



**INDEPENDENT MID-TERM EVALUATION OF DECENT WORK FOR WOMEN IN EGYPT, TUNISIA AND MOROCCO PROJECT (PHASE III)**

**ILO DC/SYMBOL:** RAF/21/19/FIN

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**Nature of Evaluation:** Independent

**Project countries:** Egypt, Tunisia, Morocco

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**SDG(s):** Sustainable Development Goal 5; 8 and 13

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*This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited but has undergone quality control by the ILO Evaluation Office.*

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### **Acronyms and Abbreviations:**

ADWA': Advancing the Decent Work Agenda in North Africa (and Levant for Phase II)

AFEM: Association of Women Entrepreneurs - Morocco

CMEP: Comprehensive Monitoring and Evaluation Plan

CNFCE : Chambre Nationale des Femmes Chefs d'Entreprises

CPOs: Country Programme Outcomes

DWCP: Decent Work Country Programme

DWW: Decent Work for Women

EBRD: European Bank for Reconstruction and Development

Get Ahead: The training package Gender and Entrepreneurship Together

ILO: International Labour Organization

M&E: Monitoring and Evaluation

MENA: Middle East and North Africa

MoM: Ministry of Manpower

The MFA: Ministry for Foreign Affairs of Finland

OECD: Organisation for Economic Co-operation and Development

SDGs: Sustainable Development Goals

SIDA Swedish International Development Agency

SMEs: Small and medium enterprises

U-FE: Utilization Focus Evaluation

UNDP: United Nations Development Programme

WWD: Women with Disability

## Executive Summary:

### Background of the project

To address the double challenge of climate change and gender inequality in the world of work and to advance the Goals set out in the 2030 Sustainable Development Agenda, the ILO has started phase 3 of the Decent Work for Women (DWW) Project in Egypt and Tunisia, which is aligned with the cross-cutting objectives of the Finnish Development Policy as well as the MENA Strategy, and will build on, and expand, the work of the project technically and geographically with an additional partner country in the same region, namely Morocco.

### Presentation of the project

The expected results of this project will be achieved by building on results under Phase II of the DWW project. More specifically, it is expected that, because of project interventions, more women-led businesses and women entrepreneurs, both in formal and informal sectors in the three countries, have enhanced their capacity to generate income from green enterprises. Moreover, there is a heightened regional collaboration and integration amongst the three target countries and stakeholders, such as the private sector, when promoting green economies, enterprises, and jobs.

The expected impact is to simultaneously enhance women's labor force participation and their contribution to greening the economy through job creation and entrepreneurship development in Egypt, Morocco, and Tunisia.

This will be achieved via the following three main Outcomes:

- **Outcome 1: The capacity of government and social partners in Egypt, Tunisia, and Morocco to promote green and inclusive growth and employment creation is strengthened.**
  - Output 1.1 – The capacity of government and social partners in Egypt, Tunisia, and Morocco to promote a gender-inclusive and green economy is enhanced.
  - Output 1.2 – Capacity of trade unions including small farmers' unions to implement sustainable and green practices is enhanced
  - Output 1.3 – Gender-inclusive green interventions as aligned by national and international frameworks of action on climate change are developed by the private sector.
- **Outcome 2: The capacity of women entrepreneurs in informal and formal settings to develop green income-generating activities is improved.**
  - Output 2.1 – Capacity of women working in selected informal sectors on starting and formalising their income-generating activities is strengthened.
  - Output 2.2 – Green skills of formal women-led SMEs, with a focus on the use of new technologies, are developed.
- **Outcome 3 - Knowledge of gender-inclusive green transition and climate awareness among governments, social partners, academia, and the general public is enhanced.**
  - Output 3.1 – Capacity and knowledge networks on gender-inclusive green transitions are built.
  - Output 3.2 – Evidence-based knowledge on gender and climate change is generated.

### The Purpose, and Scope of the Evaluation:

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress achieved to date against the expected results by analysing the relevance, effectiveness, efficiency, effects, and orientation to the project's impact.

The mid-term evaluation covers 1 January 2022 to 30 September 2023 in Egypt, Tunisia, and Morocco. The evaluation covers all the planned outputs and outcomes under the project, particularly the synergies between its components and their contributions to national policies and programs.

The evaluation discusses how the project addressed its main issue (i.e. women's labor force participation and its contribution to greening the economy through job creation and entrepreneurship) and the ILO and Ministry for Foreign Affairs cross-cutting objectives, including gender equality, non-discrimination, Climate resilience, low emission development and protection of the environment with an emphasis on safeguarding biodiversity, social dialogue, and tripartism, international labor standards, and just transition to environmental sustainability.

### Evaluation criteria and key questions.

The evaluation should address the overall ILO evaluation concerns such as relevance and coherence, effectiveness, efficiency, sustainability, and impact as defined in the ILO Policy Guidelines for Results-based Evaluation, 2020 4<sup>th</sup> edition 1

### The Methodology of the Evaluation:

The evaluation methodology used a Utilization Focus Evaluation (U-FE) approach incorporating qualitative and participatory methods to ensure comprehensive insights.

The process was conducted in several stages, including:

- **Desk review** of project documents and relevant literature, followed by preliminary interviews with key stakeholders to synthesize information and develop the inception report outlining the evaluation methodology in alignment with the Terms of Reference (TDR).
- **Data collection** 45 online interviews were conducted using both purposive and random sampling techniques.
- **An online validation workshop** with representatives from diverse stakeholders was organized to present preliminary evaluation findings for feedback and validation.
- **Data analysis** Thematic analysis was utilized to interpret qualitative data obtained from interviews, focus groups, and observations, ensuring reliability through cross-referencing and triangulation.
- **Report writing** the report began with an executive summary providing a concise overview of the evaluation's objectives and methodology, followed by an introduction outlining the purpose and scope of the evaluation. Findings were presented, supported by evidence derived from data analysis, with implications analysed in a discussion section, and actionable recommendations were provided for improvement.

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<sup>1</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/--eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf)

## Main Findings:

**Coherence:** The project, as described in the project document and implemented, demonstrates a high level of internal and external coherence.

The project is coherent with the national development frameworks, the ILO Country Programs, shared operational priorities, the SDGs, and the objectives of the Ministry of Foreign Affairs of Finland and the MENA Strategy.

The project targets **SDG 5: Gender Equality**, **SDG 8: Decent Work and Economic Growth**, and **SDG 13: Climate Action**.

Phase 3 of the DWW project was designed in line with key government policies related to climate change, transition, and gender equality and to many ILO mechanisms and approaches.

During the inception phase, communication with partners ensured the coherence and interconnection between project outputs and specific partner priorities.

The project team established linkages with other projects in the three countries on gender, employment, market development, and women's empowerment.

**Relevance:** The project is highly relevant.

Although the project's theme was new and unfamiliar to the targeted stakeholders, they acknowledged it was relevant and timely. The project has effectively met the needs of its institutional partners. However, it is uncertain whether the program has been equally successful in addressing the needs of women beneficiaries in both formal and informal sectors due to a lack of baseline needs assessment. All stakeholders perceived the project's greening aspect as relevant. However, the focus on a "just transition" and gender inclusiveness was perceived as highly relevant. The tripartite approach was also highly relevant in aligning partners' understanding and bringing their visions together early in the conversation.

The project's implementation approach was relevant, realistic, and well-suited to the local context. However, the project design was weak, especially regarding the theory of change and the sequence of change, especially the link between activities, outcomes, and results, which was not always demonstrable.

**Efficiency:** The project's efficiency is moderated.

Several obstacles were encountered in the project's first year, such as slow internal recruitment procedures, significant delays during the inception phase, government approvals and security clearances, inflation, and challenges associated with integrating Morocco.

However, in the second year, the project has shown a reasonable efficiency level despite the delays experienced in the first year. The budget delivery rate was approximately 99% for the second year. Proactive resource management, corrective measures, and strategic collaborations for project synergies and cost-sharing demonstrate an operational focus on efficiency.

**Effectiveness:** The project was effective at the implementation stage. However, evaluating progress toward results is challenging at the MTE timing.

The project's activities have been effectively implemented.

The evaluation report highlights the project's change effect in the three countries, including identifying and engaging key partners, raising awareness among Member States and social partners, building the capacity of the selected trainees, and promoting knowledge transfer initiatives to a few governmental partners and trade unions.

The evaluation report recognizes the project's efforts to consolidate its achievements from phase 2 by fostering communication and coordination among the different partners in the steering committees, especially in Egypt and Tunisia. The project has shown remarkable success in empowering women in the informal sector, specifically in Egypt, where financial education and entrepreneurship tools have been institutionalized at the National Women's Council.

At the midterm evaluation stage, it is too early to evaluate the project's progress regarding outcomes 2 and 3. The theory of change is unclear, and the objectives and outcome indicators lack specificity, making it challenging to evaluate the project's effectiveness toward results.

However, at this implementation stage, the project has certainly delivered effective activities and outputs and has started to showcase some effects of change.

**Impact and sustainability:** Phase 3 has built upon the achievements of Phase 2 and shown significant impacts at the political, institutional, and individual levels.

The evaluation has highlighted notable contributions, but the direct impact of Phase 3 is yet to be measured.

#### At the Political Level:

- The project facilitated the establishment of the 'National Strategy on Gender Equality and Climate Change' in Tunisia and supported the integration of tools for women's financial empowerment in Egypt, aligning with governmental visions and strengthening the strategies of women's councils.

#### At the Institutional Level:

- Government officials in Egypt and Tunisia have demonstrated strong commitment and advocated for institutionalizing the project's activities. However, the focal point in Morocco only recently joined the project, making their involvement less visible.
- Trade Union representatives in the three countries expressed improvement in the advocacy capacities of these trade unions.

#### At the Individual Level:

- A concrete impact on the awareness and commitment of Government officials, trade unions, and employers' organizations representatives, resulting in significant shifts in mindset and perception regarding climate-related issues and their connection to women's decent work.
- Noteworthy impact on improving the financial literacy and increasing access to financial resources for women entrepreneurs in the informal sector through financial education.

## Conclusions:

1. The project is timely, relevant, and significant. The selections of partners and the tripartite approach, the "just transition and gender-inclusiveness" concepts, the ILO tools, and training were very relevant and demonstrated the ILO contributions through its comparative advantages.
2. The project was highly coherent and aligned with the Government's objectives, National Development Frameworks, and beneficiaries' needs, and it supported the outcomes outlined in ILO's DWCPs, CPOs, the SDGs, and the cross-cutting objectives of the Finnish Development Policy and Cooperation, as well as the MENA Strategy.
3. The project had two objectives: to enhance women's labor force participation and, contribute to greening the economy through job creation and to promote women's entrepreneurship. Given the time and resources required for the project, this sounded very ambitious and vague. Moreover, the project had three ambitious outcomes, each potentially able to become a separate project.
4. The project's realistic and operational implementation strategy consolidated the achievement of phase 2, responded to the operational needs of the partners, and navigated the contextual constraints. However, the conceptual project design presented some challenges; the theory of change in the project documents lacked consistency and clarity on the why and how of the change sequence. This resulted in the project responding to the different needs of each partner, creating a sense of fragmentation.
5. The project's monitoring and evaluation framework had deficiencies in formulating objectives, outcomes, and indicators. There was no clear link, with a demonstrable change sequence, between project outputs, outcomes, and goals, making it challenging to evaluate the project's progress toward its set results.
6. In year one, security clearance, inception phase delays, and entry challenges in Morocco negatively impacted the efficiency of the project. In year two, an operational focus aimed at creating synergies and controlling operational costs improved the project's efficiency despite inflation in Egypt.
7. The project team and technical experts collaborated effectively, utilizing ILO's expertise and tools. Strong administrative and technical support from ILO and synergies with other ILO projects positively contributed to the project's efficiency and effectiveness.
8. Despite some delays, all project outputs seemed effectively implemented and were perceived by stakeholders as relevant and responsive to their needs. However, evaluating the project's effectiveness is premature. Outcome 1 was successful in identifying, generating interest, engaging, and supporting partners by introducing concepts, knowledge, and tools. Outcomes 2 and 3 are in the early stages.

9. The project successfully built on the achievement of phase 2, identified good entries for the project's new direction in the three countries, and established trustworthy relationships with all the partners across different organizational levels. It integrated the concept of a just green transition and encouraged gender equality progressively within the partner organizations.
10. The project effectively improved communication and coordination between social partners and governmental partners in Egypt and Tunisia through the steering committees. However, there is room for improvement by increasing the frequency of meetings and establishing systematic communication regarding the project's progress.
11. The project provided practical trainings, and there is evidence of knowledge transfer initiatives to consolidate organizational capacities among the government actors in Tunisia and Egypt and potentially within trade unions in the three countries.
12. The project successfully created a sense of ownership among governmental partners in Tunisia and Egypt. It engaged them to institutionalize the adoption of its approaches, concepts, and tools in both countries.
13. The project successfully impacted national policies in Tunisia and integrated tools and approaches into government policies in Egypt by consolidating previous achievements in phase 2.
14. The project empowered women entrepreneurs in the informal sector with financial education and entrepreneurial skills. The National Women's Council in Egypt successfully integrated the project tools, leveraging the scale of project influence. Close follow-up and monitoring of capacity-building activities are needed to understand how they contribute to women's participation in the green economy.
15. The project seemed to have achieved more in advocating for a just and gender-inclusive green transition at the institutional level instead of creating direct employment opportunities for women in greening income-generating activities
16. The project made great efforts to promote gender equality through training and supporting gender equality initiatives/departments within partner structures. However, the intersectional approach does not fully integrate persons with disabilities.

