

Annex 1: Impact matrix of the module

Name of the module: **Employment Promotion in Lebanon II**

Project number

2023.2090.1

Duration

09/2024 till 08/2027

Country/Region/global

Lebanon

Impact matrix created on

21.05.2024

Objective	Indicators	Sources and time of data collection	Assumptions
DC program objective The attractiveness and employment relevance of vocational education and training in Lebanon has increased as a result of the greater involvement of the private sector, the increased practical orientation of vocational training and further training courses and the improved teaching and learning environment.	DC program objective indicator 2 625 out of 2,500 beneficiaries have found employment 6 months after the end of the support, of which 562 are youths and young adults, 219 women and 62 people with disabilities. Baseline value: 0 beneficiaries, including 0 young adults, 0 women, 0 people with disabilities, 0 refugees (no tracer study has yet been conducted at EPL) Target value: 625 of 2,500 beneficiaries in employment, including 562 young adults, 219 women, 62 people with disabilities. (Contribution TC project EPL)	Evaluation of retention statistics of the relevant FC and TC projects based on representative samples. The evaluation is disaggregated by age, gender, disability status and type of employment (formal/informal, permanent/temporary/seasonal). The term promotion includes vocational education and training courses (formal/non-formal), active labor market measures (ALMMs). The term employment includes formal and informal employment based on the ILO definition and the definition of the associated BMZ standard indicator. Sectors in which Syrian refugees can work are limited. For example, Syrian refugees are only allowed to work in the following sectors, which also reduces their employment opportunities: agriculture, waste disposal and construction. As EPL does not work with refugees, no figures can be collected for refugees.	nicht auszufüllen

Objective	Indicators	Sources and time of data collection	Assumptions
Module objective Youth and young adults, women and people with disabilities are collectively better positioned on the labor market by employment promotion actors.	Module objective indicator 1 650 people, 70 % of whom are youth and young adults, 40 % women and 10 % people with disabilities, have been successfully placed in follow-up measures by the employment promotion actors via referral counseling. Baseline value: 0 people (referral counseling is already taking place, but the placement rate has not yet been tracked) Target value: 650 people, 70 % of whom are youth and young adults, 40 % women and 10 % people with disabilities (04/2027)	Evaluation of surveys of representative samples of employment promotion agencies with regard to the number of people referred to them by upstream actors. Evaluation of the documentation of coordination meetings of upstream actors for referral counseling. Upstream actors offer measures on which subsequent measures by other actors can build, e.g. training measures are often followed by matching measures. The actors include Lebanese governmental (e.g. Ministry of Social Affairs (MoSA) and subordinate institutions or chambers) and non-governmental actors (e.g. non-governmental organizations (NGOs), companies) and, above all, organizations (e.g. International Labor Organization (ILO)) or development cooperation projects (ENABLE). Young adults refers to the age range of 17-35 years. Referral counseling means that an employment promotion actor refers a job seeker to another actor based on their profile and expectations, e.g. via joint software solutions. Time of data collection: annually	Despite the acute economic and political crises, companies in Lebanon are willing and able to hire adequately qualified skilled workers and improve the working conditions of their employees. The graduates of vocational qualification courses are willing and able to find adequate employment. The beneficiaries of the program seek and find suitable employment in Lebanon instead of migrating.
	Module objective indicator 2 800 of the beneficiaries of employment promotion services, 70 % of whom were youth and young adults, 40 % women and 10 % people with disabilities, found employment 6 months after completing the measure.	Evaluation of retention studies based on representative samples with regard to the employment status of the beneficiaries. The evaluation is disaggregated by age, gender, disability status and type of employment (formal/informal, permanent/temporary/seasonal).	

