIS Invasion in Khabour villages.
- Internally displaced families.
- Families Which Damaged houses or apartments.
- Experience at field the work.
- Priority for children Villages Neighbouring Of the farm.

Note that all activities which be performed by females will be allocated for women only (milking, Training On Industries Food, accounting ...)

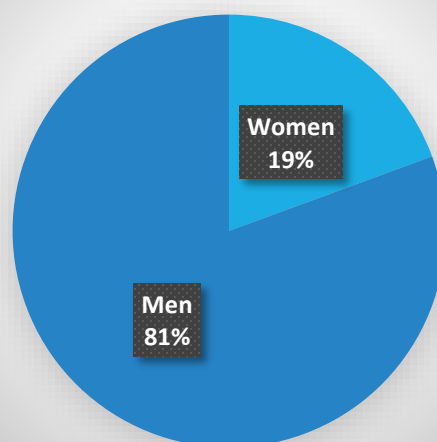
As for opportunities the work For administrators Announces the church About public announcement and the selection will be based on efficiency and full time commitment,

Stakeholders analysis

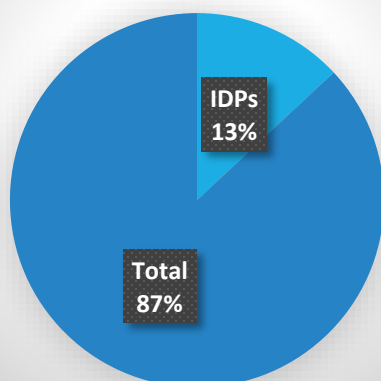
TARGETED AGE GROUPS



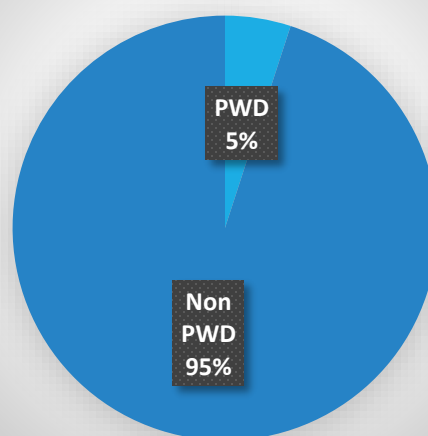
Gender



Internally Displaced Persons



PWD



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived” actually targeted 10% of women and females, and the percentage of the youth 85% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 18% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 9 criteria out of 11 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were it actually established one cattle farm with the purchasing of 21 caws (budgeted 22). In addition the overall capital grants for the startup of the farm was effective with cost per project 62,876 USD – Budgeted 62,177 USD. And the cost per caw was 1,706 USD – budgeted 1,589 USD.

However, the overall cost per beneficiary in the overall project cost was 370 USD (Budgeted 396 USD).

Efficiency

Satisfactory

Overall efficiency was evaluated as satisfactory as we the project was scored as satisfactory in 7 out of 8 indicators and efficiency evaluation criteria.

While evaluating the extent was the project management structure as outlined in the project document efficient in generating the expected results we noted that the committees formed helped in planning and evaluating the projects that was granted with the support. In addition the project achieved establishing the farm and buying 21 caws. And they achieved the project target by employing 21 employee as budgeted and disbursed. in addition the budget was reasonable as for the establishment of the caw farm for the purchased caws they budgeted 22 and bought 21.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as a capital grant (71% of the interviewed sample) and support to purchase fixed assets (28% of the interviewed sample) to the project.

As for the extent has there been an economical use of financial and human resources and whether resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes we noted that the project helped establishing the farm, buying cows and employing 21 employee including females.

The project was extended with no cost due to over budget, and follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the final project documents Caw farm was established to enable the monastery to employee workers and ensure the sustainable income, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that support from the UNDP was a main factor in entering the labour market, 90.4 % saw that the project is providing a good and stable monthly income and improving the standard of living.

As for the impact on the other projects it was summarized as per results of the interviews: Competition in the market in terms of quality and price(19% of sample interviewed), Providing reliable products and services (24% of sample interviewed), Integration with projects in the region (48% of sample interviewed), Creating a role model for projects(14% of sample interviewed), Train workers on production(5% of sample interviewed)

On the other hand the impact on society was summarized as per results of the interviews: Employment and reducing unemployment (67% of sample interviewed), Provide reliable production and competitive price (38% of sample interviewed), Building the capacity of workers in terms of good professional skills (5% of sample interviewed), Creating a state of economic stability in the region (38% of sample interviewed)

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory where 79% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society and 100% of the interviewed IDPs plan to go back to their hometown to establish similar projects.

As for the extent to which the financial and economic resources will be available to sustain the benefits achieved by the project, Livestock life average estimated to 10 years and the farm and related establishment are estimated to have useful life of 5 years therefore the economic resource will continue to provide the benefit.

In addition the team composed and management of project helped in the establishment of the farm.

And the UNDP interventions have well-designed and well-planned exit strategies.

Experts and Local Community Leaders Opinions:

Afram Asiu, a social expert, was interviewed and asked about his opinion of the project in general. He stated that:

- The project is capable of continuing **For several reasons:** Availability of the right place (the farm already exists and is equipped with the needed tools) - Availability of health care - Availability of a consumption market - an agricultural area providing feed - Need for product - Desire and will - community needs - Support for local production
- The project has the capacity to expand due to the existence of additional areas of land, and provide inputs in all respects, in addition to the fact that the product is required in the local market and throughout the governorates, in addition to encouraging local production.
- The project is suitable for the area because the area is agricultural in addition to the need for the products of the project (dairy - cheese - meat)
- The impact of the establishment of the project is a positive economic, social and cultural, because of opening new horizons for people to think about economic projects such as a

factory for the manufacture of milk products - and provide food supplies - to provide jobs directly and indirectly, economically.

- Social level - Providing employment opportunities - Improving nutritional status - Providing milk for children (healthy and appropriate) - Family and social cohesion.
- At the cultural level, the project has created a culture of private work and sound thinking of economic planning properly - and providing a culture of local product.
- The associations are able to develop their projects and management because they have a cadre with accumulated experience as a result of coexistence with these projects and thinking about developing them.

Project photos



Findings

Strengths:

- The idea of the project is appropriate to the nature of the agricultural area and positive in terms of pushing agricultural economic activity after the exit from the period of conflict within the region, which resulted in a small number of farms as a result of abandonment by the owners.
- The ability to expand and continue the project to the need for its products and provide production requirements in the local environment.
- Promote a culture of private work and local product culture.
- Support food security in the community by providing basic food items.

Weaknesses:

- The project is in terms of the absorptive capacity of the beneficiaries modest and there has been no increase in the number of beneficiaries.
- Non-registration of workers in social insurance and this leads to a low level of feeling of job stability.
- The project did not generate sufficient income sources for workers, as most workers were found to have sources supporting their living costs.
- Effects of the negative environment of cow manure, and lack of environmental treatment.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. Yet the project was overall evaluated to be effective and efficient in all aspects as detailed aforementioned in the evaluation table.

Recommendations

- Studying the reality of the agriculture and animal production sector specifically in Al-Hasakah governorate to identify the opportunities that can be invested in livelihood projects and early recovery especially in the agricultural areas that were abandoned during the period of military operations.
- Include in future projects conditions relating to the organization of employment contracts and the registration of workers in social insurance and health insurance, and conditions related to the optimal working environment to enhance job stability.
- Addressing the negative environmental impacts of cattle manure by linking it to the cow manure production project.

Food Processing in Tal-Hajar by Japan Fund 2 (Al-Mawada Charity) in Al-Hasakeh

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Related Output	Livelihood opportunities supported for vulnerable groups - FHH	
Period under evaluation	Start	End
	1 July 2017	31 December 2017
Project budget	19,023,070 SYP – 40881 USD	
Project Expenditure at the time of evaluation	20,692,931 SYP- 40,192USD - exchange rate 514.85	

Description of the intervention

Summary of the Project and its Justifications:

The project included the establishment of a workshop for food processing and benefit from the added value of the packaging, manufacturing, packaging and drying of a variety of vegetables and fruit spread in the governorates of Al-Hasaka, and storage of products for the plant in the seasons of production of agricultural crops and then sold in the seasons of consumption on the basis of the following reasons:

- The agricultural character of Al-Hassakeh governorate and its countryside and the possibility of benefiting from the conversion of agricultural materials to processed foodstuffs.
- Disruption of roads that were relied upon prior to the crisis to obtain materials manufactured from other governorates-
- The lack of local market for reliable products, due to the spread of goods coming from abroad Syria, is not subject to any kind of control.

Project Objectives:

- 1- Establishment of a workshop for food industries in Al-Hasakah (packaging, manufacturing, packaging and drying of a group of vegetables and fruits).
- 2 - Create 25 jobs, mostly for women, to help them gain experience in the manufacture and preservation of food.
3. Capacity building of 20 women in food processing and 4 small project management volunteers (total 24).

Geographical scope of the project:

Tal Hajar area in Al - Hasakah Governorate

Project Timeline:

The project started on 01/07/2016 and ended on 01/12/2017

Implementing Partner

The project was implemented in partnership with Al-Mawada Charitable Society, a non-profit, non-profit association established in 2007. The Association is concerned with the areas of helping the poor, people with disabilities and in rehabilitation. In the current circumstances,

- It got the collective The approval of the Ministry of Foreign Affairs to cooperate with international organizations and accordingly:
 - Cooperation with the United Nations Development Program / "Traditional Furnace Furnaces"
 - Signing an agreement with the World Food Program for the distribution of food baskets
 - Signing agreement with UNICEF / psychosocial support project

Criteria for selection of targets in project activities:

Beneficiaries were selected by filling out the application forms that were unloaded in a program to prioritize the needs by providing a specific mark for each case so that the mark obtained by the target is the priority of the target:

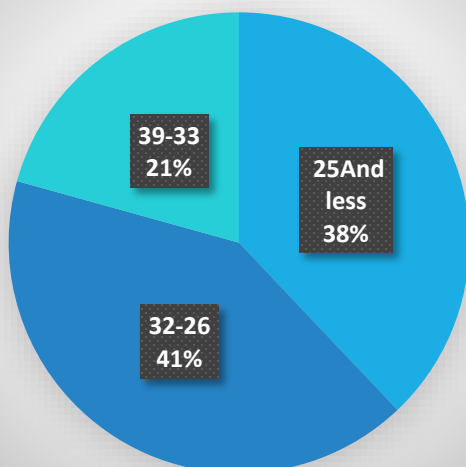
- Families hardest hit and most in need of work
- Families with a disabled person have priority
- Affected and displaced families have priority
- One beneficiary of each family

Bearing in mind that 20% of employment opportunities were allocated to displaced from other governorates, 40% to IDPs within the governorate and 40% to residents of Al Hassakeh city

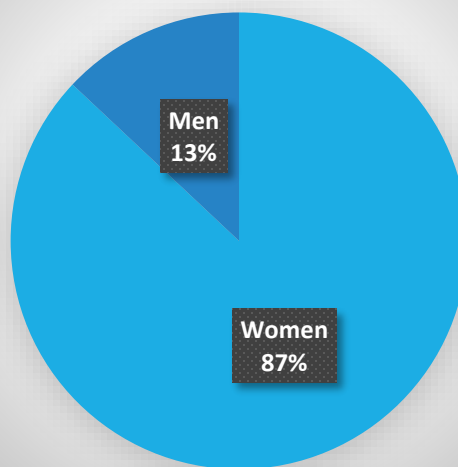
For the specialized jobs (experts, technicians, marketers) the availability of experience and efficiency required and determine the basic competencies required for administrative positions within the project proposal.

Stakeholders analysis

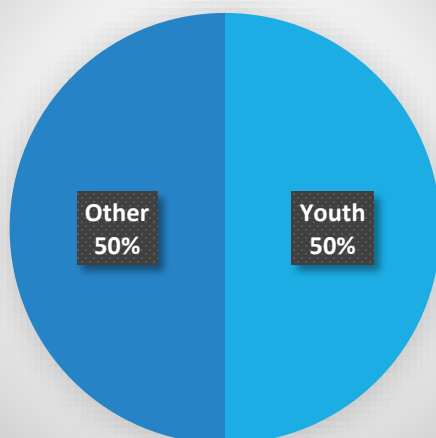
Targeted age groups



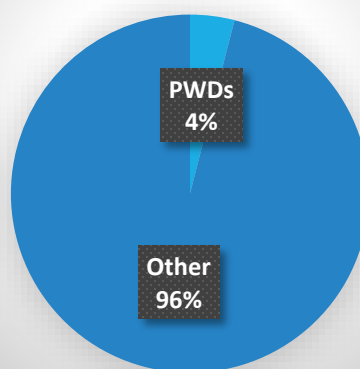
Gender



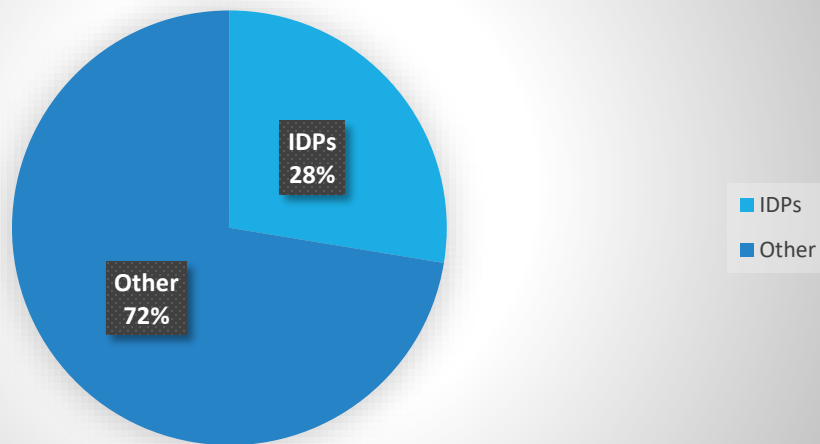
Youth



People With Disabilities



Internally Displaced Persons



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 12 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Livelihood opportunities supported for vulnerable groups - FHH” actually targeted 86% of women and females, and the percentage of the youth 79% below 35 years, in addition our sample contained two people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 28% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 10 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were it actually established one workshop with 25 workers. In addition the overall capital grants for the startup of the workshop was not effective with cost per project 10,594 USD – Budgeted 8,767 USD. And the cost of production was 3,741 USD – budgeted 2,826 USD.

However, the overall cost per beneficiary in the overall project cost was 1,907 USD (Budgeted 1,753 USD).

Efficiency Satisfactory

Overall efficiency was evaluated as satisfactory as we the project was scored as satisfactory in 7 out of 8 indicators and efficiency evaluation criteria.

While evaluating the extent was the project management structure as outlined in the project document efficient in generating the expected results the planned beneficiaries' number was totaled to 25 but no clear indication about the actual number of beneficiaries. The cost only exceeded the budget overall with 8%

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as a capital grant and financing the production through the project timeliness.

The project was performed in a timely manner, and follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the final project documents the project succeeded to employee workers and ensure the sustainable income, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that support from the UNDP was a main factor in entering the labour market, in addition interviewed sample saw that the project achieved its goal in providing a good and stable monthly income and improving the standard of living(31% of sample) , Create a state of stability and psychological comfort (7% of sample) , Self-reliance and increased self-confidence(20% of sample), Improving the educational level of the family(44% of sample).

As for the impact on the other projects it was summarized as per results of the interviews: Competition in the market in terms of quality and price (58% of sample interviewed) , Integration with projects in the region(19% of sample interviewed) , Providing reliable products and services(32% of sample interviewed)

On the other hand the impact on society was summarized as per results of the interviews: Competition in the market in terms of quality and price(17% of sample interviewed) , Integration with projects in the region(21% of sample interviewed) , Providing reliable products and services(7% of sample interviewed) , Modeling of projects(3% of sample interviewed) , Train workers on production

Sustainability

Unsatisfactory

Overall sustainability evaluation was unsatisfactory where 52% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society but 50% of the interviewed IDPs plan to go back to their hometown and end their work in the established workshop.

As for the extent to which the financial and economic resources will be available to sustain the benefits achieved by the project, productive assets granted are estimated to have useful life of 2 - 5 years therefore the economic resource will continue to provide the benefit.

In addition the team composed and management of project helped in the establishment of the workshop.

And the UNDP interventions have well-designed and well-planned exit strategies.

Experts and Local Community Leaders Opinions:

Afram Asiu, a social expert, was interviewed and asked about his opinion of the project in general. He stated that:

- The project is capable of continuing **For several reasons:** Availability of the right place (the farm already exists and is equipped with the needed tools) - Availability of health care - Availability of a consumption market - an agricultural area providing feed - Need for product - Desire and will - community needs - Support for local production
- The project has the capacity to expand due to the existence of additional areas of land, and provide inputs in all respects, in addition to the fact that the product is required in the local market and throughout the governorates, in addition to encouraging local production.
- The project is suitable for the area because the area is agricultural in addition to the need for the products of the project (dairy - cheese - meat)
- The impact of the establishment of the project is a positive economic, social and cultural, because of opening new horizons for people to think about economic projects such as a factory for the manufacture of milk products - and provide food supplies - to provide jobs directly and indirectly, economically.
- Social level - Providing employment opportunities - Improving nutritional status - Providing milk for children (healthy and appropriate) - Family and social cohesion.
- At the cultural level, the project has created a culture of private work and sound thinking of economic planning properly - and providing a culture of local product.
- The associations are able to develop their projects and management because they have a cadre with accumulated experience as a result of coexistence with these projects and thinking about developing them.

Project photo



Findings

Strengths:

- Project work areas is the nature area of economic activity, particularly agriculture, in terms of the nature of social life, customs and traditions in Hassakeh, can be considered as benchmarking project to inspire others to do this type of project in Hassakeh to revive the area. Especially in the current phase.
- Increasing the number of beneficiaries. Since the establishment of the project, the aim of the project has been to provide job opportunities for 25 women and training opportunities for 20 women + 4 volunteers, a total of 49 beneficiaries. As indicated in the sample selection, the total number of beneficiaries is 65.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- The inability of the project to achieve adequate sources of income for workers, and this has been shown by the adoption of most of the workers on the sources of private support by parents, NGOs and international organizations, in other words rely on aid and not to do other work.
- Emphasize the need to register employees in social insurance, and to ensure other conditions related to the optimal working environment in general, which contributes to enhancing the stability of the job, and the ability to continue.
- The majority of workers faced difficulties in work, the most important of which were poor wages, followed by workplaces, and difficulty in transportation and long working hours, especially women.
- The difficulty of marketing production, which negatively affects the project's ability to continue.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. Yet the project was overall evaluated to be not effective but efficient in all aspects as detailed aforementioned in the evaluation table.

Recommendations

- Study the status of the industrial sector, especially the food industries associated with the governorates of Al-Hassakeh and its agricultural activity, to study the possibility of investment by the Livelihoods program more broadly provides a greater number of employment opportunities, focusing on the employment of women and young people.
- Separate productive activities from training, in future projects, even if the two activities are in one project.
- It was noted that there are needs for workers in terms of low wages, as it should be consistent with the high cost of living, and in terms of taking stressful work and working hours into consideration, and to pay compensations in accordance with the nature of work. Moreover, to register workers in social security so as to make the workers sense job security.
- To study the possibility of providing the essentials upon which the continuation of the project depends on the nature of the project, such as providing a cooling room for production and transportation to transfer production to save efforts and costs.
- To re-consider the locations where projects are established to ease obtaining raw materials and marketing products on the other hand.
- To address hardship of transportation for workers by paying them transportation allowances or by securing them means of transportation from and to work.

Lessons learned.

- Full study of the outstanding condition of the exact targeted location and targeted beneficiaries (location, transportation, type of training required)
- The possibility of marketing plan of the production could help in ensuring the sustainability of the project.

On-the-job vocational training for persons with disabilities

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	
Period under evaluation	Start	End
	20 February 2017	30 June 2017
Project budget	35,108,765 SYP – 68,192USD –exchange 514.85	
Project Expenditure at the time of evaluation	35,109,010.00 SYP – 68,191USD	

Description of the intervention

Summary of the project and its justifications

- The idea of the project was to train 65 people (at least 30 people with disabilities) on a range of professions in the form of in-service training followed by a workshop process and the distribution of production equipment. Cars, electric cars, oriental and western oriental chef, aluminum, sewing, repair generators, bicycle repair, wool and fiber knitting, shoes and bags repair) Depending on the following justifications:

- The project is part of the program's plan for inclusiveness and support for vulnerable groups, particularly persons with disabilities.
- The presence of large numbers of unemployed and unqualified persons with disabilities in the city of Al-Hassakeh and its countryside.

Project objectives:

1. Providing 18 jobs through the activities of the project (household electricity, men's shavers, mobile maintenance, winding motors, electric cars, oriental and western chef, aluminum, stitching,
2. Support 25 workshops through compensation of training allowance and support the work of trainees as well.
3. Training of 65 people in vocational training in a variety of professions in the form of in-service training, followed by a workshop process and the distribution of production equipment.
4. Distribution of production equipment to (20) targeted by the end of the period of vocational training.
5. Establish a vocational training center.
6. Provide at least 50% of the people with an opportunity to work after the training.

Geographical scope of the project:

Shadadi in the governorates of Al-Hassakeh.

Project Timeline:

The project started on 20/02/2017 and ended on 30/06/2017

Implementing Partner:

The project was implemented in partnership with the Archdiocese of the Assyrian Church of the East in Syria, which provides psychological assistance and support to children. It also sponsors the kindergarten in Tel-Yam

- Before the crisis, the diocesan helped poor families in need of financial assistance. During the crisis, their charitable services increased due to the current situation and the displacement. They provided monthly food baskets to the displaced from the villages in Khabour.

Criteria for selecting the target in the project activities:

- **Administrative Staff:**
 - The staff was selected in coordination between the United Nations Development Program and the archbishop.
 - Priority is given to the cadre of the former Young Men's Project who have demonstrated competence in participating in the management of this project.

- **Beneficiaries**

Trainees were selected through a set of criteria and priorities:

- Persons with disabilities (at least 50%) of the candidates who are able to work
- Female breadwinners helping their families
- Refugees and IDPs from other regions (at least 20%)

- **Additional criteria:**

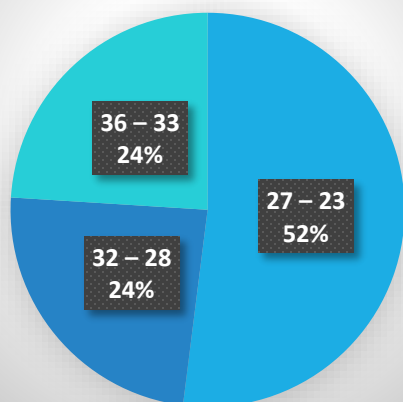
- Percentage of females is not less than 25%
- Priority for the people of remote areas
- Have not benefited from a previous project.
- He does not have a job right now
- One beneficiary from each family

Selection of trainers and workshops:

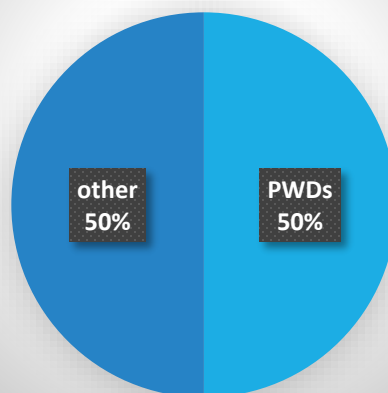
- Take into account the suitability of workshops for the needs of people with disabilities.
- Priority of workshops supported by UNDP.
- Priority to workshops affected by the crisis.
- Priority for workshops close to the residence of some trainees (especially in the countryside).

Stakeholders analysis

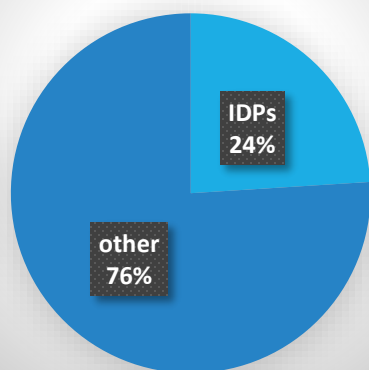
TARGETED AGE GROUPS



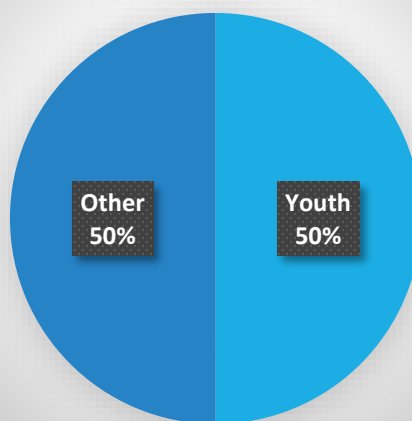
Persons With Disabilities

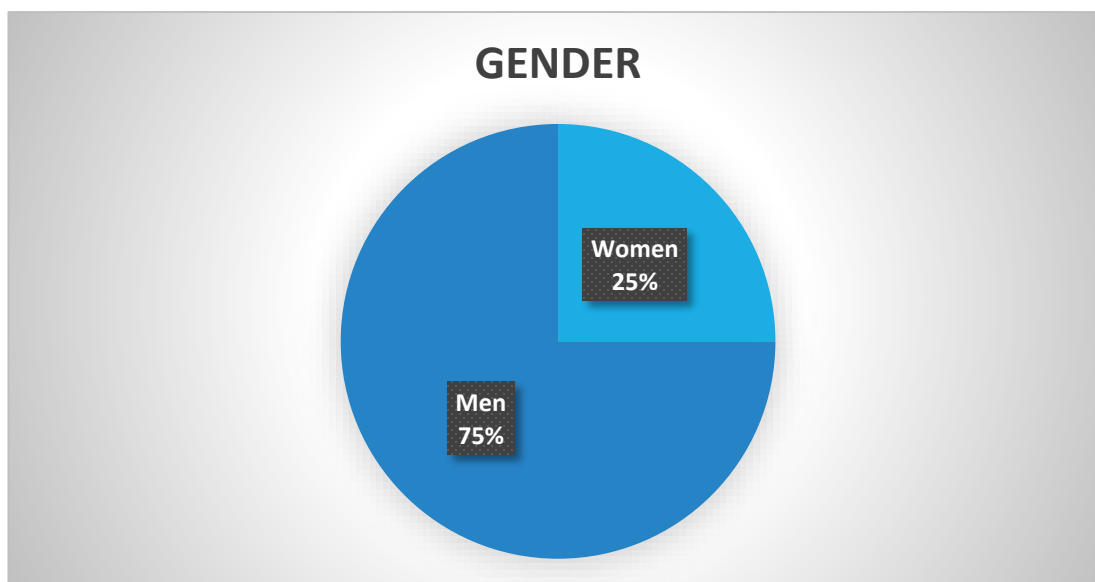


Internally Displaced Persons



Youth





Data analysis

Data Analysis will be based on the following key areas

Relevance Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 8 criteria out of 9 as listed in the detailed evaluation table.

The project was related to the output **“Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived”** actually targeted 40% of women and females, and the percentage of the youth 76% below 35 years, in addition our sample contained 56% person with disability.

The IDPs were totaled to 24% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was unsatisfactory evaluated in 5 criteria out of 9 as listed in the detailed evaluation table.

The Reports and information shared about the project did not indicate the exact number of beneficiaries therefore, we could not conclude whether the No. of beneficiaries were effective or number of trainings were as planned.

However, the training cost per beneficiary (depending on the planned No. of beneficiaries) 357 USD – Budgeted 302 USD. The overall cost per beneficiary in the overall project cost was 477 (Budgeted 477 USD).

Efficiency Satisfactory

Overall efficiency was evaluated as unsatisfactory as we the project was scored as satisfactory in 8 out of 11 indicators and efficiency evaluation criteria.

The UNDP contributed in funding the training and the capital grants for projects granted with the percentage of PWD 53%.

The theoretical information provided in the training sufficient by 100% of the trainees, in addition 76% saw that the practical skills provided in the training were adequate.

As for the extent has there been an economical use of financial and human resources and whether resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes we noted that the project expensed the training budget related to the training of 125, and the funds related to fund 20 projects and the extension resulted in increase in the fund with only 7%.

The project was delivered and extended with increase in budget. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents 125 beneficiaries were trained in the vocational professions, yet overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that support from the UNDP was a main factor in entering the

labour market, and 100 % of interviewed sample found that the training was the reason to get a job and sustainable income.

On the other hand the project achieved the gender equality by employing 40% of females. The details are listed in the evaluation table aforementioned.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory where trainees were selected to be granted the support of their projects. The project succeeded in targeting IDPs and integrating them into society and 100% of the interviewed IDPs plan to go back to their hometown to establish similar projects.

In addition planning of management helped in in the establishment of trainings and the toolkit provide and distribution in addition to the selection criteria and granting selection

Also, the UNDP interventions have well-designed and well-planned exit strategies.

Expert and community views:

Issa Baho, a social expert, was interviewed. Asked about his opinion of the project in general, he pointed that:

- The project is viable for the following reasons:
 - The needs of the economic sectors of trained and skilled staff
 - Provide job opportunities and training for people with disabilities.
 - Large numbers of people with disabilities need training and support to enter the labor market.
- The project is able to expand because of the potential and desire of the partner, the positive impact of the first experience, the need in all areas, and the quality of the project.
- The project is suitable for the region due to the absence of specialized rehabilitation centers for people with disabilities, the existence of large numbers of disabilities caused by war conditions, the need for people with disabilities to train and technical and financial support,

It achieved several positive aspects, the most important of which are:

- 1- The entry of a sector and a marginalized segment of the labor market covering the needs of the market.
- 2- Providing job opportunities and economic income for families that sponsor, support or support disabled people.

3- Provide the integration of people with disabilities to society and raise the level of members of society and a culture of acceptance of the other.

Saad El-Elji, a social expert in the field of disabled persons, was interviewed and asked about his opinion on the project in general, he said that:

- The project is very important and able to continue because it targets the most needy and that the project is able to expand because of the need and high demand and the need of all regions and all groups of people with disabilities, especially after the stability of security conditions in most areas of the governorates.
- The project is suitable for the region in order to support the culture of employment of persons with disabilities, of special situations and the need of the regions for the professions available and affected by the crisis.
- The project has already contributed to the dissemination of the culture of work for people with disabilities through the great demand for the project.

Has achieved several positive aspects, the most important of which are:

- 1- Providing job opportunities for the affected groups, especially those with disabilities.
 - 2- Has contributed to the strengthening of community cohesion and the integration of people with disabilities into society and the labor market, but few opportunities are available and all kinds of disabilities are not noticed
- The associations are able to develop and manage projects through the continuous training of members of associations, especially in the field of disability, and provide an innovative atmosphere for the society's departments to find appropriate and advanced ideas.

In an interview with Basil Khalaf, an economist, he said that the project achieved several positive aspects, like:

- 1- Providing job opportunities
 - 2- The opening of professional workshops in the areas most in need contributed to the revival of some professions and the expansion of economic activity.
- The project's ability to continue because the target groups are in urgent need of the project, and the project needs to spread geographically to all regions and increase training and grants and increase the number of beneficiaries, especially as it is able to expand the need for it in all regions, especially people with disabilities.

Project photo



Findings

Strengths:

- The idea of the project is excellent in terms of training and operation of disabled energies of persons with disabilities, in light of the acute lack of attention to them and the scarcity of specialized rehabilitation centers.
- The ability to absorb the increasing numbers of persons with disabilities as a result of the crisis, and the need for specific financial and moral support so that they can adapt to their new disabilities and become productive.

Weaknesses

- It was noted that the majority of trainees were not able to get employment after the end of training and this is a negative indicator of the lack of appropriate training for labor market needs in practice.
- The training period is short compared to the practical skills required for the trainees.
- The theoretical aspect should be applied to the practical aspect of the training curricula.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. Yet the project was overall evaluated to be not effective but efficient in all aspects as detailed aforementioned in the evaluation table.

Recommendations

- Increase the training period and distribute the time appropriately to the conditions of the trainees. Training is especially practical side of them.
- Ensure the balance between the practical and theoretical aspects of the approved training curricula.
- Expanding the project geographically to include beneficiaries with disabilities in areas farther away from the project area of activity.
- Establish mechanisms to support the linking of graduates with labor markets within the target area through pre-market study, networking and networking with professionals to secure jobs after the end of the training period.

Lessons learned.

- The project goals related to main two output but it considered to on only (not the support for PWD but **Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived.**
- The final reports with the actual facts about the beneficiaries Numbers and training number with lesson learnt form the filed could help evaluate the intervention in a comprehensive method.

Traditional Bakery by Kw4 (Al-Ihsan Charity) in Al-Hasakeh

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	
Period under evaluation	Start	End
	1 June 2016	1 March 2017(after 8 months)
Project budget	37,376 USD	
Project Expenditure at the time of evaluation	-----	

Description of the intervention

Summary of the Project and it Justifications:

The project has produced five ovens for baking, two of which are in the city of al-Qamishli and one in each of al-Yarabiya, al-Jawadiyah and al-Qahtaniya. The flour was provided from the local market and the beneficiaries were trained on how to make the kiln bread,

- Most social strata were affected directly or indirectly by the crisis, as evidenced by the loss of household income and the inability to meet many of their basic needs.
- Lack of many of the basic needs of the markets, and their high prices if available.
- Bread is considered one of the most basic food needs in Syria, where families cannot live without it. Al Hassakeh has suffered recurrent crises in its ability to provide bread, which has raised its prices higher than the purchasing power of many poor families, Families to store it due to lack of electricity.

Project objectives:

- 1- The hiring of the displaced and the affected people through the provision of 32 alternative income-generating jobs within small workshops for the manufacture of traditional bread and pastries with simple tools and relatively low establishment costs compared to other occupations.
- 2- Revive 5 workshops (traditional bread bakery) for the manufacture of unleavened bread and pancakes so that each workshop can employ 5 full-time workers.
- 3- Build the capacity of the beneficiaries and provide them with sufficient experience by training them on how to make unleavened bread, and provide preliminary guidance to the workers by an expert in the field prior to the start of the work, in addition to their training on food safety and health standards to expand their future choices in improving their living conditions.
- 4- Contribute to the provision of solutions to alleviate the suffering of the people to get food bread at the appropriate prices, and taking into account humanitarian considerations when selling products so that part of the production is allocated and distributed free of charge to families in critical situations.

Geographical scope of the project:

Al-Qamishli -Tel Hamis and its suburbs (Al-Yarabiya, Al-Jawadiyah, Al-Qahtaniyah) in Al-Hasakah governorate.

Project Timeline:

The implementation of the project started on 1 June 2016, and according to the planned period (8 month) it should have been ended 1 March 2017.

Implementing Agency:

The project was implemented in partnership with Al-Ehsan Charitable Organization, a non-profit, non-profit organization.

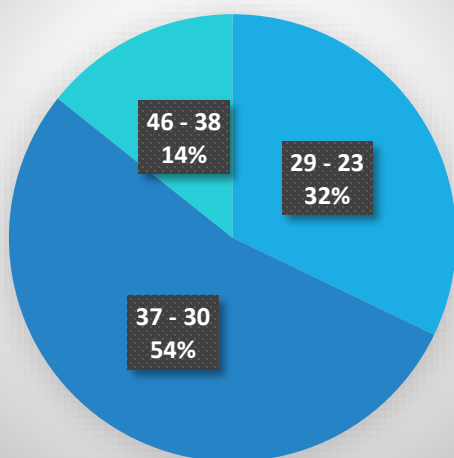
Criteria for selecting farmers targeted in project activities:

Criteria for selection of targets were adopted:

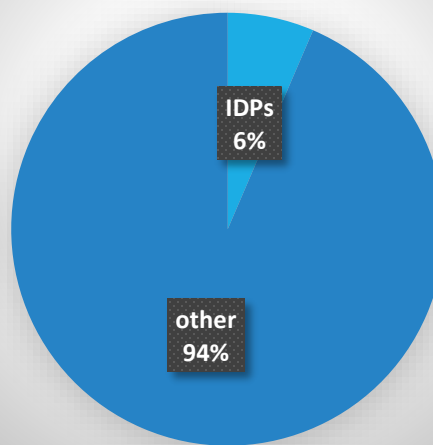
- Persons who are dependent on their families and whose income is cut off due to current situation. Priority is given if the female headed households.
- Displaced and affected persons who depend on families with persons with disability.
- Persons who have not benefited from any other humanitarian support initiative
- No more than one beneficiary from the same family.
- Ensuring that the various social strata cover the benefits as much as possible.
- Ensure equitable distribution of beneficiaries by region.

Stakeholders analysis

Targeted age groups



Internally Displaced Persons



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived” actually targeted 48% of women and females, and the percentage of the youth 23% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 6% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 10 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were it actually revived or established five bakery projects with 31 workers. We could not evaluate whether the project was effective in the regard of Actual/budget details in the absence of the final result reports.

However, the cost for each project budgeted to be 2,764 USD, the production cost to be 23,554 USD the overall cost per beneficiary in the overall project cost was Budgeted 1,206 USD.

Efficiency Unsatisfactory

Overall efficiency was evaluated as unsatisfactory as we the project was scored as unsatisfactory in 4 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as a capital grant and financing the production through the project timeliness.

The project was performed in a timely manner, and follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the final project documents project enabled to employee workers and ensure the sustainable income, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the project achieved it goal in providing a good and stable monthly income and improving the standard of living(97% of sample), Create a state of stability and psychological comfort (71% of sample), Self-reliance and increased self-confidence(19% of sample), Improving the educational level of the family(6% of sample)

As for the impact on the other projects it was summarized as per results of the interviews: Competition in the market in terms of quality and price (58% of sample interviewed), Integration with projects in the region (19% of sample interviewed), providing reliable products and services (32% of sample interviewed)

On the other hand the impact on society was summarized as per results of the interviews: Provide reliable production and competition in price (71% of sample interviewed), Providing jobs (94% of sample interviewed), Help families in the area (3% of sample interviewed), Strengthening social relations (3% of sample interviewed)

Sustainability satisfactory

Overall sustainability evaluation was satisfactory where 87% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society but 50% of the interviewed IDPs plan to go back to their hometown and end their work in the established workshop.

As for the extent to which the financial and economic resources will be available to sustain the benefits achieved by the project, productive assets granted are estimated to have

useful life of 2 - 5 years therefore the economic resource will continue to provide the benefit.

In addition the team composed and management of project helped in the establishment of the workshop.

And the UNDP interventions have well-designed and well-planned exit strategies.

Expert and community views:

Interviewed Riad Hamid / social expert and asked him about his opinion of the project in general, he reported the following:

- The project is able to continue because of the availability of raw materials and the existence of discharge of the material produced and the accumulation of experience of project workers, despite the high prices of raw materials (diesel - flour).
- The project is able to expand the availability of raw materials and the need of all areas and the possibility of developing the project.
- The project is suitable for the area due to the damage of most of the furnaces and the need for bread which is considered a basic material.
- Providing job opportunities and providing a major food product.
- Contributing to the spread of the culture of work and reliance on work as a source of livelihood.
- Exchange of experiences between displaced and residents of the governorates and enhance social cohesion.

