

]Evaluation: Terminal Evaluation of 12th Tranche of the Development Account Project “Including People with Disabilities in the Arab Labour Market” (2020-2023)					
Recommendation	Response	Anticipated Action	Expected benefit	Action Owner	Date for Completion
1A: The project succeeded in identifying legislative gaps and barriers to the inclusion of people with disabilities in the Arab labour market. ESCWA is advised to complement this vital piece of work through the identification of gaps in policies and enforcement mechanisms and devise tailored capacity-building programming to help countries reduce these barriers based on a consolidated analysis of both. In doing so, it may also consider partnering with regional disability inclusion NGOs and the network to develop and administer disability inclusion audits (like gender audits), especially in relevant ministries.	Accept	ESCWA will consider the creation of a concept note for a new project that builds on the work of the DA project. It will use the identified legislative gaps and barriers to inform a programme of guidance, capacity building work, and the development of monitoring tools, to reduce these barriers to the inclusion of people with disabilities in the labour market.	It is expected that leveraging the lessons learned and insights gained from the project will increase the effectiveness of future capacity building activities.	Cluster 2	December 2025
1B: The legislative gap assessment can also comprise an essential baseline for monitoring countries' progress in closing these barriers (SDG 8.5 and aligning with the CRPD, especially Article 27). ESCWA can consider building monitoring tools through working with the established network.	Accept		The monitoring tool will provide ESCWA staff, member States, and other key stakeholders working towards disability inclusion, with a clear indication of legislative gaps and areas to focus their work on.		
1C: ESCWA can consider prioritising countries' expressed needs pertaining to coherent and enforced policies on the employment of people with disabilities in the public and private sectors, such as adherence to quotas and accommodation requirements as well as procurement procedures, through the development of specific guidance and tools to accelerate progress in this aspect.	Accept		By responding to the expressed needs of member States, ESCWA will be able to better demonstrate its value and expertise.		
2: ESCWA is advised to engage with member States to increase awareness and promote joint ownership, use of outputs and demand for ESCWA's services.	Partially accept	Development Account projects now require evidence of engagement and support from member States. In addition, ESCWA receives a high number of RPTC requests each year, using the fully allocated budget. Project teams are required to consider and indicate the partners that they will work with during the planning of their projects. In addition, SPARK has developed a capacity building course on project design for policy influence, that is mandatory for project coordinators. This training includes detailed guidance on stakeholder engagement, and needs assessment. SPARK will continue to provide this training to staff and consider expanding its delivery within the organization.	Increased awareness of ESCWA's services and unique value proposition will build ESCWA's standing amongst member States and external partners.	SPARK	Ongoing
3: ESCWA, including its Statistics division and ILO, is advised to continue cooperating in building NSOs' capacities to provide data needed for policymaking to promote inclusive participation in the labour market. In doing so, consider an institutional approach to capacity building and financial	Accept	ESCWA will explore options to formalize collaboration encourage and integration between its social protection and statistics clusters to improve the capacity of member	By improving the capacity of NSOs in member States to record statistics on people with disabilities, both ESCWA and member States will have improved data to	Cluster 2	December 2025

resource needs associated with the integration. This should include opportunities for synergetic programming with other stakeholders and actors in target countries.		States' NSOs to provide improved data on people with disabilities. This can include regular meetings of relevant Key Result Areas, which act as a forum for collaborative work.	inform their interventions and policies targeting people with disabilities.		
4: A formal and institutionalised approach is recommended to continue engaging employers in the future. ESCWA and target countries should pursue capacity building for employers, especially the private sector, through a market system lens, i.e., by engaging and empowering sector representative bodies and unions and linking them with the ILO business disability network. Their participation can also be promoted in an inclusive project management setup at the country level (i.e. representation in national teams supporting FPs).	Accept	As part of its ongoing work in disability inclusion, ESCWA will explore options to increase engagement with empowering sector representative bodies and unions. This will include linking them with the ILO business disability network, ESCWA's own skills monitor, and the ETC in Amman, which maintains close links with employer groups.	By increasing engagement and building networks with employers and representative groups, ESCWA should be able to improve employment outcomes for people with disabilities.	Cluster 2	July 2025
5: Capacity-building projects with policy influence objectives should approach engagement with relevant stakeholders—beyond governmental actors—in a manner that supports inclusive policymaking processes, advocacy, and conducive coordination among stakeholders.	Partially Accept	Project teams are required to consider and indicate the partners that they will work with during the planning of their projects. In addition, SPARK has developed a capacity building course on project design for policy influence, that is mandatory for project coordinators. This training includes detailed guidance on stakeholder engagement. SPARK will continue to provide this training to staff and consider expanding its delivery within the organization.	Providing staff with capacity building in project design will improve the effectiveness of ESCWA's projects to achieve policy influence.	SPARK	Ongoing
6: In the future, programming should be backed by a robust monitoring framework and plan. ESCWA can encourage the involvement of member States in project management, including monitoring, to ensure successful implementation and efficient monitoring. This approach may also help promote country ownership and the sustainability of results.	Reject	The DA requires an annual progress report which includes an update on the status of implementation of results and an update on the implementation plan per country. Moreover, the DA includes a detailed section on target countries and the selection criteria and methodology used to identify target countries and the identification of target country demand.	n/a	n/a	n/a
7: The project management structure may comprise ESCWA and FPs. Still, the latter need to be empowered by mandate and decision-making authorities and equally imported, supported by national teams from various stakeholders that the project will engage in the country.	Partially Accept	The DA already requires an identification of the support other UN agencies/development partners are providing to address the problem in the country in the Country Level Situation Analysis section of the project document. Moreover, project teams are required to engage with UNRCs and UNCTs. As part of its ongoing support to project teams, SPARK will encourage increased and	Improved interaction with local and national focal points will increase the sustainability of projects.	SPARK	Ongoing

		ongoing engagement with local focal points and national teams.			
8: Future programming should strongly account for underlying assumptions and risks that could affect project implementation and realisation of results/intended change. It should also consider country-specific risks and challenges, including risks associated with data availability and countries' sharing of them, as well as those related to institutional and coordination frameworks.	Partially Accept	The DA project document already includes a section on risks and mitigating measures. ESCWA has recently improved its risk management processes for projects. This includes more in-depth discussions with project teams as part of biannual monitoring catchups, and a revised methodology for recording risks. SPARK will continue to implement this approach as part of its ongoing risk management.	Improved risk management will ensure that project teams are better able to plan for, mitigate and respond to risks during project implementation.	SPARK	Ongoing