Objective	Indicators	Sources and time of data collection	Assumptions
	Baseline: 625 beneficiaries, 70% of whom are youth young adults, 40% women and 10% people with disabilities Target value: 800 beneficiaries, 70% of whom are young adults, 40% women and 10% people with disabilities (04/2027)	Time of data collection: annually	
	Module objective indicator 3 In the micro, small and medium-sized enterprises (MSMEs) supported, 80 "good" jobs have been created for young adults, women and people with disabilities. Baseline value: 0 good jobs in MSMEs (to date, the project has focused on securing and creating jobs, not on "good" jobs) Target value: 80 good jobs in MSMEs (04/2027) The baseline and target values for indicators 1, 2 and 3 are provisional. They will be reviewed in the first year of implementation and adjusted if necessary as part of the first reporting.	Evaluation of surveys of representative samples of participating MSMEs. Jobs are considered "good" jobs if 2 of the following criteria apply: (i) salary above the minimum wage in the Lebanese public sector (approximately \$100/month) ii) Formalized employment relationship iii) Employment relationship of at least 2 years iv) Employer is committed to the 5 principles of the ILO Declaration on the Fundamental Principles and Rights at Work. Time of data collection: annually	
Output 1 Cooperation between employment promotion actors to provide integrated, needs-oriented and gender-responsive services has been strengthened.	Output indicator 1.1 New shared digital tools and digital methods have been successfully integrated into the services offered by 6 employment promotion actors. Baseline value: 0 actors (currently the actors either use their own digital tools or have not yet integrated any digital tools into their service offering) Target value: 6 actors (04/2027)	Evaluation of surveys of representative samples of employment promotion actors regarding the introduction of digital tools and methods and their joint use. The introduction is considered successful if concrete examples can be used to describe how the tools and methods are used together with other actors. Digital tools and digital methods are, for example, software solutions for the implementation of events, referral counseling and monitoring or, for	Beneficiaries are interested in participating in further measures. Beneficiaries look for a job in Lebanon at the end of the measure. Beneficiaries bring skills that are in demand on the labor market. MSMEs are able to offer "good" jobs.

Objective	Indicators	Sources and time of data collection	Assumptions
		example, forms of data collection and formatting. The services offered include, for example, career counseling, referral counseling, short-term qualifications or further training in entrepreneurship. Time of data collection: annually	Providers of employment promotion services are willing to dynamically adapt their product portfolios to changing demand in the labor market. Despite the acute economic and political crisis, companies in Lebanon are still willing and able to hire adequately qualified specialists and improve the working conditions of their employees.
	Output indicator 1.2 The employment promotion actors have jointly implemented 3 approaches to improve the needs orientation and gender responsiveness of services. Baseline value: 0 approaches (so far, the actors have their own approaches to improving services, but these are not coordinated with others) Target value: 3 approaches (04/2027)	Evaluation of the surveys of representative samples of employment promotion actors with regard to joint approaches. A joint approach could be, for example, that training providers work together with companies (e.g. for internships) or state actors (e.g. for referral counseling) or jointly develop a qualification offer. The criterion for joint implementation is that representatives from at least two of the three different areas of employment promotion (providers of job placement and matching, providers of training and further education, representatives of the private sector) are involved, whereby at least two organizations from one of these areas must be represented. Needs-oriented means that the services meet the needs of potential employers. Time of data collection: annually	

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Output 2 The match between labor supply and labor demand has improved.	Output indicator 2.1 2250 people, 70 % of whom were youth and young adults, 40 % women and 10 % people with disabilities, demonstrated improved technical and transversal skills in tests after participating in labor market-oriented measures, 20 % of which were relevant to the socio-ecological transformation of the Lebanese economy. Baseline value: 1875 people with improved skills, 90% of whom are youths and young adults, 35% women and 10% people with disabilities (information on measures relevant to socio-ecological transformation is not yet being collected) Target value: 2,250 people with improved skills, 70% of whom are youths and young adults, 40% women and 10% people with disabilities, 20% of whom are involved in measures relevant to the socio-ecological transformation of the Lebanese economy (04/2027)	Evaluation of the before-and-after tests carried out by the training providers with regard to the improvement of the participants' technical and interdisciplinary skills Evaluation of data from digital instruments on the development of participants' skills. Measures that impart skills relevant to the socio-ecological transformation of the Lebanese economy are geared towards the demand for labor in sectors such as waste management, circular economy or renewable energies. The <i>technical skills</i> and <i>transversal skills</i> are considered improved if the results in the post-test are higher than in the pre-test. Time of data collection: annually	
	Output indicator 2.2 55 out of 70 MSMEs have confirmed that the labor market-oriented measures meet their needs. Baseline value: 0 MSMEs (to date, employment promotion actors have offered measures without conducting a satisfaction survey of companies) Target value: 55 MSMEs (04/2027)	Evaluation of the surveys of representative samples of participating MSMEs with regard to the accuracy of fit of the labor market-oriented measures with their workforce requirements. The accuracy of fit is measured using a five-point Likert scale ("agree" to "disagree"). If the first two levels of agreement are selected, the accuracy of fit is considered confirmed. Time of data collection: annually	
	Output indicator 3.1	Evaluation of surveys of representative samples of participating MSMEs with	