### Lessons Learned (LL)

**LL. 1.** There is a significant opportunity to develop a project that combines efforts towards creating a just green transition with a specific emphasis on promoting gender equality and female employment. However, **it is crucial to clearly outline this integrated approach within a strong logical framework and Theory of change** to prevent any confusion or fragmentation and to showcase better how change took place, and to generate learning from the process.

**LL.2.** The **inception phase** is a critical stage in assessing the partner's needs and finalizing the project documents. However, **the cost-benefit ratio of this phase should be rational to avoid harming efficiency and incurring significant delays.**

### Good Practices (GP)

**BP.1. Proactive Stakeholder Engagement and Building Lasting Trust.** Initiating stakeholder engagement involves conducting extensive consultations and creating interest by responding to their needs. Establishing a collaborative spirit and cultivating a close relationship with partners is key to building lasting trust amidst changes in representation. This implemented approach accelerates buy-in and strengthens the effectiveness of interactions and interventions.

**BP.2. Synergies Between Projects and Cost Management:** Actively seeking synergies between the different ILO projects and the ILO's specialists, along with optimizing cost-sharing and continuously controlling operational costs, was seen as a good practice to improve project efficiency.

### Recommendations.

#### Recommendation 1: Refine the theory of change and enhance Conceptual Clarity.

It is recommended that an M&E advisor collaborates with the ILO project teams and technical specialists to refine the theory of change. The collaboration should aim to unify the project's goals and illustrate change sequences based on realistic and operational feedback to provide a more explicit explanation of how activities lead to outcomes and impacts.

*ILO, constituents, and ME advisor: high Priority, short Timeframe, Low resources.*

#### Recommendation 2: Refine Monitoring and Evaluation Framework:

Review the M&E framework according to the refined/improved theory of change, ensure a clear and demonstrable link between outputs, results, and objectives to improve the project's management toward results, capture the effect of change regularly, and improve the project's evaluability. *ILO, constituents, and ME advisor: high Priority, short Timeframe, Low resources.*

#### Recommendation 3: Engage Partners in the result chain and sustainability plan

It is advisable to discuss the results chain results within the steering committee and how the partners are expected to spread the training, institutionalize the project tools, convert knowledge into organizational capacity, and take specific actions and strategies toward a gender-inclusive, just, green transition. Having a follow-up plan and sustainability plan is crucial.

*ILO, constituents, and partners: high Priority, Medium Timeframe, Low resources.*

#### Recommendation 4: Engage Partners in Collecting Outcomes

Engaging partners in collecting evidence of progress toward outcomes regularly (monthly) and integrating feedback from final beneficiaries is advisable to enhance result-focused reporting, especially to capture women's employment indicators.

*ILO, constituents and partners: high Priority, Medium Timeframe, low Resources.*

#### **Recommendation 5: Foster Synergy and Learning between ILO Projects**

It is recommended to continue fostering collaboration between ILO projects by mapping out existing projects and identifying joint activities and cost-sharing opportunities. Additionally, creating regular spaces for project managers and technical specialists to share experiences and incorporate feedback from partners can help leverage learning and produce valuable documentation to be shared as a learning product.

*ILO project managers, technical specialists, Priority: Medium, Timeframe: short, Low resources*

#### **Recommendation 6: Maintain the Collaboration and coordination mechanism**

Continue to enhance collaboration and coordination mechanisms, particularly in Morocco, by increasing steering committee meeting frequency, supporting coordination between trade unions, employers' organizations, and governmental partners, and cross-cutting policy development to ensure a comprehensive approach to green and inclusive growth.

*ILO, constituents and partners, Priority high, short timeframe; Low resources*

#### **Recommendation 7: Conduct a Comprehensive Impact Study on Women Beneficiaries**

It's advisable to support the Egyptian Council for Women in undertaking a comprehensive impact study focusing on women working in the informal sector who have undergone financial and entrepreneurship empowerment training. This study should aim to understand the pathways from financial integration to economic integration, providing insights into the effectiveness of the training in facilitating income generation and greening activities.

*ILO, Egyptian Council for Women Priority high, long timeframe; high resources*

#### **Recommendation: 8 Generate a Deeper Analysis of Obstacles Hindering Women's employment and the challenges they face in greening their activities**

It's advisable to generate a deeper analysis of obstacles hindering women in the formal and informal sectors on generating income from green activities. This analysis will help develop targeted support services and refine interventions, particularly in the informal sector. Lessons learned from Egypt, Morocco, and Tunisia can inform adaptive strategies and enhance the overall effectiveness of future initiatives.

*ILO, constituents and partners, Priority high, long timeframe; Moderate resources*

#### **Recommendation: 9 Extend the project timeline and fund to consolidate progress toward results**

To continue the project's successful advocacy for a fair and gender-diverse green transition at the institutional level, it is recommended to either request a no-cost extension of six months or secure ongoing funding. This extension or continued funding will allow the project to catch up on any delays in Outcome 2 and Outcome 3.

*ILO, Ministry for Foreign Affairs of Finland Budget, Priority high, long timeframe; high resources*

## 1 Background of the Project

The main objective of developing phase 3 of the ‘Decent Work for Women (DWW)’ project was to ‘simultaneously enhance the participation of the women labor force and increase their contribution to greening the economy through job creation and entrepreneurship development in Egypt, Morocco, and Tunisia.’

To that end, phase III followed a tripartite approach and developed an integrated model intended to promote transitions to low-emission, climate-resilient, socially and environmentally sustainable economies, with the specific target of building the capacity for Women-led businesses and entrepreneurs in both informal and formal sectors to promote and access green jobs. Indeed, it has contributed to promoting social, economic, and environmentally sustainable development in the selected target countries.

The Phase 3 builds on the results of Phase II and continues to follow the approach of its sister projects under the Gender Portfolio, acting on all macro, meso, and micro levels, while tackling potential barriers to women's employment.

At the macro level, along with its sister projects, the SIDA Joint project and Swiss Joint project, it continued to collaborate with UN Women and ERF Economic Research Forum to develop gender-responsive national knowledge for green jobs and for a just transition, including South–South and triangular cooperation and measurement mechanisms adopted in the three countries. With its sister Dutch-funded project, it continued building the capacity of the ‘Gender Unit’ within the ‘Ministry of Force Work’ in Egypt with a focus on green jobs and exploring the opportunities to replicate that in Tunisia and Morocco within their respective ministries.

At both the meso and micro levels, it also built on the work previously done by phase 2 with gender-responsiveness and Corporate Social Responsibility (CSR) to expand it with particular attention to green jobs.

Equally important, it has leveraged the core of the ‘GET Ahead’ and ‘Financial Education’ training group built during ‘Phase II’ of the project to expand and support the launching of women’s businesses and initiate the financing of green businesses in the formal and informal sectors. The project continued to ensure the representation of Women with Disability (WWD) in all its activities.

## 2 The Project

The expected results of this project build on the results of DWW phase 2, the overall ILO Gender Portfolio, and in coordination with multiple regional stakeholders and partners towards the common goal of achieving a just transition into an environmentally sustainable economy with gender as a cross-cutting element.

More specifically, it is expected that thanks to the interventions during the project, more women-led businesses and women entrepreneurs, both in the formal and informal sectors, within the three countries have enhanced their capacity to generate income from green enterprises.

Moreover, when promoting green economies, enterprises, and jobs, there is heightened regional collaboration and integration within the three target countries and the stakeholders active in them, such as the private sector.

#### The project strategy was designed to achieve three outcomes:

- ✓ Strengthening the capacity of government and social partners in Egypt, Tunisia, and Morocco, respectively, to advance green and inclusive growth, along with employment creation.
- ✓ Capacity of women entrepreneurs in informal and formal settings to develop green income-generating activities is improved.
- ✓ Enhancing knowledge in the framework of a gender-inclusive green transition and fostering climate awareness among governments, social partners, academia, and the broader public.

#### The project target groups, and final beneficiaries included:

- ✓ Governmental Partners in Egypt, Morocco, and Tunisia
- ✓ Employer organizations in Egypt, Morocco, and Tunisia
- ✓ Trade Unions, mainly small farmers unions in Egypt, Morocco, and Tunisia
- ✓ Women in both the informal and formal sectors

#### Project Management Arrangement

The project is managed by a Chief Technical Adviser (CTA), who is responsible for overall project management based in Cairo, Egypt, and reports to the Director of the ILO Cairo Office. The Project Management Team comprises:

- National Project Coordinator in Tunisia.
- National Project Coordinator for Egypt.
- National Project Coordinator in Morocco.
- Senior Project Assistant in Egypt.
- Project Admin and Financial Assistant in Tunisia.
- Project Driver in Egypt.
- Project Driver in Tunisia.

### 3 Background of the Evaluation

ILO considers evaluation to be an integral part of the implementation of technical cooperation activities. This project will go through a midterm and final independent evaluation. This midterm evaluation is managed by an ILO-certified evaluation manager designated by EVAL, who is not affiliated with the Project and is appointed to manage the evaluation process, which is implemented by an independent evaluator.

The evaluation in ILO is for the purpose of accountability, learning and planning, and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard and the UNEG Code of Conduct for Evaluation in the UN System. This Mid-term evaluation, which is the

first independent evaluation, that will be complemented by an internal final evaluation, will follow the ILO policy guidelines for results-based evaluation and the ILO EVAL Policy Guidelines Checklist 3, “Preparing the inception report”; Checklist 4, “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Guidance Note 3.2: Adapting evaluation methods to the ILO’s normative and tripartite mandate. The evaluation will follow the OECD-DAC framework and principles for evaluation. Recommendations emerging from the evaluation should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

## 4 Purpose and objectives of the mid-term independent evaluation

The main purpose of this mid-term evaluation is to provide an independent assessment of the progress achieved to a given date against the expected results through conducting a thorough analysis of the project’s impact in terms of its relevance, effectiveness, efficiency, effects, and orientation.

The specific objectives of the evaluation are as follows:

- Assessing the relevance and coherence of the project’s design regarding the needs of the targeted countries and how the target groups have perceived and valued it.
- Identifying the contributions of the project to the SDGs, the relevant national policies and strategies, the countries UNDAFs when applicable (DWCP’s three countries, the Ministry for Foreign Affairs of Finland’s cross-cutting objectives, as well as the MENA Strategy), the ILO objectives and CPOs, and its synergy with other active projects and programs in the three selected countries.
- Analysing the implementation strategies adopted in the project by assessing their effectiveness in achieving the desired outcomes and impacts, including unexpected results and factors positively and negatively affecting the implementation of the project.
- Reviewing the institutional set-up, the capacity for project implementation, the mechanisms of coordination, and the uses of management tools, including the project monitoring tools and work plans.
- Assessing the efficiency of the project implementation.
- Assessing the extent to which the project has achieved its objectives and expected results while identifying the supporting factors and constraints that have led to the realisation of these results, including the chosen strategies, implementation modalities, and partnership arrangements.
- Identifying the potential and/or unexpected positive and negative results of the project.
- Assessing the extent to which the project outcomes have been sustainable.
- Reviewing the strategies for ensuring the sustainability of the outcomes and their orientation to impact.
- Analysing the project impact at the institutional level as well as at the level of the final beneficiaries.
- Identifying the learned lessons and the potential learned good practices, especially regarding the models of interventions that can be further applied.

- Providing strategic/concrete recommendations for the rest of the implementation phase to the project stakeholders to promote sustainability and support further development of the outcomes of the project.

## 5 Scope of the evaluation

The mid-term evaluation has covered the period from 1 January 2022 to 30 September 2023 in Egypt, Tunisia, and Morocco, respectively.

The evaluation covers all the planned outputs and outcomes within the framework of the project, particularly the synergies between the components and their contributions to realization of the national policies and programs.

Besides, the evaluation has discussed how the project addressed its main goal (i.e., the participation of women's labor force in greening the economy through job creation and entrepreneurship) and the ILO and Ministry for Foreign Affairs cross-cutting objectives including gender equality, non-discrimination, low emission development and protection of the environment with an emphasis on safeguarding biodiversity, social dialogue and tripartism, international labor standards, and just transition towards environmental sustainability.

### ***The Criteria and Key Questions of Evaluation***

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability, and impact as defined in the 2017 ILO Policy Guidelines for results-based evaluation.