Project Photo



Findings

Strengths:

- The project was important in providing basic food, bread, but it cannot be considered a livelihood and early recovery project, which is an important and vital project but closer to relief.
- - The expansion and continuation of the project in case of adoption of products related to pastries and other pastries that move away from the bread material, after examining the feasibility of the project's impact at the local level.

Weaknesses:

- Non-registration of workers in social insurance negatively affects the social protection of workers, and weakens job stability.
- The project does not have the capacity for continuity in the medium term, because with the return of stability to the project area, the task of securing bread to government agencies is back, as the provision of bread in Syria is one of the basics of government subsidies.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. Yet the project was overall evaluated to be not effective nor efficient in all aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- To include in the future cooperation projects the registration of employees in social insurance, and other conditions related to the optimal working environment in general, which contributes to enhancing job stability and sustainability.
- To study the feasibility of future projects by specialized offices and bodies, where it was noted that the project was unable to continue, and this could have been indicated in the feasibility study.
- Setting clear criteria in future projects, to oblige the partner to provide an integrated management system from outside the Board of Directors with the necessary qualifications and expertise to manage such a project.

Lessons learned.

- Monitoring activities and its documentation could enhance the project results and help the stakeholders to define the responsibilities and corrective action through the process.
- Final report could be more efficient to evaluate the projects with the details verified within.

Manufacture of compost By German3 [UNDP] in Al-Hassakeh

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Sector-based Livelihood	
Period under evaluation	Start	End
	20 February 2017	30 June 2017
Project budget	162,552 USD	
Project Expenditure at the time of evaluation	-----	

Description of the intervention

Summary and Justification of the Project:

- The project is within the scope of on-the-job training and aims to utilize the available resources to create a large number of jobs for the children of poor and needy families from the vulnerable groups, especially young people and women, the loss of the breadwinner and their employment in the manufacture of organic manure from animal waste. The idea of the project is to establish five small organic manure workshops and train the local community to manufacture it based on the following rationale:
- The presence of an area in the countryside of Qamishli dedicated to the breeding and fattening of calves and sheep called the cells produce large quantities of animal waste.
- Provide a good source of income for farmers and livestock breeders in the targeted area and find a sustainable solution to the environmental problems in the target area, thereby contributing to the program's objectives in protecting the environment.

- The farmers benefit from the calves and farmers through the availability of compost to them by calves farmers at acceptable prices within the standard Syrian standards for the production of organic fertilizer, where the Directorate of Agriculture is a partner in the project and can be technical supervision of the conformity of specifications and can be obtained by the Environmental Protection Society.
- The project contributed to the creation of 421 work opportunities in the field of manure production (within the five workshops) and 36 job opportunities in metalworking and processing of barns from providing agricultural inputs at an acceptable price of environmentally friendly organic fertilizers necessary for farmers, Manufacture of compost and general safety and occupational health procedures, including the implementation of an awareness campaign on the causes and methods of prevention of *Lashmania*.
- The project represents a pilot experience that can encourage livestock farmers to carry out similar experiments and contribute to the elimination of a number of environmental problems such as odour emissions, groundwater pollution and outbreaks.

Project objectives:

1. Creating 421 sustainable jobs in addition to 36 job opportunities in the rehabilitation of the place for a month's period, does not require great skills and is compatible with the nature of existing natural and human resources, especially women and youth
- Training 415 on compost manufacturing method
3. Training the community on public health and safety procedures
- 4 - Provide the necessary work equipment for the establishment of 5 workshops for the manufacture of Compost 20
- 5 - Establishment of 7 workshops to manufacture compost
- 6 - Carrying out awareness campaigns on the causes and methods of prevention of *Lashmania* (the area is currently the focus of the sun).

Geographical scope of the project:

Governorate of Al - Hasakah - Al - Qamishli - Coverage / Al - Khans in Al - Hasakah Governorate.

Project Timeline:

The implementation of the project started on 1/2/2017 and continued until 30/9/2017.

Implementing partner:

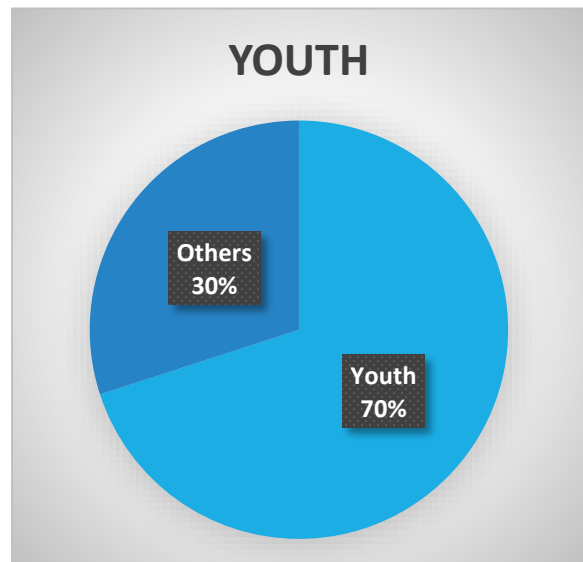
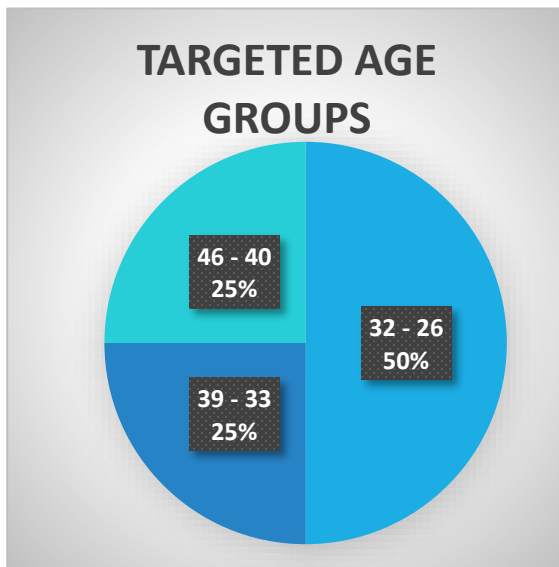
The project was implemented in partnership with the Environmental Protection Society, a non-profit NGO, which was established in 2011. Its activities focus on environmental issues, the most important of which are awareness-raising activities and campaigns accompanying clean-up projects and participation in seminars and forums on environmental concerns and afforestation campaigns.

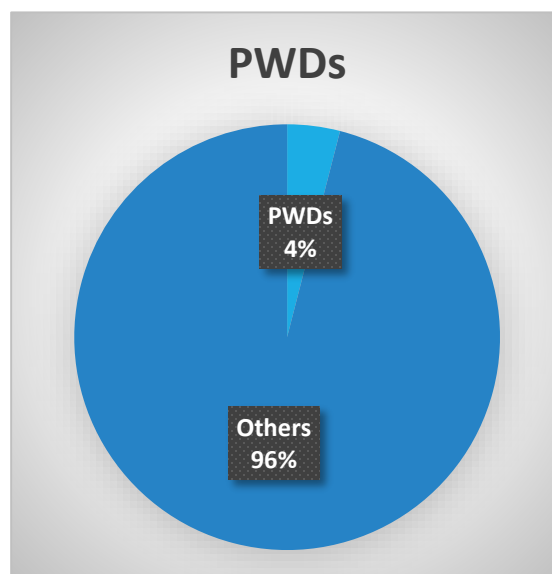
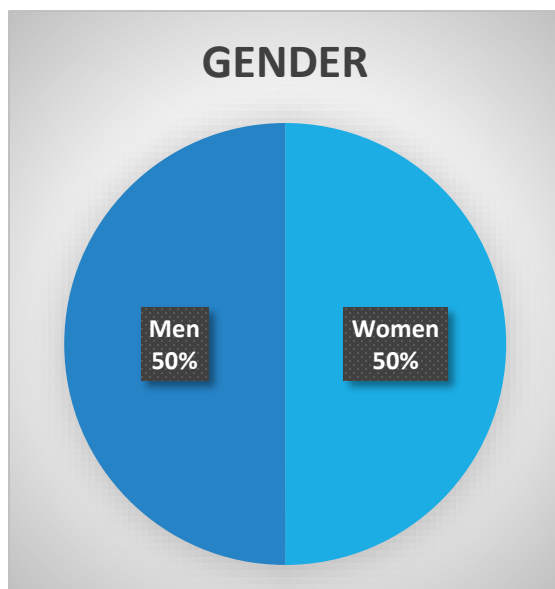
Criteria for selection of targets:

A number of criteria have been developed to select the targets as follows:

- Persons who depend on their families and whose income is cut off due to current events, and priority is given to female breadwinners
- Immigrants and affected persons who depend on families with persons with disabilities.
- Persons who have not benefited from any other humanitarian support initiative
- Taking into account that more than one person does not benefit from the same household
- Ensure equitable distribution of beneficiaries by region.
- For competent workers (experts, technicians, marketers). Experience and competence must be available.

Stakeholders analysis





Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output "Sector-based Livelihood" actually targeted 40% of women and females, and the percentage of the youth 60% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 57% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 10 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were it established 7 workshops to manufacture compost. We could not evaluate whether the project was effective in the regard of Actual/budget details in the absence of the final result reports.

However, the cost for each workshop established was according to the partially report 3,291USD budgeted to be 7,672 USD, the production cost was according to the partially report 17,875 USD budgeted to be 13,995USD the overall cost per beneficiary in the overall project cost was according to the partially report 321.39 Budgeted 329USD.

Efficiency Unsatisfactory

Overall efficiency was evaluated as unsatisfactory as we the project was scored as satisfactory in 4 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as providing productive assets and perform training courses.

The project was extended one month with 4% increase over budget, and follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to employee workers and ensure the sustainable income in addition to establish 7 workshops to manufacture compost, also overall impact evaluation was satisfactory where 77% of interviewed beneficiaries considered that the project achieved its goal in providing a good and stable monthly income and improving the standard of living (67%of the interviewed sample), Self-reliance and increased self-confidence (33% of the interviewed sample).

As for the impact on the other projects it was summarized as per results of the interviews: Integration with projects in the region (70% of the interviewed sample), providing reliable products and services (30% of the interviewed sample).

On the other hand the impact on society was summarized as per results of the interviews: Help families in the area (33% of the interviewed sample), Employment of labor and reduction of unemployment (67% of the interviewed sample).

Sustainability Unsatisfactory

Overall sustainability evaluation was unsatisfactory, even though 87% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society.

Although the team composed and management of project helped in the establishment of the workshop, yet in the partial report there were many variances and the main expenditure was related to the production and not the establishment of workshops, which may indicate that the assets used might have less sustainable impact.

And no clear indication that the intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

- Abdul Rahman Khalil, a social expert, was interviewed and asked about his opinion of the project in general. He stated that:
 - The project is able to continue and grow because of the availability of the elements of its success because manure is available in addition to the availability of labor and the project meets the needs of farmers from organic fertilizer, especially in the loss of nitrogen fertilizer from the markets.
 - The project contributes to the creation of new jobs and training in this new profession.
 - The ability to expand due to the availability of all the objective factors for the success and continuation of the project, especially in light of the availability of manpower required and the material and the desire to use manure produced by farmers.
 - The project is suitable for agriculture requirements, and this was a good alternative because there are no chemical fertilizers; consequently, this helped farmers in their sustainability.
- The establishment of the project has an impact on the society from the social, economic and cultural aspects. It contributes to increasing agricultural production and thus improving the material situation of the farmers in addition

to providing employment opportunities for the unemployed, especially in the Khanaat area, in addition to strengthening the community cohesion of the civil society and the farmer's connection with his land. In the field of organic manure production because these areas are new in the region.

- Associations are able to develop and manage projects to provide all the objective factors of the Environmental Protection Association to develop and manage this project or any other project in an optimal manner while ensuring the appropriate mechanisms for the sustainability of the project and its continuation, and provide all the requirements of human development, technical and marketing, and when the necessary training and support.

Muhannad al-Hamo, a farmer, was also interviewed.

- The project is able to continue and expand because it is a vital project for the people of the governorates and because of the availability of manure large quantities of animal manure in the area covered, and the availability of labor. The project should contribute to the provision of organic fertilizers for agriculture. He also stressed the project's appropriateness for the area because the governorate is agricultural and the area of the khanat is suitable for the production of compost.

- The establishment of the project has an impact on society from the social, economic and cultural aspects, as compost is very important to increase agricultural production and there is no negative impact of the project.

- The project creates a great incentive for more attention to agriculture and not to leave the land and contribute to the social stability of the families working in the project and working in agriculture, which is a new experience in the governorates and encourages people to take care of animal manure and convert it to organic fertilizer and promotes the culture of women's work.
- The Environment Society or any association interested in the Compost will be able to develop and continue the compost production.

Project photo



Findings

Strengths:

- The idea of the project fit the nature of the agricultural area, which need to compost permanently.
- Ability to provide direct employment opportunities for target groups and do not require intensive training.
- The environmental health and awareness aspect of the project
- Great homogeneity between the project idea and the objectives of the association (current partner) which makes the work done flexibly and with high coordination with relevant bodies as environment and agriculture managers.

Weaknesses:

- Complete dependency on labor, unavailability of machinery to aid in saving time or effort.
- The work location being distant from city center.
- Low wages and the inability of the project to provide adequate sources of income for workers, and this has been shown by the adoption of most workers on sources supporting their costs of living.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation but the sustainability after the end of project timeframe was not clear. Yet the project was overall evaluated to be not effective nor efficient in all aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- To consider the project as a pilot project and a model for mainstreaming in other areas and sectors based on the relative characteristics of the Syrian governorates and regions to benefit from the good opportunities that can be invested in livelihood projects and early recovery.
- The basic fundamentals for continuation of the project are available, this is because it depends on simple raw materials being animal waste, and therefore the project can be supported to continue and expand by finding modern mechanisms and machines to do what's needed.
- To study raising wages of workers and to provide them with protection, health insurance and awareness that's needed due to the nature of their work.

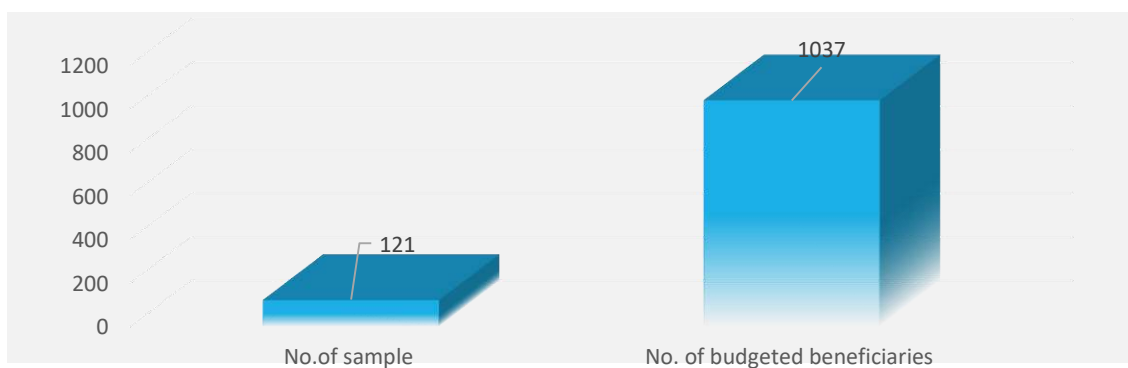
Lesson learnt

- The documentation of variances in the budget caused by the actual circumstances while performing the project could help in avoiding unrealistic planning and source efficiency
- The sustainable impact is achieved by bringing new modern methods of manufacturing.

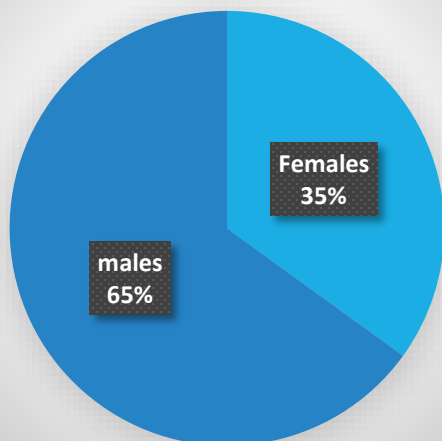
Lattakia Governorate

Graphs related to planned investigated sample of projects in each governorate

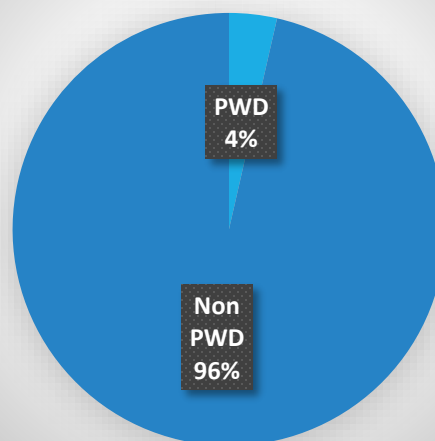
EVALUATED PROJECTS - LATTAKIA



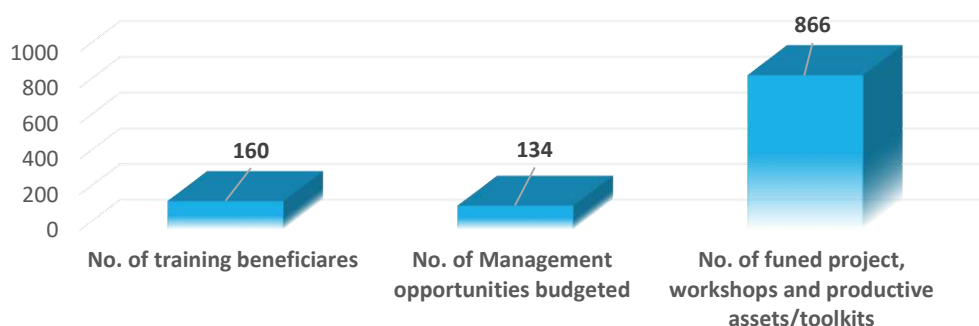
Gender



PWD



BENEFICIARIES FOR EVALUATED PROJECTS - LATTAKIA



Project evaluation information details

Laurel soap Manufacturing Project

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived	
Period under evaluation	Start	End
	12 October 2016	31 December 2017
Project budget	52,201,020 SYP	
Project Expenditure at the time of evaluation	52,200,930 SYP	

Description of the intervention

Project Summary and Justification:

The project has been manufacturing laurel soap, based on the following justifications:

- Abundance of the raw material from laurel trees.
- The region of Kasab has been famous for its production of oil and laurel soap. It has been famous locally and abroad for this industry and has been able to market products locally and in neighbouring countries such as Lebanon. The amount of soap produced before the crisis was estimated at about 30 tons per month, in addition to the shampoo that is oil-made.
- The basic need for soap in general, as an essential requirement for each individual to use for personal hygiene to maintain public health.
- The existence of an adequate number of persons who have experience but are unemployed and who wish to follow the training courses.
- The decrease in the volume of domestic manufacturing due to the fact that a number of establishments have been out of service as follows:
 - The number of large workshops is five (2 in Kasab -1 in Alshajara -1 in Al-Rabwa -1 in Al Musherfa), three of which have stopped while the monthly production of the workshops decreased from 4 -5 tons per month to 400 kg per month
 - Three house-based workshops with a monthly production of each was 200 to 400 kg whose production dropped to 25%

Project objectives:

1. Reviving the profession of the laurel industry and establishing a small income generating project.
2. Emergent employment of a number of people affected by their livelihoods.
3. Capacity building of beneficiaries and giving them sufficient experience in the field of soap manufacturing to expand their future choices in improving their living conditions.
4. Contribute to providing solutions to lessen the suffering of people in the area and to help them get the substance of soap at cheap prices.

Geographical scope of the project:

Governorate of Lattakia, Kasab Region, the village of Altelal (Iskuran).

Project time frame:

The project started on 12 October 2016 and ended on 31 December 2017.

Implementing partner:

The Armenian Catholic Church, that established a charitable organization (not licensed by the Ministry of Social Affairs and Labor) for persons with disabilities, rural development projects and socio-cultural activities. This church also exists in a number of Syrian governorates and cities, including Kasab region.

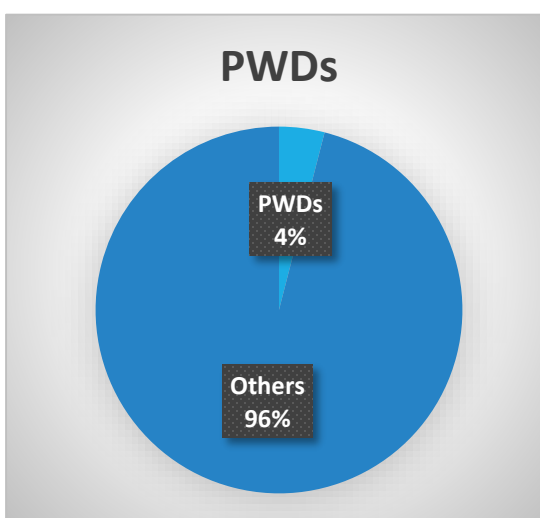
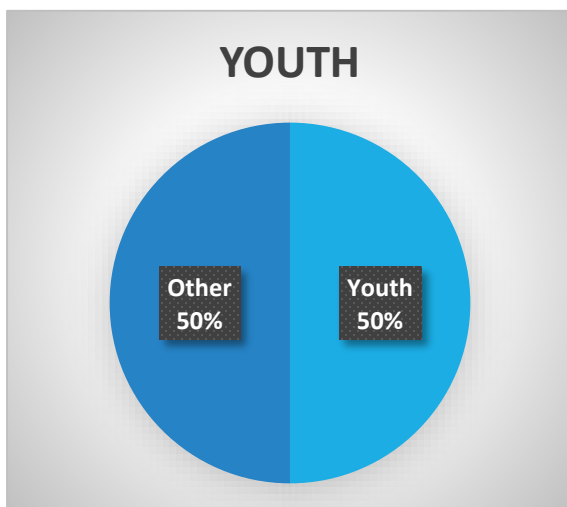
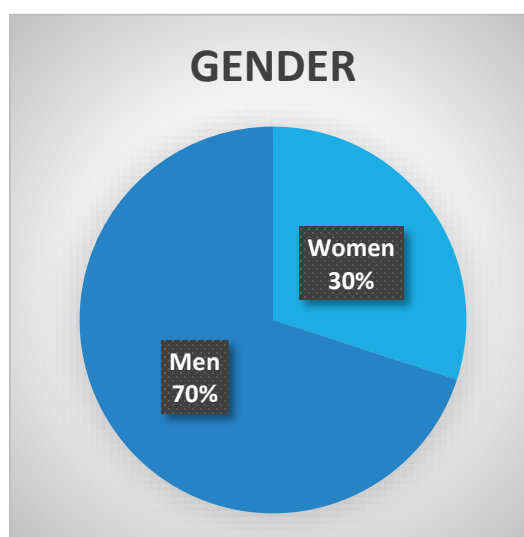
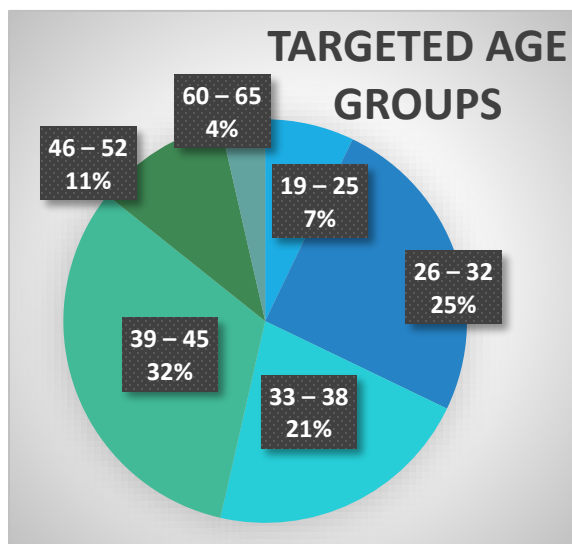
The organization has about 100 employees in addition to volunteers. It has previous experience in executing development projects through previously established projects in cooperation with a number of international organizations.

Criteria of Target Selection:

A number of criteria have been developed to select targets as follows:

- The beneficiary should be experienced in the soap industry.
- The beneficiary should be among the affected children of the region, of the 50% of the displaced, or 50% of the affected.
- The beneficiaries should be of the poorest households, who do not have sources of income.
- The beneficiary should be a breadwinner, with preference of selection based on the number of dependents, the sources of income and assets, and the number of family members attending school.
- One beneficiary from each family.
- The beneficiary is among the 18 to 40 years age group.
- Priority is given to families whose members are persons with disabilities.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Sector-based Livelihood” actually targeted 36% of women and females, and the percentage of the youth 32% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 18% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were 31 beneficiaries benefited from the project.

However, the cost for the workshop established was according to the partially report 44,294 USD budgeted to be 54,705 USD, the production cost was according to the partially report 3,296USD budgeted to be 2,986 USD, where the overall cost per beneficiary in the overall project cost was according to the partially report 3,644.8 USD Budgeted 3,645 USD.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 5 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as providing productive assets and production financing.

The project extended 10 months with no additional cost but the production increased (due to the fact that the raw materials costs and fuel for the generators were increased, and follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to employee workers and ensure the sustainable income, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the project achieved its goal in providing a good and stable monthly income and improving the standard of living (97% of sample) , Create a state of stability and psychological comfort (71% of sample) , Self-reliance and increased self-confidence(19% of sample), Improving the educational level of the family(6% of sample).

As for the impact on the other projects it was summarized as per results of the interviews: Competition in the market in terms of quality and price (58% of sample interviewed) , Integration with projects in the region(19% of sample interviewed), Providing reliable products and services(32% of sample interviewed).

On the other hand the impact on society was summarized as per results of the interviews: Provide reliable production and competition in price (71% of sample interviewed), Providing jobs (94% of sample interviewed), Help families in the area(3% of sample interviewed), Strengthening social relations(3% of sample interviewed)

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, even though 100% of interviewed beneficiaries estimated that the project will continue. The project succeeded in targeting IDPs and integrating them into society.

Although the team composed and management of project helped in the establishment of the workshop, Also the financial and economic resources be available to sustain the benefits achieved by the project.

In addition the UNDP intervention has been well-designed and well-planned exit strategies.

Expert and community views:

One of the project's supervisors, who is a native of the region, was interviewed ; when asked about **The project**, he said that it is generally speaking good and suitable for the characteristics of the region and good because of its comparative advantages, which benefit the people of the region, and is able to continue and expand, but its continuity and expansion depends on the Church and its ability to manage the project in a better way.

The project has achieved several positive aspects, the most important of which are:

- Providing job opportunities for a number of the region natives and arrivals.
- Contribution to improving income for workers and parties dealing with it.
- Socially contributing to the strengthening of social relations between the displaced and the residents.

The difficulties

That faced in the project:

- The way of dealing with the organization is uncomfortable, especially with respect to punctuality.
- The complex procedures for providing supplies (tenders - price quotes).
- The organization was delayed in paying the third instalment and thus delaying payment of workers' salaries.
- So far they have not paid the fourth instalment even though the project is not over.

Proposals to address the difficulties faced by the project:

- Workers were given monthly salaries.
- Reduces routine in work procedures.
- Treat more respectfully.

Findings

Strengths:

- The work field of the project of distinguished areas due to the relative characteristics and historical experience accumulated historically in the area of Kasab, and this is a positive point that can be built on for new projects in other regions and governorates by relying on the comparative advantages of each governorates and regions.
- It was noted that the number of employees increased during the project period, which indicates the recovery and the return of stability to the region in general, and the success of the project in particular.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- Non-registration of workers in social insurance and therefore the absence of social protection to the minimum limits, and this would weaken the level of job stability.
- Linking the project management to the Archbishop has disadvantages, considering that the project needs a full-time management to follow the daily activities, which cannot be postponed, and the Bishop's preoccupation with his original work hinders him from carrying out the tasks entrusted with managing the project.
- Notes on the mechanism of dealing between the Church and the Organization, the lack of punctuality or lack of clear dates, and some hinted at the nature of the relationship is not sound in general.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create sustainable income and continue in operation after the end of project timeframe. Yet the project was overall evaluated to be not effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- To consider the project as a pilot project and a model for mainstreaming in other areas and sectors based on the relative characteristics of the Syrian governorates and regions to benefit from the good opportunities that can be invested in livelihood projects and early recovery.
- Define the monitoring and evaluating criteria for each component of the projects defined.
- The inclusion of future projects in which the employment of a number of workers include conditions related to the organization of employment contracts and the registration of workers in social insurance and health insurance, and conditions related to the optimal working environment in general, which contributes to enhancing job stability.
- Setting uniform standards for the management of future projects with partners, and preventing directors from direct intervention in them to ensure the smooth running of projects and non-focused decisions on one hand, and the sensitivity of dealing with these figures in procedural and financial matters in particular on the other.

Lessons learned.

- The final reports with the actual facts about the beneficiaries Numbers and training number with lesson learnt form the filed could help evaluate the intervention in a comprehensive method.
- Justification of variances in the budget helps to better planning in the future intervention projects, where the establishment cost were budgeted more than actual spent.
- Realistic planning includes timeframe of the project where it was delayed more than half of the project original time period.

Distribution of agricultural inputs in Lattakia countryside

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output		
Period under evaluation	Start	End
	23 February 2017	30 September 2017
Project budget	550,550USD – 514.85 exchange rate	
Project Expenditure at the time of evaluation	397,297 USD –514.85 exchange rate	

Description of the intervention

Justifications and Summary of the Project:

The project supported rural families in a number of villages to set up cattle, goat, poultry and bee breeding projects by providing in-kind assets and equipment, based on the following justifications:

- The loss of a large number of people to the sources of their work, as a result of military actions in northern Rural Lattakia, and thus the increase in the number of unemployed persons.
- Many safe areas have been affected by an increase in arrivals from hot spots, creating competition for jobs and pressure on public services and infrastructure.
- The target areas are historically dependent on agriculture, cattle breeding and agricultural and animal activities in general, depending on the geographical nature of these areas, which is a key factor in the launch of the project.

Project objectives:

- Improving the nutritional and economic status of farming households and spreading a culture of self-sufficiency.
- Creating employment opportunities in the agricultural and livestock sectors that contribute to the empowerment of women headed households and persons with disabilities by creating suitable jobs for them in terms of work place or the possibility of providing assistance to them from the rest of the family.
- Raising the experience of farmers and increasing their agricultural experience.
- Contributing to the recovery of the agricultural sector affected by the crisis
- Increase the productivity of the unit of cultivated area in the optimal manner.

The main activities of the project are as follows:

1. Support 100 families by distributing 100 heads of Shami goats. (Dalia Area)
2. Support 35 families for cows provided by the program previously, through the distribution of fodder, and provide medical and nutritional care for cows, to enhance their ability to produce milk.
3. Support 125 families through the distribution of 500 bee hives and provide medical and health care for them.
4. Support 150 families across the distribution of 10 white chickens for each family of chicken breeders in the target areas.
5. Support 150 families through the distribution of 150 agricultural equipment (Azaqa) in addition to helping the farmer in the cultivating of his land, and provide a job opportunity through investment to cultivating the land of others with wages.
6. Support 150 families through distribution of (pesticide spray + fertilizer machine + pesticides) for each family distribution (150 + 150 fertilizer machine + share of pesticides) and give wages to workers to invest their land and access to production for the first time to help the farmer start the economic cycle.
7. Create 105 direct jobs within the project, administrators, technicians and workers.
8. Implementing different training courses related to the distributed portal in the form of vocational training, in order to ensure that they continue to invest the inputs in an optimal manner and achieve the desired results from the project.
9. The project was extended in distributing additional 100 goats and additional 35 cows.

Geographical scope of the project:

Latakia Governorate - Al-Hafah Region: Municipalities (Al-Hafah, Babna, Salanfeh, Aramo and Watta Al-Khan)

Jibla area (Qutilibia - Wadi Al-Qalaa - Mtour - Ain Sharqiyah - Beit Yashout - Dalia)

Kasab area

Time scope of the project:

The project started on 23 February 2017 and ended on 30 September 2017

Implementing partner:

The project was implemented in direct implementation by the United Nations Development Program (UNDP) and in cooperation with the Agriculture and Agrarian Reform Directorate in the governorate.

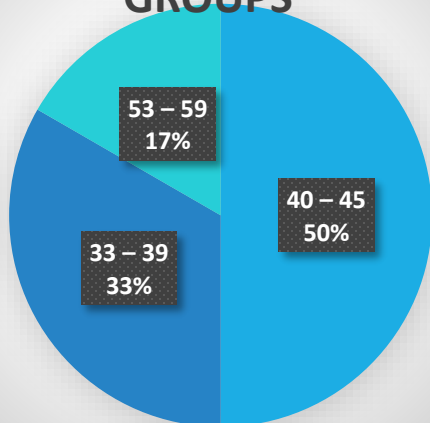
Criteria for selecting the target in the project activities:

A number of criteria have been developed to select the targets as follows:

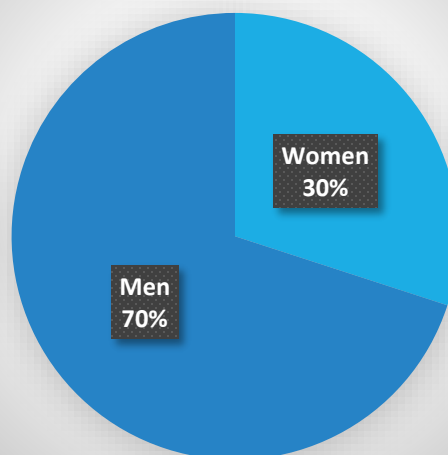
- Should be among families returning to their villages. (returnees)
- Should be originally employed in agriculture and project activities.
- Should be among poor households affected by the crisis.
- The allocation of women headed households is 50% of the activities of the project.
- Agricultural households with small holdings.
- Should target breadwinners, and the trade-off is carried out according to the number of dependents, income, assets and the number of those who are committed to school from family members.
- Families who lost their agricultural equipment as a result of military activities or as a result of displacement.
- Families that have not previously benefited from any grant or project of the United Nations Development Program.
- Compliance with the legal obligations of the project.
- Families with members of one or more persons with disabilities.

Stakeholders analysis

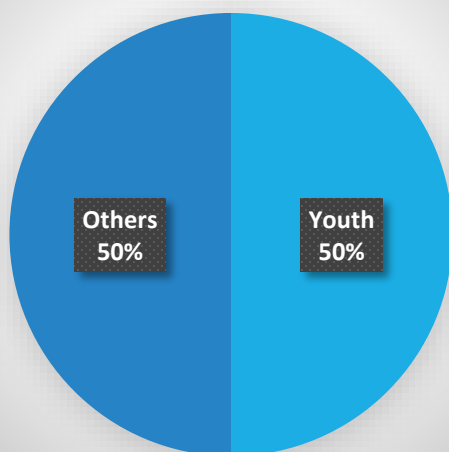
TARGETED AGE GROUPS



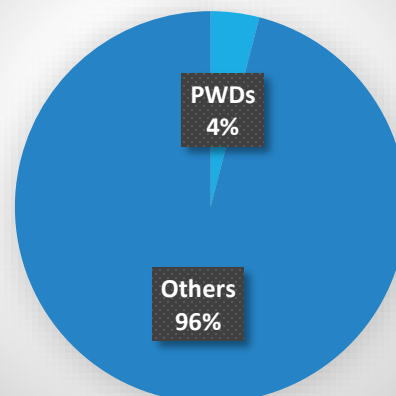
GENDER



YOUTH



PERSONS WITH DISABILITIES



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Sector-based Livelihood” actually targeted 36% of women and females, and the percentage of the youth 32% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 18% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 11 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the distributed sheep were 340, additional cows 35, chicken distributed totaled to 1500, and the quantity of families benefited from tools and equipment were 162, and as per discussion performed we noted that the bee keeping was executed through centralized procurement to this project among other projects therefore there was no indication recorded in the financial information in relation to the distribution of bees.

However, the cost for each type distributed was according to the financial figures provided cost of one sheep was 792 USD budgeted to 757USD, cost of one chicken was 5.44USD budgeted to 8 USD, the training cost was according to the financial report was 53USD

budgeted to 17 USD, where the overall cost per beneficiary in the overall project cost was according to the financial report 626 USD Budgeted 701USD.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 5 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as providing Agriculture inputs and training.

The project extended to 9 months with additional cost but the figures did not indicate whether it was executed fully and all the inputs planned were distributed (bees' cells), and follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to distribute most of the planned agriculture inputs, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the project achieved its goal in Providing good and stable monthly income and improving the standard of living, Create a state of stability and psychological comfort.

As for the impact on the other projects beneficiaries saw that the project helped in integration with projects in the region.

On the other hand the impact on society was that the project helped families in the area, and succeeded to create a state of economic stability in the region.

Sustainability

Unsatisfactory

Overall sustainability evaluation was unsatisfactory, where 100% of interviewed beneficiaries estimated that the project will not continue. The project did not target IDPs.

Although the team composed and management of project helped in the implementation of the project. There was no indication related to the documented and executed actual figures for all the aspect of the project. And no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert and community views:

In this regard, a person from the region was interviewed, and those concerned with his activities. When asked about the project, he mentioned several important points concerning the project:

- The activity related to the distribution of agricultural equipment is considered good because it ends with the ownership of the farmers by the number of farmers who invest in their land or work in the lands of others for a long period.
- In regard to projects of beekeeping and poultry raising were unsuccessful in general, due to lack of experience in beekeeping on the one hand and the quality of bees Egyptian origin, on the other hand, which does not fit the nature of their villages, as well as for poultry.
- With regard to the goat project, it is suitable for the Jibla area, but in the area of Al-Hafah it did not acclimatize.

project photo:



Findings

Strengths:

- The work fields of the project activities are broad and mostly in line with the nature of the target areas and their inhabitants. This is a positive point for the project and its sponsors.

Weaknesses

- There was a high degree of dissatisfaction with the work mechanisms and management of the project. This may be due to the insufficient definition of the project prior to its commencement.
- The project's working mechanisms must be a package of integrated interventions (training, financing, marketing, and consulting ...) we noted the weakness and absence of marketing and advisory interventions.
- Communication means and methods with beneficiaries were not effective in all incidents.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, yet sustainability after the end of project timeframe was not clear. Although the project was overall evaluated to be not effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- To promote and introduce future projects and activities among the target groups, and to build effective communication mechanisms with those targeted under the slogan "Nothing for us without us", to ensure the acceptance of the project.
- Design training programs based on the identification of training needs and skills required in the target area.
- Study the marketing of all activities and products within the project, before starting implementation, and better conduct a comprehensive feasibility study for any project before implementation.
- Include the services allocated to these projects, consultancy services for the target period after the end of the project (technical, financial, marketing ...)