Objective	Indicators	Sources and time of data collection	Assumptions
The capacities of MSMEs to request and retain personnel in the context of current multiple crises in Lebanon are strengthened.	310 MSMEs have successfully participated in Business Development Services to increase their competitiveness. Base value: 250 MSMEs Target value: 310 MSMEs (04/2027)	regard to successful participation in business development services. Participation is considered successful if at least one of the following criteria applies: (i) at least 5% increase in productivity (turnover/costs) ii) at least 10% increase in energy efficiency (turnover/energy consumption) iii) at least 15% reduction in staff turnover iv) At least one additional product line Date of data collection: 6 months after the end of the respective business development service, for the first time 06/2025	
	Output indicator 3.2 70 MSMEs have successfully participated in measures for good working conditions, especially for young adults, women and people with disabilities. Base value: 20 MSMEs Target value: 70 MSMEs (04/2027) The baseline and target values for indicators 2.1, 2.2, 3.1 and 3.2 are provisional. They will be reviewed in the first year of implementation and adjusted if necessary as part of the first reporting.	Evaluation of a representative samples of participating MSMEs. Participation is considered successful if one or more of the following criteria apply: i) Introduction of diversity management measures (e.g. anti-discrimination measures, inclusion measures) ii) Introduction of employee representation bodies iii) Introduction of follow-up measures for occupational safety (e.g. courses in first aid, safe handling of machinery or infrastructural safety measures such as checks on electrification) Time of data collection: annually	

Outputs	Key activities for outputs	Inputs / Planned instruments	Assumptions
Output 1	- Supporting the organizers of events where providers of labour market relevant services jointly present their offers (e.g. training and job placement offers). - Conception and financing of the development of software solutions for joint use by providers of employment promotion, processing and analysis of data on training and jobs using common taxonomies for skills and sectors - Supporting the development of interfaces between the welfare system and the labor market through referral counseling of welfare recipients into training and work - Support peer learning and quarterly coordination meetings between providers of labor market services - Employment promotion to improve the economic participation of women and people with disabilities, including with a focus on socio-ecological transformation.	International LZFK (1 FKM) Nat. LZFK (40 FKM) Short-term experts (36 FKM) Material goods (2000 EUR)	The security situation allows the implementation of public events. Providers of services relevant to the labor market are willing to participate in joint events with potential competitors. The organizations participating in the project are willing to integrate their digital systems with solutions developed by the project or to replace them. The organizations participating in the project are willing to adapt their offer in terms of gender responsiveness.
Output 2	- Technical advice and funding for training providers for the development and implementation of non-formal, labour market-oriented training courses - Promotion of public and private providers of services for the successful transition from training to work, e.g. job placement, mentoring, career coaching; raising awareness of working conditions and rights, inclusion of people with disabilities - Implementation of capacity development measures for training providers to improve career guidance and matching, e.g. through a shared IT tool.	International LZFK (1 FKM) National LZFK (99 FKM) Material goods (EUR 15000) Financing (EUR 320,340)	
Output 3	- Conducting analyses of capacity development needs in MSMEs - Provision of business development services for MSMEs with a focus on working conditions and just transition - Advising companies on the formulation of job descriptions and the publication of job advertisements	International LZFK (1 FKM) National LZFK (74 FKM) Short-term expert (36 FKM) Material goods (EUR 15000)	

	- Collecting data on the demand side of the labor market using a common methodology.	Financing (EUR 243,418)	
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