Crosscutting themes and objectives: gender equality and non-discrimination, just transition to environment, low emission development and protection of the environment with an emphasis on safeguarding biodiversity, tripartism and capacity development. In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results by addressing key questions related to the evaluation criteria and the achievement of the outcomes/objectives of the project using the indicators adopted in the logical framework of the projects. The list of questions, indicators, and methods is presented in the evaluation matrix. (See Annex)

### ***Relevance, coherence, and strategic fit:***

- Is the project aligned with the Government's objectives, National Development Frameworks, and beneficiaries' needs, and does it support the outcomes outlined in ILO's DWCPs, CPOs, the SDGs, and the Ministry for Foreign Affairs of Finland's cross-cutting objectives, as well as the MENA Strategy?
- How does the project complement and fit other ongoing ILO programs and projects in the targeted countries?
- What links have been established so far with other activities of the UN or other cooperating partners (especially with the EBRD) operating in the country regarding employment, market development, and women's empowerment? And what could be improved?
- Has the project so far been able to leverage the ILO contributions through its comparative advantages (including tripartism, international labor standards, ILO Decent Work Team, etc)?

- How has the project addressed the ultimate beneficiaries' needs thus far? Have these needs changed since the beginning of the project, and what can be improved about them?
- Is the implementation approach valid and realistic? What could be improved?
  - Has the project created good relationships and cooperation with relevant national, regional, and local government authorities and other relevant stakeholders to implement the project, and what could be improved?

***Validity of intervention design:***

- Has the project addressed the major causes of women's labor force participation and contribution to greening the economy through job creation and entrepreneurship in Egypt, Tunisia, and Morocco and responded to it?
- Is the project realistic (regarding expected outputs, outcome, and impact) given the time and resources available, including performance and its M&E system, knowledge sharing, and communication strategy?
- Is the Logical Framework, prepared during the inception phase, and its indicators and targets realistic, comprehensive, and detailed enough to provide an adequate basis for results-based project management throughout its implementation?
- To what extent has the project integrated ILO and Ministry for Foreign Affairs cross-cutting objectives in the design, and what could be improved about it?
- Was the project 'Theory of Change' comprehensive, integrating external factors, and based on systemic analysis?

***Project Effectiveness:***

- To what extent has the project achieved the overall project objectives/outcomes so far?
- Has the management and governance structure put in place thus far worked strategically with all key stakeholders and partners in Egypt, Tunisia, and 13 Morocco, ILO, and the donor to achieve project goals and objectives? What could the overall project objectives, and outcomes of communication strategy, been practical in the project profile within each country and among the cooperating partners, and what could be improved?
  - Were the monitoring and evaluation systems results-based and facilitating project adaptive management?
  - Assess how the project management has managed contextual and institutional risks and positive external factors to the project and what could be improved.
  - To what extent have the Phase II evaluation recommendations been addressed, and what could be improved in this regard?

***Efficiency of resources use:***

- Have resources (financial, human, technical support, etc.) been strategically allocated to achieve the outputs and outcomes of the project? What could be improved to achieve project outcomes and impact?
  - To what extent has the project leveraged resources so far to promote transitions to low-emission, climate-resilient, environmentally, and socially sustainable economies and promote gender equality, non-discrimination, and inclusion of disabled people, and what could be improved in this regard?
- Are the project's activities/operations in line with the schedule of activities as defined by the

project team and work plans?

➤ To what extent have the disbursements and project expenditures aligned with expected budgetary plans? Has the rate of spending been acceptable? And what could be improved in this regard?

➤ Has the project received the adequate administrative, technical, and - if needed – policy and technical support from the ILO office and specialists in the field (DWT Cairo, Regional office), the responsible specialized units (GED) in HQ, and ILO ITC?

➤ To what extent has the project leveraged partnerships (with constituents, national institutions, and other UN development agencies) 14 that have enhanced the project's relevance and contribution to other relevant national plans and strategies, and what could be improved in this regard?

***Impact orientation and Sustainability:***

➤ What influence has the project had so far on developing women's labor force participation and contributing to greening the economy through job creation and entrepreneurship and other areas of policies and practices at national and sub-national levels, and what could be improved in this regard?

➤ Which project-supported tools have been institutionalized so far, or could be institutionalized henceforth, by partners and replicated by external organizations?

➤ How does the project contribute to expanding the knowledge base and building evidence regarding the project outcomes and impacts, and what could be improved in this regard?

➤ To what extent are the results of the intervention likely to have a long-term, sustainable, and positive contribution to the SDG and relevant targets, whether explicitly or implicitly?

➤ Has the project developed an exit strategy and started implementing it?

**Cross-cutting themes**

➤ Within the project's thematic area, what were the facilitating and limiting factors in the project's contribution/potential contribution to gender equality and non-discrimination (e.g., people living with disabilities)?

➤ Has the project considered tripartism, social dialogue, international labor standards, and a just transition to environmental sustainability in its design and implementation?

➤ Has the project considered low emission development and protection of the environment with an emphasis on safeguarding biodiversity, tripartism and capacity development

## 6 Methodology of the Evaluation

This evaluation is conducted according to the criteria and approaches for international development assistance established by the OECD/DAC Evaluation Quality Standard and the UNEG Code of Conduct for Evaluation in the UN System.

The evaluation applied the utilization-focused evaluation (U-FE) methodology, which incorporated qualitative and participatory methods. U-FE ensured that involving users in the evaluation process resulted in more relevant findings and practical recommendations that were more likely to be used.

The evaluation focused on identifying the three primary outcomes, reconstructing the chain of effects that had led to those outcomes, and identifying the existing linkages and synergies between these different components by leveraging participatory data collection techniques such as semi-structured Key Informant Interviews (KIIs).

The techniques used in this process actively involved the subjects being evaluated, which enabled them to provide detailed information on the nature of the achieved outcomes, how and when they were completed, how they related to the program outputs, why processes unfolded as they did, and the lessons to be learned from them.

This approach empowered the involved stakeholders to steer the interview and share what they perceived to be critical data, resulting in a more nuanced and comprehensive evaluation. Additionally, the participatory nature of the evaluation contributed to creating a sense of ownership among all stakeholders and project participants.

To the extent available, the evaluator incorporated data from the project reports into the analysis. This approach, by cross-checking the data from different sources, helped increase the validity and reliability of the evaluation findings.

The evaluation methodology included a desk review, online interviews with relevant ILO officers, ILO HQs, and the donor, and interviews with partners, employers and workers' organizations, beneficiaries, and other key stakeholders. The evaluation was implemented through a consultative and transparent approach and made use of the following methods and tools:

- Desk literature review
- Semi-structured interviews with key informants and stakeholders
- Validation workshop on preliminary findings, conclusions, and recommendations with all key stakeholders at the end of the fieldwork.
- Data analysis and report writing

**The evaluation desk review** involved thoroughly reviewing project documents, including the Log frame Matrix, Theory of Change Visualization, Risk Register, ILO Disabilities Checklist, Exit Strategy, Implementation Plan, M&E Plan, New PRODOC- DWW Phase III, Progress report, Guideline for the Cross-Cutting Objectives in the Finnish Development Policy and Cooperation, MFA's Guideline for the Cross-Cutting Objectives in the Finnish Development Policy and Cooperation and the MENA Strategy. Moreover, briefing interviews were conducted with the project team and the donor at the inception phase.

36 Interviews were conducted online with 10 men and 26 women. ILO staff of technical units and field technical specialists involved in managing and implementing the project in the three countries. Semi-structured interview guidelines were developed in line with the evaluation questions, and data collection instruments were aligned with ILO/EVAL Checklist 4 Validating methodologies. Other relevant stakeholders, such as government ministries, technical working groups, technical advisors, trainers, and donor representatives, were also interviewed. Two online focus groups were held: one with 7 women beneficiaries (Morocco) and another with officers of agricultural ministry (Tunisia). (See a detailed list in annex E).

**The online workshops** were held by the end of the data collection to validate findings and complete data gaps with critical stakeholders, ILO staff. The evaluator and ILO were responsible for coordinating the workshop sessions. After the workshop, a debriefing of the evaluation manager and the project team took place.

**Data analysis and report writing** applying DAC criteria to analyse the data collected during the evaluation process. The evaluator summarized the findings, conclusions, and recommendations using a shared data table. Evaluation findings were derived from empirical evidence gathered through document reviews and interviews, with a thematic analysis approach based on each DAC criterion. The initial draft report was shared with the ILO evaluation manager for feedback. Once comments were received from ILO, the donor, and other key stakeholders, the final version of the evaluation report was prepared and submitted for final approval.

## 7 Limitations to the evaluation

The evaluator acknowledges that certain factors may have impacted the evaluator's ability to gather comprehensive and accurate data, potentially affecting the validity of the evaluation findings.

**Evaluation timeline:** Despite evaluating within a tight schedule, challenges arose during the data collection phase. To address this, an additional ten days were allocated to accommodate stakeholders' availability and facilitate follow-up interviews, ensuring data completeness.

**Lack of regular activity reports:** The absence of regular documented activity reports for the second year posed a notable limitation. To overcome this, efforts were made to utilize available sources such as M&E Excel reporting tools and minutes from steering committees in Tunisia and Egypt. Additionally, despite the absence of systematic documentation in the context analysis, the evaluator cross-referenced information from various sources to corroborate the efforts outlined by the project team during key interviews.

**Online data collection:** Time constraints influenced the implementation of online interviews with final beneficiaries (i.e., women). The evaluator faced difficulties in getting additional information from in-person meetings and observations.

To address this limitation, the evaluator augmented the data through follow-up meetings and cross-referencing information from various sources. Despite difficulties engaging with final beneficiaries online, efforts were made to build trust and effectively moderate focus groups through innovative approaches such as....

## 8 Findings of the Evaluation

The evaluation findings below are categorized according to the OECD evaluation criteria per the ToR.

### 8.1 Relevance, coherence, and strategic fit

**The project is considered highly relevant**, as it (i) proactively addressed pressing issues that were strategically aligned with the international agenda, (ii) adopted an integrated and tripartite approach, and (iii) demonstrated a deep understanding of local contexts.

Despite some concerns about the clarity of indicators and the ambitious nature of the expected results, the project's realistic design made it well-suited to achieve its objectives in the target countries.

#### **Alignment with National and International Objectives:**

The project successfully aligned with both national and international objectives. The project addresses pressing issues related to climate change's impact on employment and the female workforce, aligning with national development frameworks and Sustainable Development Goals (SDGs). The project ensures relevance to overarching government objectives and global sustainability goals by focusing on such crucial issues.

Its timing, following key UN Climate Change Conferences (COP) 27 and 28, demonstrates strategic alignment with international concerns and government priorities. By capitalizing on the momentum generated by these conferences, the project positions itself as a timely and pertinent initiative.

During the inception phase, diligent efforts were put into verifying the project's coherence with (i) the national development frameworks, (ii) the results set out in the International Labor Organization (ILO) Country Programs, (iii) the shared operational priorities; (iv) the Sustainable Development Goals (SDGs)<sup>2</sup>; and (v) the cross-cutting objectives of the Ministry of Foreign Affairs of Finland and of the MENA Strategy.<sup>3</sup>

The tripartite approach integrates stakeholders' perspectives, ensuring relevance to trade unions, the private sector, and government policies. This inclusive approach fosters consensus-building and ensures that the project's objectives resonate with diverse stakeholders, enhancing its relevance and impact.

#### **Integration with ILO's Ongoing Programs:**

The project team and the ILO technical specialists continuously worked to establish efficient links between this project and projects in the other three countries.

These links have been working on gender, employment, market development, and women's empowerment. The project created natural synergies with other ongoing ILO programs and

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<sup>2</sup> Phase 31 of the project contributes to the realisation of Development Agenda 2030 and aligns particularly with SDGs 5, 8 and 13  
<sup>3</sup> <https://finlandabroad.fi/web/tza/goals-and-principles-of-finland-s-development-policy>

projects in the relevant countries, whether to participate in activities, co-finance initiatives, increase efficiency, or use data and tools from other projects.

Below is a list of projects with which direct collaboration took place:

1. Promoting Gender-Responsive Workplaces in Egypt<sup>4</sup>.
2. “Joint Program on Promoting Productive Employment and Decent Work for Women in Egypt, Jordan, and Palestine” (Egypt).<sup>5</sup>
3. “Wafira” Project (Morocco)<sup>6</sup>.
4. “Adwaa” Project (Morocco).<sup>7</sup>
5. “Affair” Project (Tunisia).<sup>8</sup>

The project establishes efficient links with other regional ILO projects, leveraging synergies, sharing resources, and enhancing effectiveness. By collaborating with existing ILO initiatives, the project avoids duplication of efforts and maximizes the efficiency of collective interventions. In Morocco, the collaboration between DWW and Wafira was particularly effective. The DWW provided training and equipping women with tools, while the Wafira project provided women with professional training and small grants to build their projects. This complementarity proved to be effective in advancing the project's activities.

Collaboration with UN and Other Partners:

The evaluation found that the project has effective partnerships with UN agencies and development partners such as UNDP United Nations Development Programme. in Tunisia and UN Women in Egypt. These partnerships have significantly enhanced the project's relevance, coherence, and strategic fit. For example, In Tunisia, The project collaborated with UNDP and Tunisia's Ministry of Women, contributing significantly to establish its inaugural National Strategy on Gender Equality and Climate Change in 2022.

By collaborating with organizations like the EBRD, the project can improve its efforts in various areas, such as employment, market development, and women's empowerment. Further expanding partnerships with critical stakeholders like the EBRD and financial partners will allow the project to access additional resources and expertise, amplifying its impact in capacity of women entrepreneurs in informal and formal settings to develop green income-generating activities.