Lessons learned.

- Monitoring activities and its documentation could enhance the project results and help the stakeholders to define the responsibilities and corrective action through the process.
- Proper planning could help to set a subjective and attainable goals to be achieved.
- Market and environmental study could help ensuring the proper budgeting and costing.

Apple cider vinegar

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Entrepreneurship skills for youth	
Period under evaluation	Start	End
	13 October 2016	31 December 2017
Project budget	145,035 USD – Exchange rate 434	
Project Expenditure at the time of evaluation	101,728 USD – Exchange rate 434	

Description of the intervention

Project Summary and Justification:

The project included the distribution of production requirements for the production of natural apple cider vinegar with standard technical specifications, in addition to the implementation of a series of training courses for farmers by specialists in the industry located in the project areas. The project targeted 100 families producing apple cider and working on manufacturing it, based on the following justifications:

- The presence of a number of unemployed persons, especially women headed households.
- The presence of a non-marketable crop of apples in the target and perishable area.
- Experience of the people of the region in manufacturing vinegar.
- The demand available for vinegar in the local market.

Project objectives:

1. The distribution of equipment and raw materials for 100 beneficiaries of apple cider producing families (packages - cleaning materials - linen - barbed - cutting and washing equipment ...)
2. Provide vocational training by specialists for about 100 families on the production and manufacture of vinegar.
3. Provide job opportunities for the target population and 14 jobs.
4. Organizing awareness campaigns (2) to introduce hygiene, occupational health and safety conditions.
5. Proactively endorse product logos and product control by Health Directorate.
6. Staying in touch with the Ministry of Agriculture, storage and marketing institutions and setting up a sales center and participating in marketing exhibitions for food products with advertising campaigns through various means of information available to market the product.

Geographical scope of the project:

Lattakia Governorate - Al-Hafah Region in the villages of the Northern Rifle (Hanboushieh-Balouta-Anbata- Barmessa-Barda) and Jibla villages (Bashraghi and its vicinity).

Project Timeline:

The project started on 13 October 2016 and ended on 31 December 2017.

Implementing partner:

The project was implemented directly by the United Nations Development Program (UNDP) and in cooperation with local NGOs (Beshraghi Association, Al Zahra Association).

Bashraghy Association (Jebel Rifla): A charity working in the field of helping the villagers and providing simple services to needy families, during condolences and accidents

Al - Zahra Association (Northern Rifle Villages): A charity established in 2006 as a charity but during the crisis it contributed to many activities that met the needs of the affected population and the displaced in the field of psychological support, distribution of food and health baskets in collaboration with UNICEF

Cooperation with these associations has been carried out in order to increase their capacity for community work and to devote the social dimension to civil and cooperative work among the villagers.

Criteria for selection of targets:

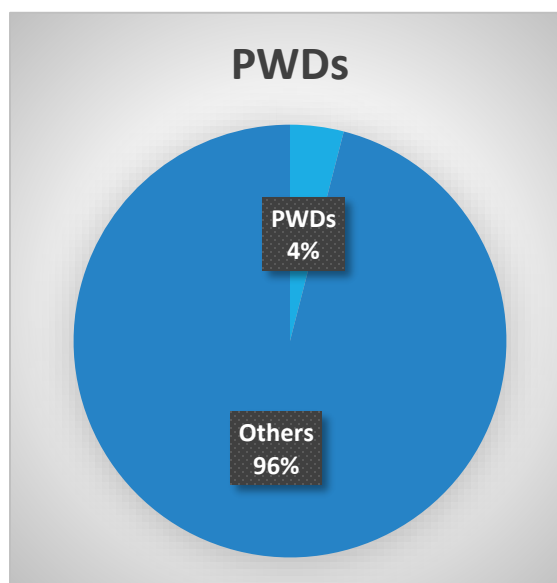
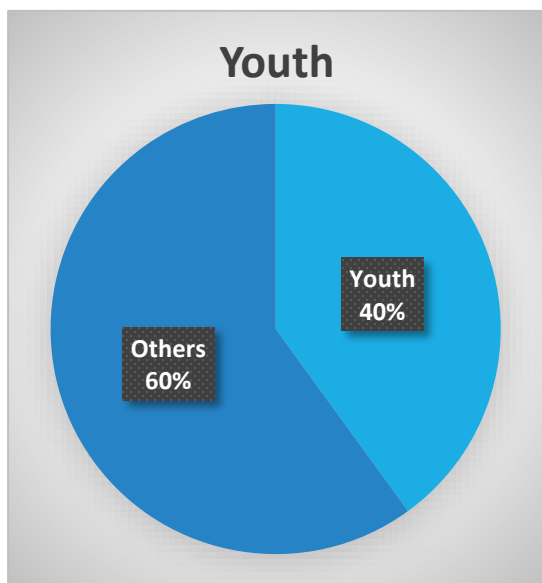
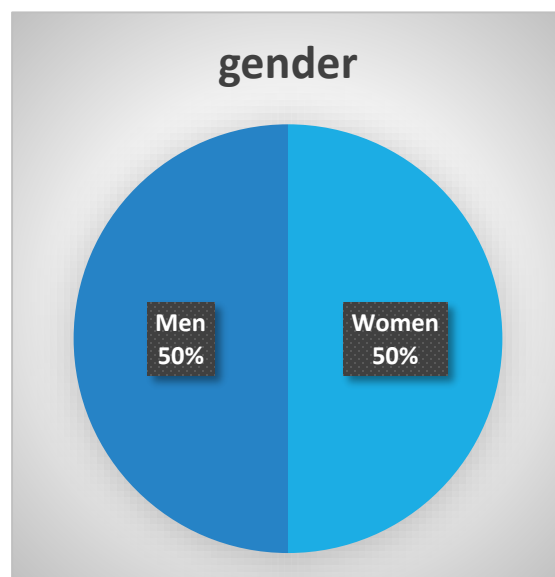
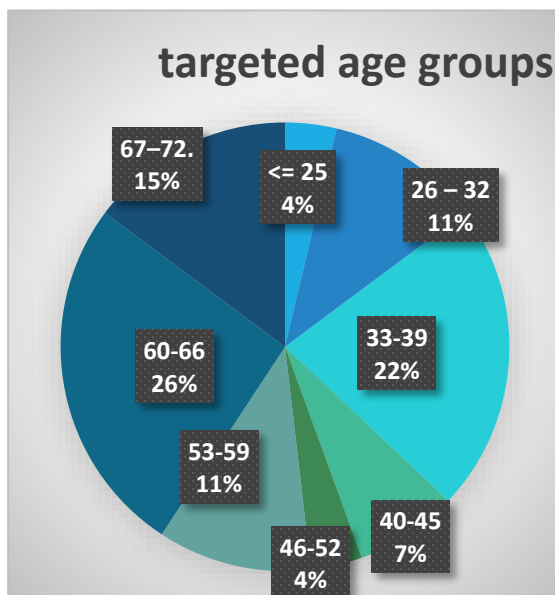
A number of criteria have been developed to select the targets as follows:

- Should be among the affected families in the area.
- Should reach female headed households by 50%
- Should be among Youth groups.
- Families with persons with disabilities have a priority.

At the level of individuals targeted for employment, they are:

- Unemployed.
- Not to include more than one beneficiary of the family.
- In need of a vocational training.

Stakeholders analysis



Relevance Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 9 criteria out of 11 as listed in the detailed evaluation table.

The project was related to the output “entrepreneurship skills for youth” actually targeted 56% of women and females, and the percentage of the youth 37% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 26% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 2 criteria out of 6 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of established workshop, where the Apple Cider workshop were created.

However, the cost for established was 886USD budgeted to 1114USD, cost of supported material for the production were 0 USD while budgeted to be 119USD per month, where the overall cost per beneficiary in the overall project cost was according to the financial report 1019 USD Budgeted 1450USD.

Efficiency Unsatisfactory

Overall efficiency was evaluated unsatisfactory as we the project was scored as satisfactory in 5 out of 8 indicators and efficiency evaluation criteria. 87% of the beneficiary noted that they benefit from UNDP's project support

The forms of support provided by UNDP from the point of view of the sample were Fixed assets, Training, Raw materials.

The project extended to 12 months with no additional cost. The project planned to help 100 family and it was expensed, yet no clear indication of the actual beneficiaries Numbers or performance indicators. Thus, follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to achieve its outcomes, also overall impact evaluation was satisfactory where 51% of interviewed beneficiaries considered that the project achieved its goal in providing good and stable monthly income and improving the standard of living.

As for the impact on the other projects beneficiaries saw that the project helped in creating products that can stand in market competition.

On the other hand the impact on society was that the project helped families in the area, and succeeded to create a state of economic stability in the region. In addition to provide reliable production and competitive price

Sustainability Unsatisfactory

Overall sustainability evaluation was unsatisfactory, where 33% of interviewed beneficiaries estimated that the project will not continue. The project did not target IDPs.

Although the team composed and management of project helped in the implementation of the project. There was no indication related to the documented and executed actual figures for all the aspect of the project. And no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert and community views:

When one of the project's supervisors was interviewed by the people of the area and asked about his view of the project in general, he said that **Project strengths** are represented in:

- The project is good and appropriate for the region and the people of the region, due to the availability of the materials needed for production in the area.
- The project is able to continue in the event of good marketing.
- Ability to expand by increasing the number of beneficiaries and focusing on quality in product marketing.

As for the most important **Difficulties** which faced the project, they are mainly marketing the product.

While the most important proposals to address the difficulties faced by the project are:

- Product marketing by UNDP.
- Increased number of beneficiaries

project photo :



Findings

Strengths:

- The work field of the project of distinguished areas due to the relative characteristics and historical experience accumulated historically in the area of Kasab, and this is a positive point that can be built on for new projects in other regions and governorates by relying on the comparative advantages of each governorates and regions.
- It was noted that the number of workers increased during the project period, which indicates the recovery and the return of stability to the region in general, and the success of the project in particular.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- Like other projects, the project faced major difficulties in marketing products.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, yet sustainability after the end of project timeframe was not clear. Although the project was overall evaluated to be not effective nor efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Separate production projects from training ones in the future, for the ability to assess the effects of each area independently, and focus on the aspect of the basic project, whether training or productive.
- Conduct economic studies on the comparative advantages of each region, associated with natural and human resources, to derive and determine the relative economic advantages of each target region or group.
- Building the capacity of beneficiaries with basic and traditional marketing techniques.
- Supporting initiatives to establish outlets in the city centers and major markets such as "Souq Al-Hiyya" project so that all projects in the governorate benefit from good marketing possibilities.

Lessons learned.

- Monitoring activities and its documentation could enhance the project results and help the stakeholders to define the responsibilities and corrective action through the process.
- Proper planning could help to set a subjective and attainable goals to be achieved.

Distribution of cows

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output		
Period under evaluation	Start	End
	1 December 2016	1 March 2017
Project budget	60,211 USD Exchange rate 514.85	
Project Expenditure at the time of evaluation	---	

Description of the intervention

Project Summary and Justification:

The project was based on the following justifications:

- The loss of a number of people to cattle, which is a basic source of livelihood, as a result of displacement from the northern villages.
- Contribute to the achievement of food security through the provision of basic milk directly or to be manufactured in the form of cheese and milk.
- Increase the number of unemployed.

Project objectives:

1. Support livelihoods of beneficiaries directly, rehabilitate their life cycles, and securing the return and stability of farmers.
2. Empowering beneficiaries economically and socially across insuring income sources for families especially women headed households and persons with disabilities through the distribution of Cow milk.
3. Enabling the lives of many returning families and providing them with a source of living.
4. Provide 9 urgent jobs within the project staff.
5. Periodic monitoring of cows by veterinarians and by the Agricultural Extension Unit.
6. To recompense part of the animal revolution in the region and to provide food to the population.

Geographical scope of the project:

Governorate: Lattakia-Al-Hafah, Slanfa / Hanboushieh-Balouta-Barouda-Abu Makkah-Arramo

Project Timeline:

The project started on 1 December 2016 and ended on 1 March 2017.

Implementing Partner

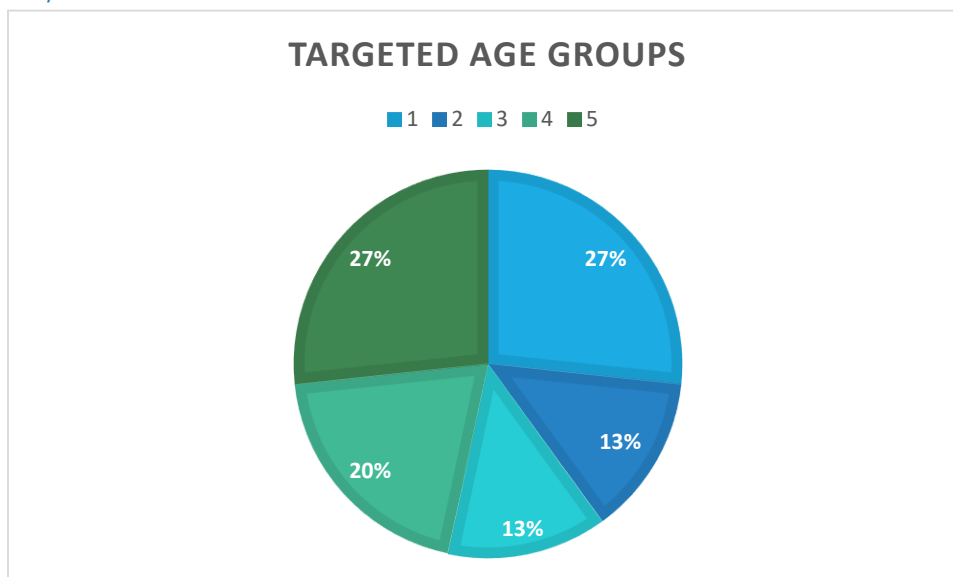
This project was implemented by the United Nations Development Program (UNDP)

Criteria for selection of targets:

- Should be among families that lost their agricultural animals as a result of the events, indicating the type and number of animals lost.
- The candidate family should be among poor families affected as a result of military events or families hosting internally displaced persons.
- Should target 50% of the internally displaced persons and 50% of those affected "so as not to harm the course of work."
- The family should have a place to raise cows.
- Lack of source of income for the family.
- Families with persons with disabilities.

- The candidate must be among dependents and the trade-off shall be according to the number of dependents, and income.
- Persons in school among targeted family members.
- The family should be from families that have not previously benefited from any project or grant to the United Nations Development Program (UNDP).
- Nominate one name from each family.

Stakeholders analysis



Data analysis

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “Sector-based Livelihood” actually targeted 0% of women and females, and the percentage of the youth 40% below 35 years.

The IDPs were totaled to 33% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 2 criteria out of 6 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of distributed cows 35.

However, the cost for each cow was budgeted to 1959 USD, and the overall cost per beneficiary in the overall project cost was a budgeted 1720 USD.

Efficiency Unsatisfactory

Overall efficiency was evaluated unsatisfactory as we the project was scored as satisfactory in 5 out of 8 indicators and efficiency evaluation criteria. 73% of the beneficiary noted that they benefit from UNDP's project support

The forms of support provided by UNDP from the point of view of the sample were providing livestock, Training, Raw materials.

No indication that the project was extended. The project planned to help 35 family, yet no clear indication of the actual beneficiaries Numbers or performance indicators nor the financial figures. Thus, follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to distribute the cows, also overall impact evaluation was satisfactory where 67% of interviewed beneficiaries considered that the project achieved its goal in providing good and stable monthly income and improving the standard of living.

As for the impact on the other projects beneficiaries saw that the project helped in creating products that can stand in market competition in terms of quality and price, also it helped in the integration with projects in the region

On the other hand the impact on society was that the project helped to provide reliable production and competitive price, Help families in the area, creating a state of economic stability in the region.

Sustainability Unsatisfactory

Overall sustainability evaluation was unsatisfactory, where 40% of interviewed beneficiaries estimated that the project will not continue. The project did not target IDPs.

Although the team composed and management of project helped in the implementation of the project. There was no indication related to the documented and executed actual figures for all the aspect of the project. And no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert and community views:

One of the project's supervisors interviewed local residents and asked him what he thought of the project in general. He stated that the project is not quite successful and that the project is unable to expand and continue because of the type of the cows.

The project suitability for the area and that it has no material affect except on a small sample of the area's individuals has been confirmed.

Difficulties Which faced the project:

- The type of infertile cows – non-virgin – non-pregnant - some were ill
- The delay in the distribution of feed five months, which made some beneficiaries to sell them because they can not spend on them

Suggestions to face the difficulties

- The contract with the organization should include that cows are dairy, heifer and healthy
- Increased number of beneficiaries

Findings

Strengths:

- Contributed to the provision of productive assets (cows) for returnees to their villages.
- Contributed to the achievement of food security through the provision of milk, which is a main ingredient and an essential component for the manufacture of milk and cheese.

Weaknesses:

- The quality of cows that are provided to the parents is not appropriate.
- The unavailability of fodder was a reason for some beneficiaries to sell cows and consequently the project did not achieve its basic objectives.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, yet sustainability after the end of project timeframe was not clear. Although the project was overall evaluated to be not effective nor efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Study the feasibility of future projects by specialized offices and experts in the sector concerned, to prevent the recurrence of failure of any project for reasons of lack of theoretical information or determine the appropriate specifications of production assets (cows) or production requirements.
- A more flexible administrative structure was established to manage projects directly implemented by WFP, with the suggestion that this option should be adopted only in emergency situations, because the presence of a local partner provides better management, flexibility, and accountability, not to forget that the overall functions of United Nations agencies are to support and build national capacities Rather than working.

Lessons learned.

- Monitoring activities and its documentation could enhance the project results and help the stakeholders to define the responsibilities and corrective action through the process.

A project for the cultivation of fodder barley

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Sector-based Livelihood	
Period under evaluation	Start	End
	1 October 2016	1 November 2017
Project budget	144,110USD – Exchange rate 434	
Project Expenditure at the time of evaluation	158,452 USD – Exchange rate 434	

Description of the intervention

Project Summary and Justification:

The project is based on the idea of soaking and growing barley seeds. The aim of this project is to distribute wild barley germination units to ensure the green fodder for livestock throughout the year, based on the following justifications:

- The governorates of Lattakia and its regions attracted a number of internally displaced persons from hot areas, in other governorates or in the northern governorate. Therefore, the pressure and competition for job opportunities, which are already available in the governorate, which is considered one of the labor-exporting governorates, increased.
- The project's targeting areas are based on livestock breeding as key sources of livelihood for the local population.
- Cereal barley is a staple of livestock and provides nutrients essential for livestock breeding (protein, enzymes, vitamins, minerals ...)

Project objectives:

1. To strengthen the capacity of the community and train targeted families on the work associated with the production of barley.
2. Securing 49 job opportunities during the project and the number of indirect employment opportunities within the target areas.
3. Distribution of equipment, raw materials and providing vocational training for 10 families.
4. Training 40 other people in the production of barley.
5. Contribute to encouraging the population to raise and develop livestock.
6. Strengthening the capacities of associations and the community and spreading the culture of teamwork.
7. Promote public health by providing integrated and healthy food for livestock that gives us the products needed for the people of the governorates.
8. Establishing marketing and information units for the product (establishment of fixed sales points, participation in exhibitions, advertising ...)

Geographical scope of the project:

The project was implemented in four municipalities in the governorate, known for livestock breeding and a village was chosen from each municipality (Solas-Sokhba-Arabs of the King).

Project Timeline:

The project started 1 October 2016 and the project ended on 1 November 2017.

Implementing partner:

Direct implementation by the United Nations Development Program in partnership with a number of NGOs in the targeted areas, in cooperation with the extension units of the Directorate of Agriculture in Lattakia.

Criteria for selection of targets:

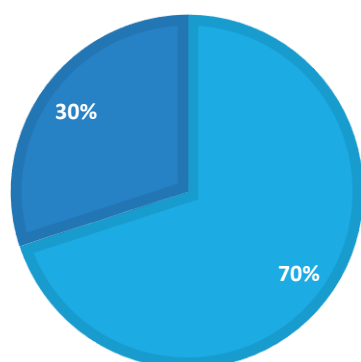
Beneficiaries were selected according to the following criteria:

- The main source of the family is agriculture.
- The family should be among poor families.
- The family should be affected by returnees or families hosting returning families.
- To target dependents, and the trade-off shall be carried out according to the number of dependents, income, assets and the number of family members of the school.
- Should be among the young age group is 18 to 40 years old
- Families whose members are persons with disabilities are a priority.

Stakeholders analysis

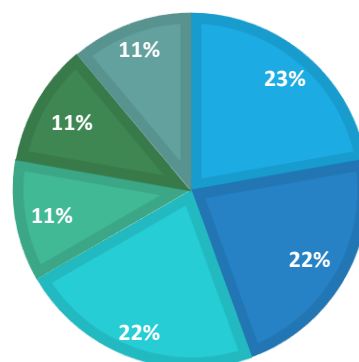
GENDER

■ Women ■ Men



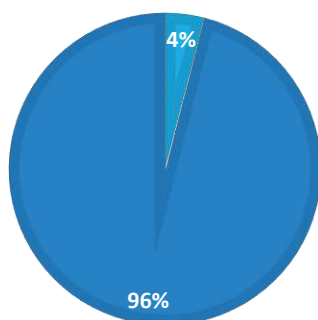
TARGETED AGE GROUPS

■ 33-39 ■ 40-45 ■ 46-52 ■ ≤ 25 ■ 26 – 32 ■ 53-59



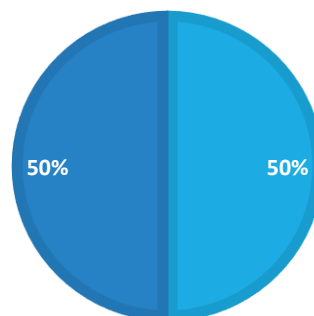
PWDS

■ PWDS ■ Others



YOUTH

■ Youth ■ Others



Data analysis

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “Sector-based Livelihood” actually targeted 44% of women and females, and the percentage of the youth 40% below 35 years.

The IDPs were totaled to 41% form our sample which indicated the project not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 4 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of established production units 10 .

However, the cost for each production unite was 7310 USD budgeted to 4,888 USD, and the production cost over the project life was per unit 353 USD, while budgeted 427 USD and the overall cost per unit in the overall project cost was 7922 USD budgeted 7206 USD.

Efficiency

Unsatisfactory

Overall efficiency was evaluated unsatisfactory as we the project was scored as satisfactory in 5 out of 8 indicators and efficiency evaluation criteria. 20% of the beneficiary noted that they benefit from UNDP's project support

The forms of support provided by UNDP from the point of view of the sample were providing productive assets, Training, Raw materials.

No indication that the project was extended. The project planned to establish 10 Productive units to multiple seeds of barely and plant it, yet no clear indication of the actual

beneficiaries Numbers or performance indicators nor the financial figures. Thus, follow up was effective but no reports related to monitoring activities. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to distribute the productive assets, also overall impact evaluation was satisfactory where 7% of interviewed beneficiaries considered that the project achieved its goal in providing good and stable monthly income and improving the standard of living.

As for the impact on the other projects beneficiaries saw that the project helped in creating products that can stand in market competition in terms of quality and price, also it helped in the integration with projects in the region, in addition creating a role model for projects.

On the other hand the impact on society was that the project helped to provide reliable production and competitive price, Help families in the area, creating a state of economic stability in the region.

Sustainability Unsatisfactory

Overall sustainability evaluation was unsatisfactory, where 96% of interviewed beneficiaries estimated that the project will not continue. The project did not target IDPs.

Although the team composed and management of project helped in the implementation of the project. There was no indication related to the documented and executed actual figures for all the aspect of the project. And no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert and community views:

One of the project's supervisors was interviewed by the people of the area. Asked about his opinion of the project in general, he said that the project is average and that the project is capable of continuing and expanding if there is good marketing, and the suitability of the project to the area was confirmed.

- Difficulties that faced by the project
 - The most important marketing difficulties encountered by the project
 - High prices of seeds
 - The material return is not commensurate with the effort

- The organization promised to market but did not market
- Proposals to address the difficulties faced by the project:
 - Ensure product marketing by the organization
 - Increase the number of caravans
 - The allocation of one caravan to two people instead of three.

Findings

Strengths:

- The suitability of the project to the needs of the region in terms of providing basic barley materials for livestock breeding.
- Provide a number of job opportunities for the unemployed, whose numbers have increased as a result of the crisis.

Weaknesses:

- The inability to provide production inputs has been a major challenge.
- The weakness of product marketing has a clear impact on the business process.
- Low wages compared to the seriousness of the project.
- Samples confirmed the project's inability to continue, for many reasons related to providing production requirements, the ability to market products, and the nature of stressful work that is not adequate with wages.
- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- Non-registration of workers in social insurance, which weakens the sense of employment stability among workers.
- Many workers showed difficulties in work, that where the poor wages, the work place, the difficulty of transportation, and the exhaustion resulting from long working hours.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, yet sustainability after the end of project timeframe was not clear. Although the project was overall evaluated to be not effective nor efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

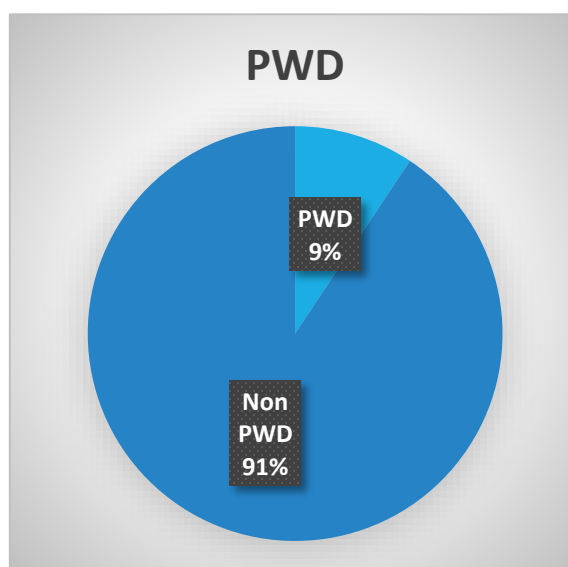
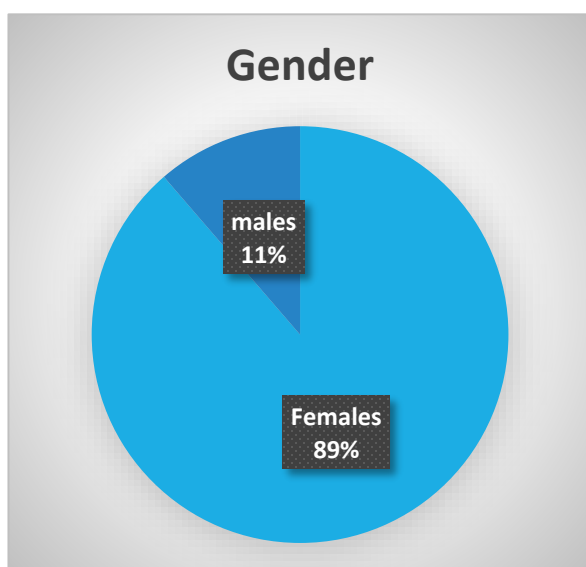
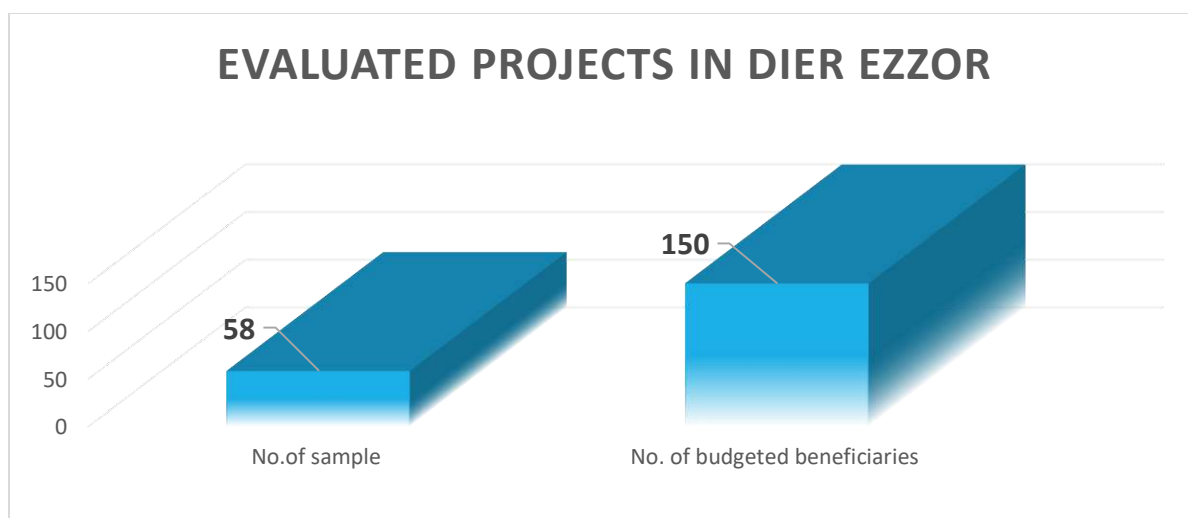
Recommendations

- To re-examine the basis on which the project was started to indicate whether the lack of success of the project and its inability to expand is due to lack of study or emergency circumstances in the project.
- Separate productive projects from trainings, and link training programs to large and existing projects that do not have a material and moral burden to the training component.
- We noted the needs of workers in terms of low wages, stressful work and long working hours, especially in the absence of the conclusion of employment contracts, and their registration in social insurance, which exposes the worker to feeling tired in the absence of a state of job stability.

Lessons learned.

Deir-ez-Zor Governorate

Graphs related to planned investigated sample of projects in each governorate



Project evaluation information details

Manufacture and distribution of winter woolen quilts

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Related out put	vulnerable groups FHH	
Period under evaluation	Start	End
	4 December 2016	31 August 2017
Project budget	96,9337USD exchange rate 514.85	
Project Expenditure at the time of evaluation	118,836 USD exchange rate 514.85	

Description of the intervention

Project Summary and justifications:

- The project established a workshop for the manufacture and distribution of winter woolen quilts, based on the following justifications:
- The acute shortage of fuel and the high prices of them largely because of the restriction, where the price of liters of diesel fuel for heating reached 2500 SP, and left the city in shortage of firewood to heat because of cutting the majority of trees during the long siege.
- Most of the families in the city are internally displaced and have no personal heating supplies. They have been forced to leave their homes without any prior warning due to the intensification of military operations.

- Buying materials and supplies for the project from the local market, which activates the economic life that is delayed in the local market.
- It is supposed to manufacture about 60 quilts a day, 3500 quilts within two months.
- Helping a number of Female headed households, the affected families, and persons with disabilities, by providing suitable employment for their abilities, with providing vocational trainings in the profession and upholstery manufacture woolen quilts, while preserving those professions and non-extinction over time.

Project objectives:

- 1- Manufacturing 3500 woolen quilts to be distributed to 1,750 needy families in Deir Ezzor city.
- 2 - Operating nearly 100 people in the manufacture of woolen quilts.
- 3 - Training 20 women on upholstery and the manufacture of woolen quilts through trainings in a number of workshops.
- 4 - Move the stalled economic wheel in the city by buying all the components of the wool quilt from the local market and the operation of more than 15 people from the owners of cloth and wool.

Geographical scope of the project:

Al-Joura, Al-Khosour, Tab Al-Joura, Harabash, Al-Filat, Al muwazafeen, Al-Da'ab, Al-Ajajin) in Deir Al-Zour.

Timeline:

The project started on 4 December 2016 and ended on 31 August 2017

Implementing partner:

The project was implemented in cooperation with a number of NGOs: Al Barr Association and Social Services - Society for the Care and Rehabilitation of the Blind - Association of Women's Renaissance - Arab Women Association - Islamic Charitable Association - Family Planning Association.

Where in 2016 new boards of directors for all the civil associations in the city were formed and applied and all associations started their work according to their competence by registering lists of the persons mostly in need, affected families, and persons with disabilities in the city.

Criteria for target selection:

Beneficiaries were selected based on the following criteria:

1. Criteria for selecting families to which the Sufi quilt is distributed:

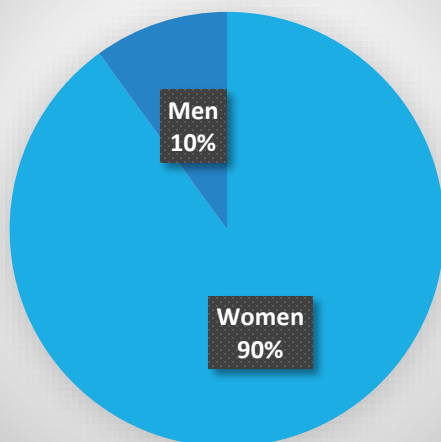
- Should be among families that did not receive winter rims by the United Nations Development Program last year (family name not included in delivery lists)
- Should be among those living in uncoated houses.
- Should be among the displaced from the vicinity of the airport and those that do not have any equipment for their houses.
- Priority is given to those with many children.
- Families with no dependents have a priority.
- Families headed by women have a priority.

2. Criteria for selecting young trainees:

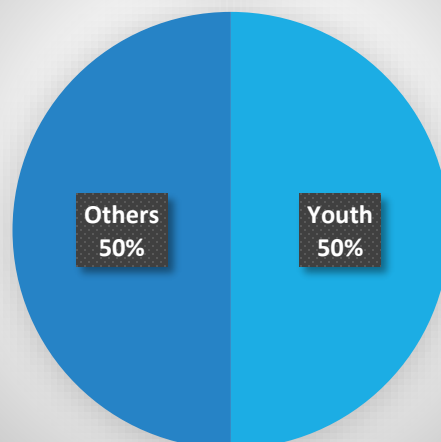
- Priority is given to women headed households.
- Select only one worker from each household.
- For persons with disabilities, the conditions of targeting will apply to them, taking into account their ability to work, and their cooperation with the Association, as the “Care and Rehabilitation of the Blind” Association will choose instead of them, as it is responsible for persons with disabilities in the city.
- The trainee women should not be younger than 18 or older than 35. While they should include those with lack of income sources.
- Not less than 40% of internally displaced persons, 60% of women headed households and 15% of persons with disabilities.

Stakeholders analysis

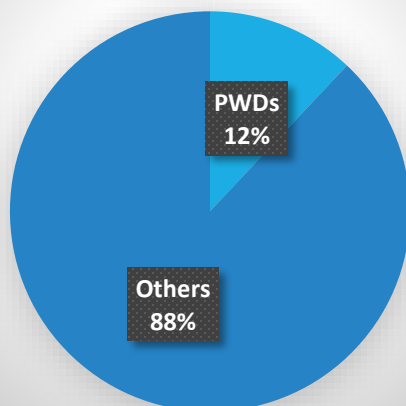
GENDER



YOUTH



PERSONS WITH DISABILITIES



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “support for vulnerable groups FHH” actually targeted 83% of women and females, and the percentage of the youth 23% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDPs were totaled to 40% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 10 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 120 as budgeted, and the training beneficiaries were 20 as budgeted, training cost per beneficiary was 2212 USD while it was budgeted 1,865USD.

However, the overall cost per beneficiary in the overall project cost was according to the financial report 990 USD Budgeted 808USD.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as providing row materials and training.

The project extended to 6 months with no additional cost. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to achieve most of its goals, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the project achieved its goal in Providing good and stable monthly income and improving the standard of living, Create a state of stability and psychological comfort.

On the other hand the impact on society was that the project helped families to provide reliable production and competition in price (100% of interviewed sample), and creating a state of economic stability in the area (87% of interviewed sample)

Sustainability

Unsatisfactory

Overall sustainability evaluation was unsatisfactory, where 100% of interviewed beneficiaries estimated that the project will not continue. In addition they mostly noted that lack of funding could affect the project continuity.

While the team composed and management of project helped in the implementation of the project. And no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Opinion of local community leaders and Experts

In an interview with Bassam Salloum, an economist, he said that he was able to continue and expand in a planned, systematic and strategic manner, and that the project actually contributed to the creation of meaningful employment opportunities and contributed to moving the economic cycle of the local market from buying and selling to similar sectors and accompanying businesses.

He pointed out that the livelihood projects are one of the most important projects that contribute to early recovery and provide economic and social recovery and social cohesion. The study of projects is considered in a deeper manner through the expansion of the project through the establishment of continuous training programs, linking these projects with each other, expanding the quality of beneficiaries, Economic movement in the market.

project photo:



Findings

Strengths:

- The project has been able to meet the basic needs of internally displaced persons and the affected families on a fundamental issue such as heating.
- In terms of relief, the project is important.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- Despite the importance of the project in the relief field, it is not considered a livelihood project because the products (quilts and hams) are long-term goods, so the project is not sustainable.
- There was a weak belief in the ability of the project to continue and this is a negative indicator of motivation of workers to work.
- The dependence of beneficiaries on other sources of income has been significantly observed and may indicate that their source of income is insufficient throughout the project.

- Non-registration of employees in social insurance is a negative indicator in terms of job stability.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, yet sustainability after the end of project timeframe was not clear. Although the project was overall evaluated to be not effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Support the sustainability of the project by examining it is ongoing and linking it with a specific partner as it is currently directly associated with UNDP.

Supporting women with traditional bread ovens - Deir Ezzor City (Phase II)

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Related output	Support vulnerable groups FHH	
Period under evaluation	Start	End
	1 October 2016	31 December 2016
Project budget	79,969USD – exchange rate 514.85	
Project Expenditure at the time of evaluation	78,757 USD exchange rate 514.85	

Description of the intervention

Summary and Justification of the Project:

The project consists of:

- Distribution of firewood ovens in Deir Ezzor for women registered in the Arab Women Association.
- Providing raw materials for the manufacture of bread without affecting the prices of materials in the besieged city where wheat was purchased directly from the governorates because the city of Deir Ezzor has large strategic stocks of wheat, and wheat was grinded in private mills.
- Each beneficiary of the grant is allocated 10 kg of flour daily and 10 kg of firewood, where it can produce 80 to 90 loaves of that quantity and sell each loaf at a subsidized price during the period of the project equivalent to 25 SYP, while (100) SYP in the local market.

The project's justifications are as follows:

- 1 - Providing bread in the besieged city in subsidized prices.
2. Create 50 new jobs for women headed households through providing production equipment and raw materials for two months.
- 3 - Hiring (7) people who have a profession of blacksmithing in the manufacture of sheet furnaces.
- 4 - The employment of (5) people for a temporary period for the project management.

Project objectives:

1. Emergency support for vulnerable groups, including families headed by women and persons with disabilities, along with internally displaced families living in shelters.
- 2 – Providing bread in local markets at a subsidized price to cover the acute shortage of food and bread in particular in view of the prevailing conditions.
- 3 - Stimulating the local economy by purchasing all the needs of the project from the local markets in addition to pumping liquidity in the community without affecting the market prices.
- 4 - Creating three months temporary employment for (5) people to manage the project.