#### **Utilization of ILO's Comparative Advantages:**

The project's relevance is partly due to the ILO's longstanding and trusted relationships in the target countries. These relationships lead to time, cost savings, and efficient synergies despite some recorded delays that could have been more significant, especially in Morocco.

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<sup>4</sup> [https://www.ilo.org/africa/technical-cooperation/WCMS\\_548919/lang--en/index.htm](https://www.ilo.org/africa/technical-cooperation/WCMS_548919/lang--en/index.htm)

<sup>5</sup> [https://www.ilo.org/beirut/projects/WCMS\\_703463/lang--en/index.htm](https://www.ilo.org/beirut/projects/WCMS_703463/lang--en/index.htm)

<sup>6</sup> [https://www.ilo.org/africa/countries-covered/morocco/WCMS\\_832532/lang--fr/index.htm](https://www.ilo.org/africa/countries-covered/morocco/WCMS_832532/lang--fr/index.htm)

<sup>7</sup> [https://www.ilo.org/africa/technical-cooperation/WCMS\\_571086/lang--en/index.htm](https://www.ilo.org/africa/technical-cooperation/WCMS_571086/lang--en/index.htm)

<sup>8</sup> [https://www.ilo.org/global/topics/employment-intensive-investment/countries/WCMS\\_743475/lang--en/index.htm](https://www.ilo.org/global/topics/employment-intensive-investment/countries/WCMS_743475/lang--en/index.htm)

The ILO's reputation and existing partnerships in the target countries have facilitated the project's entrance and the engagement of stakeholders, especially regarding government representatives, in the three countries.

The ILO's expertise in tripartism, international labor standards, and decent work has enhanced the project's effectiveness and ensured all interventions aligned with international standards.

#### **Addressing Beneficiaries' Needs:**

The project has effectively met the needs of its institutional partners. However, a lack of available data makes it uncertain whether it has been equally successful in addressing the needs of women beneficiaries in both formal and informal sectors.

The stakeholders agreed that involving partners during the project's design and planning phase has ensured a high level of coherence and interconnection between the project outputs and the specific priorities of each partner. Engaging stakeholders during the project's inception phase helped to align the project with beneficiaries' needs and local contexts.

Customizing interventions to address specific challenges and priorities partners identify enhanced the project's effectiveness. For example, The project in Tunisia addressed the Ministry of Agriculture's requirement to create a section on "Gender and Climate Change" in the Ministry's procedural manual for district heads who support rural women. The chapter was validated during a workshop where 23 female district heads participated.

The project stayed relevant by maintaining continuous communication with its partners and stakeholders, which allowed it to adapt its activities to the changing needs of its beneficiaries. This was especially important in Morocco, where the project faced numerous changes in focal points.

#### **Evaluation of Implementation Approach:**

The project took a practical approach to engaging partners and meeting their needs, aligning with various agendas. However, given the available resources and timeline, the project's goals were ambitious, especially with the delays of the first year.

## **8.2 Validity of Project Design**

**The project design was weak, especially regarding the theory of change and the formulation of outcome indicators.**

#### **Addressing Causes of Women's Labour Force Participation and Contribution to Greening the Economy:**

The project aligns with partner needs and goals, as confirmed by stakeholders, including government partners, employer organizations, and trade unions in Egypt, Morocco, and Tunisia. However, it is not evident that the project specifically targets the main causes of women's labor force participation and their role in fostering a green economy. This raises questions about the project's effectiveness in addressing these critical issues among women in both formal and informal sectors.

#### **The realism of Project Expectations:**

The project's approach was realistic, effectively addressed the needs of institutional partners, and

ensured the relevance and coherence of activities. Nonetheless, concerns arise regarding the feasibility of the project's objective and anticipated outcomes.

Insufficient data on the project's impact on women beneficiaries necessitates further examination, acknowledging the constraints of time and resources.

#### **Assessment of Logical Framework:**

The Logical Framework did not clearly explain the internal justification and sequence of outcomes, which caused fragmentation. As a result, partners only focused on their own interventions. It appears that the project mainly aimed to enhance partners' capacities and support them in implementing their activities instead of working towards cohesive and articulated project outcomes.

While stakeholders agreed that the activities were relevant, they raised concerns about understanding the sequence of actions and their contribution to broader significant change. Some stakeholders, including the representatives of the Moroccan Ministry of Agriculture, the representatives of the Tunisian Ministry of Women, the Egyptian partnership unions, and the Moroccan trade unions, were confused about the concrete objective of the project and the criteria used to monitor and evaluate its impact.

#### **Monitoring and Evaluation:**

During the evaluation, it was noted that the project's monitoring and evaluation system was weak. It was designed to record achievements only at the output level, with a vague description at the outcome level.

The project team collaborated on context analysis and project monitoring through meetings, calls, and emails. All team members perceive this communication as open and effective. However, there is no documented evidence of using the analysis for decision-making or how monitoring data assisted in making adaptive management decisions.

Additionally, the project reporting mainly focused on describing its achievements rather than conducting a critical analysis of progress and learning regarding the project results.

#### **Integration of Cross-Cutting Themes:**

The project document was meant to highlight how the project intersected the National Development Frameworks and how it supported the outcomes outlined in the ILO's Decent Work Country Programs (DWCPs) and the Country Program Outcomes (CPOs), the Sustainable Development Goals (SDGs), and the Ministry for Foreign Affairs of Finland's cross-cutting objectives, as well as the MENA Strategy. The project team, ILO specialist, and the external consultant responsible for the inception phase paid particular attention to align the project carefully with the cross-cutting theme and the different partners' agenda. This was reflected in the project document and was evident from stakeholders' feedback. However, the logical framework and formulation of outcome indicators did not help the evaluation to measure the progress of those cutting themes and the effectiveness of their implementation.

#### **The comprehensiveness of the Theory of Change:**

The review of the 'Theory of Change' shows significant gaps in its phrasing. The logic of the intervention was focused on enhancing women's employment in green sectors while advocating

for an environment favourable to a just and gender-inclusive transition to a green economy. However, it is essential to explain the 'Why?' and 'How?' between the outcomes and objectives to avoid confusion in the sequence of changes. The objectives lacked precision, and the underlying assumptions were vague, making it difficult to judge whether the project could address the main causes of women's participation in the workforce and contribution to the ecological transition through job creation and entrepreneurship in Egypt, Tunisia, and Morocco.

### 8.3 Project effectiveness.

Despite the project kick-off difficulties and the design shortcomings, the arrangements put in place and the partner's coordination mechanisms accelerated the implementation. They allowed for progress toward outcomes to be made.

The evaluation showed that Outcome 1 made significant progress, Outcome 2 made some progress, but Outcome 3 made little progress. This happened because many activities planned for Outcome 3 were meant to combine the achievements of Outcomes 1 and 2 in 2024.

**Outcome1: The capacity of government and social partners in Egypt, Tunisia, and Morocco to promote green and inclusive growth and employment creation is strengthened.**

**Identify and engage key partners in each target country to actively promote awareness and advocate for women's integration in the green transition.**

The project is making significant progress under this outcome, particularly regarding the relevant choice of partners, strengthening relationships, and mitigating challenges such as the limited availability of partners and the frequent changes of focal points.

During the inception phase, the project held extensive consultations with partners, identifying the most relevant ones and determining the best entry points tailored to each specific need. The project then maintained ongoing communication to adapt to the changes of their representatives (newly elected officials to the Egyptian trade unions and focal points of Moroccan ministries) and effectively engage them in the new theme of the project.

In Tunisia, the choice of partners, and particularly the engagement of the Ministry of Agriculture, was considered very relevant by the interviewed stakeholders. The ministry stated that the project offered them the first opportunity to address climate change and its impacts on the female agricultural workforce. Further, the Ministry of Social Affairs saw great value and relevance in involving the Ministry of Agriculture, as it facilitated their access to crucial information on female farmers and their working conditions.

Delays were noted in Morocco as the project had recently been introduced to the country, unlike Tunisia and Egypt which already benefited from trust relationships established during the first two phases. Yet, the project overcame challenges related to the frequent changes of ministerial focal points and the subsequent delays associated with the nomination and consultation processes. In Egypt, the project further strengthened its already established relationships of trust. The selection of ministries and social partners is also deemed very relevant, but even more so with the engagement of the National Women's Council and the Farmers' Unions. These choices perfectly align with the partners' mandates and the project's objectives.

## **Enhanced Awareness and internal organizational advocacy**

The project successfully advocated and influenced organizational practices. It introduced the concepts of just green transition, decent employment, and women entrepreneurship to the priorities and agendas of partners. This was done in a gradual and participatory fashion, and with very good judgment, the project identified the best entry points to spark the interest of various stakeholders, including those who did not initially perceive any relevance to or link with their professional activities, such as labor inspectors (Tunisia) and the employers' organizations (Tunisia and Egypt).

All the stakeholders interviewed during the evaluation confirmed that the project transformed their perception of the link between climate change, employment, and female entrepreneurship. They also reported a better understanding of the intersection between these themes and of their role as institutions in making a considerable contribution to a just and gender-inclusive green transition.

This success is particularly remarkable in the case of labor inspectors in Tunisia, who initially did not see the interest nor the link between climate change and their work. However, after the training, not only did their perception change, but the Association of Labor Inspectors also adopted and replicated the ILO training, delivering it to around 300 labor inspectors.

In Morocco, Tunisia, and Egypt, all the interviewed trade union representatives agreed that the project succeeded in integrating the impacts of climate change on female employment into their negotiation agendas with their respective governments. They considered it a substantial part of the social and professional protection of women, especially those who are most affected by climate change, such as farmers.

The project also succeeded in identifying champions within these organizations who appropriated the project and its concepts and tools and who continue to defend it even in the event of a change in decision-makers or focal points. Other elements that contributed to building trust and making the project attractive to the interviewed stakeholders were its social approach and its emphasis on achieving a just transition and delivering all activities and training in compliance with international employment and social protection conventions.

### **Organizational Capacity Building**

The training and studies produced were well received, enhancing the project's advocacy capacity and institutional influence. This success was possible thanks to the quality of training and the adaptability to internal changes within partner institutions.

However, there were still some challenges, particularly regarding follow-up and replicating training, as well as integrating feedback and learnings from different stakeholders.

### **Capacity Building of Trade Unions**

The evaluation found that the organizational capacities of the trade unions were significantly strengthened thanks to the training of trainers and the raising of awareness among unions' directors. Additionally, training plans were developed to disseminate knowledge and build the capacity of other unions.

In all three countries, the interviewed stakeholders believed that the training and studies produced strengthened the advocacy capacity and institutional influence on the government, particularly to integrate climate change matters into negotiations about social protection and to transform the jobs of the affected female workforce through a national policy framework.

### **Capacity Building of Government Partners**

#### ➤ Ministry of Labor, Egypt

The project provided training on "Green and Sustainable Labour Inspection" to 30 officials (20 females and 10 males) of the Ministry of Labour in Egypt. As this subject was new to the ministry, a chapter on green jobs and the just transition was added to the practical guide on gender-sensitive labor inspection.

In total, 122 labor inspectors were trained through five training sessions based on the new version of the guide. The guide was also used as training material during the ministry employees' monthly continuous training sessions.

#### ➤ National Women Council, Egypt:

The National Women's Council in Egypt improved its internal capacity with certified financial education trainers. The project conducted five rounds of Training of Trainers, targeting 88 from NCW and staff from various financial institutions.

Seven Financial Education Certification Workshops resulted in the certification of 46 trainers (17 females and 29 males) by the ILO-related Technical Department in Geneva. These certified trainers conducted 413 Financial Education Trainings in different governorates of Egypt, training over 45,000 women as a part of the National Project for the Development of the Egyptian Family. The same nine Get Ahead Trainers (1 Male and 8 Females) were certified by the ILO Technical Department (ILO's Women's Entrepreneurship Development Programme).

#### ➤ Ministry of Social Affairs and Ministry of Agriculture, Tunisia:

In addition to the training of labor inspectors (21 officials from the Ministry of Social Affairs) and the replication of training by the inspector association, the project collaborated with the Tunisian Ministry of Agriculture to organize a training workshop on Gender and Climate Change, which targeted 28 female district managers.

Further, a section with the same theme (Gender and Climate Change) was added to the ministry's procedures manual for district managers supporting rural women. This section was approved during a validation workshop that involved 23 female district managers supporting rural women.

#### ➤ Ministry of Inclusive Economy, Small Businesses, Employment and Skills in Morocco:

In Morocco, 24 officials from the ministry received training on green and sustainable labor inspection. However, the evaluation found no plans to replicate the training, mainly due to changes in ministerial focal points.

### **Capacity Building of Employers Organizations:**

The increase in the capacities of employer organizations is less visible than that of trade unions and governmental partners. In Egypt, the project developed publications on Corporate Social Responsibility (CSR), such as Guidance Notes on Gender Responsive CSR and Brochure on Gender Responsive CSR Initiatives in Egypt: Shifting Concepts to Good Practices.

They aimed to show private sector companies how to implement gender-sensitive and sustainable CSR initiatives.

It would be interesting to follow up on how they will be disseminated next year and how many business leaders will interact with them. It is also recommended that feedback from the three employer organizations be documented and shared to harness learning.