Geographical scope of the project:

(Al-Joura, Al-Qusour, Hrabash, Villas, Dahiyya, Al-muwazafeen, University Campus, and city sheltering centers which are 6) in Deir Ezzor Governorate.

Project Timeline:

The project started on 13/03/2016 and the project ended on 01/01/2017

Implementing partner:

Arab Women Association licensed by the Ministry of Social Affairs and Labor

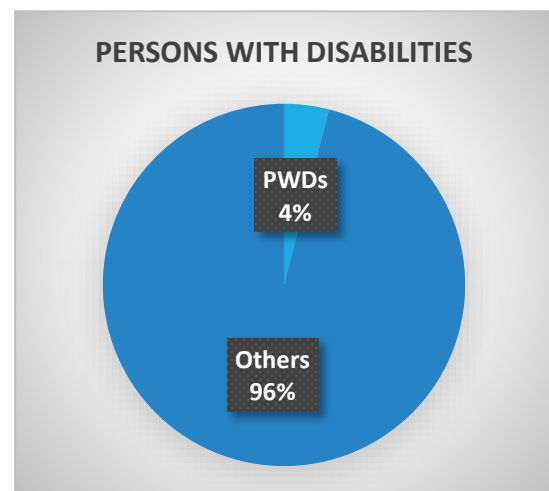
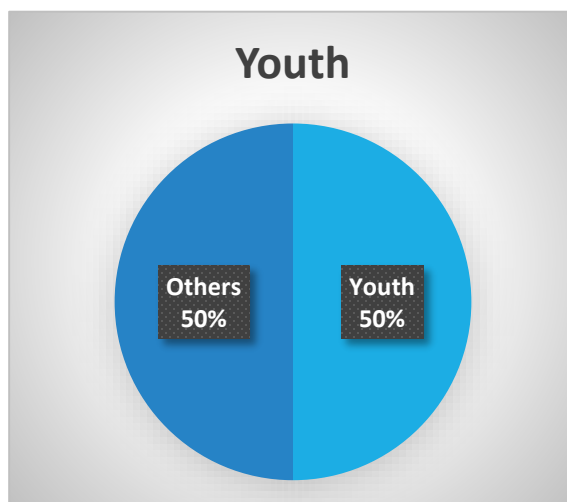
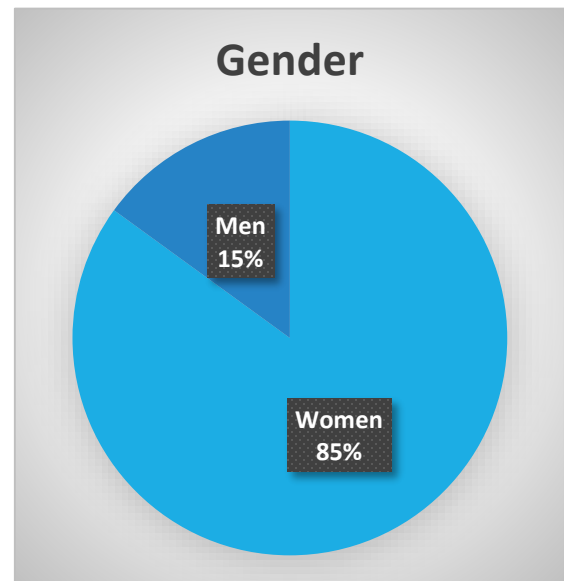
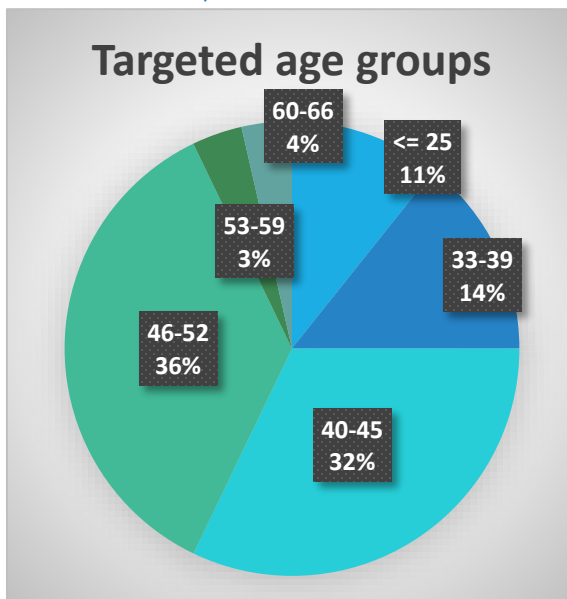
Criteria for selection of targets:

A set of criteria for the selection of targets has been established by a committee formed for this purpose, and adopted according to the following conditions:

- 1 – Should be among families living in the shelters.
- 2 – Should have an experience in the manufacture of bread.
- 3 – Should be one of those who have no source of income.
- 4 - Should be among the families of persons with disabilities.

- 5 - Families headed by women have priority.
- 6 - Only one beneficiary among one family.
- 7 - A family with elderly has priority.
- 8 – Target persons with disabilities or families whose family members are among persons with disabilities by 15%.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “support for vulnerable groups PWD” actually targeted 86% of women and females, and the percentage of the youth 25% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The PWD were totaled to 96% form our sample which indicated the project relevant to outputs related to integrate the PWDs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 10 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 120 as budgeted, and the training beneficiaries were 20 as budgeted, training cost per beneficiary was 2212 USD while it was budgeted 1,865USD.

However, the overall cost per beneficiary in the overall project cost was according to the financial report 990 USD Budgeted 808USD.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as providing productive assets and row materials.

The project performed within timeframe planned. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to achieve most of its goals, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the project achieved its goal in Providing good and stable monthly income , in addition to provide reliable production and competitive price

On the other hand the impact on society was that the project helped families to obtain the products in a comparable price.

Sustainability

Unsatisfactory

Overall sustainability evaluation was unsatisfactory, where 100% of interviewed beneficiaries estimated that the project will not continue.

While the team composed and management of project helped in the implementation of the project. We noted that the assets provided as ovens (tanour ovens) where manufactured locally in the city by basic materials which considered a significant approach during the siege of the city. And no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

Fouad Al-Abdullah / Economist/ is interviewed. He said that the project is capable of sustaining growth according to sound conditions, especially in selection. It should be comprehensive in geography and quality, in addition to the need to deal with the project and support it to be an integrated project (grants, training, guidance, rehabilitation, capacity building).

He also stated that the project is able to expand gradually and benefit from previous and current experiences.

He pointed out that the project is economically feasible and clear in terms of providing permanent employment opportunities and increase the pace of the movement of selling and buying and the provision of some professions and keep them from the disappearance as a result of the crisis,

The establishment of the project has also had a positive impact on the economic level by providing employment opportunities for vulnerable groups and rehabilitating livelihoods, increasing market movement (buying and selling), increasing economic activity

However, the project has many drawbacks, in terms of lack of expansion in quantity, quality and geography, and only on grants.

Recommendations and proposals:

- Increase employment opportunities and expand the number of projects in quantity, quality and geography.
- Rehabilitation and training of beneficiaries on an ongoing basis.
- Building the capacity of the project cadres (administrative staff and volunteers).
- Spread the culture of livelihoods and move the response from relief to early recovery.
- Develop the intervention mechanisms to be a comprehensive project by linking the beneficiary projects with each other and providing training and rehabilitation from all aspects related to the project.

Findings

Strengths:

- The project contributed to enhancing food security by providing basic bread in the daily food basket.

Weaknesses:

- The inability of the project to continue after the stabilization of the city's situation and the re-operation of government bakeries.

Project photos



Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, yet sustainability after the end of project timeframe was not clear. Although the project was overall evaluated to be not effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

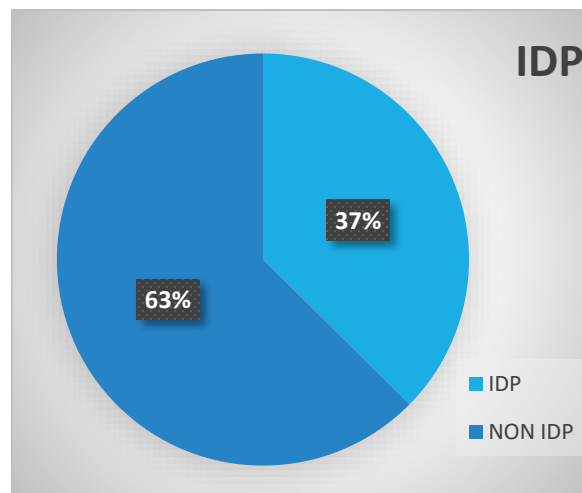
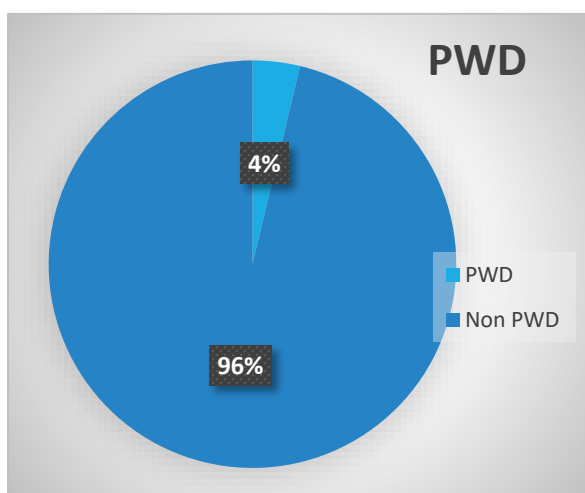
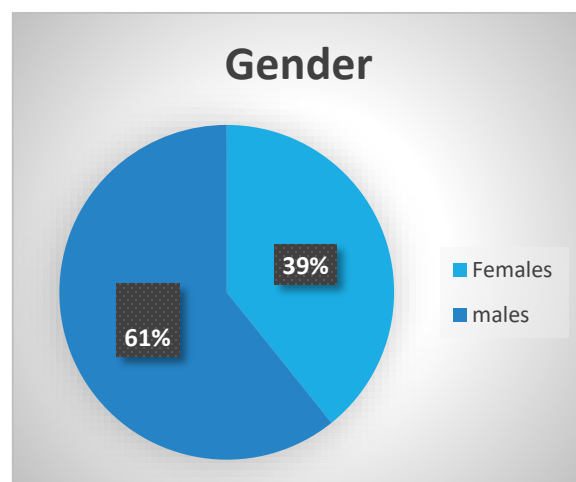
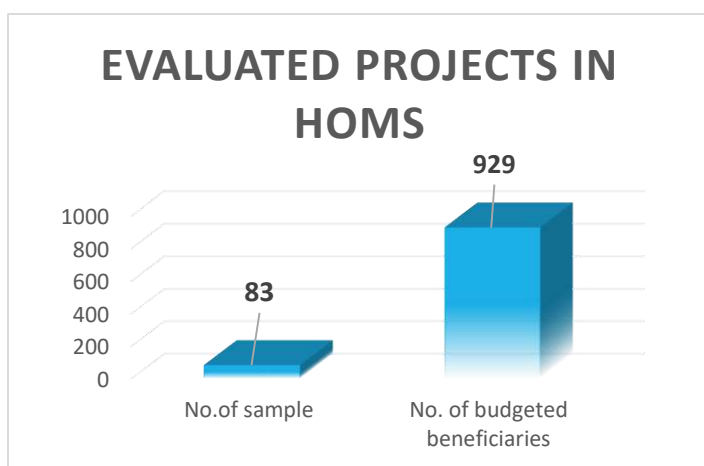
Recommendations

- Dealing with the project in other areas from the perspective of relief projects and not from the perspective of livelihoods and early recovery, considering providing bread among the basics of governmental support in Syria.

Lessons learned.

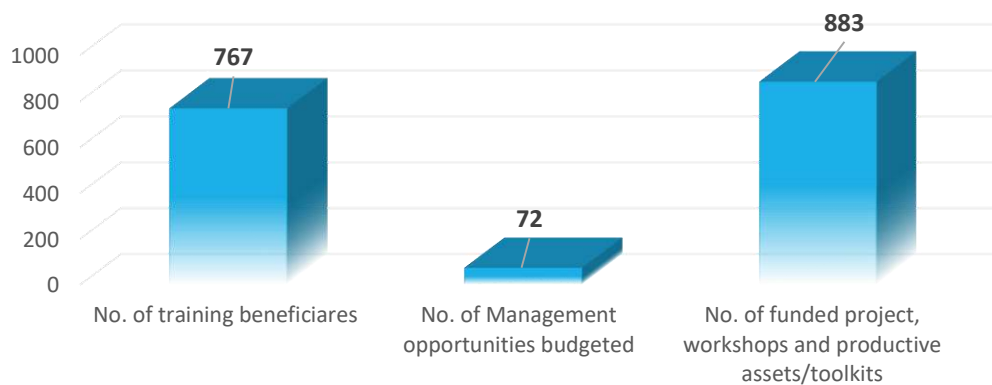
- Achievement of the producing the tools of production by local and the available means considered a benchmarking trial could be benefited from.

Homs Governorate



Graphs related to planned investigated sample of projects in each governorate

DETAILS OF PROJECT EVALUATED - HOMS



Project evaluation information details

Vocational Course and Entrepreneurship

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	entrepreneurship skills for youth	
Period under evaluation	Start	End
	6/01/2016	5/06/2016
Project budget	507610USD	
Project Expenditure at the time of evaluation	NA	

Description of the intervention

Summary of the project and its justifications:

The project included the training of 600 people on a number of professions (mobile maintenance, health extension, extension of electricity, crochet, and barbering), training packages after the end of training, 100 people for advanced courses in entrepreneurship and an equivalent amount of \$ 1500 each. To support his own project, based on the following justifications:

- A large number of small entrepreneurs have been forced to stop their projects as a result of the crisis, which has contributed to the increase in unemployment rates.
- High number of female breadwinners.
- The importance of utilizing the energies of young people, especially within the age groups (15-29) years.

Project objectives:

- As a first stage, provide area-based vocational training as per labour market needs in each target area, and target for 600 trainees
 - Purchase and distribute vocational tool kits for at least 80% of the trainees who successfully completed the, as per Technical Specifications set by UNDP for each vocation type
1. Provide advanced training on entrepreneurship skills, for 2 months, for selected entrepreneurs, (at least 20% of above trainees), based on the final evaluation of the vocational training conducted in the first stage, and the selection criteria developed
 2. Provide the necessary support to people chosen for entrepreneurship training.
 3. Follow-up on substantive and technical support for pilot projects provided, and provide financial support of \$ 1,500 per project.

Geographical scope of the project:

Homs Governorate

Timeline:

The project started on 10 February 2017 and ended on 30 August 2017.

Implementing partner:

UNDP & Dar alson

Criteria for selection of targets:

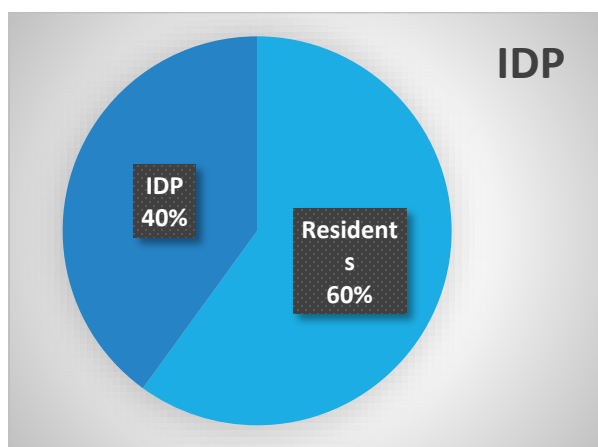
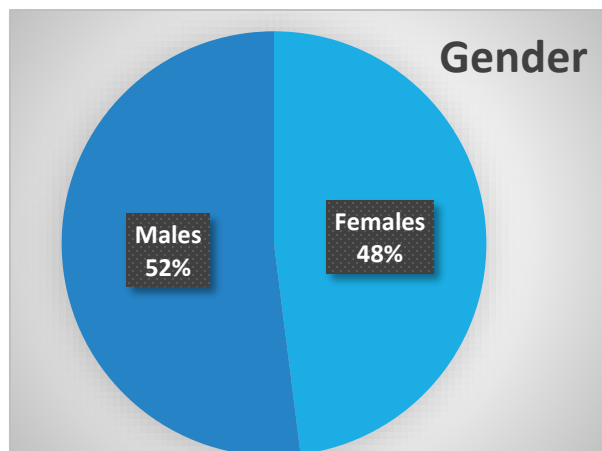
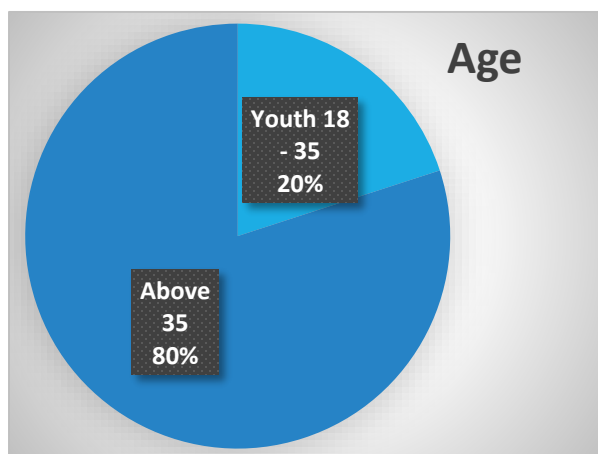
Beneficiaries were selected based on the following criteria:

- To be young unemployed in poor families
- one of the (displaced - persons with disabilities - females headed households)
- Only one beneficiary per family.
- The priority to both females headed households and persons with disabilities
- The number of females trainees in each program is not less than 50% of the participants.

Target groups directly in terms of number and gender

- Number of trainees and trainees / 600 / beneficiaries of professional courses and entrepreneurship courses.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 8 criteria out of 10 as listed in the detailed evaluation table.

The project was related to the output “support for vulnerable groups PWD” actually targeted 48% of women and females, and the percentage of the youth 20% below 35 years, The IDP were totaled to 40% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 3 criteria out of 7 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 600 as budgeted, and 80% were granted for toolkit, in addition 20% were entitled to advanced training and supported to prepare the budget of (1500USD grant).

However, the overall cost per beneficiary in the overall project cost was according to the Budget 846USD.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 7 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as providing trainings and toolkits, in addition to the support to obtain the (1,500Usd grant).

The project performed within timeframe planned. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the project achieved its goal in Providing good and stable monthly income , in addition to provide reliable production and competitive price

On the other hand the impact on society was that the project helped families to obtain the products in a comparable price.

Sustainability Unsatisfactory

Overall sustainability evaluation was unsatisfactory, where 80% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported from monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

- ✓ A board member of one of the active associations was interviewed and referred to the following:

Main Strengths

- ✓ Provide job opportunities for many unemployed youth.
- ✓ Leaving the freedom to choose the profession suitable for them and the needs of their own regions and desires.
- Core weakness:
 - ✓ Difficulties in marketing.
 - ✓ Inability to develop projects.
- Suggestions:
 - ✓ Focus on the funding aspect.
 - ✓ Local administration officer (*Mukhtar*) interviewed one of the neighborhoods and reported the following
 - ✓ Seven people were funded in their area to set up their own businesses after training in some professions. The majority of the beneficiaries were women, and they were the dependents of their families. This helped them increase their income and improve their living conditions. They continued to work on their projects but did not have sources of funding to improve these projects.

In addition to the return of the profession of sewing home to the neighborhood through these projects, which met the needs of parents, especially with the high prices of ready-made clothes.

Project Photo



Expert opinions and community leaders:

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In addition to the return of the profession of sewing home to the neighborhood through these projects, which met the needs of parents, especially with the high prices of ready-made clothes.

Findings

By analyzing the results of the beneficiary survey, the field visit and the desk audit, the following conclusions can be drawn:

Strengths:

The multiplicity of project mechanisms between on-the-job training and in-kind support for professional excellence with vocational portfolios has had a positive impact on the project's ability to achieve the planned goals

Weaknesses:

- ✓ The selection of entrepreneurs in general is a problematic issue, and the criteria for leadership differ from region to region and from beneficiary to beneficiary, especially as leadership relates to the beneficiary and the project, and this complexity is reflected in the inability of enterprises to continue.
- ✓ Financial support of \$ 1,500 is not enough to set up a small project with minimal rents and supplies in general.
- ✓ Careers that have been trained, need advanced courses to deepen theoretical information and practical skills.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, yet the sustainability after the end of project timeframe was not clear. Although the project was overall evaluated to be not effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations:

- ✓ Setting criteria for pilot projects according to the specificity of the region, such as relying on the local resources and characteristics of the project area, a new idea that has not been previously outlined, and setting standards for entrepreneurs such as innovation, managerial and financial skills and communication skills.
- ✓ Launching competitions for pilot projects before selecting them, and supporting a number of ideas after being evaluated by advisory committees which include businessmen, financial advisors and experts in the field of marketing.
- ✓ Raising the value of the financial support provided to the pilot projects, after examining the size of the optimal financing to start the project without exposing the beneficiary to financial bottlenecks with the start of the project.
- ✓ For vocational training programs linked to the labor market through training programs in the workplace in cooperation with representatives of employers (chambers of commerce, industry and tourism).
- ✓ Setting up programs to monitor the status of graduates of the training courses, to measure the impact of training programs in the medium and long term.

Vocational Center by Kuwait 4 [AL-sanabel] in Homs

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Small businesses and social and productive enterprises	
Period under evaluation	Start	End
	6 Jan 2016	5 June 2016
Project budget	33,492 USD – exchange rate 291.89	
Project Expenditure at the time of evaluation	41,797USD – exchange rate 485	

Description of the intervention

Summary of the project and its justifications:

The project was mainly about providing products and services to the local market and other industrial workshops and vocational centers near the affected areas. The project provided employment opportunities for 19 experienced men who had lost their livelihoods. In addition, the project secured opportunities for 10 persons in vocational trainings in the workshop, based on the following justifications:

- ✓ Attracting the unemployed and securing jobs for them after the stability of the Wadi Al-Zahab area in Homs and the arrival of a large number of internally displaced persons.
- ✓ Provide courses in the rehabilitation of damaged homes and repairs of infrastructure and repair work related to the restoration of factories and industrial workshops in the vicinity of car manufacturing workshops.

Project objectives:

1. The establishment of a vocational workshop consisting of 4 trades, industrial, plumbing, blacksmithing, lathing, and cooking.
2. Employing about 19 experienced workers in the field of industrial trades and crafts
3. Providing services to the local population within the target areas.
4. Training of 10 unemployed persons through employing them in the workshop for 5 months.

The geographical scope of the project:

Gold Valley area in Homs governorates

Timeline:

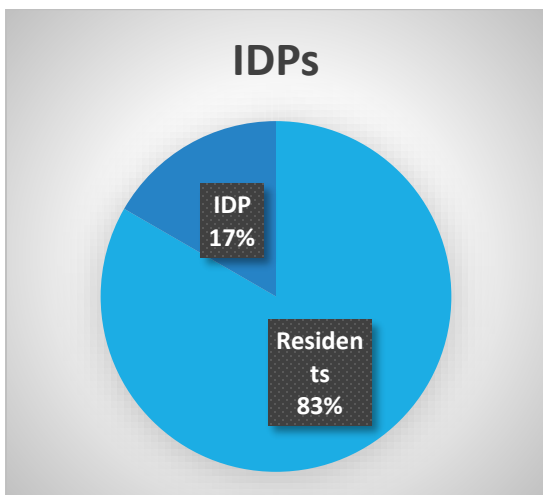
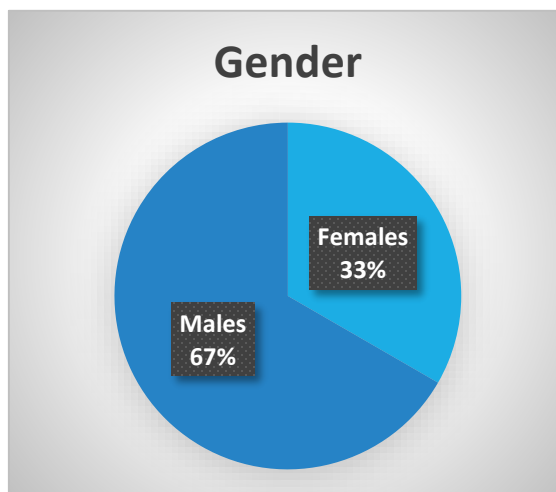
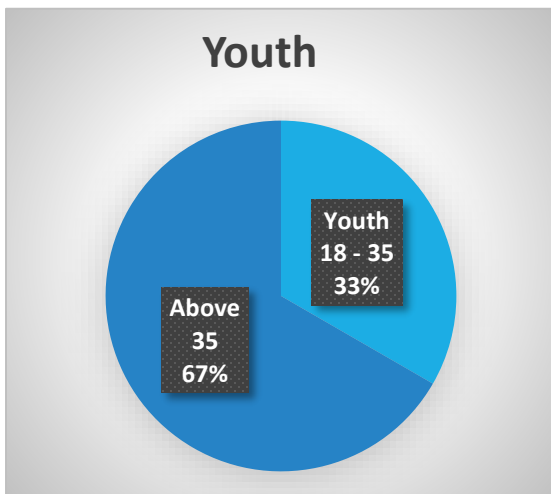
The project started on 6 Jan 2016 and ended on 5 June 2016.

Criteria for selection of targets:

Beneficiaries were selected based on the following criteria:

- Choose one worker from each family only.
- Should have no other source of income and is currently unemployed.
- Should have a previous work experience.
- Should reach a certain percentage of workers affected by the residents of the neighborhood and the proportion of displaced.
- Trainees did not require previous experience.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 8 criteria out of 10 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 33% of women and females, and the percentage of the youth 33% below 35 years,

The IDP were totaled to 40% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 29 as budgeted, and four workshops were established 4 trades, industrial, plumbing, blacksmithing, lathing, and cooking.

The strength and effective point was related to the fact that all workers in project were registered in the social security.

However, the average cost of establishing workshop was actual 10,449 USD while budgeted to 8,373 USD. Overall cost per beneficiary in the overall project cost was according to the financial report 1,441USD - Budgeted 1,155USD.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as productive assets and production financing.

However, we noted that the actual expenses exceeded the budget if we consider the Syrian pounds figures, yet in amount converted to USD did not exceed the budget due to the increase in the FX rate.

The project performed within timeframe planned. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the project achieved its goal in Providing good and stable monthly income , in addition to provide reliable production and competitive price

While the impact to the other projects in the area was summarized by the interviewed sample as Competition in the market in terms of quality and price, Integration with projects in the region, Providing reliable products and services.

On the other hand the impact on society was in providing reliable and competitive prices, and creating a state of economic stability in the area, in addition to train workers on a professional and good quality.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

One of the dignitaries of the neighborhood close to the center was interviewed and he noted the following

The church was supported by the establishment of a vocational training center (10 professions), two training sessions for a period of one month, and a professional portfolio of 150 trainees was given to each trainee. The center was managed and supervised by a chaplain. During the training period, the project created a positive atmosphere in the neighborhood during As a result of the social movement he created, especially that a section of the trainees from the neighborhood and this is suitable for the densely populated area, and provided employment and training especially for women.

The owner of a carpentry workshop with whom one of the trainees in the carpentry profession works was interviewed and he reported the following:

The worker has a simple experience in the profession, as he had training in a sawmill for only one month, which is not enough time to master the profession. His skills were limited to very simple things, but he was a fan of the profession and wanted to continue. The training period for such a profession must not be less than (6) months for the trainee to complete the most important stages of the work and acquire the necessary experience to practice the profession.

Project photo



Findings

Strengths:

- This project can be considered one of the most distinctive projects, for several reasons, the most important of which is the ability to provide direct and indirect job opportunities at the low cost of the job opportunities achieved through them.
- The diversity of the workshops and their integration led to the transformation of the project area into a semi-integrated, inter-functional craft incubator capable of operating and supporting each other.
- Another important point is the registration of workers in these trades in social insurance, which enhanced their job stability.
- The project has been able to meet real needs in its area of work, a strong point for livelihood projects and the partner association.

Weaknesses:

- Insufficient training period from the point of view of a number of beneficiaries.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, and it achieve the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Disseminate this experience and re-apply it in similar circumstances in other regions and governorates in terms of structure, not just trades, and occupations.
- Studying the patterns of industrial clusters applied in a number of countries, and the possibility of implementing them widely in livelihood initiatives and early recovery
- The establishment of mandatory conditions in future cooperation projects, to register workers in the social insurance systems and other conditions of social protection of workers, because of their role in promoting job stability.
- Setting criteria for the size of funding according to the nature of the project and the number of employment opportunities generated, while studying the establishment of collective projects and the system of cooperatives.

Vocational center By German3 [Um Al nour Church] in Homs

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	small businesses and social and productive enterprises	
Period under evaluation	Start	End
	10 Feb 2017	30 Aug 2017
Project budget	66,518 USD – exchange rate 514.85	
Project Expenditure at the time of evaluation	66,522 USD – exchange rate 514.85	

Description of the intervention

Summary of the project and its justifications:

The project has conducted vocational training in several specialties: domestic electricity, electronics, mobile maintenance, motor winding, confectionery industry, food processing, mushroom cultivation, dairy industry, blacksmithing, carpentry, plumbing, hairdressing, barbering, based on the following justifications:

- The number of arrivals from displaced families from the eastern countryside, affected neighbourhoods, and other governorates has increased.
- Increased number of the unemployed among displaced and residents of the area of (Armenian Quarter).
- The number of women who have been breadwinners is increasing as a result of the crisis
- The existence of a number of small workshops whose owners were affected in recent events in the project area.
- Lack of target area for vocational training centres.

Project objectives:

1. Provide 18 job opportunities through project activities for trainers and administrative staff.
2. Provide vocational training in many specialties (13 professional specialization) for 150 beneficiaries
3. Distribution of 150 professional bags for beneficiaries of the training activities for each person who passes the interview after the training
4. Establishment of a vocational training centre through the preparation of the workplace and the provision of assets and equipment (10), productive assets of the vocational training centre (laboratories, raw materials, preparation of the place)

The geographical scope of the project:

Homs Governorate

Timeline:

The project started on 10 Feb 2017 and ended on 30 Aug 2017.

Implementing partner:

The Church of the Lady of Light r founded in the Armenian Quarter in 1990 and was at the time caring for about 1,800 families. During the crisis, the number of beneficiaries increased by 1200 families to reach 3000 families.

Criteria for selection of targets:

Beneficiaries were selected based on the following criteria:

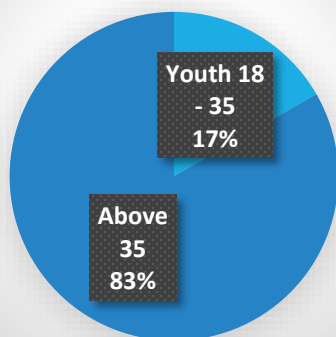
- Students of vocational institutes have priority.
- Expatriate or affected families.
- One beneficiary from each family.
- The poorest families.
- Families headed by women have priority.
- Families with a disabled person have priority.
- Provide the necessary skill to work.

Target groups directly in numbers and gender:

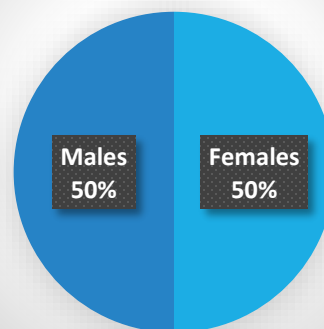
- Number of jobs is 18. Ratio of women among them is 35% and the ratio of youth is 30%, and the ratio of persons with disabilities is 25% of the total.
- Number of trainees is / 150 / beneficiaries with the same distribution rates for employees.

Stakeholders analysis

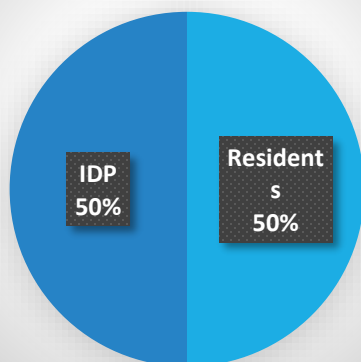
Youth



Gender



IDP



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 9 criteria out of 10 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 50% of women and females, and the percentage of the youth 17% below 35 years.

The IDP were totaled to 50% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 7 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 150 as budgeted, and toolkits distributed was totaled to 150 as budgeted.

However, the average cost of training and material was actual expensed as the financial report 230 USD while budgeted to 230 USD. Overall cost per beneficiary in the overall project cost was according to the financial report 443 USD - Budgeted 443USD.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 11 out of 11 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as the UNDP contributed in funding the training and the toolkits distributed and 75% of interviewed sample noted that the practical skills provided in the training were adequate, and 92% found that the quality of training was good.

The project was extended with no additional cost. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, also overall impact evaluation was satisfactory where 92% of interviewed beneficiaries considered that the project achieved its goal where the 100 of the sample is either employee or self employed

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported from monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Project photos:



Findings

By analyzing the results of the beneficiary survey, the field visit and the desk audit, the following conclusions can be drawn:

Strengths:

- ✓ From the perspective of trainees, the curriculum is good in terms of the adequacy of theoretical information and practical skills, and this is a positive indicator.
- ✓ There is satisfactory satisfaction with the performance and potential of trainers.

Weaknesses:

- ✓ It was noted through the sample the weakness of the ability to create jobs within the specialization for the majority of graduates.
- ✓ The partner's ability to continue was low because of the inability to save operating expenses and the difficulty of obtaining licenses.
- ✓ A high proportion of trainees could not get a job.
- ✓ The duration of training is short for the majority of disciplines.
- ✓ The project had a social contribution to strengthening the relations between the trainees of the displaced and the residents of the region.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, and it achieve the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- ✓ To benefit from the curricula used in the training programs in future training, given their quality and suitability at the theoretical and practical levels.
- ✓ Establish partnerships and memorandums of understanding with employers' representatives (chambers of commerce, industry, tourism and craftsmen) to provide employment opportunities for graduates and to direct training programs to the needs and requirements of employers.
- ✓ Focusing on the direction of training within the work, for its guaranteed results and its ability to equip the beneficiaries with good skills.
- ✓ Feasibility study of future projects by specialized offices and parties, where it was noted that the project is unable to continue, mainly due to issues of ability to marketing, obtaining licenses and providing sources of funding.
- ✓ Studying social cohesion initiatives in parallel with training programs for their ability to promote this cohesion well, as they are opportunities to identify and interact between the host community and displaced.

Vocational Workshops in Homs BY Kuwait Fund 4 [Sayedet Al-Bishara Church] in Homs

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	small businesses and social and productive enterprises	
Period under evaluation	Start	End
	23 March 2016	22 Aug 2016
Project budget	26,662 USD - exchange rate 374	
Project Expenditure at the time of evaluation	18,692 USD - Exchange rate 485	

Description of the intervention

Summary of the project and its justifications:

The project carried out a number of activities including accessories operator, wax and incense plant, painting workshop on the glass, perfumery workshop, printing press through securing the shops, paying and securing the necessary raw materials and equipment. The project also secured a central power generating unit Electricity due to frequent power cuts, depending on the following justifications:

- The number of internally displaced persons from families arriving from the eastern countryside, from affected neighborhoods and from other governorates increased.
- Increased number of unemployed among internally displaced persons and residents of the region (Bustan Dewan in Homs)
- The number of women headed households is increasing as a result of the crisis.
- The existence of a number of small workshops whose owners were affected in recent events in the project area.

Project objectives:

1. Provide 25 jobs in 5 specialties: Accessories workshop, Perfume workshop, handmade Wax and incense workshop, drawing on glass workshop, and printing workshop - in addition to the administrative office.
2. Revitalize and support 6 trades that contribute to the reviving of the economic wheel in the targeted areas
3. Training of 18 skilled workers in addition to 7 unskilled workers through workshops.

The geographical scope of the project:

Old homs (Boustan Al Diwan)

Homs Governorate

Timeline:

The project started on 23 march 2016 and ended on 22 Aug 2016.

Implementing Party:

The Church of Our Lady of the Annunciation, established in 1967 in the Mahatta area to serve all those living in its area (Al Mahatta) and other neighborhoods such as Al Hamra, Karam Al Shami, Al-Midan, and Tripoli Road, has a population of about 400 families, During the crisis, the number of arrivals to the region increased, and the Church targeted them with its programs and services.

Criteria for selection of targets:

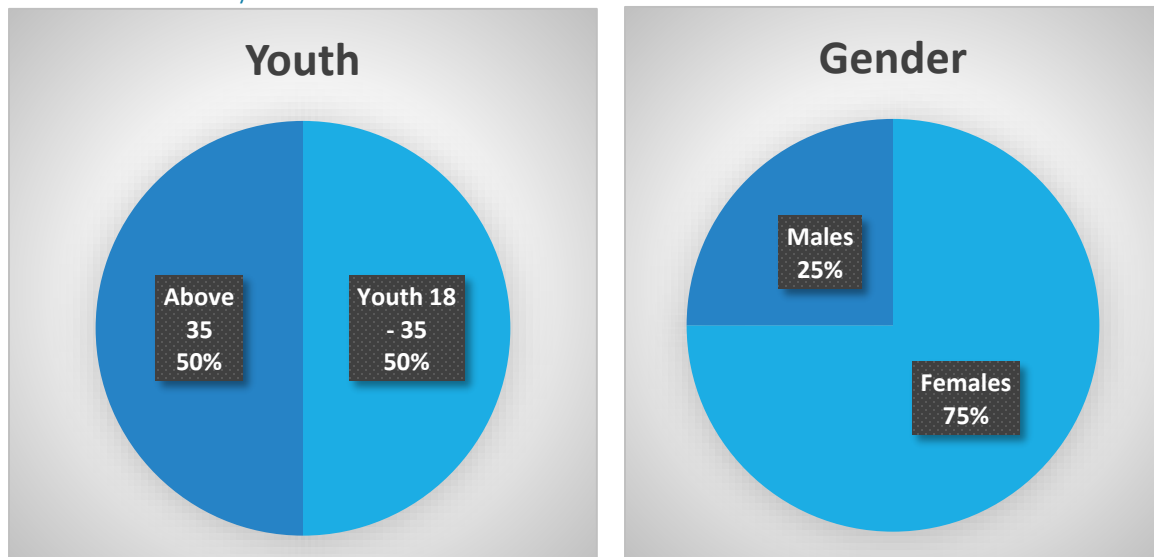
Beneficiaries were selected based on the following criteria:

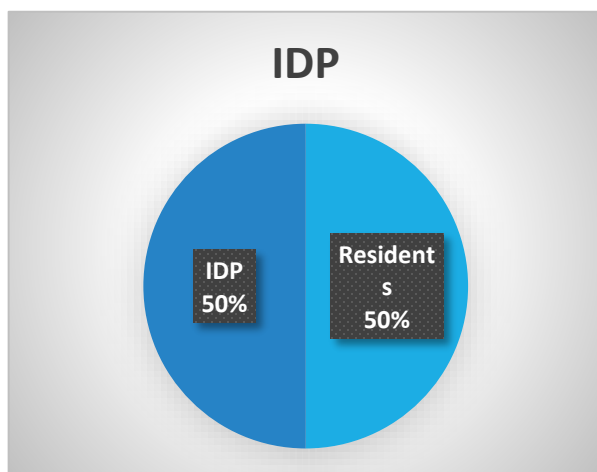
- The old Homs area was chosen to encourage residents to return to it and to encourage shop owners to return to work and open their shops to revive the area and support the economic movement.
- The activities were selected based on a preliminary analysis of the region's needs.
- Professionals with experience in specific activities were selected by initial analysis.
- People with knowledge of the work required were recruited, along with 7 unskilled workers to build their capacity through on-site training.