### **Improved Collaboration and Coordination Platforms**

The evaluation noted a clear improvement in the collaboration and coordination between the different stakeholders in Tunisia and Egypt. Given that the theme was relatively new, all the stakeholders were initially more or less at the same level of knowledge and commitment. This made it possible to bring them all up to speed and ensure they had the same shared understanding of concepts and terminology. It also facilitated the integration of the social aspect of the issue to align the visions of the different partners.

In Tunisia, the project improved interministerial coordination between the Ministry of Social Affairs and Agriculture. The project shared relevant information and developed policies that aim to protect the rights of women farmers and strengthen their autonomy.

In Egypt, the project strengthened the collaboration between the Women's Council and the Small Farmers Unions, which improved the integration of women who benefitted from financial inclusion programs, thus promoting the launch of small agricultural projects.

### **Outcome 2 – Capacity of women entrepreneurs in informal and formal settings to develop green income-generating activities, is improved.**

Progress towards Outcome Two has been clear, especially through the component of direct capacity building for women working in the informal sector. This was achieved thanks to financial education training and the use of specific women's entrepreneurship tools, such as 'Get Ahead'.

However, there is unclear evidence as to whether these training beneficiaries have sufficient funding and support to create income-generating activities. The monitoring data were not robust enough to accurately assess the economic integration process following financial inclusion.

The capacity-building component for women-led SMEs is still in its early stages, so it is premature to judge how the activities will support their potential to export and reduce their environmental footprint.

### **Empowering women in the informal sector to develop green income-generating activities:**

Progress was particularly evident in Egypt, where two strong indicators of the project's effectiveness were its success in institutionalizing financial education and women's

entrepreneurship tools at the level of the National Women's Council and gaining government support and funding.

Between December 2021 and October 2023, the National Women Council independently (and sometimes with technical support from the project) rolled out trainings on financial education that focussed on vulnerable women. A total of 1,139 training sessions were organized, reaching 44,105 final beneficiaries.

According to the National Women's Council, many women have become more proactive in resolving their financial problems and accessing credit to create their own projects after receiving financial training. This clearly demonstrates the positive impact of the training on their financial integration. However, it is challenging to determine the exact number of women who have carried out projects due to the training, as the data is unavailable to illustrate the impact of the training on the women's capacity to develop green income-generating activities.

The project in Tunisia made a strategic decision to institutionalize training and target rural women through the Ministry of Agriculture. A 'Gender and Climate Change' chapter was added to the ministerial procedures manual to better support rural women through district managers. In this regard, the project collaborated with the Central Bank and the Ministry of Agriculture to conduct one round of financial education training, targeting 25 women farmers.

In Morocco, the project chose to collaborate with the ILO project 'Wafira,' which aims to improve the financial autonomy of participating women. The project delivered 15 Get Ahead training sessions, which reached 216 women based in rural areas, working mainly in the agricultural sector.

#### **Empowering women-run formal SMEs with a focus on the use of new Technologies:**

A financial and technical collaboration is underway between the ILO and the European Bank for Reconstruction and Development (EBRD) to develop a joint program to strengthen women-run businesses in the three countries. The program will be developed and approved in early 2024. It would be interesting to follow up on its evolution in each country and understand what change it would bring.

#### **8.4 Efficiency of resource use:**

Despite a few challenges during the inception phase, the project has been somewhat efficient. These challenges included delays in obtaining clearance from the Egyptian government and delivering the inception report and implementation during the first year. Many factors partook in forming an approach keen on operational efficiency, including the proactive management of resources, the corrective measures adopted to mitigate the delay in the inception phase, and optimizing project synergies.

#### **Resource Allocation for Project Outputs and Outcomes:**

The project effectively managed its resources and control costs by utilizing technical specialists and leveraging synergies between the ILO project and other initiatives. However, during the inception phase, alternative strategies could have been employed to ensure more efficiency and time savings.

**Leveraging Resources for Sustainable Transitions and Gender Equality:**

Efforts have been made to promote sustainable transitions and gender equality, but it is too early to assess their contribution to long-term objectives. Further analysis is required to determine the cost-benefit ratio on a country-by-country basis.

**Alignment of Activities with Project Schedule:**

The project team has been able to adhere to the schedule for the most part, but there have been several regular delays caused by the ILO's slow internal process and external factors out of ILO control, such as changes in focal points in Morocco, security clearance delays in Egypt, and partner availability. The logical framework and the implementation plan lack specificity in terms of timelines and detailed work plans. There is room for improvement by creating a detailed schedule for each country with tentative dates and systematic reporting.

**Budgetary Management:**

Generally, disbursements and expenditures have followed the planned budget with a spending rate of 99% in the second year.

**Support from ILO and Technical Specialists:**

The project has received adequate administrative, technical, and policy support from ILO. This support has been instrumental in overcoming challenges and advancing project objectives. Continued collaboration with these stakeholders can further enhance the project's effectiveness. The evaluation noted effective collaboration and shared responsibilities between the project team and the technical experts to optimize using the ILO's expertise and tools.

**Leveraging Partnerships for Project Relevance:**

Collaborations with the Tunisian Ministry of Women, UNDP, and The National Women's Council in Egypt have been effective and have positively impacted the project's success. Implementing a systematic collaboration through the existing steering committee strategy can strengthen existing partnerships. Furthermore, exploring new collaborations with financial institutions can help expand the project's reach.

The evaluation of resource governance has identified several good practices, including the consolidation of results from phase2, trust in the International Labor Organization (ILO) and its approach to decent work, synergies between ILO projects, effective partnerships, the institutionalization of capacity-building activities, cost management, and adaptation to changing needs through hybrid models.

## 8.5 Impact and sustainability:

While it is too early to measure Phase 3's direct impact, the project has effectively built upon the accomplishments of Phase 2, exhibiting notable impacts across policy, institutional, and individual dimensions.

The evaluation highlights the importance of consistently assessing the project's impact over the next year and monitoring the effect of changes on cumulative advocacy efforts.

**At the policy level:**

During the evaluation, all government stakeholders interviewed acknowledged the instrumental role played by the project in Tunisia. The project collaborated with the United Nations

Development Program (UNDP) and the Ministry of Women of Tunisia, significantly establishing the country's inaugural National Strategy on Gender Equality and Climate Change in 2022.

Additionally, the project actively supported the Tunisian government in formulating and implementing a landmark 'Labor Contract,' the first of its kind, regulating the relationship between domestic workers and their employers. This achievement is particularly meaningful for numerous women operating in the informal sector, predominantly engaged in agricultural activities.

According to a representative of the Ministry of Environment, the project effectively advocated for a 'just transition approach.' It emphasized considerations of 'decent work' and 'gender inclusiveness' in discussions surrounding the green transition.

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*“The ILO's approach makes all the difference among other projects working on the issue of climate change. This approach integrates the social dimension and decent work at the heart of policy debates.” The Tunisian Ministry of Environment representative*

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The Tunisian Ministry of Social Affairs representative highlighted the project's introduction of relevant concepts, approaches, and terminologies, fostering political and social dialogue on women's participation in the green transition. The representative believes the increased familiarity with these terms and concepts will lead to more targeted discussions and incorporation into government policies and regulations.

In Egypt, the project perfectly aligned with the government's vision and priorities, which provide tools and training for women's financial and economic integration. The project's Phase 2 success, along with the positive reception of tools like financial education and Get Ahead, has led the Egyptian Women's Council to incorporate these tools into governmental projects, including a presidential initiative for women's financial integration.

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*“ILO equipped us with tools and expertise, enabling us to significantly advance the project. Presently, the Egyptian Council of Women utilizes ILO tools to disseminate training on financial education and empower agricultural women. The project has strengthened our capacity to sustain our efforts throughout its duration. Furthermore, because the project aligns with government objectives, we have received additional support from the government to sustain our activities” Egyptian Council of Women representative*

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The project leverages financial and institutional collaboration from various government and financial institutions to support the scaling up initiatives related to women's financial integration, women-led enterprises, and green employment.

Representatives from the National Women's Council affirm that, thanks to BIT's support and the quality of tools and training, the Council has strengthened its strategies and significantly bolstered its influence.

The Egyptian Ministry of Labor representatives also commended the project for initiating discussions on the impact of climate change on fieldworkers, particularly women. As a result of the workshops and training sessions, recommendations and reform proposals have been presented to higher authorities within the ministry.

### **At the institutional level**

Government officials from ministries in Egypt and Tunisia have demonstrated a strong sense of commitment towards the project. They have positioned themselves as advocates to promote and institutionalize these activities within their organizations. According to the Labor Ministry representative in Egypt, she advocates for duplicating the training received by all ministry staff. The representative of the Agricultural Ministry explained that thanks to the project she introduced, the concept of climate change is now integrated into the ministry's objectives and focus.

However, this level of ownership is less visible in Morocco, where the focal point has recently joined the project. The representative of the Ministry of Economic Inclusion, Small Businesses, Employment and Skills of Morocco has expressed a heightened commitment to institutionalizing and sustaining the project's training activities.

With regards to trade unions, the project has notably improved their advocacy capabilities. However, there is no evidence of training duplication or sustainability of activities.

### **At the individual levels:**

The project has tangibly influenced the awareness and the commitment of its targeted beneficiaries. Feedback from all stakeholders indicated significant shifts, both in mindset and perception regarding climate-related issues and their connection to women's decent work, attributed to their participation in the project's workshops and meetings. For example, in Tunisia, labor inspectors initially failed to see the relevance of climate change to their work. However, after receiving training from the ILO, their perception changed. The ILO training was adopted and replicated by the Association of Labor Inspectors and delivered to around 300 labor inspectors. A noteworthy impact was improved financial literacy and increased access to financial resources for women entrepreneurs in the informal sector: Financial education empowers them to make informed decisions, manage resources effectively, and potentially access funding opportunities. However, no evidence suggests whether this change is sustainable and leads to green income-generating activities.

## **8.6 The ILO Cross-Cutting Themes**

### ***Gender And Non-Discrimination Issues and Disability Assessment:***

The "gender equality" component is systematically incorporated into the training proposed by the project. It does not have a formal strategy for gender transformation, but it does support gender equality initiatives within partner structures; the project supports the gender equality departments within the Ministry of Social Affairs in Tunisia and the Ministry of Labor in Egypt. It is worth mentioning that the project is building on the achievements of phase 2 by continuing its partnership with the Tunisian Ministry of Social Affairs to create a dedicated department for gender equality. This initiative is in response to the results of a gender equality study conducted during the project's second phase.

Project managers have made efforts to include people with disabilities in their activities. However, this inclusion has often been superficial and has not addressed the underlying issues. The criterion of disability as a source of discrimination and inequality has not been fully integrated into an intersectional approach. This gap is evident in project design, partner discussions, and the implementation of activities.

Empowering disabled women and their inclusion in the just green transition process requires more in-depth analysis and targeted intervention, necessitating additional expertise and resources, which the project may not necessarily possess.

***Just Transition to Environment:***

One of the project's notable achievements is the successful integration of the "just transition" concept into policy discussions at the institutional and policy levels. For example, in Tunisia, the representative of the Agricultural Ministry explained that the project introduced the theme of climate change in parallel with the need for decent work for women. From her perspective, this was very relevant to include better the social justice component in the dialogue from the beginning.

For example, in Tunisia, the representative of the Agricultural Ministry explained that the project introduced the theme of climate change in parallel with the need for decent work for women. From her perspective, this was very relevant to include better the social justice component in the dialogue from the beginning.

This accomplishment is expected to be crucial in encouraging the widespread adoption of the just transition approach and concept. It is expected to influence the incorporation of this approach into the formulation of inter-organizational strategies and national policies. Additionally, the integration of the concept is likely to impact the dynamics of social dialogues surrounding the green transition in Tunisia, Morocco, and Egypt.

Similarly, the project deliberately promotes the creation of "green jobs" and "decent work." Nevertheless, more vigilant monitoring of the jobs created is needed to assess their contribution to fostering environmental justice.'

***Tripartite Issues:***

The project has made commendable efforts to strengthen tripartite dialogue in Tunisia, Egypt, and Morocco. This has been achieved mainly through the establishment of project steering committees and the promotion of communication and coordination within these committees. However, the committee meetings are not frequent enough (yearly) to consolidate communication and partnership.

Another critical aspect is the standardization of concepts and terminology. This step can potentially align the perspectives on the issues of a just green transition and gender inclusivity in the upcoming social dialogue between social partners and governments.

***Capacity Development:***

Since 2019, the ILO has had a Capacity development strategy at three levels: institutional, organizational, and individual.

Unfortunately, the project design has not explicitly defined the individual and organizational

elements of the "capacity" it aims to enhance. This lack of specificity makes it difficult to evaluate the capacity progress. However, the evaluation identifies capacity-related elements linked to the improved awareness and knowledge of the key stakeholders working within the structures of social partners and the government regarding climate change and its impacts on female employment.

For example, the training aimed at strengthening trade union capabilities on climate change and just transition was highly relevant and effective. It helped to enhance the knowledge of union members about the international framework related to climate change and the roles and responsibilities of trade unions. The training emphasized the need for careful consideration of a fair green transition and the importance of gender inclusivity.

## 8.7 The MFA cross cutting objectives

The project "Decent Work for Women Phase 3" has contributed to advancing the Finland MFA objectives<sup>9</sup>. The project team has effectively integrated cross-cutting objectives from the beginning, with a focus on women's labor force participation and their contribution to greening the economy through job creation and entrepreneurship development in Egypt, Morocco, and Tunisia.

### **Mainstreaming**

The project had a deliberate approach to seamlessly integrating cross-cutting objectives throughout its framework. This included incorporating perspectives on gender, disability, climate, environment, and biodiversity across various outputs. One noteworthy output was a comprehensive training manual designed for trade unions and work inspectors. This progress was significant, especially considering that trade unions are actively involved in developing policy papers.

The project aimed to serve as critical touchpoints to finally evaluate the effective integration of these objectives in their work.

### **Targeted action**

Following training sessions, these objectives were seamlessly integrated into the day-to-day operations of the labor inspectorate in Egypt, Tunisia, and Morocco. As a result, the inspectorate demonstrated commitment to integrating these essential concepts into their work, promoting a thoughtful approach to gender, disability, environmental, and biodiversity considerations during employer inspections. However, delays impacted the execution of specific components, notably Output 2.2 related to enhancing green skills among formal women-led SMEs using new technologies. Outcome 3 focused on enhancing understanding of gender-inclusive green transitions and climate awareness among varied stakeholders.

### **Policy influencing**

The project has made significant progress in influencing policy processes in Tunisia. Notably, it played a key role in supporting the development of Tunisia's pioneering National Strategy on Gender Equality and Climate Change in 2022. The project collaborated effectively with the United Nations Development Programme (UNDP) and the Ministry of Women in Tunisia to integrate key

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<sup>9</sup> Finland's Development Policy and Cooperation has five cross-cutting objectives. They form the basis that links Finnish policy priorities to the overall objectives of reduction of poverty and inequality. The objectives are gender equality, non-discrimination with an emphasis on disability inclusion, climate resilience, low emission development and protection of the environment with an emphasis on safeguarding biodiversity.

elements such as gender equality, disability inclusion, climate resilience, low-emission development, and environmental protection into this strategic framework.

## 9 Conclusion

1. The project is timely, relevant, and significant. The selections of partners and the tripartite approach, the "just transition and gender-inclusiveness" concepts, the ILO tools, and training were very relevant and demonstrated the ILO contributions through its comparative advantages.
2. The project was highly coherent and aligned with the Government's objectives, National Development Frameworks, and beneficiaries' needs, and it supported the outcomes outlined in ILO's DWCPs, CPOs, the SDGs, and the cross-cutting objectives of the Finnish Development Policy and Cooperation, as well as the MENA Strategy.
3. The project had two objectives: to enhance women's labor force participation and, contribute to greening the economy through job creation and to promote women's entrepreneurship. Given the time and resources required for the project, this sounded very ambitious and vague. Moreover, the project had three ambitious outcomes, each potentially able to become a separate project.
4. The project's realistic and operational implementation strategy consolidated the achievement of phase 2, responded to the operational needs of the partners, and navigated the contextual constraints. However, the conceptual project design presented some challenges; the theory of change in the project documents lacked consistency and clarity on the why and how of the change sequence. This resulted in the project responding to the different needs of each partner, creating a sense of fragmentation.
5. The project's monitoring and evaluation framework had deficiencies in formulating objectives, outcomes, and indicators. There was no clear link, with a demonstrable change sequence, between project outputs, outcomes, and goals, making it challenging to evaluate the project's progress toward its set results.
6. In year one, security clearance, inception phase delays, and entry challenges in Morocco negatively impacted the efficiency of the project. In year two, an operational focus aimed at creating synergies and controlling operational costs improved the project's efficiency despite inflation in Egypt.
7. The project team and technical experts collaborated effectively, utilizing ILO's expertise and tools. Strong administrative and technical support from ILO and synergies with other ILO projects positively contributed to the project's efficiency and effectiveness.
8. Despite some delays, all project outputs seemed effectively implemented and were perceived by stakeholders as relevant and responsive to their needs. However, evaluating

the project's effectiveness is premature. Outcome 1 was successful in identifying, generating interest, engaging, and supporting partners by introducing concepts, knowledge, and tools. Outcomes 2 and 3 are in the early stages.

9. The project successfully built on the achievement of phase 2, identified good entries for the project's new direction in the three countries, and established trustworthy relationships with all the partners across different organizational levels. It integrated the concept of a just green transition and encouraged gender equality progressively within the partner organizations.
10. The project effectively improved communication and coordination between social partners and governmental partners in Egypt and Tunisia through the steering committees. However, there is room for improvement by increasing the frequency of meetings and establishing systematic communication regarding the project's progress.
11. The project provided practical trainings, and there is evidence of knowledge transfer initiatives to consolidate organizational capacities among the government actors in Tunisia and Egypt and potentially within trade unions in the three countries.
12. The project successfully created a sense of ownership among governmental partners in Tunisia and Egypt. It engaged them to institutionalize the adoption of its approaches, concepts, and tools in both countries.
13. The project successfully impacted national policies in Tunisia and integrated tools and approaches into government policies in Egypt by consolidating previous achievements in phase 2.
14. The project empowered women entrepreneurs in the informal sector with financial education and entrepreneurial skills. The National Women's Council in Egypt successfully integrated the project tools, leveraging the scale of project influence. Close follow-up and monitoring of capacity-building activities are needed to understand how they contribute to women's participation in the green economy.
15. The project seemed to have achieved more in advocating for a just and gender-inclusive green transition at the institutional level instead of creating direct employment opportunities for women in greening income-generating activities
16. The project made great efforts to promote gender equality through training and supporting gender equality initiatives/departments within partner structures. However, the intersectional approach does not fully integrate persons with disabilities.

## 10 Lessons Learned (LL)

**LL. 1.** There is a significant opportunity to develop a project that combines efforts towards creating a just green transition with a specific emphasis on promoting gender equality and female

employment. However, **it is crucial to clearly outline this integrated approach within a strong logical framework and Theory of change** to prevent any confusion or fragmentation and to showcase better how change took place, and to generate learning from the process.

**LL.2.** The **inception phase** is a critical stage in assessing the partner's needs and finalizing the project documents. However, **the cost-benefit ratio of this phase should be rational to avoid harming efficiency and incurring significant delays.**

## 11 Good Practices (GP)

**BP.1. Proactive Stakeholder Engagement and Building Lasting Trust.** Initiating stakeholder engagement involves conducting extensive consultations and creating interest by responding to their needs. Establishing a collaborative spirit and cultivating a close relationship with partners is key to building lasting trust amidst changes in representation. This implemented approach accelerates buy-in and strengthens the effectiveness of interactions and interventions.

**BP.2. Synergies Between Projects and Cost Management:** Actively seeking synergies between the different ILO projects and the ILO's specialists, optimizing cost-sharing, and continuously controlling operational costs were seen as good practices to improve project efficiency.

## 12 Recommendations

### **Recommendation 1: Refine the theory of change and enhance Conceptual Clarity.**

It is recommended that an M&E advisor collaborates with the ILO project teams and technical specialists to refine the theory of change. The collaboration should aim to unify the project's goals and illustrate change sequences based on realistic and operational feedback to provide a more explicit explanation of how activities lead to outcomes and impacts.

*ILO, constituents, and ME advisor: high Priority, short Timeframe, Low resources.*

### **Recommendation 2: Refine Monitoring and Evaluation Framework:**

Review the M&E framework according to the refined/improved theory of change, ensure a clear and demonstrable link between outputs, results, and objectives to improve the project's management toward results, capture the effect of change regularly, and improve the project's evaluability.

*ILO, constituents, and ME advisor: high Priority, short Timeframe, Low resources.*

### **Recommendation 3: Engage Partners in the result chain and sustainability plan**

It is advisable to discuss the results chain results within the steering committee and how the partners are expected to spread the training, institutionalize the project tools, convert knowledge into organizational capacity, and take specific actions and strategies toward a gender-inclusive, just, green transition. Having a follow-up plan and sustainability plan is crucial.

*ILO, constituents, and partners: high Priority, Medium Timeframe, Low resources.*

### **Recommendation 4: Engage Partners in Collecting Outcomes**

Engaging partners in collecting evidence of progress toward outcomes regularly (monthly) and integrating feedback from final beneficiaries is advisable to enhance result-focused reporting,

especially to capture women's employment indicators.

*ILO, constituents and partners: high Priority, Medium Timeframe, low Resources.*

#### **Recommendation 5: Foster Synergy and Learning between ILO Projects**

It is recommended to continue fostering collaboration between ILO projects by mapping out existing projects and identifying joint activities and cost-sharing opportunities. Additionally, creating regular spaces for project managers and technical specialists to share experiences and incorporate feedback from partners can help leverage learning and produce valuable documentation to be shared as a learning product.

*ILO project managers, technical specialists, Priority: Medium, Timeframe: short, Low resources*

#### **Recommendation 6: Maintain the Collaboration and coordination mechanism**

Continue to enhance collaboration and coordination mechanisms, particularly in Morocco, by increasing steering committee meeting frequency, supporting coordination between trade unions, employers' organizations, and governmental partners, and cross-cutting policy development to ensure a comprehensive approach to green and inclusive growth.

*ILO, constituents and partners, Priority high, short timeframe; Low resources*

#### **Recommendation 7: Conduct a Comprehensive Impact Study on Women Beneficiaries**

It's advisable to support the Egyptian Council for Women in undertaking a comprehensive impact study focusing on women working in the informal sector who have undergone financial and entrepreneurship empowerment training. This study should aim to understand the pathways from financial integration to economic integration, providing insights into the effectiveness of the training in facilitating income generation and greening activities.

*ILO, Egyptian Council for Women Priority high, long timeframe; high resources*

#### **Recommendation: 8 Generate a Deeper Analysis of Obstacles Hindering Women's employment and the challenges they face in greening their activities**

It's advisable to generate a deeper analysis of obstacles hindering women in the formal and informal sectors on generating income from green activities. This analysis will help develop targeted support services and refine interventions, particularly in the informal sector. Lessons learned from Egypt, Morocco, and Tunisia can inform adaptive strategies and enhance the overall effectiveness of future initiatives.

*ILO, constituents and partners, Priority high, long timeframe; Moderate resources*

#### **Recommendation: 9 Extend the project timeline and fund to consolidate progress toward results**

To continue the project's successful advocacy for a fair and gender-diverse green transition at the institutional level, it is recommended to either request a no-cost extension of six months or secure ongoing funding. This extension or continued funding will allow the project to catch up on any delays in Outcome 2 and Outcome 3.

*ILO, Ministry for Foreign Affairs of Finland Budget, Priority high, long timeframe; high resources*

## 13 Annexes

### Annex A. Terms of Reference (ToRs)

#### TERMS OF REFERENCE (TOR):

#### INDEPENDENT MID-TERM EVALUATION OF DECENT WORK FOR WOMEN IN EGYPT, TUNISIA AND MOROCCO PROJECT (PHASE III)

<b>Project Title:</b>	Decent Work for Women in Egypt, Tunisia and Morocco Phase III
Project Code	RAF/21/19/FIN
Administrative Unit	CO-Cairo
Donor	Ministry for Foreign Affairs of Finland
Budget	2,850,000 Euros
Implementation period	01/01/2022 -31/12/2024
ILO Technical Units	Gender /Employment/Workers' and employers' activities
Type of evaluation	Independent Mid-term Evaluation
Date of the evaluation	Beginning August – End October 2023
Evaluation Manager	Pacome Dessero

## 1. Background of the project to be evaluated.

“Peace, prosperity and social justice depend on the achievement of substantive equality between women and men. This is both an issue of fundamental rights and a key driving force for global progress.” However, in a context characterised by political instability and challenges related to lack of social justice, large gender gaps in labour market indicators have been prevailing in the Arab States and North Africa, in particular in Egypt, Tunisia and Morocco.

Women in Egypt, Morocco and Tunisia could become an engine to boost economic growth and strengthen society outcomes, if the right mechanisms on macro, micro and meso levels are in place to foster their integration and acceleration in the economy and the labour market.

At the same time, women are more likely than men to be strongly affected by climate change and environmental degradation due to their socially constructed roles and responsibilities. Women are among the poorest of the region and are recognized as one of the most vulnerable and marginalised in face of environmental degradation and climate change. Different research has identified that worldwide, there are strong gender gaps in access to financial resources and income-generating opportunities, in decision-making positions at local and national levels and in access to education, training and human development.

In order to address the double challenge of climate change and gender inequality in the world of work, and advance the Goals set out in the 2030 Sustainable Development Agenda, the ILO has started a new phase of the Decent Work for Women in Egypt and Tunisia (DWW), which is aligned with Ministry for Foreign Affairs of Finland’s cross-cutting objectives, as well as the MENA Strategy, and will build on and expand the work of the project technically and geographically by adding on an additional partner country in the same region, namely Morocco, in addition to that an integrated framework of transformative measures guided by ILO Conventions and Recommendations in the three countries, will be essential. A number of ILO Conventions have been identified as being key to the promotion of gender equality, including the Equal Remuneration Convention, 1951 (No. 100), the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No.183), as well as the Domestic Workers Convention, 2011 (No.189).