Criteria for the employment of workers, including women headed households and persons with disabilities, as follows:

- 1- Choose one worker from each family only.
- 2- Choose who is currently unemployed and has no sources of income.
- 3- A specific percentage of households affected by the population of the region.
- 4- A specific percentage of internally displaced persons`.

Stakeholders analysis





Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 75% of women and females, and the percentage of the youth 50% below 35 years.

The IDP were totaled to 50% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 32 as budgeted, and

established 4 workshops Accessories workshop, Perfume workshop, handmade Wax and incense workshop, drawing on glass workshop, and printing workshop.

However, the average cost of establishing each workshop was actual expensed as the financial report 4673 USD while budgeted to 6,666 USD. Overall cost per beneficiary in the overall project cost was according to the financial report 491 USD - Budgeted 702USD, taking into consideration that the exchange rate increase affected the decrease in actual in USD while in Syrian pounds the actual exceeded budget.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing

The project was extended with no additional cost. However, the actual expenses exceeded the budget if we consider the Syrian pounds figures, yet in USD it did not exceed the budget due to the increase in the FX rate. For the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to achieve most of its goals, also overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was a main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as providing a good and stable monthly income and improving the standard of living.

While impact on other project in the area were help to compete in the market in terms of quality and price, Integration with projects in the region, Providing reliable products and services.

On the other hand the impact to the society was in their opinions, help to raise the cultural level and awareness of the community.

Sustainability

Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported from monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

One of the dignitaries of the neighborhood close to the center was interviewed and he noted the following

The church was supported by the establishment of a vocational training center (10 professions), two training sessions for a period of one month, and a professional portfolio of 150 trainees was given to each trainee. The center was managed and supervised by a chaplain. During the training period, the project created a positive atmosphere in the neighborhood during As a result of the social movement he created, especially that a section of the trainees from the neighborhood and this is suitable for the densely populated area, and provided employment and training especially for women.

The owner of a carpentry workshop with whom one of the trainees in the carpentry profession works was interviewed and he reported the following:

The worker has a simple experience in the profession, as he had training in a saw mill for only one month, which is not enough time to master the profession. His skills were limited to very simple things, but he was a fan of the profession and wanted to continue.

The training period for such a profession must not be less than (6) months for the trainee to complete the most important stages of the work and acquire the necessary experience to practice the profession.

Project photos



Findings

By analyzing the results of the beneficiary survey, the field visit and the desk audit, the following conclusions can be drawn:

Weaknesses:

- ✓ The location of the project was not a mausoleum (the ad hoc house) and the project area where livelihoods were disrupted for a long time.
- ✓ Lack of practical management and ability to deal with project conditions.
- ✓ The selection of the work areas was related to the closer products of the accessories (painting on the glass - accessories) and the focus should be on products and services of higher priority, not classified as luxury goods.
- ✓ Workers are not registered in social insurance and this is one of the reasons, because of the low level of job stability

- ✓ The geographical location of the project does not enable it to continue, due to the distance from the workers' places of residence, the high cost of transportation in general, and therefore the difficulty of providing workers, after the stability of the security situation in Aleppo.

Conclusion

The Project achieved the impact on the beneficiaries and the society around and succeeded to create income and continue in operation, and it achieve the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated not to be effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- ✓ Study the feasibility of the project on economic bases (even in the presence of social goals), including selecting the location of the project suitable for work and availability of materials and supplies of production and drainage markets and all these indicators.
- ✓ Focus on projects that are associated with basic products and services and stay away from projects whose products are characterized by luxuries.
- ✓ The inclusion of future projects in which the employment of a number of workers include conditions relating to the organization of employment contracts and the registration of workers in social insurance and health insurance, and conditions related to the optimal working environment in general, which contributes to enhancing job stability and sustainability.

Supporting the owners of shops in the commercial markets By German3[UNDP] in Homs

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Market revival and support to MSEs	
Period under evaluation	Start	End
	20 Feb 2017	30 September 2017
Project budget	110,653 USD exchange rate 514.85	
Project Expenditure at the time of evaluation	154,610 USD exchange rate 514.85	

Description of the intervention

Project Summary and Justification:

The project included supporting the merchants in Homs city and wishing to re-activate commercial activity in the commercial markets area in the city by installing zipper doors for shops located in the vegetable market and providing simple production equipment to help them carry out their business activities.

Project objectives:

1. Reviving (125) shops in the region.
2. Create (16) job opportunities to manage and follow up on the project.
3. Distribution of (116) productive assets to owners of damaged shops, which are the assets necessary to revive the market again such as refrigerators, metal shelves, and coffee grinders, confectionery and many productive assets.

The geographical scope of the project:

Market area (Hashish market) in the governorates of Homs.

Project Timeline:

The project started on 20 feb 2017 and ended on 30 Sep 2017.

Implementing partner:

It was implemented by the United Nations Development Program in partnership with the Chamber of Commerce of Homs, which was founded in 1928, followed by all the regions and regions and villages of the governorates of Homs in full, and the number of its members in 2011 was about 19000 members.

Criteria for selection of targets:

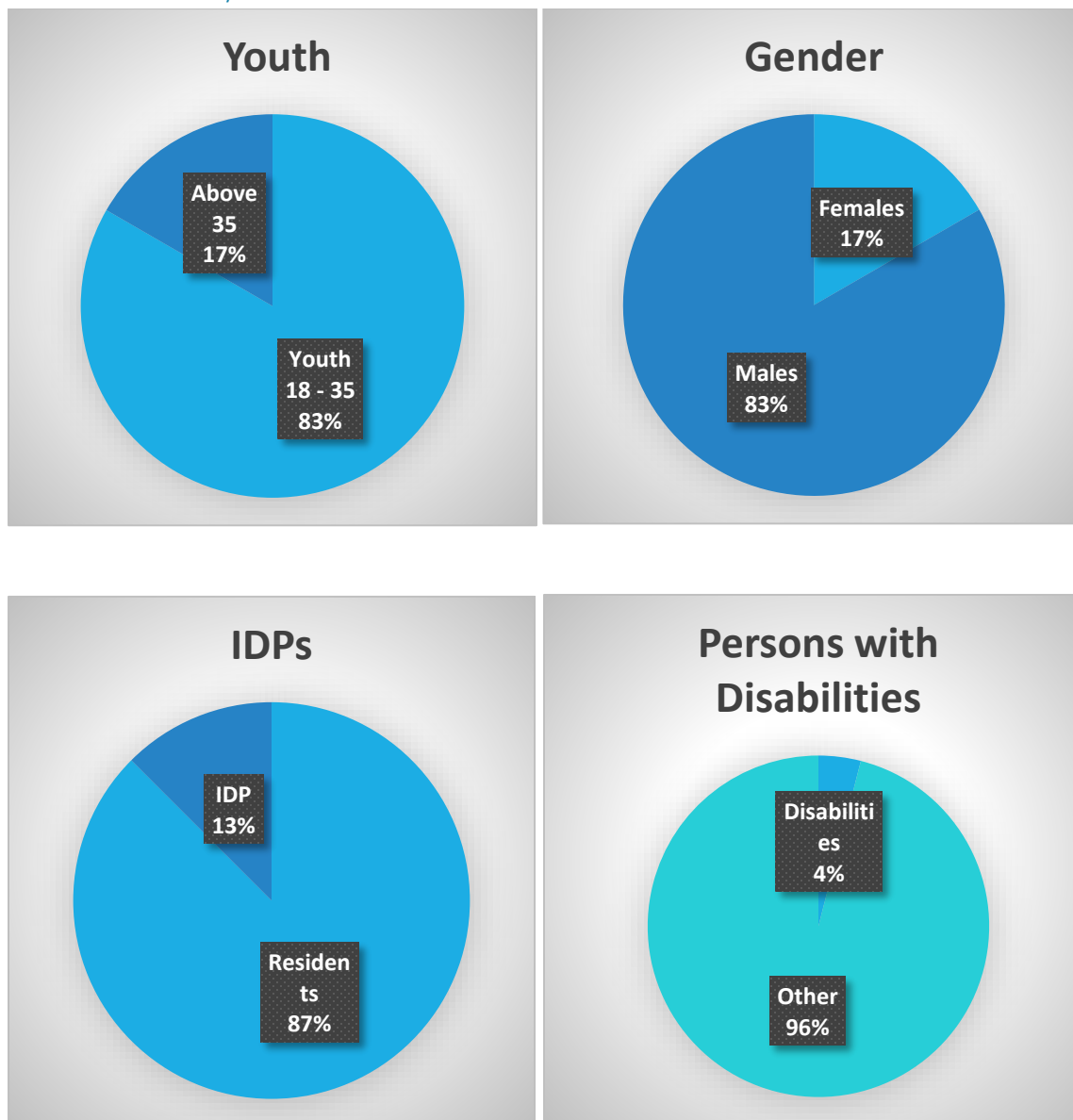
The following criteria have been adopted for the employees of the project:

- Traders registered with the Chamber of Commerce and wishing to re-engage in commercial activity in the market area of the green.
- Expatriate or affected families.
- One beneficiary from each family.
- The poorest families
- Families headed by women have priority.
- Families of persons with disabilities have priority
- Provide the necessary skill to work.
- For competent workers (experts, technicians, marketers). The required expertise and competency are required and the basic competencies required for administrative positions are identified in the project proposal.

Target groups with numbers and gender:

- A number of jobs /16/.
- Of whom 30% are women, 50% are youth, and 4% are disabled persons.
- A number of beneficiaries of the distribution of productive assets / 116 / beneficiaries with the same distribution rates for employees.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 17% of women and females, and the percentage of the youth 17% below 35 years.

The IDP were totaled to 13% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 3 criteria out of 7 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 126 shop owner as budgeted, productive assets were distributed accordingly.

However, the average cost of reviving each shop was actual expensed as the financial report 1227 USD while budgeted to 885 USD.

Efficiency

Unsatisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 2 out of 7 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as providing productive assets.

The project was extended with additional cost related to 8 rolling shutters and the main salaries in the project. However, the actual expenses exceeded the budget by 39.7% if we consider the same FX rate at 514.85 SP/USD. For the details of evaluation please refer to the detailed evaluation table related.

Impact satisfactory

According to the project documents the project succeeded to distribute productive assets, **but** overall impact evaluation was unsatisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was **not** the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as providing a good and stable monthly income and improving the standard of living, Create a state of stability.

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, Integration with projects in the area, modeling of new projects.

On the other hand the impact to the society was in their opinions, help to provide reliable production and competitive price.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

One interview **Members of the Chamber of Commerce / Partner**, , Which stated that United Nations Development Programme In partnership with Homs Chamber of Commerce provided support to the vegetable market traders / 100 traders / to reopen their shops and the return of the market for its activity And most of these traders continue to open their shops and professional, He added that some traders have expanded their stores with their own funding and diversification of their goods has affected this support to other traders, non-financiers encouraged them to open their stores in the market and returned a good part of the market to its activity, The trade movement was weak and is gradually increasing, especially as the largest government institutions close to the market returned to their buildings, which led to an increase in the movement of citizens Currently, coordination is underway between the Homs Chamber of Commerce, the United Nations

Development Program and the Governorate Council to encourage other traders to reopen their shops and provide support.

It was an interview **one of the engineers syndicate members/corresponding to market (spatially)** , Indicated that he wishes the return of merchants to open their shops in the market to move the region and encouraged the movement of pedestrians after a hiatus of many years and expressed optimism for the return to his former vegetable market And securing the market needs of citizens, especially government employees and official circles of food at bargain prices and reasonable compared to the prices of shops in residential areas and wished the return of all the merchants to open their shops in the city markets.

Findings

Strengths:

- The project has a positive impact on the recovery of markets and a catalyst for the owners of shops without beneficiaries of this intervention to re-shop, and the return of commercial movement more effectively.

Weaknesses:

- A dissatisfaction was noted from the point of view of the beneficiaries with the progress of the project, due to the high ceiling of their expectations of the support provided, which indicates the lack of clarity of the project before its implementation.
- The long-term objectives of the project were to revive this vital and vital commercial market for a city that suffered directly from the crisis, which was reflected in the inability of beneficiaries to evaluate the project.

Conclusion

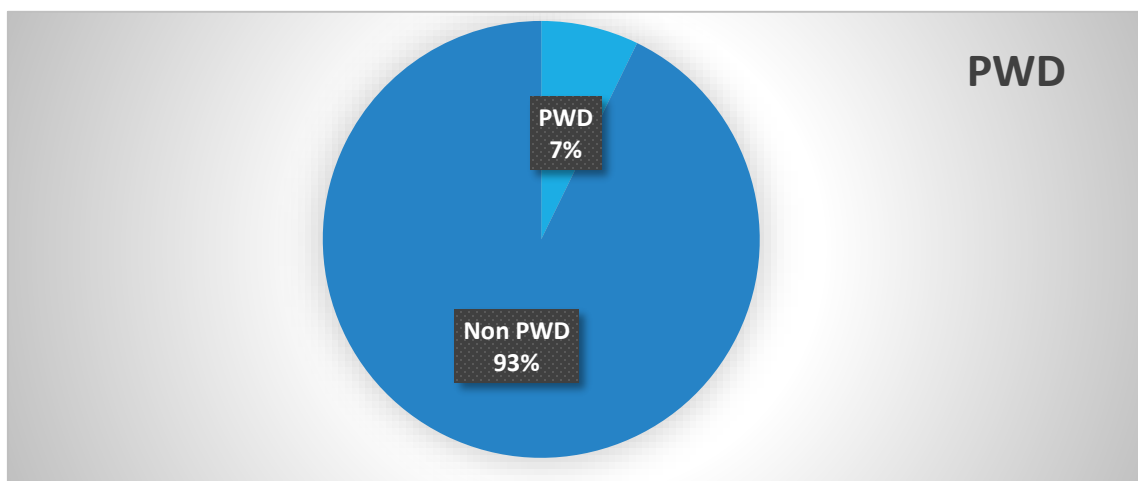
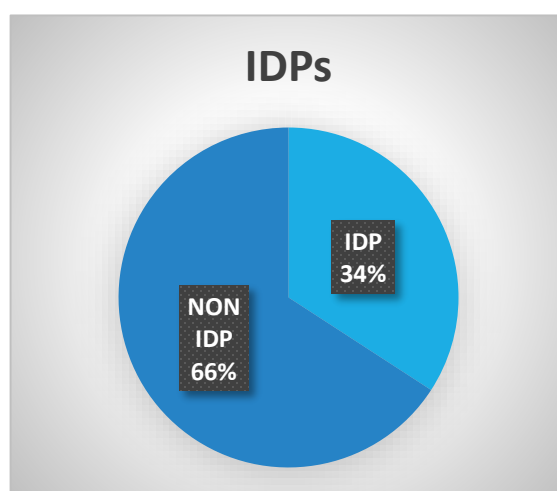
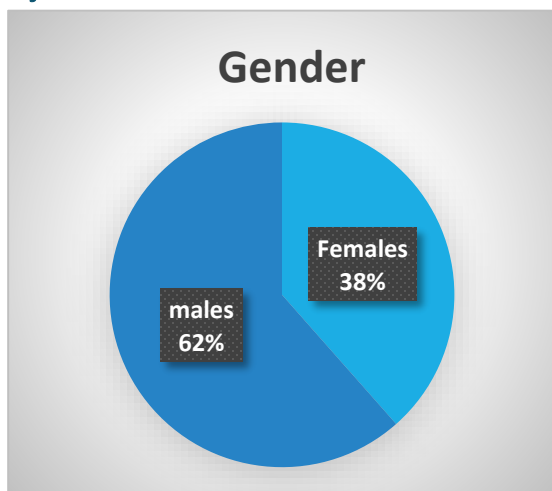
The project did not achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, yet it achieve the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated not to be effective nor efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Develop a clear and transparent information media policy before starting any project or initiative to define its objectives to the beneficiaries and society in general, so that there are no higher or lower expectations of the planned goals.
- Mainstreaming the experience of revitalizing major markets in other regions and governorates because of their ability to reorient economic movement in general or targeted economic sectors.
- Feasibility study of future projects by specialized offices and destinations, where it was noted that the project was unable to continue, mainly due to the ability to market, obtain licenses, and provide sources of funding.
- Studying social cohesion initiatives in parallel with training programs for their ability to promote this cohesion well, as they are opportunities to identify and interact between the host communities and internally displaced persons.

Hama Governorate

Project evaluation information details



Graphs related to planned investigated sample of projects in each governorate

DETAILS OF EVALUATED PROJECTS



Vocational Employment in Mesiaf Phase 2 By German3 [Mesiaf Charity] in Hama

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Entrepreneurship skills for youth	
Period under evaluation	Start	End
	15 Feb 2017	30 Jun 2017
Project budget	78,854 USD Exchange rate 514.85	
Project Expenditure at the time of evaluation	78,874 USD Exchange rate 514.85	

Description of the intervention

Summary of the project and its justifications:

The project has supported active workshops in Mesyaf area by providing them with the fixed assets and providing vocational training to a number of affected and displaced people, building on the following justifications:

- The high number of the jobless especially of the youth group who wish to acquire and learn a profession.
- Building capacity of a number of affected and displaced youth and the housewives in Mesyaf, and providing them with a number of skills and work experience necessary to start their own projects.
- Create permanent work opportunities by supporting the launching of small enterprises, and providing the basic production equipment.
- Support active vocational workshops in Mesyaf and encouraging them to increase their production load.
- Introducing local markets to the expertise of the individuals, young and women, who, due to the current crisis, could not have the chance to work.
- Meeting the region's need through projects that provide work opportunities that ensure income and turning a number of consumptive individuals into productive and active ones in their communities.

Project Objectives

- 1- Create 25 job opportunities from the displaced and affected people inside the vocational workshops in the local market of Mesyaf.
- 2- Train 55 beneficiaries of the affected and displaced to provide them with the necessary scientific and vocational experience.
- 3- Provide 55 trainees with vocational toolkits after passing the training successfully.

Geographical Scope of the Project

Mesyaf Region, Hama Governorate

Timeline:

The project started on 20 Feb 2017 and ended on 30 June 2017

The Implementing Partner

Mesyaf Charity organization publicized by the Ministry of Social Affairs and Labor which aims at taking care of the poor and disadvantages in health, education, social, economic

and psychological fields. It is based in Mesyaf and its activity covers Mesyaf and its neighborhood.

Criteria of selection of the beneficiary

The beneficiaries are being selected building on the following criteria:

- The ratio of the displaced is no less than 50 %.
- The ratio of housewives is no less than 40%.
- Taking into consideration the wish of the beneficiaries for work and their ability to develop their capacities.
- Priority is given to the age group of 18-35.
- One worker is being selected from each affected family.
- The ratio of the beneficiaries is no less than 5% from the disabled.
- Taking into consideration the number of dependents supported by the candidate, and the number of family members attending school in the selection process and prioritization.

Also, the following criteria are being observed to select the staff:

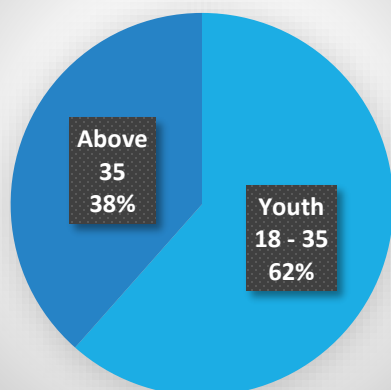
- The necessary experience and academic expertise.
- University degree of the financial director and the managing director.
- The academic qualification of the supervisors is no less than the intermediate institute.
- Full time and commitment to the project activities.

As for the selection of local workshops and trainers, the following criteria are being observed:

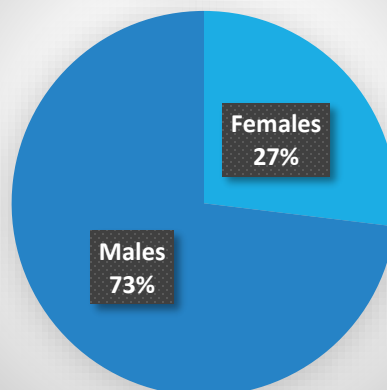
- The workshop should be one of the economic active workshops at the local level.
- The workshop should enjoy a good reputation in the local market.
- The workshop should be able to create new work opportunities and pledging to preserve them in return for production equipment which shall be donated to the workshop.

Stakeholders analysis

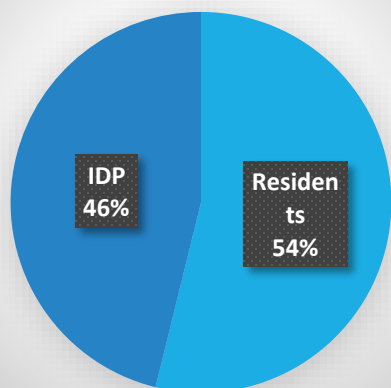
Age



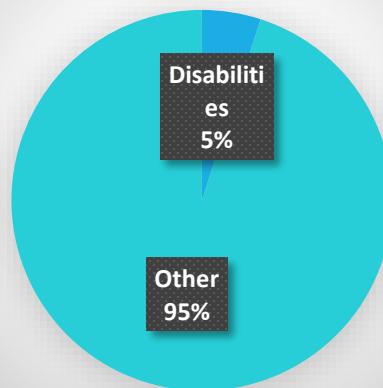
Gender



IDPs



PWD



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 10 as listed in the detailed evaluation table.

The project was related to the output “Entrepreneurship skills for youth” actually targeted 27% of women and females, and the percentage of the youth 62% below 35 years, The IDP were totaled to 46% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 7 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 85 trainee and toolkits were distributed accordingly.

However, the average cost of training was actual expensed as the financial report 112.31 USD while budgeted to 112.19 USD. Cost of toolkits was actual expensed as the financial report 815.61 USD while budgeted to 815 USD Overall cost per beneficiary in the overall project cost was according to the financial report 927.91 USD - Budgeted 927USD, taking into consideration that the detailed financial report was provided for the extension not all the project figures.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 10 out of 12 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as the UNDP contributed in funding the training and the toolkits distributed and 92% of interviewed sample noted that the practical skills provided in the training were adequate, and 92% found that the quality of training was good.

The project was extended with 39% increase yet the beneficiaries No increased by 30. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to perform training and distribute the toolkits, but overall impact evaluation was satisfactory where 92% of interviewed beneficiaries considered that the training received was appropriate to the needs of the local labor market in the region.

However, 15% of the interviewed sample were employed and 78% were self-employed.

Sustainability

Satisfactory

Overall sustainability evaluation was satisfactory, where the trainees actually benefited from the training and toolkits distributed, Planning of management helped in the establishment of trainings and the toolkit provide and distribution in addition to the selection criteria and granting selection

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts' and Local Community Leaders Opinions

Asked about their knowledge about the project, a number of the leaders of the local community said that they do not know about the project and its activities in the project area.

project pictures:



Finding

Analyzing the results of the field visits and surveying the opinions of the beneficiaries and the experts and the desktop auditing, we can conclude the following:

Strengths:

- Several mechanisms of the project work that vary between training and in-kind support of the distinguished by vocational portfolios, which has the positive impact in the project ability to achieve the planned targets.

The quality of the educational courses and the efficiency of the trainers which are amongst the most important characteristics of the project, specially that it depends basically on the training.

Weakness:

- ✓ Training on professions was short relatively in comparison with the skills required and there is a need to advanced courses to deepen theoretical information and practical skills.
- ✓ It is noticed that there is a lack of acquaintance with the project and its activities in the region the thing which may restrict the expansion of the project and limit its access to the target groups.
- ✓ The inappropriateness of the training centers and the lack to training tools and equipment in some of them.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Expansion of the project to include other regions and governorates, based on the positive results of the project.
- Curriculum design at several levels for each specialization (Beginner, Advanced ...) to ensure that trainees are prepared optimally.
- Launch awareness campaigns about the projects and initiatives of livelihood and early recovery of the UNDP and partners to ensure access to as many target groups as possible.
- Setting specific standards for the training centers and the training means that are required for each specialization.
- Supporting the organization to open workshops in some of the most popular areas in the region, providing a resource for the organization and a place for on-the-job training for trainees.
- Setting up programs to follow up the status of the graduates of the training courses, to measure the impact of training programs in the medium and long term.

Training and set up small income-generating projects - Koutwa - By German 3 [Archdiocese of the Syrian Orthodox] in Hama

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Entrepreneurship skills for youth	
Period under evaluation	Start	End
	10 Feb 2017	30 June 2017
Project budget	143,484 Exchange rate 514.85	
Project Expenditure at the time of evaluation	143,489 Exchange rate 514.85	

Description of the intervention

Summary of the project and its justifications:

The project provided a month-long training on the basics of managing the small project and developing them, based on the following justifications:

- The number of arrivals in the project area increased from neighboring hot spots, reflecting the opportunities and areas of work available through competition between displaced and indigenous people.
- The existence of a number of NGOs (associations and churches) which have the desire and ability to participate in such projects.

Project Objectives:

- 1- Create 16 work opportunities through networking with the existing workshops.
- 2- Training 120 beneficiary/ (100 Hama-20 Muhardeh) and provide them with the necessary skills to manage and develop small projects.
- 3- Distribution of 120 toolkits for trainees to establish their own projects.
- 4- Capacity building of the local partners, religious bodies and associations, raising their competencies and networking with professionals and vocational training centers.
- 5- Building the capacity of individuals affected by the crisis and focusing on the youth, women headed households and persons with disabilities.
- 6- Activate the local market by reviving a number of trades and professions through establishing and supporting small and medium enterprises.

The geographical scope of the project:

Muhardeh, area in the governorate of Hama

Project timeframe:

The project started on 10 February 2017 It ended on a date 30 June 2017

Implementing Partner:

Archbishopric Syriac Orthodox in Hama, one of the oldest bodies in the region since 1910, which developed institutional work gradually. It was active in the 1950s. It had a school, charitable organizations, cultural and artistic clubs, and educational center.

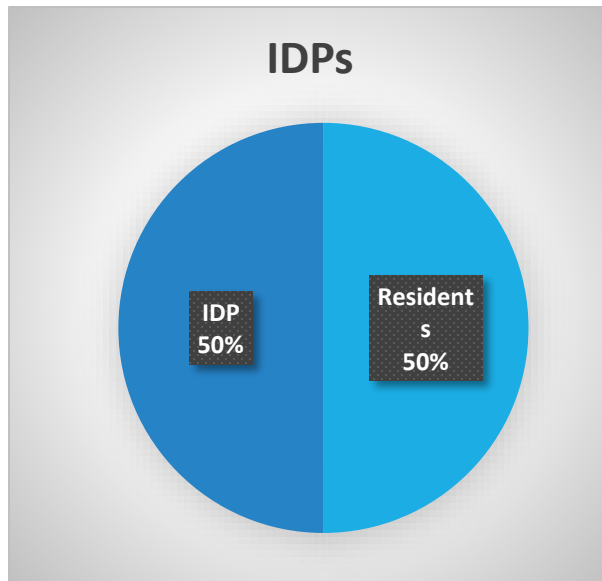
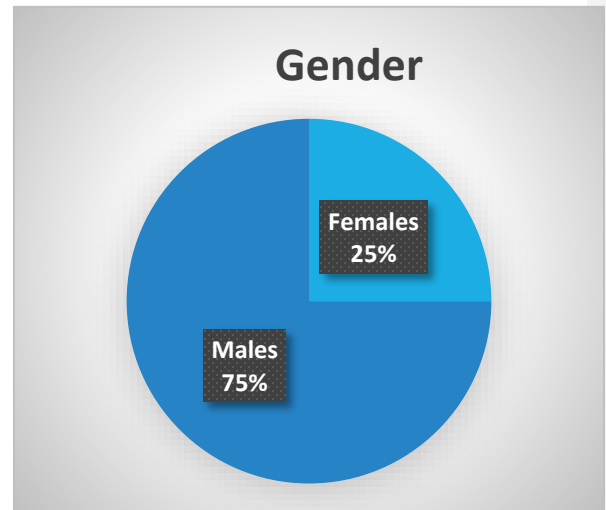
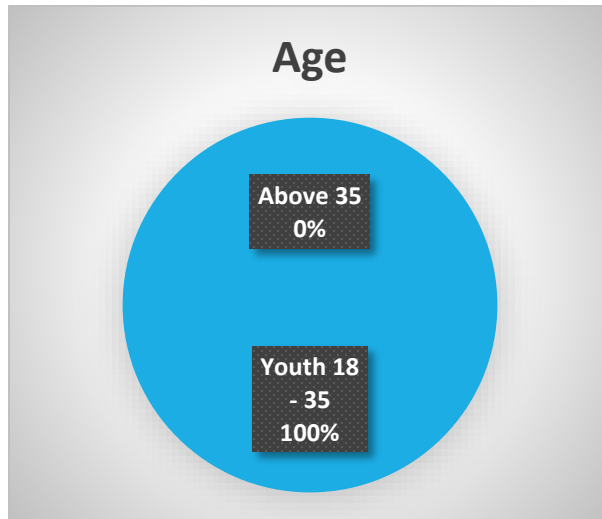
Criteria for selection of targets:

Beneficiaries were selected based on the following criteria:

- To be the breadwinner for their family and that there is no source of income after taking into consideration the number of dependents of the candidate for work, and the number of their family member who is attending school regularly and the preference in selection is done according to those criteria.
- That the ratio of the internally displaced persons is no less than 50%.
- The ratio of housewives is no less than 40%.
- The ratio of the individuals targeted from among the disabled is no less than 5%.
- Taking into consideration the wish of the targeted from work and their ability to develop their skills.
- Select only one beneficiary from each internally displaced or affected family.

Priority of selection is for the age group (18-40) year.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 10 as listed in the detailed evaluation table.

The project was related to the output “Entrepreneurship skills for youth” actually targeted 25% of women and females, and the percentage of the youth 100% below 35 years, The IDP were totaled to 50% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 7 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 170 trainee and toolkits were distributed accordingly.

However, the average cost of training was actual expensed as the financial report 173.85 USD while budgeted to 173.93 USD. Cost of toolkits was actual expensed as the financial report 670.21 USD while budgeted to 670.10 USD Overall cost per beneficiary in the overall project cost was according to the financial report 844 USD - Budgeted 844USD.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 10 out of 12 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as the UNDP contributed in funding the training and the toolkits distributed and 83% of interviewed sample noted that the practical skills provided in the training were adequate, and 83% found that the quality of training was good.

The project was extended the budget was extended with increase of the beneficiaries number by 50. However, for the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to perform training and distribute the toolkits, but overall impact evaluation was satisfactory where 83% of interviewed beneficiaries considered that the training received was appropriate to the needs of the local labor market in the region.

However, 67% of the interviewed sample were self-employed.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where the trainees actually benefited from the training and toolkits distributed, Planning of management helped in the establishment of trainings and the toolkit provide and distribution in addition to the selection criteria and granting selection.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

Many community leaders in the project area were asked about the project's activities, but the project was unknown to them.

project photo



Findings

By analyzing the results of the field visit and surveying the views of the beneficiaries and the experts and the desk review, we draw the following conclusions:

Strengths:

The various mechanisms of the project work between training and support the outstanding in kind professional portfolios, Had a positive impact on the project's ability to achieve the planned goals.

The quality of the training curricula and the efficiency of trainers were among the advantages of the project.

Weaknesses:

- Careers that have been trained, need advanced courses to deepen theoretical information and practical skills.
- Lack of knowledge of the project and its activities in the region was noted, which would limit the expansion of project services and reduce access to target groups.
- Lack of training courses and tools.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Expand the application of the project in other regions and governorates, based on the positive results of the project.
- Curriculum design at several levels for each discipline (Beginner, Advanced ...)
- To ensure that trainees are prepared optimally.
- Launch of awareness campaigns on livelihood projects and initiatives and early recovery by UNDP and partners to ensure access to as many target groups as possible.
- Setting specific standards for the training sites and the training means required for each specialization.
- Setting up programs to monitor the status of graduates of the training courses, to measure the impact of training programs in the medium and long term.

Sewing Workshop BY Russia Fund in Hama City [Child Protection Association] in Hama

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	vulnerable groups FHH	
Period under evaluation	Start	End
	3 June 2016	2 December 2016
Project budget	67,795 USD Exchange rate 465	
Project Expenditure at the time of evaluation	65,441 USD Exchange rate 514.85	

Description of the intervention

Summary of the project and its justifications:

The project adopted the following justifications:

- Benefiting from the success of the basic project (Goodwill) carried out by the Society for the Protection of Children in 2015, through which the sustainability of the work of workshops cleaning, repair and sewing clothes.
- Utilizing the accumulated experience of women workers.
- Providing the society with clothing and accessories for distribution to beneficiaries of its services from orphans and poor.
- The operation of additional labor with a focus on immigrant women and local residents.
- Provide training opportunities for a number of targets.

- The project has produced cotton and children's clothes and it may add other products later according to its marketing capacity.

Project Objectives:

1. Establish one production workshop for sewing cotton clothes and children's clothing.
2. Provide productive equipment for the rehabilitation of the 22 workshops.
3. Create 32 job opportunities, 75% women headed households / 50% youth / 50% internally displaced persons / 5% persons with disabilities.
4. Training and building target capacities through practical training for sewing profession for 10 trainees.

The geographical scope of the project:

Governorate: Hama.

Project Timeline:

The project started on 01/06/2016 and ended on 1/07/2017.

Implementing partner:

The Society for the Protection of Children, a non-governmental charitable organization registered by the Ministry of Social Affairs and Labor, enjoys legal personality and financial and administrative independence. It is concerned with children and their mothers in various fields of health, education, education, and social affairs.

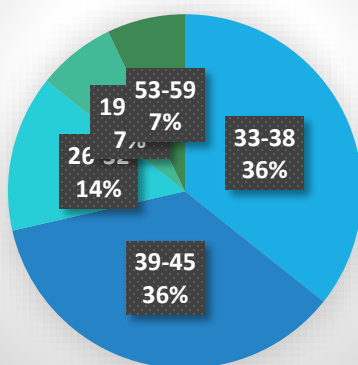
Criteria for selection of targets

A number of criteria have been adopted for the project participants as follows:

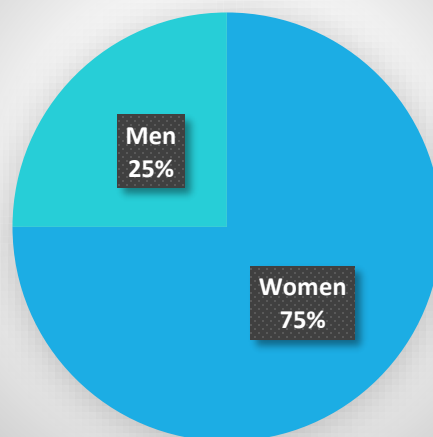
- Most of the targeted women are given priority to women headed households.
- Only one worker from each family is selected.
- Taking into account the number of dependent and committed individuals in schools and dependents by the beneficiary.
- No less than 50% of the internally displaced persons and 60% of women headed households and 5% of persons with disabilities.

Stakeholders analysis

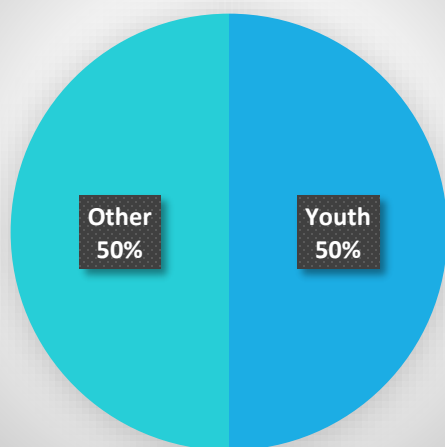
TARGETED AGE GROUPS



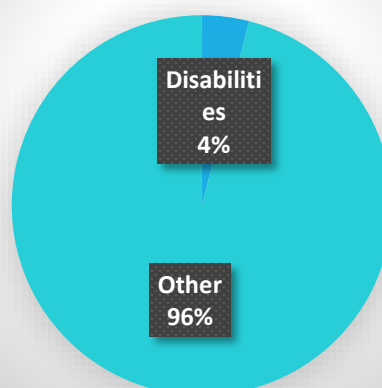
Gender



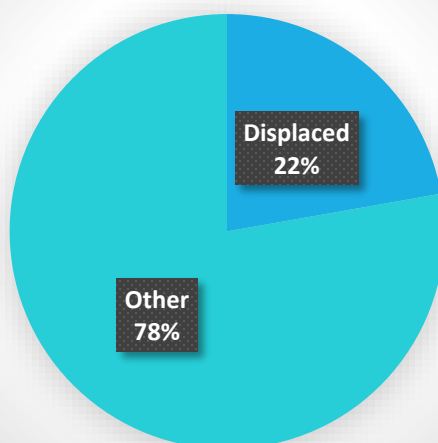
Youth



Persons with Disabilities



Internally Displaced Persons



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “Support to vulnerable groups FHH” actually targeted 71% of women and females, and the percentage of the youth 57% below 35 years, The IDP were totaled to 29% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 9 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 32 beneficiaries as budgeted, and one workshop were established.

However, the average cost of establishing the workshop was actual expensed as the financial report 26,267 USD while budgeted to 30,623 USD, while the production cost for the workshop during the project timeframe was actual expensed as the financial report 15,883 USD while budgeted to 19,980 USD. Overall cost per beneficiary was actual expensed to 2,045USD and budgeted 2,119USD. Taking into consideration the increase of FX rate, if we eliminate the FX effect the total cost will be over budget by 7%.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 7 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 100% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was performed within timeframe. However, the actual expenses exceeded the budget by 7% if we consider the same FX rate at 465 SP/USD. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to distribute productive assets, but overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as provide a good and stable monthly income and improving the standard of living, create a state of stability, and self-reliance and increased self-confidence, but it created a state of discomfort in the family due to working hours,

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, Integration with projects in the area.