The project is designed in line with a handful of key priorities articulated within national development plans and strategies of respective target countries (i.e Egypt in 2016 launched a national strategy on the green economy that focuses on the areas of agriculture, energy, waste and water, while in Tunisia, the Tunisian National Environment Protection Strategy focuses on strengthening legal and institutional mechanisms for protecting the environment as well as establishing green sectorial policies and programmes by working with both the public and private sector, in Morocco, the Green Generation Plan, the National Rural Development Strategy and the Development Fund for Rural and Mountainous Areas are flagship mechanisms for reducing inequalities in disadvantaged areas through employment creation). Undeniably, the green transition is conditional on countries’ implementation of their commitments to the Paris Agreement on Climate Change. It is against this background that the Project “Decent Work for Women in Egypt, Tunisia Morocco Phase III” is designed to pursue, strengthen, and expand the action developed and build on the results under the Phase I and Phase II and by coordinating with multiple stakeholders and partners working in the region towards the common goals of a just transition into an environmentally sustainable economy with gender as a cross-cutting element.

This Phase seeks to address the barriers to a satisfactory women labour force participation and contribution to greening the economy through a comprehensive approach that works at the macro, meso and micro levels; that tackles at the same time access to job creation, entrepreneurship development, decent work conditions, and social dialogue in Egypt, Morocco

and Tunisia. More specifically, it is expected that, as a result of project interventions, more women-led businesses and women entrepreneurs, both in formal and informal sectors, in the three countries have enhanced the capacity to generate income from their own green enterprises. Moreover, there is a heightened regional collaboration and integration amongst the 3 target countries and stakeholders such as the private sector, when it comes to promoting green economies, enterprises and jobs. Stakeholders and project partners will include ILO's tripartite constituents, CSOs as Trade Unions are considered CSOs in the three countries, women-led businesses, the private sector, financial institutions and other UN agencies. Essentially, to create a link between Outcomes 1, 2, and 3 which are: "Outcome 1: Capacity of government and social partners in Egypt, Tunisia and Morocco to promote green and inclusive growth and employment creation is strengthened, Outcome 2: Capacity of women entrepreneurs in informal and formal settings to develop green income-generating<sup>10</sup>activities is improved, Outcome 3 - Knowledge on gender-inclusive green transition and climate awareness among governments, social partners, academia and the general public is enhanced", it will be important to increase dialogue amongst all key stakeholders.

### **1. The project**

The expected results of this project will be achieved by building on results under the DWW project's phase II, the overall Gender Portfolio, and by coordinating with multiple stakeholders and partners working in the region towards the common goals of a just transition into an environmentally sustainable economy with gender as a cross-cutting element.

More specifically, it is expected that, as a result of project interventions, more women-led businesses and women entrepreneurs, both in formal and informal sectors, in the three countries have enhanced the capacity to generate income from their own green enterprises. Moreover, there is a heightened regional collaboration and integration amongst the 3 target countries and stakeholders such as the private sector, when it comes to promoting green economies, enterprises and jobs.

### **Impact**

The expected impact is to simultaneously enhance women labour force participation and contribution to greening the economy through job creation and entrepreneurship development in Egypt, Morocco, and Tunisia.

**This will be achieved via the three main Outcomes (see below).**

**Outcome 1: Capacity of government and social partners in Egypt, Tunisia and Morocco to promote green and inclusive growth and employment creation is strengthened.**

- Output 1.1. Capacity of government and social partners in Egypt, Tunisia and Morocco in promoting gender-inclusive green economy is enhanced.
- Output 1.2 – Capacity of trade unions including small farmers' unions to implement sustainable and green practices is enhanced.
- Output 1.3 – Gender-inclusive green interventions as aligned by national and international frameworks of action on climate change are developed by the private sector

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<sup>10</sup> Income-generating activities, interchangeably used with the expression "micro enterprises" is a term used to define income generated by "jobs" (activities) happening in the informal sector.

**Outcome 2: Capacity of women entrepreneurs in informal and formal settings to develop green income-generating<sup>11</sup> activities is improved.**

- Output 2.1 – Capacity of women working in selected informal sectors on starting and formalising their income-generating activities is strengthened.
- Output 2.2 – Green skills of formal women-led SMEs, with focus on the use of new technologies are developed.

**Outcome 3 - Knowledge on gender-inclusive green transition and climate awareness among governments, social partners, academia and the general public is enhanced**

- Output 3.1 – Capacity and knowledge networks on gender-inclusive green transitions are built.
- Output 3.2 – Evidence-based knowledge on gender and climate change is generated.

**2. Project Strategy**

The development objective of the DWW project's phase III will be to **'Simultaneously enhance women labour force participation and contribution to greening the economy through job creation and entrepreneurship development in Egypt, Morocco and Tunisia**. To that end, phase III will continue to follow a tripartite approach and develop an integrated model that intends to promote transitions to low-emission, climate-resilient, environmentally and socially sustainable economies, with a specific target of building the capacity of women-led businesses and entrepreneurs in both informal and formal sectors to promote and access green jobs. It will contribute to the promotion of social, economic and environmentally sustainable development in selected target countries. To do so, the proposed project will plan to: 1) Strengthen the capacity of government and social partners in Egypt, Tunisia and Morocco to promote green and inclusive growth and employment creation; 2) Improve the ability of women entrepreneurs in informal and formal settings to develop green income-generating activities is improved; and 3) Enhance Knowledge on a gender-inclusive green transition and climate awareness among governments, social partners, academia and the general public is enhanced

In its general structure, the proposed phase III will build on results from Phase II (detailed above) and continue to follow the approach of its sister projects under the Gender Portfolio, acting on macro, meso and micro levels to tackle barriers to women employment. At the macro level, with its sister SIDA JP and Swiss JP projects, it will continue collaborating with UN Women and ERF to develop gender-responsive national knowledge for green jobs and a just transition, including South–South and triangular cooperation and measurement mechanisms in the three countries. With its sister Dutch-funded project, it will continue building the capacity of the Gender Unit within the Ministry of Manpower of Egypt with a focus on green jobs and explore the opportunity to replicate that in Tunisia and Morocco within respective ministries. At the meso and micro levels, it will also build on the work done with respect to gender-responsive CSR to expand it with attention to green jobs. Equally important, it will leverage the solid group of GET Ahead and Financial Education trainers built during Phase II of the project to expand and support women start and finance green businesses in both formal and informal sectors. The project will continue to ensure representation of WDD in all its activities.

The expected results of this project will be achieved by building on results under the DWW project's phase II, the overall Gender Portfolio, and by coordinating with multiple stakeholders

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<sup>11</sup> Income-generating activities, interchangeably used with the expression "micro enterprises" is a term used to define income generated by "jobs" (activities) happening in the informal sector.

and partners working in the region towards the common goals of a just transition into an environmentally sustainable economy with gender as a cross-cutting element.

More specifically, it is expected that, as a result of project interventions, more women-led businesses and women entrepreneurs, both in formal and informal sectors, in the three countries have enhanced the capacity to generate income from their own green enterprises. Moreover, there is a heightened regional collaboration and integration amongst the 3 target countries and stakeholders such as the private sector, when it comes to promoting green economies, enterprises and jobs.

### **Project Management Arrangement**

The project is managed by a Chief Technical Adviser (CTA), responsible for overall project management based in Cairo, Egypt and reports to the Director of the ILO Cairo Office. The Project Management Team comprises:

- National Project Coordinator in Tunisia.
- National Project Coordinator for Egypt.
- National Project Coordinator in Morocco.
- Senior Project Assistant in Egypt.
- Project Admin and Financial Assistant in Tunisia.
- Project Driver in Egypt.
- Project Driver in Tunisia.

### **Key results achieved by the project by September 2023:**

- **Outcome 1:**
  - **Egypt:**
    - A chapter on green jobs and Just Transition developed and added to the above-mentioned guide. Following the development of this new chapter, and in practical guide on gender-responsive labour inspection.
    - 122 labour inspectors (63 females and 59 males) from 26 governorates were trained on the guide.
  - **Tunisia:**
    - The project supported the first of a kind National Strategy on Gender Equality and Climate Change,
    - 28 females from the district heads trained on gender and climate change.
    - Gender and Climate Chapter developed and added to the Procedures Manual for the district heads supporting rural women.
  - **In the three countries:**
    - In Egypt, 27 participants (11 Females and 16 Males). trained on “strengthening trade union capacities on climate change and just transition”.
    - 23 Trade Unionists (14 Females and 9 Males) in Tunisia and for 28 Trade Unionists (15 Females and 13 Males) in Morocco trained on the same subject.
- **Outcome 2:**
  - **Egypt:**
    - 88 NCW and several financial institutions staff (39 males and 49 females) with the view of rolling-out to beneficiary trainees.
    - The training graduates were requested to roll-out three trainings for beneficiaries and. Consequently, the project concluded 4 rounds of financial education certification workshops in 2022 and 2023 in the government of Cairo, Giza, and Aswan that led to

the certification by the ILO related Technical Department (Social Finance) in Geneva of

- 13 trainers (6 females and 7 male) participated in a certification workshop with ILOITC
- Certification workshop reached out to 55 end-beneficiaries covering 4 governorates in Egypt (Cairo, Giza, Qalyubia, and Aswan).

### **3. Evaluation Background**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project will go through a midterm and final independent evaluations. This midterm evaluation is managed by an ILO certified evaluation manager designated by EVAL who is not affiliated with the Project is appointed to oversee and manage the evaluation process and implemented by an independent evaluator.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This Mid-term evaluation, which is the first evaluation of the two evaluations of the project, will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Guidance Note 3.2:

Adapting evaluation methods to the ILO’s normative and tripartite mandate. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation.

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

### **4. Purpose and objectives of the mid-term independent evaluation**

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress achieved to date against the expected results, through an analysis of relevance, effectiveness, efficiency, effects and orientation to impact of the project. The specific objectives of the evaluation are the following:

1. Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by the target groups.
2. Identify the contributions of the project to, the SDGs, the relevant national policies and strategies, the countries UNDAFs, when applicable DWCP’s 3 countries, Ministry for Foreign Affairs of Finland ’s cross-cutting objectives, as well as the MENA Strategy, the ILO objectives and CPOs and its synergy with other projects and programs in the three countries.
3. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).
4. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
5. Asses the implementation efficiency of the project.

6. Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have led to them, including strategies and implementation modalities chosen, partnership arrangements.
7. Identify unexpected positive and negative results of the project.
8. Assess the extent to which the project outcomes will be sustainable.
9. Review the strategies for outcomes' sustainability and orientation to impact.
10. Analyse the project impact at institutional level as well at the level of the final beneficiaries.
11. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further.
12. Provide strategic/concrete recommendations for the rest of the implementation phase to project stakeholders to promote sustainability and support further development of the project outcomes.

#### **5. Scope of the evaluation**

The mid-term evaluation will cover the period from 1 January 2022 to 30 September 2023 in Egypt, Tunisia and Morocco. The evaluation will cover all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to national policies and programs.

The evaluation will discuss how the project addressed its main issue (i.e. women's labour force participation and contribution to greening the economy through job creation and entrepreneurship) and the ILO and Ministry for Foreign Affairs cross-cutting themes including gender equality, non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

#### **6. Evaluation criteria and keys questions.**

##### **a) Criteria**

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2017: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/--eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf))

The evaluation will address the following ILO evaluation concerns.

- Relevance, coherence and strategic fit of the project.
- Validity of the project design.
- Project effectiveness.
- Efficiency of resource use.
- Sustainability of project outcomes.
- Impact orientation.
- Gender equality and non-discrimination
- Environment and Climate Change

Moreover, the evaluation should address the ILO and Ministry for Foreign Affairs' cross-cutting themes including non-discrimination (e.g people living with disabilities, people living with HIV, women working in state of informality and other vulnerable groups), social dialogue and tripartism, international labour standards, Climate resilience, low emission development and just transition to environmental sustainability throughout, as relevant, in the evaluation questions.

## **b) Key Evaluation Questions**

The evaluator shall examine the following key issues:

### **Relevance, coherence and strategic fit**

- Is the project aligned with the Governments objectives, National Development Frameworks, beneficiaries' needs, and does it support the outcomes outlined in ILO's DWCPs, CPOs, the SDGs and the Ministry for Foreign Affairs of Finland 's cross-cutting objectives, as well as the MENA Strategy?
- How does the project complement and fit with other on-going ILO programmes and projects in the countries?
- What links have been established so far with other activities of the UN or other cooperating partners (especially with the EBRD) operating in the Country in the areas of employment, market development and women's empowerment? and what could be improved?
- Has the project so far been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.)?
- How has the project addressed so far the needs of the ultimate beneficiaries? Has there been changes in these needs since the beginning of the project, and what can be improved?
- Is the implementation approach valid and realistic, what could be improved?
- Has the project so far created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to implement the project, and what could be improved?

### **Validity of intervention design**

- Has the project addressed so far the major causes of women's labour force participation and contribution to greening the economy through job creation and entrepreneurship in Egypt, Tunisia and Morocco, and respond to it?
- Is the project realistic (in terms of expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
- Is the Logical Framework, which was prepared during the inception phase, and its indicators and targets, realistic, comprehensive and detailed enough to provide an adequate basis for results-based management of the project throughout its implementation?
- To what extent has the project integrated ILO and Ministry for Foreign Affairs cross cutting themes in the design and what could be improved?
- Is the project Theory of change comprehensive, integrate external factors and is based on systemic analysis?