On the other hand the impact to the society was in their opinions, enhance employment of labor and reduction of unemployment, provide reliable production and competition in price, and help families in the area, creating a state of economic stability in the area

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 93% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported from monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts' and Local Community Leaders' Opinions:

- Some of the key people were interviewed Montaser Kilani / local administration officer (*Mukhtar*) of Karam al-Hourani who reported that the project has several advantages and most important of which
- The presence of the project in a good and appropriate area.
- The project is located on the main street and is close to the city center, which facilitates transportation to the workers and traders.
- The contribution of the program to increase the income of beneficiaries by providing them with assistance to secure their daily living.
- The program contributed to the launch of the project if the financial support, psychological or training most of the workers did not have experience in the field of sewing is a good opportunity for unemployed women.
- Availability of raw materials and labor will contribute to the continuation of production due to the need of the market for new and diversified goods.
- A culture of consultation and assistance in the establishment of projects has been created.

Project photos



Findings

By analyzing the results of the field visit and surveying the views of the beneficiaries and the experts and the desk review, we draw the following conclusions:

Strengths:

- The most important means of support provided by the program to the beneficiaries of the project is training. Training and rehabilitation are given more importance than material support or support for productive assets.
- A general satisfaction was expressed by the beneficiaries about the support provided to the project by the program.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- It was noted that the number of employees was stable during the project period, which indicates the job stability of the employees.
- Non-registered social insurance workers would negatively affect the job stability of employees and these weaknesses and threaten the stability of the job.
- Threaten the stability of the job.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated not to be effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Separate production projects from training ones in the future, for the ability to assess the effects of each area independently, and focus on the aspect of the basic project, whether training or productive.
- Emphasize the need to register employees in social insurances programs, and to ensure other conditions related to the ideal working environment in general, which contributes to enhancing the stability of the job, and the ability to continue.
- Study the feasibility of future projects by specialized offices and destinations, where it was noted that the project was unable to continue, mainly due to the ability of marketing, which could be noticed from the feasibility study.

Sweets and pastries in Musayaf

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Small businesses and social and productive enterprises	
Period under evaluation	Start	End
	8 June 2016	7 March 2017
Project budget	99,099 USD exchange rate 374.00	
Project Expenditure at the time of evaluation	95,657 USD exchange rate 514.85	

Description of the intervention

Project Summary and Justification:

- The idea of the project was to create an oven for the manufacture of pastries and sweets in the city of Musayaf in order to create job opportunities for a number of dependents of their families of young and young and expatriate and affected and to activate and meet the needs of the local market in the city especially as the city of Musayaf is a center for the gathering of arrivals from villages and neighboring cities, The project is a means to achieve income for the Musayaf Charity Organization, which has been positively reflected on the beneficiaries of the Society's services, and the earlier Depending on the following justifications:

- The impact of the crisis has been affected by the crisis, especially after the increase in the number of internally displaced persons, which created a large gap between the need for consumption of the poor and the affected and their ability to spend, so it is necessary to create jobs for internally displaced persons and the families of these displaced persons to help them regain their livelihoods and secure their need.
- The importance of creating small development projects through which job opportunities are created for youth and unemployed persons from internally displaced persons and the affected, in addition to activating local markets by selling their products in local markets.

Project objectives:

1. To create an integrated project for the manufacture of pastries and pastries and to provide them with the necessary production equipment
2. Created 22 job opportunities for unemployed persons, including women and persons with disabilities.
3. Train at least 10 individuals who have no experience in the manufacture and production of pastries and pastries

The geographical scope of the project:

The city of Musayaf in the governorates of Hama.

Project Timeline:

The project started on 8 June 2016 and ended on 7 March 2017

Implementing Partner

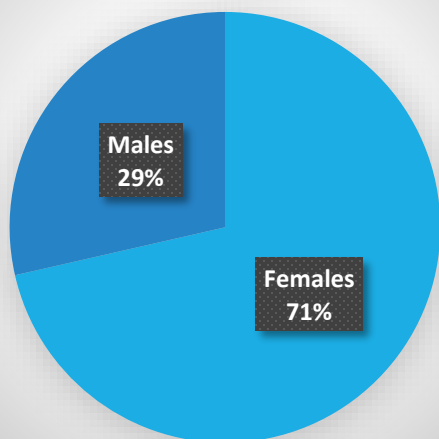
The Masayaf Charitable Society, an association of the Ministry of Social Affairs and Labor, is concerned mainly with the poor and the poor in various fields of health, education, education, social, economic, and psychological.

Criteria for selection of targets:

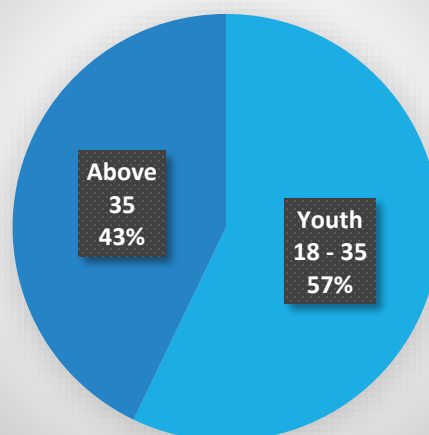
- Selection of administrative staff:
 - The minimum degree of recruitment is average and does not have another income/work
 - Full-time and has at least a year's experience in the competence of his / her work.
 - Full compliance with the follow-up and follow-up activities of the project.
 - Priority is given to the addressee for a larger number of individuals
 - At least 30% of internally displaced persons who meet the above criteria.
 - At least 50% of women headed households who meet the above criteria.
- **Criteria for selecting workers and trainees:**
 - Achieve **50% of internally displaced persons from the governorate.**
 - Priority is given to the age group from 18 to 35 years.
 - Women headed households has the preference of having a larger number of dependents.
 - He has no source of income.
 - Full compliance with the attendance and work assigned to him.
 - The percentage of women is not less than 50% of the employees and project staff.
 - The percentage of persons with disabilities is 5%
 - Priority shall be given to those who have experience in this area and who meet the above criteria.
 - Priority is given to women headed households / divorced / widows who meet the above criteria.
- General obligations
 - Partner's commitment to beneficiary selection criteria as mentioned above
 - A list of candidates for the above criteria shall be submitted for approval by the Local Committee and the UNDP representative in Hama for an appointment.

Stakeholders analysis

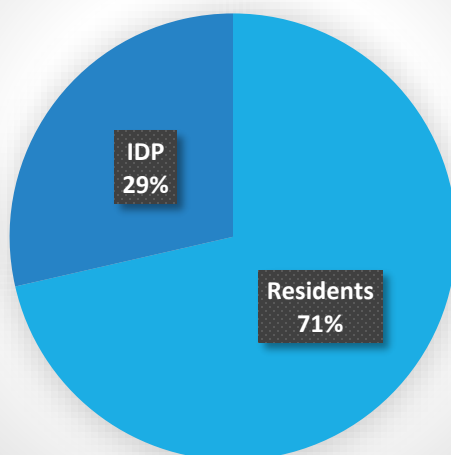
Gender



Age



IDPs



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 13 as listed in the detailed evaluation table.

The project was related to the output “Support to vulnerable groups FHH” actually targeted 71% of women and females, and the percentage of the youth 57% below 35 years, in addition our sample contained people with disability which indicated that the project targeted the vulnerable personnel.

The IDP were totaled to 29% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 8 criteria out of 9 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 32 beneficiaries as budgeted, and one workshop were established.

However, the average cost of establishing the workshop was actual expensed as the financial report 55,275 USD while budgeted to 57,222 USD, while the production cost for the workshop during the project timeframe was actual expensed as the financial report 40,382 USD while budgeted to 41,877 USD. Overall cost per beneficiary was actual expensed to 2,989USD and budgeted 3,097 USD. Taking into consideration the increase of FX rate, if we eliminate the FX effect the total cost will be over budget by 30%.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 7 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 100% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was performed with time extension. However, the actual expenses exceeded the budget by 30% if we consider the same FX rate at 374 SP/USD. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as provide a good and stable monthly income and improving the standard of living, create a state of stability, and self-reliance and increased self-confidence,

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, Integration with projects in the area.

On the other hand the impact to the society was in their opinions, enhance employment of labor and reduction of unemployment, provide reliable production and competition in price, and help families in the area.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts and Local Community Leaders' opinions:

Interview with Mr. Iyas Al-Malouhi / *Mukhtar* of Old Musayaf

He said that the number of beneficiaries at the beginning of the project was very high and reached 30 beneficiaries and the number of beneficiaries is still quite good as a new project and provides a profession that provides news and skill and material resource for the family, in addition to experience in the establishment of small enterprises and the mechanism of manufacturing and marketing, A competitor of similar products in the city, where success was measured by increased purchases and by the demand of women to demand work in the best Musayaf.

He pointed out that the project is sustainable, even in the event of the end of financial support, but can lose a number of workers according to the margin of profit, and for women who left the project, were able to experience the manufacture of sweets in their homes and sell them for financial income.

The project has contributed 50% to the increase in the income of female workers who do not have income.

The project also generated a competition between similar bakeries and encouraged some to carry out their own investment activities because the area of Musayaf depends on trade and most investment projects are unsuccessful due to discharge, restrictions, high costs and a culture of lack of desire for adventure. ...He recommended the return of such projects because they provided substantial support to the region.

Project photos:



Findings

By analyzing the results of the field visit and surveying the views of the beneficiaries and the experts and the desk review, we draw the following conclusions:

Strengths:

One of the strengths of the project is that it is linked to food security and is a basic need, which helps to sustain the project in principle.

A number of women workers have left the project and established their own projects.

Registration of employees in social insurance indicates the existence of social protection acceptable to employees and instill a sense of job stability.

The project's ability to continue from the point of view of beneficiaries and experts.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- The decline in the number of workers during the project stages was observed and this is a negative indicator.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- ✓ The separation of productive projects from future training, the ability to assess the effects of each area independently, and focus on the side of the basic project, whether training or productive
- ✓ Emphasize the need to register workers in social insurance, and to ensure other conditions related to the optimal working environment in general, which contributes to enhancing the stability of the job, and the ability to continue
- ✓ Feasibility study of future projects by specialized offices and destinations, where it was noted that the project is not able to continue, mainly due to the ability of marketing,

Embroidery Workshop for PWDs in Hama city by Japan 2(Syrian Orthodox Archdiocese) in Hama

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Support vulnerable groups PWD	
Period under evaluation	Start	End
	10 July 2016	9 January 2017
Project budget	64,877 USD exchange rate 470	
Project Expenditure at the time of evaluation	63,758 USD exchange rate 514.85	

Description of the intervention

Summary of the Project and its Justification:

- The idea of the project was to create an embroidery and sewing workshop in the city of Hama in order to revive the industry that was affected during the crisis. The targeted persons with disabilities were trained in these professions. The project was then provided with job opportunities within the project to activate their role in society.
- Negative impacts on all groups of society, and on vulnerable groups, including persons with disabilities in particular.
- Lack of employment opportunities especially during the crisis.

Project objectives:

- 1- To create an integrated production workshop and revive the profession of embroidery and sewing
- 2- Training 15 persons with disabilities and qualifying them for jobs.
- 3- Creating 21 job opportunities (15 opportunities for persons with disabilities, 6 job opportunities for internally displaced and affected persons) within the project.

The geographical scope of the project:

State or Governorates:

Project Timeline:

The project started on 10 July 2016 and ended on 9 January 2017.

Implementing partner:

The project was implemented in cooperation with the Syrian Orthodox Archdiocese of Hama. It was found with the presence of the parish in Hama. Since 1910 it has been developing the institutional work upward. It was active in the 1950s and it had a school, charitable societies, cultural and artistic clubs, educational centre, Some of these institutions ceased nominally while they continued their work effectively, and in the last 25 years, they resumed their activities.

Criteria for selection of targets:

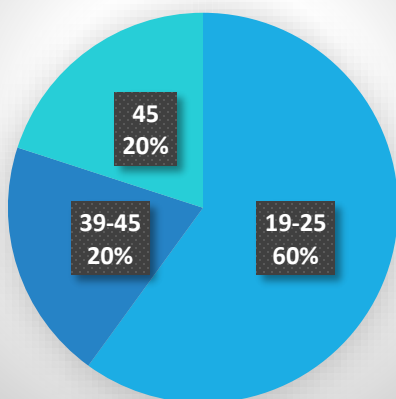
Beneficiaries were selected according to the following criteria:

- At least 50% of the target beneficiaries must be of persons with disabilities,
- Considers the desire of persons with disabilities to work and the ability to develop their skills
- Take into account the ability of persons with disabilities to work so that their disability does not prevent them from doing business without endangering their lives.
- Focus on the segment of women headed households so that priority is given to the employment of women.
- Choosing beneficiaries of the age group between 18 and 35 years.
- Only one worker is selected from each internally displaced or affected family.

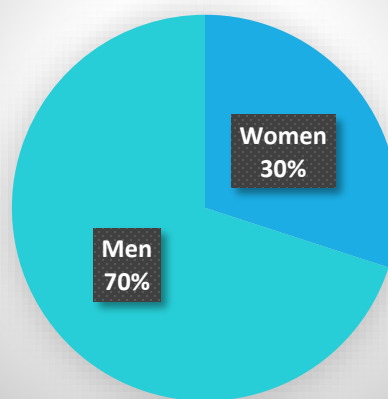
- A number of families which contain students committed to schools.
- Selection of managers and staff for the project that hold experiences and are of efficiency and their ability of dealing with persons with disabilities.
- Internally displaced persons.
- Families Affected From by the crisis.
- Poorest Families.
- Families that lost their breadwinner or dependant.
- Families who contain persons with disabilities.
- Persons with disabilities with a case that are capable of being occupied with special kinds of professions.
- Beneficiaries that need toolkits after vocational trainings.
- Non beneficiaries of such projects, support other livelihoods.

Stakeholders analysis

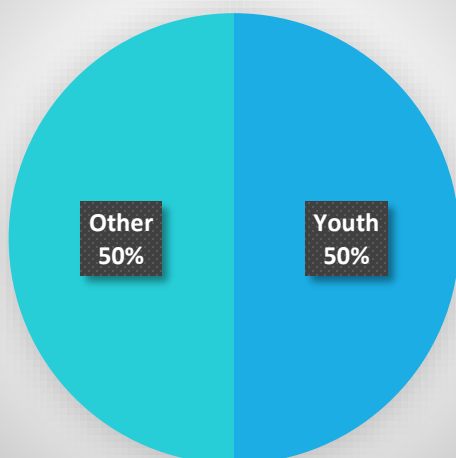
TARGETED AGE GROUPS



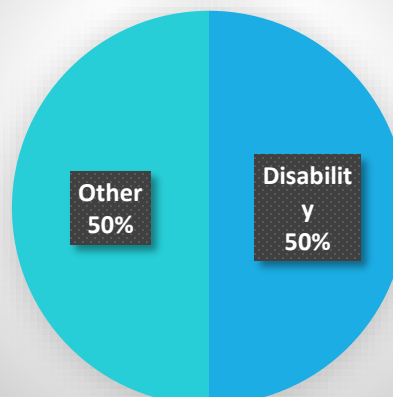
Gender



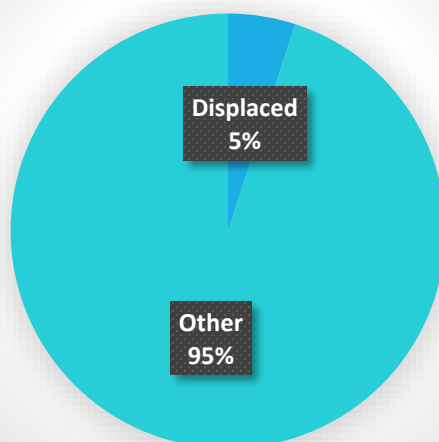
YOUTH



Persons with Disabilities



Internally Displaced Persons



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Support to vulnerable groups PWD” actually targeted 30% of women and females, and the percentage of the youth 60% below 35 years, in addition our sample contained 60% people with disability which indicated that the project targeted the vulnerable personnel.

The IDP were totaled to 29% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 9 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 32 beneficiaries as budgeted, and one workshop were established.

However, the average cost of establishing the workshop was actual expensed as the financial report 46,196 USD while budgeted to 35,255 USD, while the production cost for the workshop during the project timeframe was actual expensed as the financial report 17,562 USD while budgeted to 29,621 USD. Overall cost per beneficiary was actual expensed to 1,992 USD and budgeted 2,027 USD. Taking into consideration the increase of FX rate, if we eliminate the FX effect the total cost will be over budget by 30%.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 100% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was performed with time extension. However, the actual expenses exceeded the budget by 8% if we consider the same FX rate at 470 SP/USD. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 40% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as provide a good and stable monthly income,

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, Integration with projects in the area.

On the other hand the impact to the society was in their opinions, enhance employment of labor and reduction of unemployment, and provide reliable production and competition in price.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported from monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

We interviewed local administration director of Souk al Shajara, And asked him about the project reported that Capable of sustaining the existence of workers, production and market for the disposal of their production.

Has achieved several positive aspects, the most important of which are:

The project has made great use especially for people with disabilities in terms of securing good job opportunities.

Contributed to the increase of beneficiaries' income by 80%

Assist UNDP from the beginning to the end with ideas, consulting and material support.

Convenient area for the project because it is popular and benefited some of the arrivals.

The existence of the family spirit between administrative staff and workers.

Project photos



Findings

By analyzing the results of the field visit and surveying the views of the beneficiaries and the experts and the desk review, we draw the following conclusions:

Strengths:

- The project is targeted at the category of persons with disabilities, who in normal circumstances face challenges in obtaining employment opportunities.
- The work environment is one of the most important areas that promote the integration of this category with the rest of society.
- Most Parties tend to be able to continue, because of their location in a densely populated area on the one hand, and demand for the products and services of the project.

Weaknesses:

Workers are not registered in social insurance, this is a weak point affecting the employment stability of employees.

Conclusion

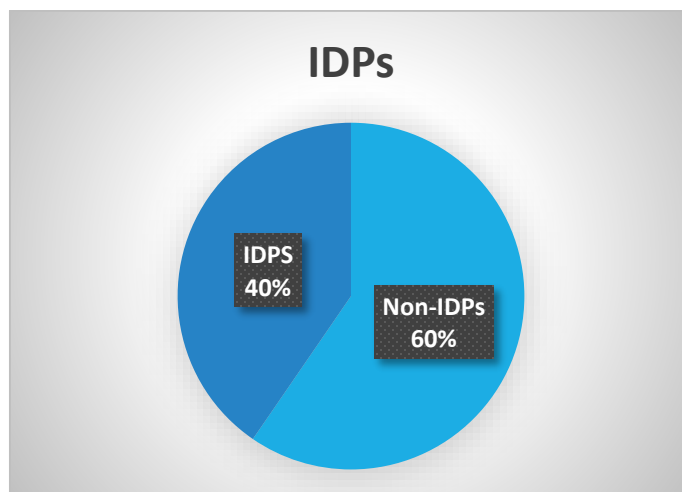
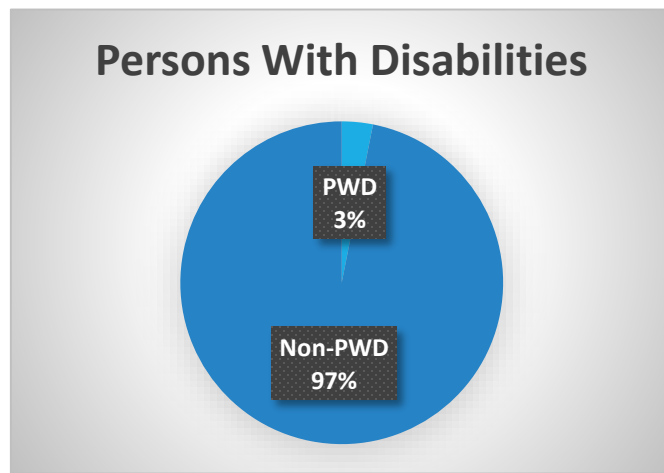
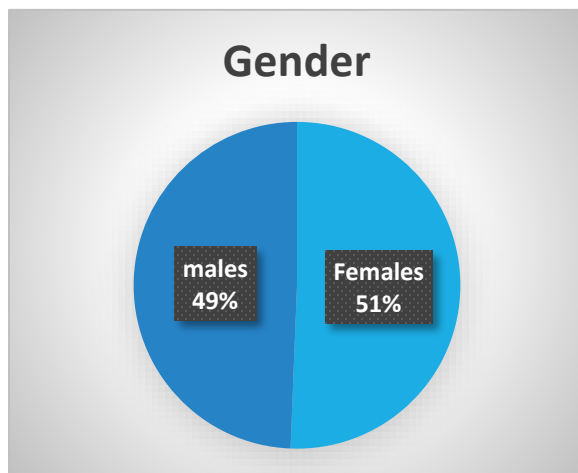
The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Mainstreaming the experience of projects aimed at persons with disabilities, provided that the criteria for integration with other groups are followed to make these workshops accessible to protected workshops that constitute foci to isolate them from the rest of society.
- Adopting social protection standards for workers in general and for persons with disabilities in particular through the registration of workers in social insurance and the organization of work contracts that define their rights and duties.

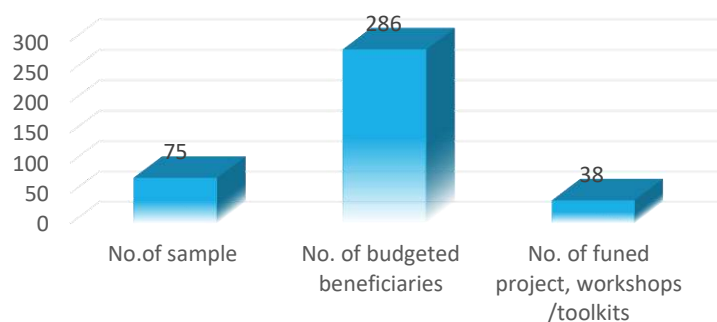
Rural Damascus Governorate

Project evaluation information details

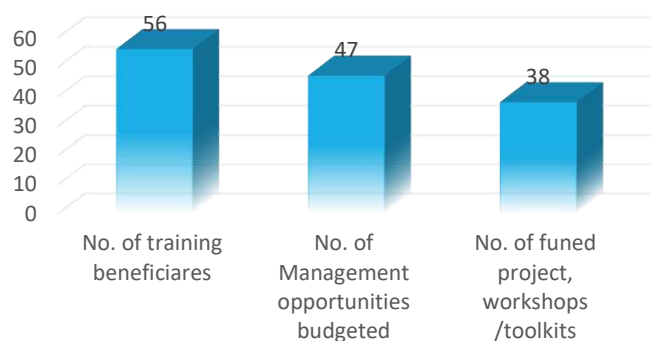


Graphs related to planned investigated sample of projects in each governorate

DETAILS OF EVALUATED PROJECTS



BENEFICIARIES THROUGH EVALUATED PROJECTS



Sewing and knitting Workshop in Jaramana by Eu2 [Jaramana Social Charity] in Rural Damascus

Evaluation Information	
Evaluation type	Project impact evaluation

Final/midterm review/ other	Final
Output related	small businesses and social and productive enterprises
Period under evaluation	Start
	End
	10 July 2016
	1 June 2017
Project budget	114,361 USD Exchange rate 465.33
Project Expenditure at the time of evaluation	114,329 USD Exchange rate 514.85

Description of the intervention

Summary of the project and its Justifications:

The project included the establishment of a sewing workshop for the manufacture of cotton clothes, in addition to another workshop for knitting and wool knitting, based on the following justifications:

- The large numbers of internally displaced persons from the eastern villages of Ghouta and other hot spots to the city of Jaramana, estimated at about 600 thousand persons.
- The increasing number of women headed households, most of them uneducated where their vocational training in sewing and sewing shall contribute to their ability to obtain jobs that provide a livelihood.
- Increased number of persons with disabilities seeking employment.
- The area of the project, which provides a great opportunity for the marketing of products, supported the large population of the people of the town and internally displaced persons, which is estimated at one million and a quarter people.

Project Objectives:

4. To establish two workshops specialized in producing variant garments (cotton, tricot, and wool).
5. To support the project with/ 37 / production assets.
6. To provide / 61 / job opportunities for a number of women headed households.

7. To train and rehabilitate /20/ beneficiaries, most of them women, in the sewing profession to acquire good experiences and skills and introduce them into the labor market.

Geographical Scope of the Project:

The city of Jaramana in the governorate of Rural Damascus.

Timeline:

The project started on 6/10/2016 and ended on 1/6/2017.

Implementing Partner:

The project was implemented in cooperation with the Jaramana Charitable Organization, a civil non-profit organization, which was recognized in 2007 by the Ministry of Social Affairs and Labor, for helping the poor, needy, poor students, widows, persons with disabilities, and patients from the city of Jaramana.

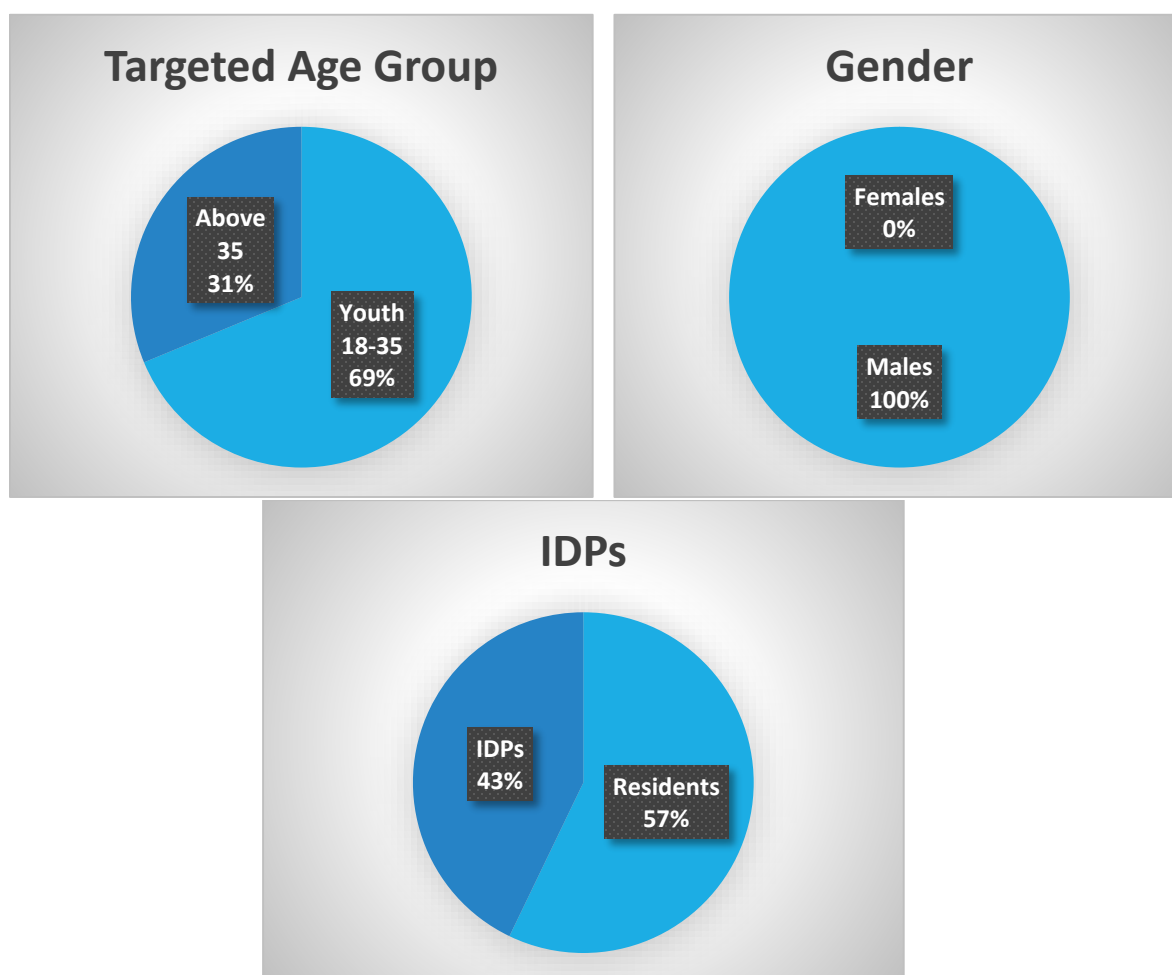
During the crisis, the Organization supported a number of internally displaced and affected families. The number of beneficiaries of the Organization's services is currently estimated at 400 internally displaced families, 150 families living in poverty, 620 persons with disabilities, 117 families with families, 150 families, A woman at the Jaramana Shelter Center mentioned that the Organization's funding comes from donations, charitable grants, and international organizations.

Criteria for selection of targets:

Beneficiaries were selected based on the following criteria:

- Affected families, which do not have any source of income.
- Priority for families of persons with disabilities.
- Not benefiting of another project or job opportunity.
- No more than one beneficiary per family.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 12 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 100% of women and females, and the percentage of the youth 69% below 35 years, and our sample included 3 PWD.

The IDP were totaled to 43% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 9 criteria out of 12 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 61 beneficiaries as budgeted, and one workshop were established.

However, the average cost of establishing the workshop was actual expensed as the financial report 39,004 USD while budgeted to 42,693 USD, while the production cost for the workshop during the project timeframe was actual expensed as the financial report 73,132 USD while budgeted to 69,089 USD, training cost per beneficiary was actual expensed to 110 USD and budgeted 119 USD.. Overall cost per beneficiary was actual expensed to 1874 USD and budgeted 1,875 USD. Taking into consideration the increase of FX rate, if we eliminate the fx effect the total cost will be over budget by 10%.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 7 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 63% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was extended with no additional cost. However, the actual expenses exceeded the budget by 10% if we consider the same FX rate at 465 SP/USD. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 40% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as provide a good and stable monthly income and improving the standard of living, create a state of stability, and self-reliance and increased self-confidence, but it created a state of discomfort in the family due to working hours,

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, and Integration with projects in the area.

On the other hand the impact to the society was in their opinions, enhance employment of labor and reduction of unemployment, and provide reliable production and competition in price.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 50% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts 'and Local Community Leaders' Opinions:

An expert in the field of garment industry and trade was interviewed and he pointed out the following:

- The main strengths are job creation and training opportunities, especially for women.
- The main weakness is the absence of a marketing plan for the products.
- Proposals: Focus on the training side of the target group to enable them of setting up their own workshops.
- A woman (shop owner) was interviewed and she reported that:

The project is good as it offers products at competitive prices resulting in an increase in the supply of products in neighboring local markets, with the product of the project being requested because of its acceptable price.

- When the project was established, one of its objectives was to employ workers either with experience or without, and without any age requirement, providing job opportunities and training for those jobseekers.

Project photos:



Findings

By analyzing the results of the beneficiary survey, the field visit and the desk auditing, the following conclusions can be drawn:

Strengths:

- UNDP's contribution has been a major cause of the project.
- The project could provide a number of job opportunities for the target groups.
- The project provided a number of training opportunities for target groups.
- The project could provide good and competitive products in the local market.
- The registration of workers in the social insurance and thus providing an acceptable level of social protection for workers, and this is one of the strengths and promotes job stability.

Weaknesses:

- The absence of a marketing plan is the most important weakness of the project.
- Lack of funding and the inability of the project to finance itself.
- Lack of qualified labor force in the labor market.
- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

Separate production projects from training ones in the future so that to ensure the ability to assess the effects of each field independently, and focus on the basic aspect of the project, be it training-related or production-related.

- Asserting the generalization of the Organization's experience of registering employees in social insurance, and other conditions related to the optimal work environment, in general, which contributes to enhancing job stability and sustainability.

Sewing Workshop- Basmet Amal By German3 [Evangelic Church] In Rural Damascus

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Out put related	small businesses and social and productive enterprises	
Period under evaluation	Start	End
	1 March 2017	30 June 2017
Project budget	91,686 USD exchange rate 514.85	
Project Expenditure at the time of evaluation	91,686 USD exchange rate 514.85	

[Description of the intervention](#)

Project Summary and Justification:

The project included the establishment of a sewing workshop for the manufacture of cotton clothes, based on the following justifications:

- The large numbers of internally displaced persons from the eastern villages of Ghouta and other hot spots to the city of Jaramana, estimated at about 600 thousand IDPs.
- The increasing number of women headed households, most of them uneducated, and their vocational training in sewing contribute to their ability to obtain jobs that provide a livelihood.
- The presence of a number of volunteers among the owners of shops wishing to support the project, by displaying products in their stores and with a simple profit margin.
- The existence of strong relationships to the Church with its citizens in all regions even outside the country, who expressed their readiness to assist the Church to open export markets for the products of the project.

Project Objectives:

1. Establishing a sewing workshop specialized in manufacturing cotton clothes (kids, women, men).
2. Providing a sewing workshop with (27) assets and production equipment.
3. Creating 38 direct job opportunities.
4. Provide 15 on-the-job training opportunities.

Geographical Scope of the Project:

The city of Jaramana in the governorate of Rural Damascus.

Project Timeline:

The project started on 1 March 2017 and ended on 30 June 2017.

Implementing Partner:

The Evangelical Church, a religious body, started its humanitarian work since 2003 and began providing services to some Iraqi families coming to Syria. With the breakout of the crisis in 2011, the Ecclesiastical Committee for Development and Relief was established to help those affected by the crisis at the headquarter of the Church in Duwailaa, under the name of the Committee to Lift Suffering. The Committee currently provides services to approximately 1,500 families, including 80 Iraqi families.

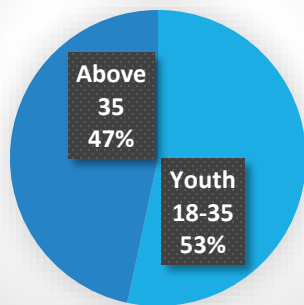
Criteria for Selection of Targets:

Beneficiaries were selected based on the following criteria:

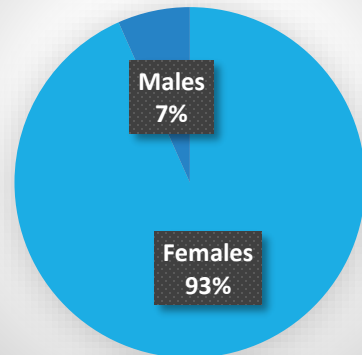
- Affected families, which do not have any source of income.
- Priority for families of persons with disabilities.
- Beneficiaries who do not benefit from any other project or job opportunity.
- No more than one beneficiary from the same family.

Stakeholders analysis

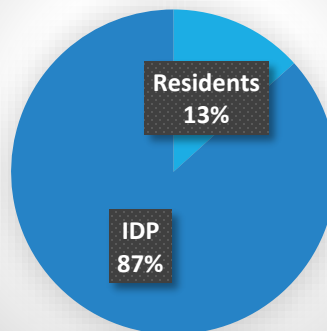
Targeted Age Groups



Gender



IDPs



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 11 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 93% of women and females, and the percentage of the youth 53% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 87% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 8 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 75 beneficiaries as budgeted, and one workshop were established.

However, the average cost of establishing the workshop was actual expensed as the financial report 24,642 USD while budgeted to 24,171 USD, while the production cost for the workshop during the project timeframe was actual expensed as the financial report 67,043 USD while budgeted to 65,514 USD. Overall cost per beneficiary was actual expensed to 1504 USD and budgeted 1,504 USD.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 60% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was extended with no additional cost. For the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as provide a good and stable monthly income and improving the standard of living, create a state of stability, and self-reliance and increased self-confidence, but it created a state of discomfort in the family due to working hours, increase self-reliance and self confidence.

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, and Integration with projects in the area.

On the other hand the impact to the society was in their opinions, find Job, Help families in the area, and provide a good quality trainings.

Sustainability

Satisfactory

Overall sustainability evaluation was satisfactory, where 67% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts 'and Local Community Leaders' Opinions:

An expert in the field of garment industry and trade was interviewed and he pointed out the following:

- The main strength is the policy of reducing prices, which reflected positively on prices in the market.
- Providing job opportunities and training especially for women,

The owner of an embroidery shop was interviewed and he reported the following: the project is good as it offers products at competitive prices resulting in an increase in the supply of products in neighboring local markets and the product of the project is being requested because of its acceptable price.

He pointed to the positive impact of the project in terms of social and charitable goals as it could secure jobs for many people who needed them, especially the displaced, and provided them with the sufficient experience, enabling many of them to set up their own projects.

Findings

By analyzing the results of the beneficiary survey, the field visit and the desk auditing, the following conclusions can be drawn:

Strengths:

- UNDP's contribution has been a major cause of the project.
- The project was able to provide planned employment opportunities.
- The project was able to provide training opportunities as planned through the training method within the work environment.
- The majority of beneficiaries believe that the project can continue.
- The project was able to provide good products at competitive prices.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- Non-registration of workers in social insurance would adversely affect the employment stability of employees.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Separate production projects from training ones in the future, for the ability to assess the effects of each area independently, and focus on the basic aspect of the project, be it training-related or production-related.
- Focusing on the direction of training within the work, for its guaranteed results and its ability to equip the beneficiaries with good skills.
- Emphasize the need to register employees in social insurances programs, and to ensure other conditions related to the optimal working environment in general, which contributes to enhancing the stability of the job, and the ability to continue.

Food Processing Workshops by Japan 2 [Supporting the Poor Al-Tal NGO] in Rural Damascus - Al Tal

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	small businesses and social and productive enterprises	
Period under evaluation	Start	End
	1 August 2016	31 January 2017
Project budget	126,539 USD Exchange rate 485	
Project Expenditure at the time of evaluation	124,122 USD Exchange rate 514.85	

Description of the intervention

Project Summary and Justifications:

The project included the establishment of several workshops for a variety of food industries (dairy and cheese industry, tomato marmalade, Halawa Tahiniya, and other food products), based on the following justifications:

- The number of arrivals to the city of Al-Tal has increased to about 5 thousand internally displaced families.
- High prices of commodities in general and food in particular.
- Difficulty in transferring raw materials and commodities into the project area due to military bombing.
- Providing food industry requirements and experience in the city.
- The rise in the number of unemployed, the growing number of women headed households and persons with disabilities.

Project Objectives:

1. Providing 50 jobs directly and allocating a percentage of them to women headed households.
2. Providing vocational training opportunities in the dairy and cheese products industry.
3. Providing foodstuff (milk, cheese, milk and dairy products) at appropriate prices and good quality, to cover the needs of the local market and the increasing demand.
4. Distribution of 10% of monthly production free of charge to internally displaced and affected families.

The geographical scope of the project:

City of Al Tal in the governorate of Rural Damascus.

Project Timeline:

The project started on 01/8/2016 and ended on 31/1/2017.

Implementing partner:

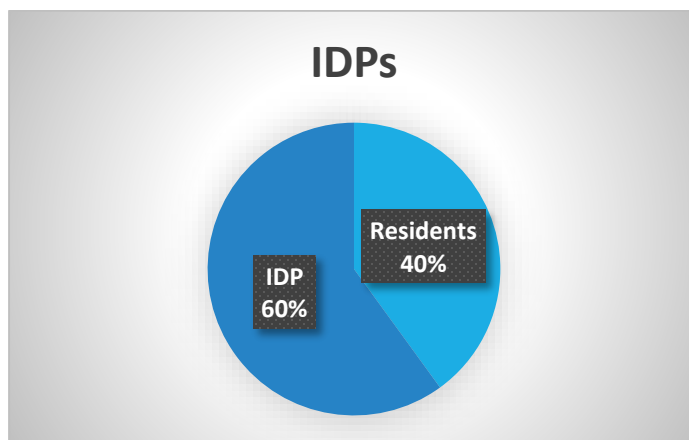
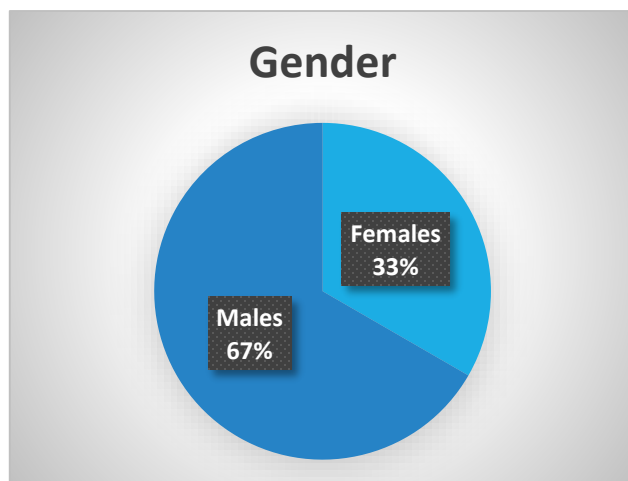
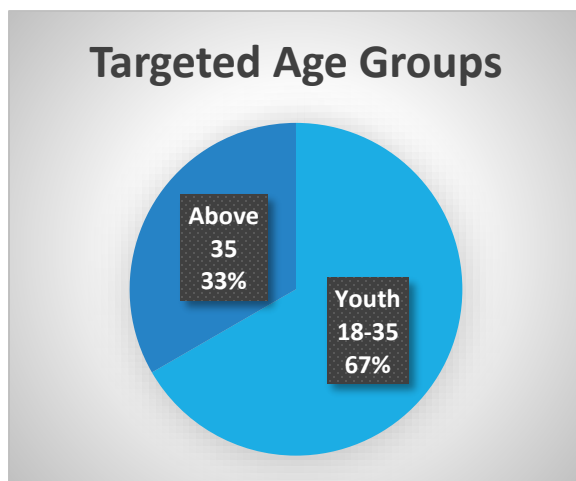
The Association for the Rehabilitation of the Poor in the Charitable society, a non-governmental organization registered by the Ministry of Social Affairs and Labor in 1972 to support the poor families of the people of Al Tal, the number of families benefiting from the services of the organization before the crisis was 3,200 families. The organization had provided them with various food, health, and financial services. During the crisis, the organization has welcomed more than 25,000 families of the affected families and residents of the city of Al-Tal. They worked to secure housing for them and provide them with food and health care. They also carry out vocational training programs to assist the affected and internally displaced families through the rehabilitation and development of them so that they can have access to the labor market.

Criteria for selection of targets:

The following criteria have been adopted for the target selection of the project:

- Affected families, which do not have any source of income.
- Priority for families with persons with disabilities.
- Beneficiaries that do not benefit from any other project or job opportunity.
- No more than one beneficiary in the family.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 33% of women and females, and the percentage of the youth 67% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 60% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 8 criteria out of 10 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 50 beneficiaries as budgeted, and one workshop were established.

However, the average cost of establishing the workshop was actual expensed as the financial report 63,727 USD while budgeted to 67,959 USD, while the production cost for the workshop during the project timeframe was actual expensed as the financial report 67,043 USD while budgeted to 58,944 USD. Overall cost per beneficiary was actual expensed to 2,304 USD and budgeted 2,704 USD.

Efficiency Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 93% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was performed in its timeline. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as provide a good and stable monthly income and improving the standard of living, create a state of stability, and self-reliance and increased self-confidence, but it created a state of discomfort in the family due to working hours, increase self-reliance and self-confidence.

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, and Integration with projects in the area.

On the other hand the impact to the society was in their opinions, find Job, and Help families in the area, building the capacity of workers in good professional skills.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts 'and Local Community Leaders' Opinions

An owner of dairy and cheese factory was interviewed. He said that the project created an atmosphere of competition in the region, and contributed to the efforts of meeting the needs of the local market of reliable and basic products.

From a social perspective, the project has had a positive contribution by providing job and training opportunities that have led to the employment of a number of female breadwinners in the region and helping poor families to secure adequate income.

He noted that the region needs to expand the project and add new projects.

Also a locally notable person was interviewed, and he reported that the project has provided trustworthy products with a reasonable and affordable price especially during the siege, provided a portion of the products to the poor for free, and increased the price competition in the region, and positively impacted the creation of job opportunity and training on productive work that covered female heads of households and persons with disabilities, which contributed to the provision of financial income and the daily necessities of food.

Project photos:



Findings

By analyzing the results of the beneficiary survey, the field visit and the desk auditing, the following conclusions can be drawn:

Strengths:

- The project contributed to supporting food security in the project area, which was under siege for a short time.
- The project has provided a number of employment opportunities for women, housewives and other groups.
- The project made use of the local advantages of its rural work area, which depends on agricultural activities both, in animal and plant.
- Product diversity and seasonality provide temporary employment opportunities for a number of groups, including students during the summer vacation.
- Ability to continue in the project due to its association with comparative advantages related to its area of work.

Weaknesses:

- Absence of the legal environment that protects workers such as employment contracts and registration in social insurance and other conditions of job stability.
- The project does not address the licensing procedures and intellectual property protection of the project and products, noting that these measures enhance the project's ability to continue and expand.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Adopting the project as a training center for other regions and governorates, and networking to start training programs on the job, given that the food filed is essential in all governorates and villages.

- Separate production projects from training ones in the future, for the ability to assess the effects of each area independently, and focus on the basic aspect of the project, be it training-related or production-related.
- Support the current project so that to adopt quality standards and a trade name for the project and its products, and registering it in the protection of intellectual property, to maintain the accumulated experience in the project and its sustainability.
- Introduce clear provisions in future projects to protect workers through registration in social insurance, the organization of regular employment contracts and the establishment of clear working conditions.

Cow Farm and Dairy Production By SDC3 [Al-Bir Wal -Ihsan Association In Rural Damascus - Artouz

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Small businesses and social and productive enterprises	
Period under evaluation	Start	End
	1 August 2016	31 January 2017
Project budget	79,236 USD exchange rate 564.33	
Project Expenditure at the time of evaluation	NA	

Description of the intervention

Project Summary and Justification:

The project was based on the idea of establishing a cattle breeding farm for the production and distribution of dairy products based on the following justifications:

- Increased numbers of unemployed youth.
- The availability of labor and expert in the field of cattle breeding from the beneficiaries of the organization and their desire to work.
- Providing milk to the market.
- Increase animal resources, which is reflected positively on the local economy.
- Return of internally displaced persons to the work areas of the project, estimated at 200 thousand.

Project Objectives:

- 1- Establishment of a cowshed with 20 heads.
- 2- Provide 25 permanent jobs.
- 3- Produce milk which is a basic substance used in many industries, at a capacity of 300 kg per day.
- 4- Establishment of dairy and cheese units and an outlet for sale.
- 5- Supporting poor households through free distribution of 10% of milk production per week (about 100 kg distributed to the poorest families of the beneficiaries of the organization).

The geographical scope of the project:

Qatna - Jdeidet Artouz in the governorate of Rural Damascus.

Project Timeline:

Project Start Date: 1 August 2016, Project End Date: 31 January 2017

Implementing Partner:

The project was implemented in cooperation with Al-Birr wal Ehsan Charitable Organization in Jdeidet Artouz, a non-profit organization established by Resolution No. 1029 of 1977. It aims to help the poor, widows, the aged and the sick, to fight beggary and to spread social awareness, and it relied on aid and support from individuals, foundations and charitable institutions.

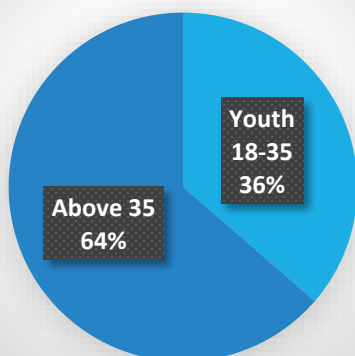
Criteria for selection of targets:

Beneficiaries were selected according to the following criteria:

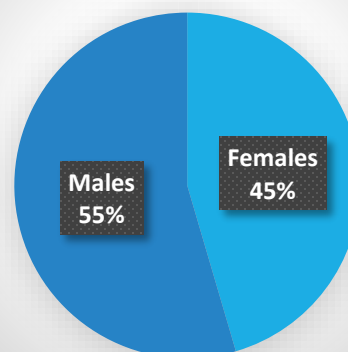
- Should be among internally displaced or affected family.
- One beneficiary from each family.
- Priority for women-headed households.
- Priority is given to families whose members are persons with disabilities.
- As for specialized employment (Experts, Technicians, and Marketers), the necessary experience and efficiency must be available.

Stakeholders analysis

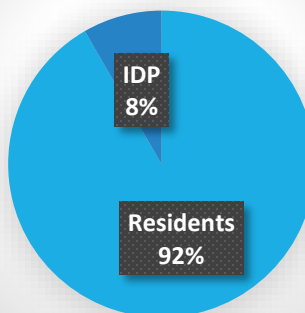
Targeted Age Groups



Gender



IDPs



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 7 criteria out of 8 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 45% of women and females, and the percentage of the youth 36% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 55% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 7 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 25 beneficiaries as budgeted, and one farm were established with Cow heads included yet we did not receive the final documents to verify the actual documented figures .

However, the average cost of establishing the farm was budgeted to 60,727 USD. Overall cost per beneficiary was budgeted 3,169 USD.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 6 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 91% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was performed in its timeline. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as 100% saw that the project is providing a good and stable monthly income and improving the standard of living, and create a state of stability and psychological comfort

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, and Integration with projects in the area.

On the other hand the impact to the society was in their opinions, find Job, and Help families in the area, and creating stability in the area.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 100% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts 'and Local Community Leaders' Opinions:

Mr. Muhannad Tarbeen, a farmer, was interviewed. Asked about his opinion of the project in general, he said that the project has several advantages, including:

- Competing with other projects in terms of production.
- Meeting the needs of the region of milk.
- Impacting products prices by reducing them.
- Providing job opportunities for a number of young people.

Findings

By analyzing the results of the beneficiary survey, the field visit and the desk auditing, the following conclusions can be drawn:

Strengths:

- Providing direct employment opportunities and indirect employment opportunities through work in the fields allocated to ensure feed.
- The project was able to generate income sources for the people through the purchase of crops residues.
- Registration of employees in social insurance is an important factor in achieving job stability.
- The ability to continue and expand in the project.

Weaknesses:

There are no official licenses for the project, which affects the project's ability to continue and expand.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Supporting the project with equipment and tools which shall established for the final stage related to the ability to manufacture milk and cheese. Therefore, the project can continue, especially that these stages of manufacturing are the ones that achieve the high added values.
- Supporting the project with the necessary technical expertise, starting with the provision of fodder and benefiting from the barley culture projects, and the expertise related to the cows breeding, and the expertise of manufacturing and marketing.
- Adopting conditions to ensure a safe working environment for future project workers (labor contracts, insurance registration, limitation of working hours).
- Studying the issue of licenses and commercial approvals before supporting any project in the future, and build the capacity of partners in the mechanisms of licensing and protection of property to ensure the maintenance of the project and raise its capacity to continue after the stage of support by the Program.

Furniture Workshop 2 by German3 [Assayedeh Al-Azra'a Church] in Rural Damascus

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Related output	small businesses and social and productive enterprises	
Period under evaluation	Start	End
	10 February 2017	31 October 2017
Project budget	100,068 Exchange rate 514.85	
Project Expenditure at the time of evaluation	NA	

Description of the intervention

Project Summary and Justification:

The project included the development of a carpentry workshop in Jaramana and the establishment of a vocational training program on carpentry with the distribution of production toolkits, based on the following justifications:

- The great demand for furniture (bedrooms - kitchens - beds - study seats).
- Provide the carpentry profession affected by the crisis by a new cadre trained on the latest technology in this field.
- Increase employment opportunities for both those with experience in this field and also for people who wish to learn this profession.
- Provide the project with new production lines capable of increasing the productivity of the workshop.
- Improve employees' income and teach them new techniques that help them improve their personal competence.

Project objectives:

- 1- Developing a carpentry workshop (Yadi Tasnaa' my Handcraft) for the manufacture of furniture.
- 2- The introduction of a new production line of drilling and cladding of PVC, which can help the workshop manufacture raw material that supports its production and distributes surplus to enhance the income and sustainability of the workshop.
- 3- Create new job opportunities to operate the new production line with 14 job opportunities, for those with experience and for those interested in learning the profession.
- 4- Vocational training for 36 beneficiaries in the field of carpentry, furniture production and pressing of various wood planks.
- 5- Distribution of production equipment (36 items) for workers who wish to continue in the profession individually.
- 6- Provide workshop production equipment /11/ (drilling machinery, piston vacuum, peel piston, paste machine, cutting machine, 2 chisels, jack-plane, wood-planer, boring machine, hand tools) in addition to raw materials.

Geographical scope of the project:

The city of Jaramana, in the governorate of Rural Damascus.

Project Timeline:

The project started on 10 Feb 2017 and ended on 31 October 2017

Implementing Partner

The project was implemented in cooperation with the Church of the Virgin Mary of Syriac Orthodox, one of the churches of the Patriarchate of Antioch and the Orient of the Syriac Orthodox Church. The Church of the Lady provides its social services through several committees including the Charity Committee and the Women's Committee. Previous activities by the church include:

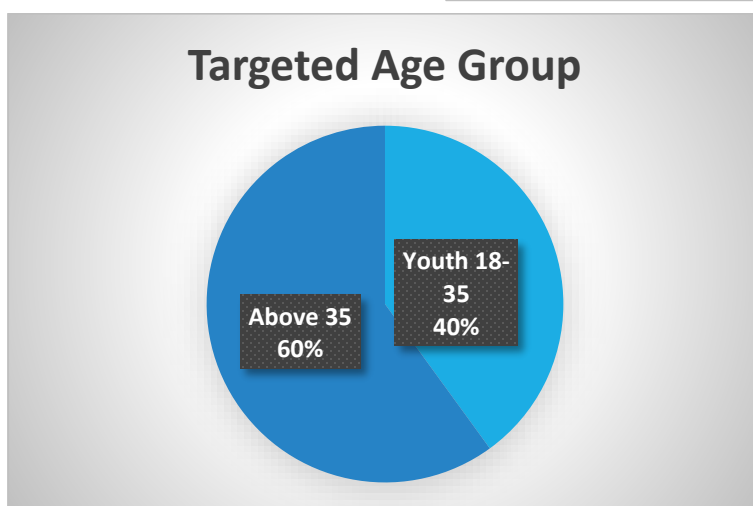
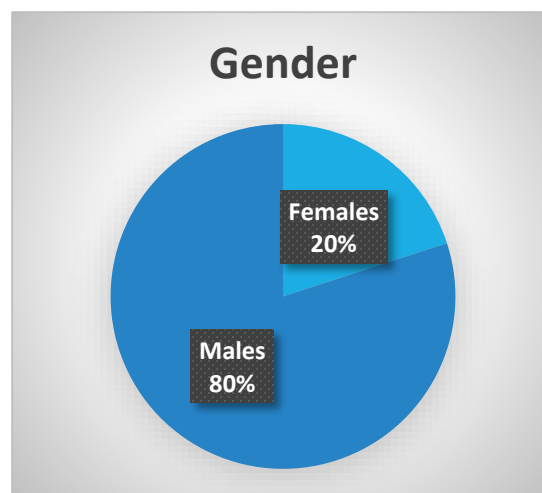
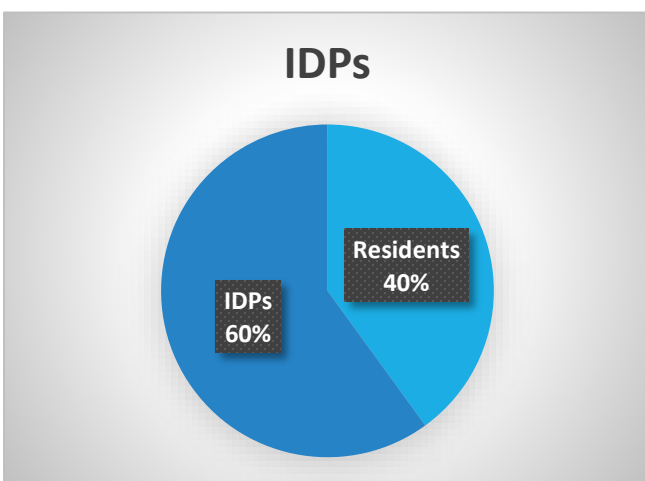
- Establishment of an initiative "Dafa and Aafa"- in the Bloudan district of Rural Damascus, an initiative to empower women and contribute to the process of community integration.
- Training courses for women in different specialties such as hairdressing, and decorative professions.
- Provision of food and health rations to internally displaced families in Bloudan and Sahnaya areas.

- Visit public and private hospitals to provide financial and in-kind assistance to patients.

Criteria for selection of targets:

- To be a household of a family with no source of income taking into account the number of dependents on the candidate for work, and the number of school committed members in their family, and the selection will be made accordingly.
- The percentage of arrivals should be not less than 45%.
- The percentage of women headed households should be not less than 3%
- The percentage of targeted youth should be no less than 30%.
- Taking into account the desire of the target audience to work and their ability to develop their skills.
- Select only one beneficiary from each affected or internally displaced family.
- The priority of choice is for the age group of 18-35 years.
- The priority of choice is for young people who have been internally displaced and were working in a profession similar to the selected workshops and do not have any current source of income.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 11 as listed in the detailed evaluation table.

The project was related to the output “small businesses and social and productive enterprises” actually targeted 20% of women and females, and the percentage of the youth 40% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 60% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 3 criteria out of 7 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 82 beneficiaries as budgeted, and distributed toolkits, even though no final reports about the beneficiaries details .

However, the average cost of supporting the workshop was budgeted to 39,429 USD. Training and toolkit cost were budgeted to be 428 USD. Overall cost per beneficiary was budgeted 2,001 USD.

Efficiency

Unsatisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 5 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 80% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was extended with no additional cost. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as 100% saw that the project is providing a good and stable monthly income and improving the standard of living, and create a state of stability and psychological comfort

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, and Integration with projects in the area.

On the other hand the impact to the society was in their opinions, employment and reducing unemployment, Provide reliable production and competitive price

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 80% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts 'and Local Community Leaders' Opinions

Mr. Yousef Haddad (Carpenter –Mobilia) was interviewed, and when asked about his opinion of the project in general, he reported that the project has achieved several advantages, including:

- Providing house renovation services in the region by renovating the shelled houses through the maintenance of the furnishings.
- Supplying local production with high quality products and favorable prices.
- Introducing a new product for the local market that has not been available in the region which is modern kitchens.
- Socially speaking, providing experienced workers whose workshops were damaged with jobs and with good salaries, as well as workers without experience.

Project picture



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Findings

By analyzing the results of the beneficiary survey, the field visit and the desk auditing, the following conclusions can be drawn:

Strengths:

- The project contributed to the maintenance of damaged housing furniture.
- The project contributed to meet the needs of the market of furniture in light of the departure of a number of facilities from service in the Eastern Ghouta.
- The project provided a number of jobs higher than planned.
- The project has been able to provide a number of training opportunities as planned.

Weaknesses:

- There were no evidence of documented monitoring activities to evaluate the projects activity, in addition the indicators to evaluate the two aspects of project (support the business, productive assets and production) and (training) were not defined according to each driver.
- The decline in the number of workers during the project stages is indicative of the employees' job instability.
- Marketing problems and product discharge are project weaknesses.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated not to be effective nor efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Separate production projects from training ones in the future, for the ability to assess the effects of each area independently, and focus on the basic aspect of the project, be it training-related or production-related.
- Emphasize the need to register employees in social insurances programs, and ensure that other conditions related to the optimal working environment are met in general, which contributes to enhancing the stability of the job, and the ability to continue.
- Study the feasibility of future projects by specialized offices and parties, where it was noted that the project was unable to continue, mainly due to the ability of marketing, which could have been noticed from the feasibility study.
- Setting clear criteria in future projects, to oblige the partner to provide an integrated management system from outside the Board of Directors with the necessary qualifications and expertise to manage such a project.

Handicrafts and Knitting Vocational Training By Japan2 [Mar Ya'coub Al-Barade'i Church]
in Rural Damascus

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Related output	Support vulnerable groups FHH	
Period under evaluation	Start	End
	1 June 2017	31 October 2017
Project budget	109,524 Exchange rate 514.85	
Project Expenditure at the time of evaluation	NA	

Description of the intervention

Project Summary and Justification:

The project is to establish a workshop for the production of decker and wool quilting by opening production lines for complementary and new products for the project (blankets, pillows and sponge mattresses with different specifications for normal and medical uses) depending on the following justifications:

- The increase in the number of arrivals to the city of Jaramana from other areas of the Rural Damascus and other governorates.
- The population congestion of the city increased the number of students working, and at the same time provided a strong market for the disposal of products.
- The location of the city which provides easy transport of raw materials and products from and into it.
- The products of the project are a priority for the procurement of relief organizations and associations (mattresses, blankets,...)

Project objectives:

1. Introducing a new product line (pillows, medical sponge mattresses, goatees, sleeping bags, clothing raw materials)
2. Creating job opportunities and improving the standard of living of the affected families by 28 additional permanent jobs in the workshop, and training them on work rules and techniques in the workplace.
3. Provision of 5 production equipment.

Geographical scope of the project:

The city of Jaramana, in the governorate of Rural Damascus.

Project Timeline:

The project started on 1/june /2017 and ended on 31 October 2017

Implementing Partner

The project was implemented in cooperation with the Church of St. Jacob ElBaradei: one of the churches of the Patriarchate of Antioch and the rest of the East of Syriac

.The Church of St. Jacob provides its social services through several associations, including the Center for Education and Women's Fraternity. Previous activities of the Church:

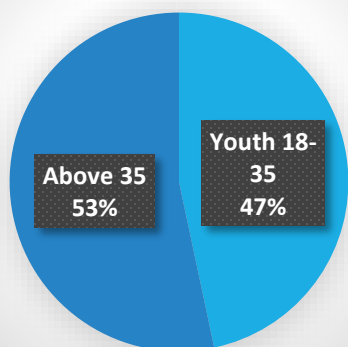
- Training courses for women in different specialties such as hairdressing, handcrafts and decorative purposes.
- Provision of food and health rations to displaced families to the Jaramana area and its outskirts.
- Visit public and private hospitals to provide financial and in-kind assistance to patients.
- Partnership with UNDP through the establishment of a professional industry project "My Career is My Life", which provided about 65 job opportunities for the most vulnerable and displaced women through a workshop for the production of decors and wool workshops.

Criteria for selection of targets:

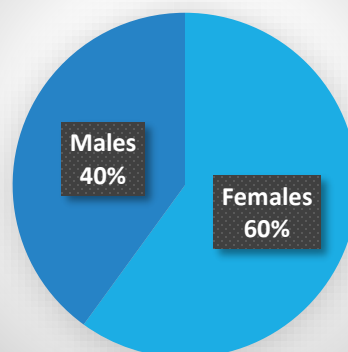
- To be a breadwinner for their family and there is no source of income, taking into account the number of dependents by the candidate for work, and the number of school attendance members of his family, and the selection will be made accordingly.
- The proportion of arrivals is 45%
- The proportion of women-headed families is 55%
- The proportion of young people targeted is 35%
- Taking into account the desire of the target audience to work and the ability to develop their skills.
- Select only one beneficiary from each affected or displaced family.
- The priority of choice for the age group is 18-35 years.
- The priority of choice for female breadwinner is of widows and divorced women who have been displaced and have no source of income

Stakeholders analysis

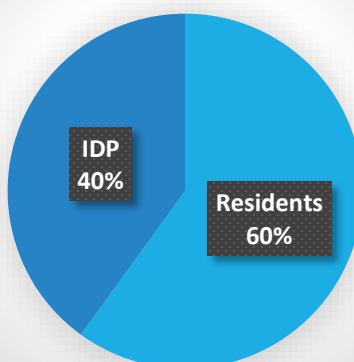
Targeted Age Groups



Gender



IDPs



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Support vulnerable groups FHH” actually targeted 60% of women and females, and the percentage of the youth 47% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 40% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 9 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 28 beneficiaries as budgeted, and on workshop was established, even though no final reports about the beneficiaries details .

However, the average cost of supporting the workshop was budgeted to 65,504 USD. Production cost were budgeted to be 44,028 USD. Overall cost per beneficiary was budgeted 1,705USD.

Efficiency Unsatisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 4 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 93% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was extended with no additional cost. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 100% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as 100% saw that the project is providing a good and stable monthly income and improving the standard of living, Creating a state of discomfort in the family due to working hours, Improving the educational level of the family

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, and Integration with projects in the area.

On the other hand the impact to the society was in their opinions, Provide reliable production and competition in price, Providing jobs, Help families in the area, Creating a state of economic stability in the area, Train workers on a professional and good quality

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where 87% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Experts 'and Local Community Leaders' Opinions:

Mr. Mazen Akkad, a project supervisor, was interviewed. Asked about his opinion of the project in general, Mr. Akkad reported that the project is:

- Important because of the limited number of projects related to the decors (palms, pillows)
- Of impact on local production due to the introduction of a product of high quality and excellent techniques, which led to increased supply in the market,
- Existent in the market through its participation in bazaars.
- Providing job opportunities and training (especially for ladies) without experience.

project photos



Findings

By analyzing the results of the beneficiary survey, the field visit and the desk auditing, the following conclusions can be drawn:

Strengths:

The idea of the project is pioneering to meet the needs of the local market.

The project's ability to expand and diversify the products (pillows, pillows, mattresses, medical mattresses,...) based on accumulated experience.

Providing employment opportunities more than the planned job opportunities.

Weaknesses:

The issue of non-registration of workers in social insurance was a weak point in the project and a negative factor in determining the job stability of employees.

Conclusion

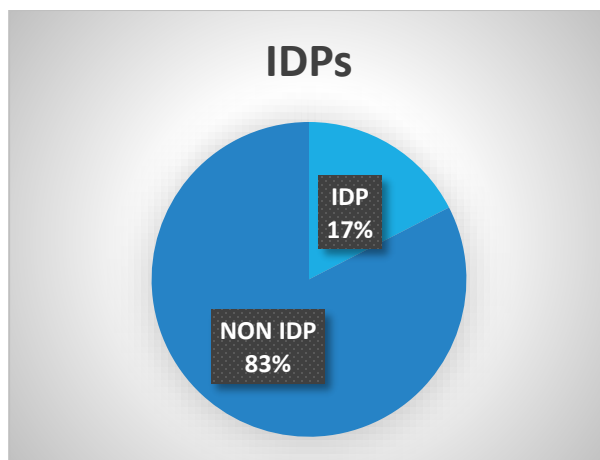
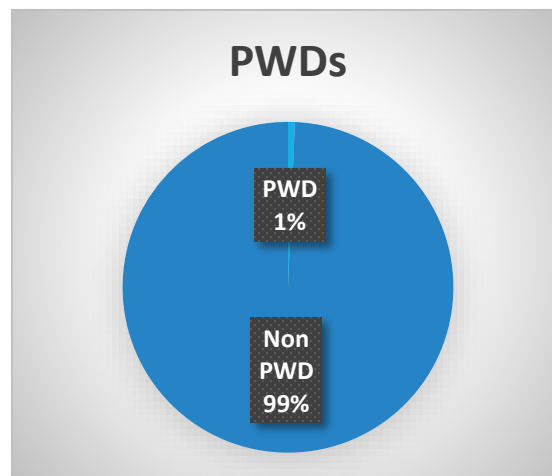
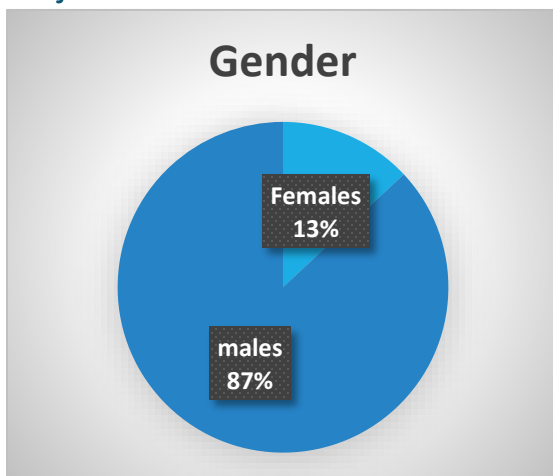
The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated not to be effective nor efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Circulating this successful experiment, in several criteria, and re-apply it in similar circumstances in other regions and governorates.
- Supporting projects related to the provision of technical consultations to projects after the end of the period of financial support, which enhances the ability of these projects to expand production capacity or targeting new products and services.
- The establishment of mandatory provisions in future cooperation projects, to register workers in the social insurance systems and other conditions of social protection of workers, because of their role in promoting job stability.

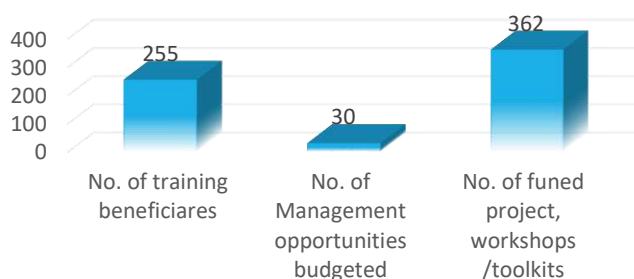
Tartous Governorate

Project evaluation information details

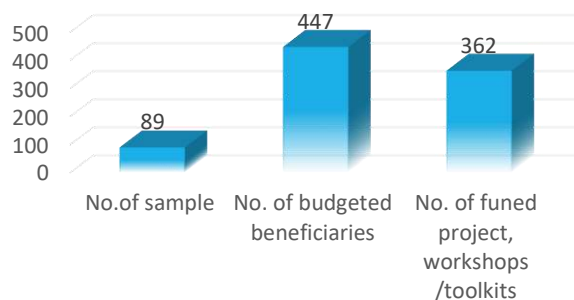


Graphs related to planned investigated sample of projects in each governorate

BENEFICIARIES THROUGH EVALUATED PROJECTS



DETAILS OF EVALUATED PROJECTS



Vocational Center2 – Ammerha

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Small businesses and social and productive enterprises	
Period under evaluation	Start	End
	20 January 2017	30 June 2017
Project budget	83,696 USD exchange rate 514.85	
Project Expenditure at the time of evaluation	83,696 USD exchange rate 514.85	

Description of the intervention

Project Summary and Justification:

The project founded Carpentry - Aluminum - Blacksmithing - Upholstery - Kitchen Fixtures - Sanitary Installation - Electrical Installation - Dressing – and Stone Installation, in addition to additional workshops that were developed in Tiling Workshops - Heat and Water Insulation workshops. The Production was established depending on the following justifications:

- To support the sustainability of the workshops and to assist in the transition to the system of continuous employment of workers with fixed salaries, instead of the vocational training center system and the percentage of the wage system according to the quantity of production.
- Cover the costs of the new marketing and production policy and add new workshops.

- Assisting the vocational center in following up the plan of action aimed at handing over the project by the end of the second stage and laying down clear foundations for exit policy and project continuity.
- Exchange experiences for the same projects in other governorates, and find a mechanism for a percentage between them.

Project objectives:

- 1- Promote the sustainability of workshops through their support of raw materials.
- 2- Create 21 job opportunities.
- 3- Conduct training for 55 trainees on the various trades and payment of compensation during the training period of the organization for three months and then the option for the trainee to continue to workpiece (without a fixed salary) or start his own work after gaining the necessary experience and provide him with a toolkit.
- 4- The number of production assets arrived to the workshop 9.

The geographical scope of the project:

The city of Banias at Tartous Governorate

Project Timeline:

“Build it up” extension project started on 20 January 2017 and ended on 30 June 2017.

Implementing partner:

Church of the birth of Virgin Mary, was founded in 1908 and follow to the Diocese of Lattakia for Greek Orthodox, and the Church is active churches in relief and assistance, since the beginning of the crisis in Syria. Where it worked in the distribution of food and non-food assistance to large numbers of internally displaced persons who have been affected by the crisis, as well as the support of all arrivals and help them by securing places for lodging and by mitigating them as much as possible.

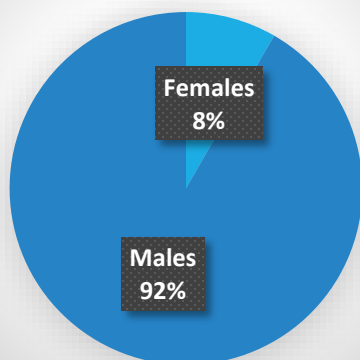
Criteria for selection of targets:

Beneficiaries were selected based on the following criteria:

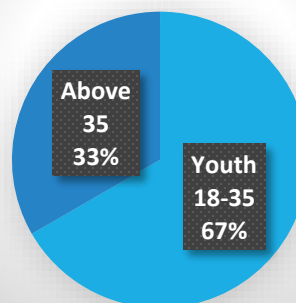
- Should be one of the most affected families and most in need to work.
- Families with persons with disabilities have a priority.
- Families with women headed households have a priority.
- One beneficiary from each family.
- Family size (the larger the size of the family is the priority).

Stakeholders analysis

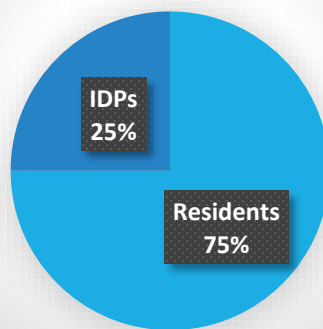
Gender



Targeted Age Groups



IDPs



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Small businesses and social and productive enterprises” actually targeted 8% of women and females, and the percentage of the youth 67% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 25% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Satisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 8 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 55 beneficiaries as budgeted, support to existing workshops were provided and toolkits were distributed.

However, the average cost of toolkits was actual according to the financial reports 194.75 USD and budgeted to 194.23 USD, the average cost of training per beneficiary was actual according to the financial reports 237 USD and budgeted to 244USD. Overall cost per beneficiary was actual according to the financial reports 1,162.44USD budgeted 1,162USD.

Efficiency satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 9 out of 12 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 83% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was extended with no additional cost. For the details of evaluation please refer to the detailed evaluation table related.

Impact Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 83% of interviewed beneficiaries considered that the training received was appropriate to the needs of the local labor market in the region.

However, 50% of the interviewed sample were employed.

Sustainability Satisfactory

Overall sustainability evaluation was satisfactory, where the trainees actually benefited from the training and toolkits distributed, Planning of management helped in the establishment of trainings and the toolkit provide and distribution in addition to the selection criteria and granting selection.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

By interviewing the key persons of the project who did not wish to be named, and their views were as follows:

Strengths:

- The amount of funding is sufficient for the project to achieve training and productive work.
- Experienced trainers.
- Positive interaction between trainees and trainers.

Suggestions:

- 1- Provide the project requirements as an integrated package.
- 2- Repeat the experiment in other areas.
- 3- Expansion of the project in the future to be able to provide training services to a higher number of trainees.
- 4- It is preferable to include in the project follow-up support of trainees after the completion of training.
- 5- It is preferable to follow up the advisors from the first team of trainees in their workshops.

Project photos:



Findings

By analyzing the results of the desk review and surveying the views of the beneficiaries, experts and the field visit, we draw the following conclusions:

Strengths:

- The quality of the approved training curriculum in general.
- Efficient trainers who have been contracted by project management.
- The diversity of training and rehabilitation areas and thus the ability to absorb a wide range of target.

Weaknesses:

- The inability of the project to provide jobs for trainees in an optimal manner.
- Lack of equipment for training in a number of disciplines.
- Intensity of the number of trainees in the training rooms.
- Shortening the training period and the need for advanced stages of training.
- The project's inability to target women.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated to be effective and efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Taking advantage of the curricula used in the training programs in future training in the region and other regions and governorates, due to the quality of the meeting on both theoretical and practical levels.
- Establish partnerships and memorandums of understanding with employers' representatives (chambers of commerce, industry, tourism and craftsmen) to provide employment opportunities for graduates and to direct training programs towards On-the-job training, its guaranteed outcomes and its ability to earn beneficiaries the skills required in the labor market.
- Setting standards for training places in terms of equipment and basic training requirements.
- Study the period of training of training with the possibility of division of courses into stages (beginners, advanced)

Food Processing in Tartous City by Japan2 (Islamic Ja'fary Charity) in Tartous

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output	Support vulnerable groups FHH	
Period under evaluation	Start	End
	15 February 2015	14 October 2015
Project budget	56,643.11 USD exchange rate 180.25	
Project Expenditure at the time of evaluation	48,037 USD exchange rate 280	

Description of the intervention

Summary of the project and its justifications:

The extension aims to enhance the sustainability of these workshops through their support of raw materials, in addition to the establishment of two additional workshops for the manufacture of sweetness and comfort, and the rehabilitation of an additional outlet to help promote sales, depending on the following justifications:

- Sustain the project to cover the salaries of female workers to help them cover living expenses.
- Expansion and establishment of another workshop to introduce a new type of products.
- To rehabilitate the sales center more in line with the market demand and to expand the type of finished products sold in order to establish a network with projects from other organizations.
- Help the Association and the cadres of the project of our country to follow up the plan of action aimed at handing over the project by the end of the second phase and laying the foundations for a clear exit policy and continuity of the project.
- Exchange of experiences for similar projects to be implemented in other governorates, and find a mechanism for interpercentagen between them.

Project objectives:

1. The establishment of two additional workshops for the manufacture of sweets providing high-quality food products at competitive prices to support the economic movement in the local markets of the target areas.
2. Created 26 employment opportunities for women headed households, to restore livelihoods of vulnerable groups and families headed by women and to improve their economic situation.

The geographical scope of the project:

Governorate: Tartous.

Timeline:

The project started on 15 February 2015 and ended on 14 October 2014

Implementing partner:

The project was implemented in cooperation with **Ja'fari Islamic charitable association** Founded in 1972 and promulgated by decision No 949/in 1972 headquartered in the city of Tartus and its 6 branches in the regions of (Shaykh Badr dreikish- Ruslan-bkhao) also followed her 50 village-level Committee.

- The Society is concerned with the areas of health, persons with disabilities, rehabilitation, in addition to relief and disasters. In the current circumstances, relief work is also being carried out. The activities of the Association have increased significantly. They have helped distribute food and non-food assistance to families affected by the community and contribute to the cost of surgical work for the injured.

Criteria for selection of targets:

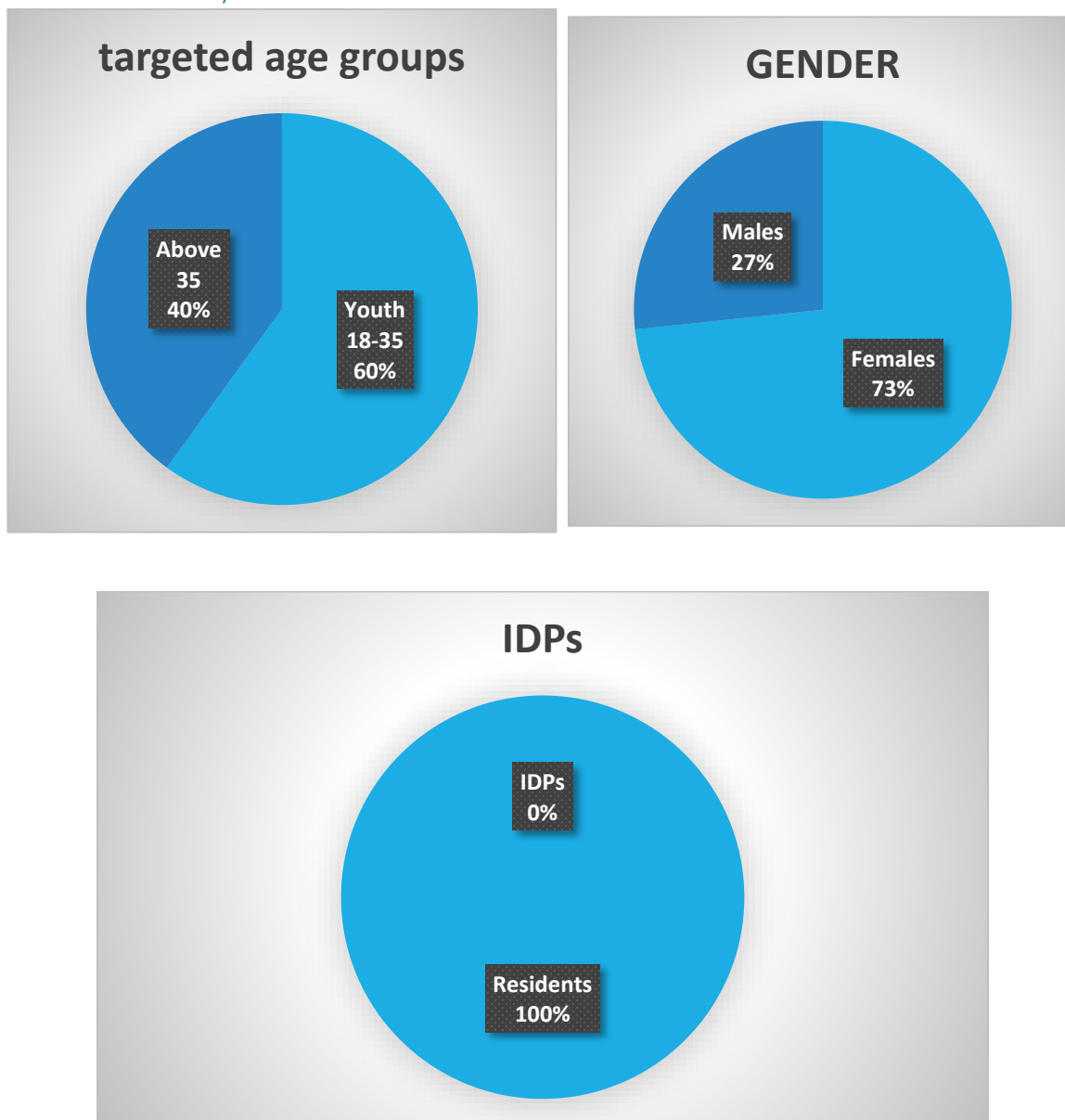
Beneficiaries were selected based on the following criteria:

- Should be among one of the most affected families and most in need to work.
- Families of persons with disabilities have a priority.
- Families headed by women have a priority.
- One beneficiary from each family maximum should be selected.

Target groups directly in numbers and gender:

- A number of employees / 20 / 6 administrators with a proportion of women is 80%, in terms of age the proportion of youth is 50%, and the proportion of persons with disabilities is 4% of the total.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 10 criteria out of 12 as listed in the detailed evaluation table.

The project was related to the output “Support vulnerable groups FHH” actually targeted 73% of women and females, and the percentage of the youth 60% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 0% form our sample which indicated the project is not relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 5 criteria out of 9 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 75 beneficiaries as budgeted, and 7 workshops were established.

However, the average cost of establishing the workshop was according to the financial reporting 1,813USD budgeted to 1,103 USD. Production cost per workshop was according to the financial reporting 5,049USD budgeted to be 6,989 USD. Overall cost per beneficiary was according to the financial reporting 640.5USD, budgeted 755USD.

Efficiency

Satisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 7 out of 8 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 40% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project timeframe was shorten. For the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 60% of interviewed beneficiaries considered that the support from the UNDP was the main factor in entering the labour market. The interviewed sample saw that the impact to their families were summarized as saw that the project is providing a good and stable monthly income and improving the standard of living, but it created a state of discomfort in the family due to working hours,

While impact on other project in the area were providing reliable products and services that have competitive advantages in prices, and Integration with projects in the area.

On the other hand the impact to the society was in their opinions support employment of labor and reduction of unemployment, Provide reliable production and competition in price

Sustainability

Unsatisfactory

Overall sustainability evaluation was satisfactory, where 60% of interviewed beneficiaries estimated that the project will continue.

While the team composed and management of project helped in the implementation of the project. We noted that no indication of any lesson learnt reported form monitoring team.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Opinions of experts and community leaders:

Engineer Mahmood Al-Khair was interviewed and reported the following points:

- 1- There is no theoretical education and project supplies are insured through the cash grant
- 2- There is no training and the workers have relied on their own experience.
- 3- The project area is appropriate for the project activity and the continuity of management is lost and the change is repeated.
- 4- The lack of trainers and the spontaneous work of women without a marketing plan.
- 5- The project manager is not experienced and is not qualified to manage projects, with complete absence of the role of the employer / board of directors of the association,
- 6- There is no satisfaction from the target group about the status of the project.
- 7- There is no applicability between the Convention as a study and reality as an implementation. Note that the project was extended but without result.

Suggestions:

- 1- Follow-up through the funding agency on the phases of commitment to the physical and financial program of the project.
- 2- Check the workflow before each conversion batch.

Project pictures



Findings

By analyzing the results of the desk review and surveying the views of the beneficiaries, experts and the field visit, we draw the following conclusions:

Strengths:

- The field of work of the project is suitable for the nature of the governorates and the region in terms of availability of raw materials for the manufacture of mortar.
- The project is suitable for the target group of female headed household's secure income-generating jobs in areas where they have expertise in the food processing

Weaknesses:

- Poor follow-up and monitoring by the project management during the work stages, which makes the development if any closer to spontaneous behavior.
- Non-registered percentage of workers in social insurance, led to weak social protection, and thus weak job stability.
- The project did not achieve sufficient income sources for workers, and this was demonstrated by the adoption of all workers on sources supporting their costs of living.
- Extension of the project and the attempt to diversify the products Note that in the first stage did not show any encouraging results to continue or at least expansion, and therefore continued good is only in terms of continuing coverage of salaries of workers currently.
- The weakness of the training offender within the project and the dependence of the beneficiaries on their personal experiences.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it did not achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated not to be effective but efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Setting mechanisms and criteria for the appointment of future project management teams by partners, based on scientific and administrative bases, and building the capacity of the administrative teams of the existing projects.
- The inclusion of future projects in which the employment of a number of workers include conditions relating to the organization of employment contracts and the registered percentage of workers in social insurance and health insurance, and conditions related to the optimal working environment in general, which contributes to enhancing job stability and sustainability.
- Study the feasibility of future projects on an economic basis (even in the presence of social goals), including selecting the appropriate project site for work, and drainage markets and most importantly the selection of a team to manage the project and follow it seriously and commitment and multidisciplinary.
- Future projects include training activities in the core project areas of work and management skills and not relying solely on self-beneficiary capabilities.

blacksmith workshops By German3 [UNDP] in tartous

Evaluation Information		
Evaluation type	Project impact evaluation	
Final/midterm review/ other	Final	
Output related	Market revival and support to MSEs	
Period under evaluation	Start	End
	1 February 2017	30 November 2017
Project budget	260,018 Exchange rate 514.85	
Project Expenditure at the time of evaluation	200,108 Exchange rate 434	

Description of the intervention

Project Summary and Justification:

The project supports the workshops of blacksmithing and carpentry in the industrial area of Tartus, Baniyas, and Qadamus, based on the following justifications:

- The suffering of blacksmiths and carpenters from the consequences of the crisis and in particular the high exchange rates of the dollar, which weakened their ability to continue their work normally and the aging of their production.
- Provides a lot of unemployed youth who need to refine their vocational skills.
- Encourage young internally displaced persons to work, which may accelerate their return to their original governorates and continue to rely on humanitarian assistance.

Project objectives:

- Train 100 young people on the profession of blacksmithing, and provide them with a toolkit.
- Train 100 young people on the carpentry profession and provide each with a toolkit.
- Support 50 metal workshops and 50 carpentry workshops with production tools.
- Support 50 blacksmith workshops and 50 carpentry workshops with raw materials.
- Provide 10 temporary job opportunities for project staff and volunteers in monitoring, evaluation, documentation, and imaging.

The geographical scope of the project:

Banias and Qadamus areas in Tartous governorate.

Project Timeline:

The project started on 1 February 2017 and ended on 30 November 2017 .

Implementing partner:

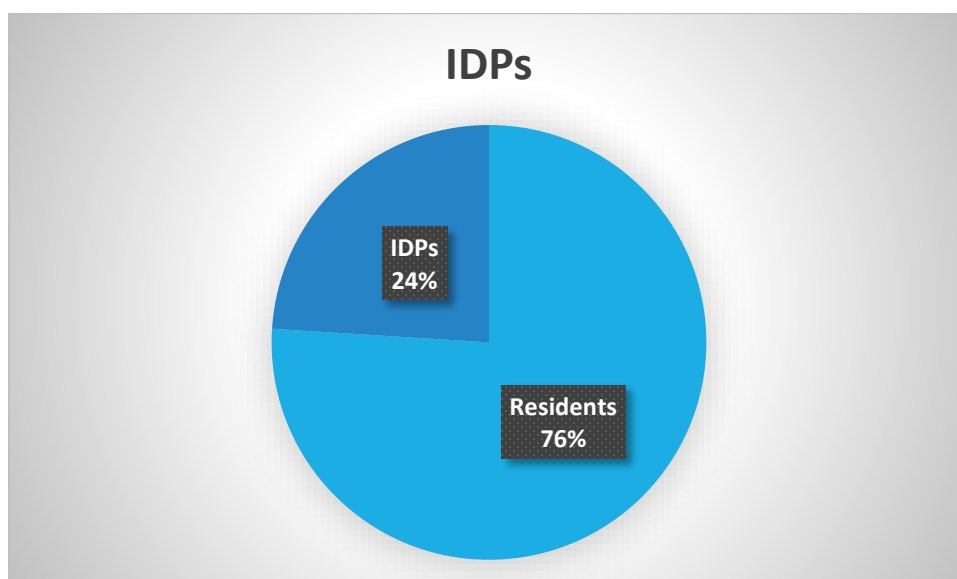
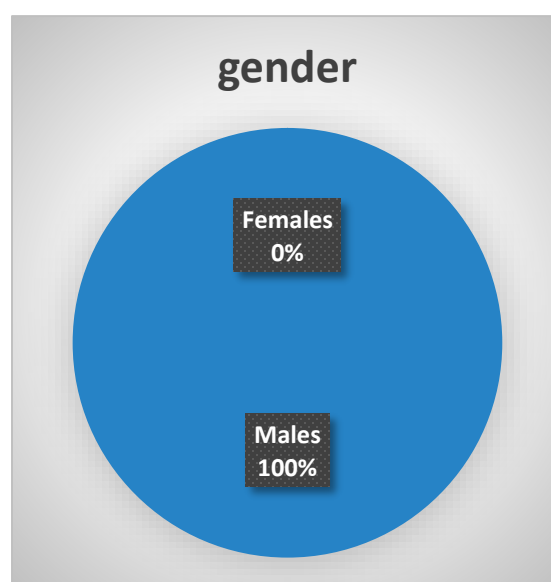
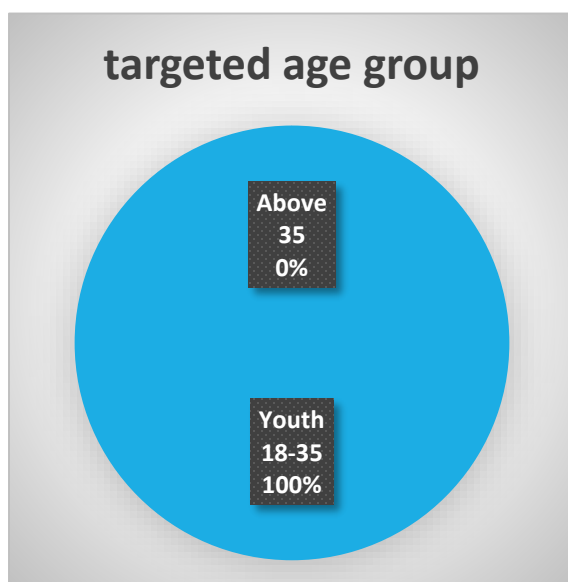
The project was implemented in cooperation with the Artisan Union in Tartous, an organization of semi-governmental craftsmen founded in 1969. The importance of the Union of Artisans is through its ability to provide raw materials for craftsmen, organize their affairs and provide jobs for them with the securing of industrial zones. For craftsmen working in the governorates and to provide documents and licenses to practice the profession.

Criteria for selection of targets:

The following criteria have been adopted for the employees of the project:

- Workshops that provide job opportunities for internally displaced persons.
- Workshops that employ a larger number of workers have priority.
- Directly damaged workshops have a priority.

Stakeholders analysis



Data analysis

Data Analysis will be based on the following key areas

Relevance

Satisfactory

We evaluated the relevance of the project through the review of the results documented in the project reports in addition to the observation performed by our team in the field visit in addition to the interview with the selected beneficiaries and project management sample, noting that the project was relevant in most of the aspects were it was evaluated to be satisfactory in 7 criteria out of 9 as listed in the detailed evaluation table.

The project was related to the output “Market revival and support to MSEs” actually targeted 0% of women and females, and the percentage of the youth 100% below 35 years, and our sample did not included any PWD.

The IDP were totaled to 20% form our sample which indicated the project relevant to outputs related to integrate the IDPs within the society and economic activities.

Effectiveness

Unsatisfactory

Effectiveness of the project was evaluated based on multiple indicator and evaluation criteria where we compared the actual to the budgeted main indicators, and according to the evaluation criteria we concluded that the project was satisfactory evaluated in 6 criteria out of 10 as listed in the detailed evaluation table.

The project achieved the target where the project was effective in the consideration of the number of beneficiaries were the planned beneficiaries were 200 beneficiaries as budgeted, support to existing workshops were provided to 100 Workshops.

- However, the average cost of toolkits-blacksmithing was actual according to the financial reports 258 USD and budgeted to 412 USD,
- The average cost of toolkits-carpentry was actual according to the financial reports 297 USD and budgeted to 427 USD
- The average cost of production-carpentry was actual according to the financial reports 501 USD and budgeted to 456 USD
- the average cost of production-blacksmithing was actual according to the financial reports 508 USD and budgeted to 534 USD,
- The average cost of training per beneficiary was actual according to the financial reports 270 USD and budgeted to 245USD.
- Overall cost per beneficiary was actual according to the financial reports 667USD budgeted 867USD.

Efficiency

Unsatisfactory

Overall efficiency was evaluated satisfactory as we the project was scored as satisfactory in 8 out of 12 indicators and efficiency evaluation criteria.

The forms of support provided by UNDP from the point of view of the sample were according to beneficiaries as Productive assets and production financing, and 60% of the interviewed beneficiary found that they benefited from the UNDP support in effective way.

The project was extended with almost 24K USD additional cost. For the details of evaluation please refer to the detailed evaluation table related.

Impact

Satisfactory

According to the project documents the project succeeded to achieve most of its goals, but overall impact evaluation was satisfactory where 84% of interviewed beneficiaries considered that the training received was appropriate to the needs of the local labor market in the region.

However, 50% employed, 16% self-employed.

Sustainability

Satisfactory

Overall sustainability evaluation was satisfactory, where the trainees actually benefited from the training and toolkits distributed, Planning of management helped in the establishment of trainings and the toolkit provide and distribution in addition to the selection criteria and granting selection.

However, the UNDP intervention has been well-designed and well-planned exit strategies.

Expert opinions and community leaders:

Mr. Ahmed Abdel-Hamid Saleh was interviewed, who stated that the idea of the project was good and achieved the satisfaction of the trainees.

Difficulties that faced by the project

- The quality of service is incomplete due to the short period of training.
- Unresponsiveness of trainees to trainers, due to trainers not having specialized experience in training.
- Absence of theoretical or practical training courses approved by the competent authorities.
- There is no unified management of the second team.
- Commitment to training is linked to the owner of the workshop. However, workshop owners are evaluated and expelled in some cases, but that may only be done after the end of training period.

Suggestions:

- 1- Providing grants to create small joint projects to the beneficiaries of the training.
 - The need to grant the trainee an experience certificate.
- 2- Technical follow-up for one year after training by specialized consultants.
- 3- Definition of the importance of industrial security means.
- 4- Accredited academic trainers.
- 5- Inclusion of diverse occupations.
- 6- Incorporate the Union of Craftsmen as a training and follow-up partner for beneficiaries after training in their workshops.
- 7- Post-training support, either an independent workshop or establishment of business incubators and can be supervised by an artisan organization.
- 8- The training period shall not be less than one year.

شركة طلال أبوغزالة وشركاه
(شركة خدمات محاسبية وإدارية متكاملة للمهنية م.م.)



Project photo



Findings

By analyzing the results of the field visit and surveying the views of the beneficiaries and the opinions of experts, we conclude the following:

Strengths:

- Efficient trainers who have been contracted by project management.
- The provision of professional portfolios was a direct factor in providing employment for a number of beneficiaries.

Weakness

- The inability of the project to provide jobs for trainees in an optimal manner.
- Shortening the training period and the need for advanced stages of training.
- Absence of occupational safety measures, which may expose beneficiaries to accidents and injuries within the work.
- The training curriculum is not supported by a reference authority.
- Absence of monitoring and evaluation of project beneficiaries.

Conclusion

The project achieved the impact on the beneficiaries and the society around in the views of the interviewed beneficiaries, in addition it did achieved the goal of sustainability after the end of project timeframe. Hence, the project was overall evaluated not to be effective nor efficient in major aspects according to the provided final data as detailed aforementioned in the evaluation table.

Recommendations

- Establish partnerships and memorandums of understanding with employers' representatives (chambers of commerce, industry, tourism and craftsmen) to provide job opportunities for graduates, to direct training programs towards in-service training, to its guaranteed results and ability to earn the required skills in the labor market.
- Study the situation of training with the possibility of division of courses into stages (beginners, advanced)
- Studying the adoption of future training curricula by official reference bodies, in order to grant documented certificates to trainees within the project.
- The inclusion of similar projects in the future conditions of occupational health and safety at the workplace or vocational training.
- The inclusion of similar projects in the future mechanisms to follow up and evaluate the conditions of the beneficiaries of the trainees 5 - lack of professional safety equipment when studying the project.

General Report Annex

TOR

Section 3: Terms of Reference (TOR)

Impact Evaluation Study Livelihood and Economic Recovery (LER)

Project Title:	Impact Evaluation
Duration of Assignment:	November to December (two months)
Starting Date:	Contract signature Date
End Date:	31 December 2017
Duration of Contract:	40 working days within 2 months

Objectives of the proposed evaluation

Through this ToR, under supervision of the Livelihood and Economic Recovery Portfolio Manager, UNDP seeks the support of Service Provider/Firm to conduct an impact evaluation of selected interventions of Livelihood and Economic Recovery portfolio (LER) in selected locations in coordination with UNDP Field offices and local partners. The impact evaluation is to assess impacts of (LER) interventions, including intended or unintended outcomes and outputs in 7 Governorates. Services provider/s from institutions and private sector who have completed projects with support of UNDP in 2016-2017 are not eligible to apply for this assignment.

1. Background:

Despite more than 6 years into the Syrian crisis and its devastating impacts on the country and human lives and living conditions, the people in Syria with their remarkable coping capacity are trying to recover and rise above the crisis. UNDP in Syria, guided by UNDP Global Strategic Plan 2014-2017 and the Country Programme Document (CPD), is committed to support and lead the early recovery efforts in the country to strengthen the resilience of the Syrian people through enhancing access to infrastructure and community services and supporting livelihood and economic recovery in Syria using area-based approach in nine governorates to achieve its goals.

UNDP global approach to inclusive growth embraces nationally-owned, crisis and gender-sensitive interventions that are responsive to local conditions and aligned with recovery while managing risks over time at individual, household, community and societal levels in ways that minimize costs, build capacity to manage and sustain and maximize positive coping mechanisms, social inclusion, and transformative potential.

In 2016, in its endeavor to strengthen the resilience of the Syrian people, UNDP in Syria implemented 199 local projects, that succeeded to touch the lives of 2,528,391 persons in 9 Syrian governorates through targeted early recovery and livelihoods restoration efforts in partnership with more than 45 local partners. The implemented projects have provided 28,623 monthly job opportunities, which are disaggregated per target group as follows: 11,937 monthly job opportunities to IDPs, 7,694 to women, 6,103 to females heading households, 1,917 to people with disabilities and 15,973 to youth. This was achieved through rehabilitation of community infrastructure and restoration of basic services and support to livelihood and economic recovery.

Since Jan 2016 to date, UNDP support has been extended to support revival of more than 263 businesses, conducting income generating activities, productive assets replacement, start-up kits distribution, vocational training, job placements, value-chain development and market restoration.

2. Introduction to the programme- UNDP Strategic Approach to Livelihood and Economic Recovery:

UNDP work in Syria aim to contribute to enhancing the local economy and local production and prioritizing people's resilience. In 2016-2017 UNDP support to Livelihood and Economic Recovery (LER) has been provided to households and communities to benefit from sustainable livelihood opportunities. The strategic approach to achieve Livelihood and Economic Recovery goals in 2016-2017 focused on the following Key thematic areas and business models:

- i) Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived at the community level through a small grant scheme and direct implementation by UNDP including distribution of productive assets in 8 governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Hasakeh and DerEzour
- ii) Market revival and support to MSEs through distribution of productive assets in 2 governorates of Homs and Trtous.
- iii) Livelihood opportunities supported for vulnerable groups including female-headed households (FHH) and persons with disabilities (PWD) through targeted projects in 8 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Hasakeh, and DerEzour.
- iv) Sector-based Livelihood through reviving and supporting agriculture activities at household and farm level, including cash for work, value-chain business model development, and distribution of productive assets in 8 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, and Hasakeh.
- v) Business support and entrepreneurship skills for youth through a national and local tested business models by conducting market-based vocational training, distribution of toolkits, advanced training on entrepreneurship skills, distribution of start-up grants provided for youth based on the business plans developed by target beneficiaries to start their own business in 7 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo Hasakeh,
- vi) Conducting Livelihood and Economic Recovery Assessment and provide support at the policy level

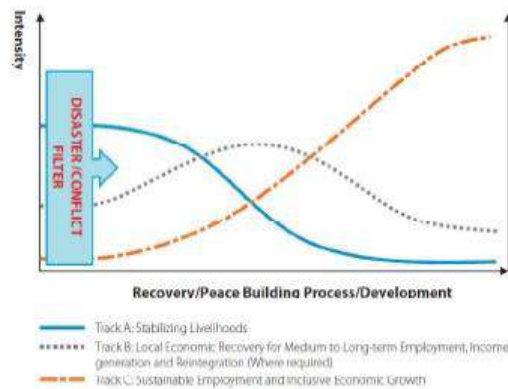
3. Status of the proposed evaluation

UNDP designs its reviving livelihood for crisis affected people at the household and community levels that would allow them to generate sustainable income and enhance health and education conditions for their families, while contributing to local economy revival and market restoration. Also, it would support direct and indirect social cohesion by bringing host communities and internally displaced people (IDPs) to live and work together by creating positive coping mechanisms with the crisis.

In order to reach such sustainable impacts and transformative changes, UNDP Syria is committed to assessing the impact of livelihoods and economic recovery interventions. While, in the crisis context, working on livelihood and economic recovery can show immediate results and changes in people's lives, and can in many cases save lives especially in areas of conflict and for vulnerable groups such as FHH and PWD, qualitative and quantitative impact evaluations including collection of baselines have not been conducted so far.

At the same time, UNDP plans to scale up its initiatives on livelihoods and economic recovery in line with

UNDP's globally adapted the three-track (Track A, B and C) approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009) for its livelihoods and economic recovery programming in crisis situations. Track A programming responds to the urgent needs of crisis-affected groups with interventions to help stabilize livelihoods. Track B programming focuses on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, and reintegration. Track C programming focuses on long-term employment creation and inclusive economic growth. Interventions in Track C help to strengthen the national systems and policies that are needed in order to sustain the progress achieved in Tracks A and B. These three tracks are represented through all phases of recovery, however their intensity peaks at different times in the post-crisis period, as shown on the left in a contiguum.



Given the context in Syria, the intensity of Track A has been until present higher, and feasibility of Track B and C programming has been lower. UNDP now identifies feasible approaches of Track B that will in the future lead to Track C, when conditions will allow. UNDP Syria also ensures that when short-term interventions are warranted, they are complemented with interventions that lay the foundation for sustainability and resilience.

It is, therefore, critical for UNDP to evaluate the impacts of the previous and ongoing relevant interventions, document the lessons learned, success stories and best practice in order to develop its livelihoods and economic recovery strategy and design the future interventions, ensuring optimal impacts and sustainability. This is done while taking into account at the same time, the crisis setting and challenges associated with the dynamic of change especially related to all aspects of project management from planning to monitoring and evaluation in such setting.

This impact evaluation is one of various assessments that UNDP is currently conducting to feed into the development of the said strategy, including i) economic opportunity assessments; ii) livelihoods impact assessments; and iii) market assessment at Governorate level. The strategy will be developed in the thematic areas of agricultural livelihoods; social protection and PwDs; active labour market; private sector development with a focus on MSMEs.

4. Scope of work and key tasks to be covered:

The main deliverable would be an impact evaluation report. The scope of work would inform the following broad areas but not necessarily be limited to them.

- Programme theory of change: The theory of change presents the hypothesized casual pathway linking the inputs and activities of the interventions to its intended and unintended outputs and outcomes. It also explicitly states the assumptions that inform each link in the pathway. It is

required to draw on existing literature, qualitative field work, project documents and discussions with beneficiaries and implementing partners to develop a theory of change.

- ii) **Programme impact on key socio-economic indicators and possible impact pathways:** Key inputs, outputs and outcomes will be identified based on the theory of change. It should cover five elements/criteria: Relevance, efficiency, effectiveness, sustainability, and impact of the intervention using UNDP approach to Result Based Management. In addition, **UNDP evaluations in crisis context must also include:** coverage, social inclusion, creating jobs, partnership... and should address how the intervention sought to strengthen the application of the rights-based approach and mainstream gender and social cohesion efforts. The report should estimate impacts and possible effect pathways of the livelihoods interventions.
- iii) **Sub-group analysis:** The study will estimate the differential impact of livelihoods interventions among various populations and subpopulations by collecting disaggregated data (sex, religion, PWDs etc), and conducting appropriate analyses, including gender analysis to identify differential impacts.
- iv) **Programme implications:** drawing on the findings, the report should highlight key success areas and lessons learned, and suggest changes in programme designs, implementation and expansion to achieve maximal impact drawing the findings from the evaluation that will feed into the development of a livelihoods and economic recovery of UNDP Syria. Concrete suggestions for different livelihoods approaches of agricultural livelihoods; social protection and PwDs; active labour market; private sector development with a focus on MSMEs should be included.

5. Key Activities:

The Service Provider will be expected to undertake the following activities:

- a) **Produce an approach paper specifying the sampling strategy and a pre-analysis plan detailing a mixed method impact evaluation design.**
 - ✓ Target locations in 8 Governorates: Rural Damascus- Homs- Hama- Tartous- Lattakia- Aleppo, Hasakeh, and DerEzour. UNDP will provide a list of locations and interventions to be targeted, as an annex and part of this ToR.
 - ✓ The suggested scope of work: the five Key thematic approaches described above, using 3-4 examples/interventions supported or implanted by UNDP for each thematic area in different locations selected by UNDP Livelihood and Economic Recovery Portfolio. A total of 39 interventions in 8 locations will be covered and assessed (around 10% of UNDP total implemented projects from Jan 2016- July 2017). In addition, the contractor/service provider will look at least 2 emergency-based interventions that UNDP conducted to support livelihood activities in hard-to-reach areas or newly accessible areas.
 - ✓ Targeted interventions and location per type of intervention: (to be selected by portfolio manager in consultation with UNDP field team), including the following:
 - Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived: Aleppo, Rural Damascus, Homs, and Hama
 - Market revival and support to Micro and Small Enterprises (MSEs) from the private sector: Tartous, Homs
 - Livelihood opportunities supported for vulnerable groups: Rural Damascus, Hama, Lattakia, Hasakeh- and DerEzour

- Sector-based Livelihood- Agriculture: Hasakeh, Lattakia, Rural Damascus, Hama, Homs
 - Business support, vocational training, and supporting entrepreneurship skills and opportunities for youth: Tartous, Rural Damascus, Hama, Homs, Aleppo, and Hasakeh
- b) Create an engagement and communication plan for key stakeholders
- c) Produce evaluation methodology: Evaluation methodology may include, but not limited to, desk review, field visits, meeting with beneficiaries, interviews with key informants and partners, community feedback, rapid impact assessment using surveys etc. Given that there is no baselines available, it is required to review the existing meso- or macro level baseline data to determine comparability of selected indicators as well as determine the validity of these indicators.
- d) Develop and pilot end-line questionnaire to evaluate the impacts: Questionnaire may include, but not limited to the following questions:
- ✓ Were the projects' stated outcomes or outputs achieved? and how are these linked to the impact of people's livelihood and community' economic recovery?
 - ✓ What progress toward the outcomes and social impact has been made? And what are the indicators to measure this progress?
 - ✓ What factors have contributed to achieving or not achieving intended outcomes and impact?
 - ✓ To what extent has UNDP support contributed to planned outcomes and social impact and creating sustainable jobs?
 - ✓ Has the UNDP partnership approach and techniques been appropriate and effective?
 - ✓ What factors have contributed to effectiveness or ineffectiveness, and why?
 - ✓ What are the key factors, indicators, challenges and risks that affect in a positive or a negative way the achievement of project impact?
 - ✓ How did the intervention contribute to the big picture and strategic approach of livelihood and economic recovery described above?
 - ✓ How did the crisis affect the project implementation?
 - ✓ What are the key lessons learned and areas of improvement suggested?
- It is important to note that questions must be discussed and agreed upon among portfolio manager and other users and stakeholders in consultation with the evaluation team. The evaluation is expected to cover wide range of direct and indirect impacts some of which are social, economic, and environmental aspects on households, community and society levels on short, mid and longer-terms. Also, it should indicate attributions of other actors in target location if any. UNDP will support the evaluation team with all supporting document and relevant guidelines and logistic support if needed.
- e) Conduct field visits and undertake a qualitative assessment of programme implementation
- f) Conduct data analysis and prepare the impact evaluation report and presentation.

6. Deliverables and Timeline:

Deliverables	Due date	Estimated Payment
Inception report based on quick desk review, including action plans, draft design and pre-analysis plan	9 Nov	15 %
Evaluation methodology and Finalizing of paper questionnaires	16 Nov	20 %
End-line survey data collection	30 Nov	20 %
Impact evaluation report- first draft	14 Dec	20 %
Impact evaluation report and presentation, upon satisfactory delivery of the final copy reviewed and endorsed by UNDP LER Portfolio Manager,	31 Dec	25 %

7. Qualification, experience, and requirements

- **Capacity and availability of human resources:** the services provider/s should include in their offer C.Vs of related team members who will be involved in conducting this study.
The team should include at least 2 senior staff members with advanced university degree (Master's degree or equivalent in development, social or economic studies) and at least 7 years of proven working experience in development studies, monitoring and evaluation, programme management, social sciences or related field.
- **Access:** The service provider should provide confirmation and/or supporting documents that access to target locations and reaching out to the end users/ beneficiaries are secured and covered, including sub-contracting with local entities to secure access to target locations if need be.
- **Work Experience:** A minimum of 5 years of proven experience in programme management and evaluation, consultancy work and working with UN and other international agencies. Experience in conducting assessments and similar evaluations is required.
- **Languages:** Reports to be shared with UNDP in English and Arabic

Interested service provider/s are invited to submit a letter of interest and Technical and financial Proposal with required following information:

- A list of 2-3 relevant projects delivered over the past five years including references and employers to show experience in conducting a large-scale impact evaluations of programmes in Syria.
- Please provide supporting documents of related experience and references of employers to show proven experience in evaluating livelihoods and community-driven development programmes, especially in Syria.
- Please provide A detailed approach to conduct this assignment.
- Detailed technical and financial offers
- Detailed time frame, action plan, and working time sheet
- Proposed budget for cost heads relevant to this consultancy including travel and accommodation, as UNDP will not cover this part.
- CVs of all team members who will take part in the study implantation

Annex: List of Projects

List of Questions

Type 1

Related Outputs:

- Business support and entrepreneurship skills for youth,
- Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived – vocational training and capacity building projects

Evaluation section: Relevance

Questions:

- Was the training you received appropriate to the needs of the local labor market in the region?
- What was the field of the training you received?
- In which governorate did you participate in the training?
- When did the training start?
- How old are you?
- What is your Gender?
- What is your Social/Marital Status?
- How many members does your family consist of?
- Are you a resident?
- Is the beneficiary a Person with Disability?
- If yes, what is his/her type of disability?
- Is the beneficiary an internally displaced person?
- What is your exact job now?
- When did you start this job?
- What exactly was your previous job before the current one?

Evaluation section: Efficiency

Questions:

- To what extent did the project benefit from the support?
- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- Was the number of beneficiaries a reasonable number?
- Was the cost estimation reasonable? Have there been an over budget?

- To what extent has UNDP support contributed to planned outcomes and social impact and creating sustainable jobs?
- What type of support did this project receive from the UNDP?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Evaluation section: Impact

Questions:

- What progress toward the outcomes and social impact has been made?
- What are the indicators to measure this progress?
- How did the intervention contribute to the big picture and strategic approach of livelihood and economic recovery described above?
- Do you think the support from the UNDP was a main factor in entering the labour market?
- How did the crisis affect the project implementation?
- What exactly was the project implementation's effects on your family?
- What exactly was the project implementation's effects on other projects in the area?
- What exactly was the project implementation's effects on the society?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Evaluation section: Effectiveness

Questions:

- Were the projects' stated outcomes or outputs achieved?
- How much was the Average No. of Females Workers per month?
- How many established workshops did the project achieve?
- How many beneficiaries did the vocational trainings target and achieve?
- How much was the overall cost per workshop (Budget/Actual)?
- How much was the toolkit cost (Budget/Actual)?
- How much was the toolkit cost per direct beneficiary (Budget/Actual)?
- How much was the overall direct cost per beneficiary (Budget/Actual)?
- Has the UNDP partnership approach and techniques been appropriate and effective?
- How many assets were provided through the project?
- What is the monthly return you get from working in the project SYP?
- What are your other income sources?

Evaluation section: Sustainability

Questions:

- If IDP, since when did you come to the area?
- Which governorate did you come from?
- Which area did you come from?
- Are you willing to stay in the area? Or go back to where you came from?
- How many trainees benefited from the project after its end? How?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?

Type 2

Related outputs:

- Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived.
- Livelihood opportunities supported for vulnerable groups – FHH
- Livelihood opportunities supported for vulnerable groups - PWD
- Market revival and support to MSEs

Evaluation section: Relevance

Questions:

- Were the techniques of the UNDP support relevant to your needs?
- What is the type of your Project?
- In which governorate was your project established?
- When did the Project Start?
- How old are you?
- What is your Gender?
- What is your Social/Marital Status?
- How many members does your family contain?
- Are you a resident?
- Is the beneficiary a Person with Disability?
- If yes, what is his/her type of disability?
- Is the beneficiary an internally displaced person?
- What is your exact job now?
- When did you start this job?
- What exactly was your previous job before the current one?

Evaluation section: Efficiency

Questions:

- To what extent did the project benefit from the support?
- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- Was the number of beneficiaries a reasonable number?
- Was the cost estimation reasonable? Have there been an over budget?

- To what extent has UNDP support contributed to planned outcomes and social impact and creating sustainable jobs?
- What type of support did this project receive from the UNDP?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Evaluation section: Impact

Questions:

- What progress toward the outcomes and social impact has been made?
- What are the indicators to measure this progress?
- How did the intervention contribute to the big picture and strategic approach of livelihood and economic recovery described above?
- Do you think the support from the UNDP was a main factor in entering the labour market?
- How did the crisis affect the project implementation?
- What exactly was the project implementation's effects on your family?
- What exactly was the project implementation's effects on other projects in the area?
- What exactly was the project implementation's effects on the society?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Evaluation section: Effectiveness

Questions:

- Were the projects' stated outcomes or outputs achieved?
- How much was the Average No. of Females Workers per month?
- How many established workshops did the project achieve?
- How much was the overall cost per workshop of the project?

- How much was the production cost for 2 months?
- How much was the direct cost of every beneficiary?
- Has the UNDP partnership approach and techniques been appropriate and effective?
- How many assets were provided through the project?
- What factors have contributed to effectiveness or ineffectiveness, and why?
- What is the monthly return you get from working in the project SYP?
- What are your other income sources?
- Are you registered in the social security of the country?
- What are the sources of the main inputs?

Evaluation section: Sustainability

Questions:

- Do you think the project will continue to operate after the support ends?
- What are the reasons of the continuation or Non-continuation of the project in your opinion?
- Since when did you come to the area?
- Which governorate did you come from?
- Which area did you come from?
- Are you willing to stay in the area? Or go back to where you came from?
- What will happen to your project if you went back to where you came from?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?
- Identify the strength points of the livelihoods and early recovery programs:
- Identify the weakness points of the livelihoods and early recovery programs:
- What are your suggestions in order to develop intervention techniques of UNDP support?
- What are your suggestions to develop the project and continue operating?