### **Effectiveness**

- To what extent has the project achieved so far the overall project objectives/outcomes, and what could be improved?

- Has the management and governance structure put in place worked so far strategically with all key stakeholders and partners in Egypt, Tunisia and Morocco, ILO and the donor to achieve project goals and objectives? and what could be improved?
- Has the knowledge sharing, and communication strategy been effective so far in raising the profile of the project within the country and among the cooperating partners and what could be improved?
- Is the monitoring and evaluation system results-based and facilitate a project adaptive management?
- Assess how contextual and institutional risks and positive external to the project factors have been managed so far by the project management, and what could be improved?
- To what extent have the recommendations of Phase II evaluation been addressed so far, and what could be improved?

#### **Efficiency of resource use**

- Have resources (financial, human, technical support, etc.) been strategically so far allocated to achieve the project outputs and specially outcomes? And what could be improved towards the achievement of project outcomes and impact?
- To what extent has the project leveraged resources so far to promote transitions to low-emission, climate resilient, environmentally and socially sustainable economies and promote gender equality, non-discrimination and inclusion of people with disability as well, and what could be improved?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?
- To what extent have been the disbursements and project expenditures in line with expected budgetary plans? Has the rate of spending been acceptable? and what could be improved
- Has the project received adequate administrative, technical and - if needed – policy and technical support from the ILO office and specialists in the field (DWT Cairo, Regional office, the responsible technical units (GED) in HQ, and ILO ITC?
- To what extent has the project leveraged so far partnerships (with constituents, national institutions, and other UN/development agencies), that has enhanced the project's relevance and contribution to other relevant national plans and strategies and what could be improved?

#### **Impact orientation and sustainability**

- What level of influence has the project had so far on the development of women's labour force participation and contribution to greening the economy through job creation and entrepreneurship and other areas on policies and practices at national and sub national levels, and what could be improved?
- Which project-supported tools have been institutionalized so far, or have the potential to, by partners and/or replicated by external organizations?
- How the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts, and what could be improved?
- To what extent the results of the intervention are likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (Explicitly or implicitly)
- Has the project developed an exit strategy and started implementing it?

## Cross-cutting themes

- Within the project's thematic area, what were the facilitating and limiting factors in project's contribution/potential contribution to gender equality and non-discrimination (e.g., people living with disabilities)?
- Has the project considered tripartism, social dialogue, international labour standards and a fair transition to environmental sustainability in its design and implementation?

## 7. Evaluation methodology

The independent mid-term evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation, and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings, engaging with key stakeholders of the project, as much as feasible, at all levels during the design, data collection and reporting stages.

The evaluation will be carried out as follows:

Desk review, including the following information sources:

- Project documents (log frame, budget, implementation plan, etc.)
- Progress reports and outputs
- Research and studies conducted by the Project.
- Project finance documents and records
- Mission reports
- All other relevant document from the project

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor. At the end of this process, the consultant will develop the inception report that will include methodology and data collection tools.

Field data collection.

The evaluation will be in a hybrid format, it will be conducted mainly through email/online questionnaires and virtual interviews (phone and/or interview) and face-to-face when applicable, to be conducted in Arabic (Egypt) or Arabic/French (Tunisia and Morocco) and in English (Helsinki, Finland), the interviews with the project staff and stakeholders. However, the report will be developed in English. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager. The project will support closely logistically the organization of these interviews.

This list will include:

- National Council for Women, Social Partners (Egypt)
- Ministry of women, and Ministry of social affairs, and social partners (Tunisia)

- Ministry of Economic Inclusion, Small Enterprise, Employment and Skills; Ministry of Solidarity, Social Integration and Family; General Confederation of Moroccan Enterprises (CGEM); Moroccan Labor Union (UMT); General Union of Workers of Morocco (UGTM); and the Democratic Confederation of Labor (CDT) (Morocco)
- Other relevant stakeholders
- Representatives of the donor (Finland) in Helsinki, in Egypt, Morocco and Tunisia (i.e. programme officer and advisors'. Etc.)
- Project team, ILO CO-Cairo, DWT/CO-Cairo and Morocco and Tunisia
- Project consultants
- ILO technical units at HQ

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the development partners, and donor.

A virtual stakeholders' workshop will be organized on the field, at the end of the data collection period, to validate findings and complete data gaps with key stakeholders, ILO staff and partners.

At the end of the data collection process the evaluator will develop the draft report (see below deliverables for details). The draft will be subject of a methodological review by the evaluation manager and upon the necessary adjustments will be circulated among the key stakeholders. Then, the evaluation manager will consolidate the comments and will be provided to the evaluator for develop the final version addressing the comments or explain the reason for not address any, if that would be the case.

## **8. Main deliverable**

- a) An inception report (not more than 20 pages excluding the annexes) - upon the review of available documents and an initial discussion with the project management and the donor (EVAL Guidelines –Checklist 3) will be developed. The inception report will:
  - Describe the conceptual framework that will be used to undertake the evaluation.
  - Elaborate the methodology proposed in the TOR with changes as required.
  - Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and purposive sampling.
  - Selection criteria for individuals for interviews (as much as possible should include men and women).
  - Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones.
  - Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
  - Set out the agenda for the stakeholder's workshop.
  - Set out outline for the mid-term evaluation report.
  - Interview guides and other data collection tools

The Inception report should be approved by the Evaluation manger before proceeding with the field work.

- b) Preliminary Findings to be shared with the key stakeholders (i.e., the Advisory Committee and the donor) at the end of the data collection phase in a virtual workshop connected in the three countries. The ILO will organize virtual meeting to discuss the preliminary findings of

the evaluation after data collection is completed. The evaluator will set the agenda for the meeting. The presentation should provide a brief review of key results for each evaluation criteria. The workshop will be technically organized by the evaluation team with the logistic support of the project.

- c) First draft of Evaluation Report in English, following EVAL Checklists 5 and 6 (see Annex). The report should be no longer than 30 pages excluding annexes. The Evaluation Manger holds the responsibility of approving this draft. The draft review report will be shared with all relevant stakeholders and a request for comments will be asked within two weeks.
- a. Cover page with key project and evaluation data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
  - b. Table of contents
  - c. Acronyms
  - d. Executive Summary
  - e. Context and description of the project including reported results.
  - f. Purpose, scope and clients of the evaluation
  - g. Methodology and limitations
  - h. Findings (this section's content should be organized around evaluation criterion, questions should not be answered individually but integrated under each criterion, it should include a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
  - i. Conclusions
  - j. Recommendations (i.e., for the different key stakeholders), indicating per each one priority, timeframe and level of resources required.
  - k. Lessons learned and good practices.
  - l. Annexes:
    - TOR
    - Inception Report
    - Evaluation questions
    - List of people interviewed
    - Schedule of work (electronic data collection and virtual interviews)
    - Documents examined
    - Lessons learned and good practices (under EVAL formats)
    - Others
- d) Final version of the evaluation report incorporating comments received from ILO, the donor and other key stakeholders. Any identified lessons learnt, and good practices will also need to have standard annex templates (one lesson learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.  
The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager/Regional evaluation officer)
- e) Executive summary in ILO EVAL template

## **9. Management arrangement and work plan**

**Evaluation Manager:** the evaluation will be managed by Pacome Dessero, Monitoring and Evaluation, Knowledge Management Officer, who has no prior involvement in the project.

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders.
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL.
- Brief the evaluator on ILO evaluation policies and procedures.
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop.
- Circulate the first draft of the evaluation report for comments by key stakeholders.
- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why any has not been addressed) and meets ILO and Ministry for Foreign Affairs requirements.

**The tasks of the Project:**

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The projects will ensure that all relevant documentations are up to date and easily accessible (in electronic form in a space such as Google Drive) by the evaluator from the first day of the contract (desk review phase).

**10. Evaluation Timetable and Schedule**

The MTE will be conducted between September and November 2023

List of Tasks	Responsible	Number of evaluator working days	Timeline (Tentative dates to be adjusted)
Initial skype call with project team, to discuss the evaluation timelines, responsibilities and budget	Evaluation Manager		July
Preparation of draft ToR	Evaluation Manager		July - August
Circulation of draft TORs among key stakeholders and finalization	Evaluation Manager		August
Call for EoI for evaluators	Evaluation Manager		August
Selection of the consultant and contract signing	Evaluation manager		September
Recruit evaluation consultant	Evaluation Manager,		September

	Evaluation Focal Point, Project Manager		
Briefing with the evaluation manger, desk review of project documents, and development and submission of the Inception report	Evaluator	6	27 November to 2 December
Feedback and approval of the inception report	Evaluation manager		4 to 5 December
Data collection and stakeholder and stakeholders' workshop	Evaluator	10	6 – 19 December
Analysis of data collected and preparation of the draft report	Evaluator	5	20 – 25 December
Review of the Zero Draft evaluation report	Evaluation manager		26 - 27 December
Circulate draft report among key stakeholders including the donor	Evaluation manager		28 December 23 to 11 January 2024
Consolidate feedback for sharing with the evaluator	Evaluation manager		12 January 2023
Finalize the report and submit to the evaluation manager	Evaluator	2	13 – 15 January 2023
Review for approval by the evaluation manager and EVAL	Evaluation manager and EVAL		16 – 19 January 2023
Total days		23	

#### 11. The budget of the evaluation includes:

The budget allocated to this evaluation is entirely covered by the project and its execution is under the control of the evaluation manager for the recruitment of consultants, field missions, organizing workshops and consultation meetings with stakeholders. This includes:

- Consultancy fees for the consultant for 23 days.

- DSA costs and international travel costs as per ILO travel policy,

To this are added the costs dedicated to the logistics for the field missions and organization of the stakeholder's workshop.

### **Independent Evaluator Qualifications**

- University Degree in monitoring and evaluation, social sciences, Development studies, Economics or related graduate qualifications.
- A minimum of 7 years of experience in project /program evaluation.
- Evaluation expertise in market analysis field and previous proven skills and experience in undertaking evaluations of similar projects, preferably in North African.
- Experience in using the Theory of change approach on evaluation.
- Strong background in local economic and enterprise development as well as Human Rights Based Approach programming and Results Based Management.
- In-depth knowledge of the local context, national policies in terms of development and existing national and international support programs,
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies.
- Knowledge of the ILO's roles and mandate and its tripartite structure, UN evaluation norms and its programming and Ministry for Foreign Affairs of Finland 's cross-cutting objectives, as well as the MENA Strategy is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing and oral skills in English, and oral Arabic and/or French.
- Oral and reading skills in French will be an asset

### **ANNEXES**

- The MFA's guidance note on HRBA

[https://um.fi/documents/35732/48132/human\\_rights\\_based\\_approach\\_in\\_finlands\\_development\\_cooperation\\_guidance](https://um.fi/documents/35732/48132/human_rights_based_approach_in_finlands_development_cooperation_guidance)

- The MENA Strategy . [https://um.fi/documents/35732/0/P-Afrikka\\_Lahi-ita\\_Country\\_Programme\\_alt.pdf/af96df19-f827-e718-82cc-db2d343ab393?t=1626260302903](https://um.fi/documents/35732/0/P-Afrikka_Lahi-ita_Country_Programme_alt.pdf/af96df19-f827-e718-82cc-db2d343ab393?t=1626260302903).
- ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. [http://www.ilo.ch/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)
- Code of conduct form (To be signed by the evaluators)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)

- Checklist No. 3: Writing the inception report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)

- Checklist 5: preparing the evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)

- Checklist 6: rating the quality of evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)

- Template for lessons learnt and Emerging Good Practices

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206158/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm)

- Guidance note 7: Stakeholders participation in the ILO evaluation

[https://www.ilo.org/global/docs/WCMS\\_165982/lang--en/index.htm](https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm)

- Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

- Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746717.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf)

- Template for evaluation title page

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm)

- Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

- UNEG Ethical Guidelines for Evaluation.

<http://www.unevaluation.org/document/download/548>

## Annex B Evaluation Matrix

Evaluation Criteria	Key evaluation Question(s)	Sub-questions	Indicators	Data Collection Methods	Data sources (From whom data will be collected)
<b>Relevance and strategic fit</b>	<b>Is the project's design adequate to address the problems at hand?</b>  <b>Were the project objectives and design relevant given the political, economic, and financial context?</b>	1. How has the project addressed the ultimate	<ul style="list-style-type: none"> <li>Evidence of national studies and surveys at the project design and planning stage.</li> <li>Stakeholders' perception of the relevance of the project objectives and implementation strategies to address the ultimate beneficiaries' needs.</li> <li>Evidence of adaptability to changing needs.</li> </ul>	Document review  Secondary data analysis  KIIs	Project documents  ILO  Key partners
		2. Has there been changes in these needs since the beginning of the project, and what can be improved?		Document review	Donor  Consultant  Baseline reports
		3. Is the implementation approach valid and realistic? What could be improved?	<ul style="list-style-type: none"> <li>Stakeholders' perception of the validity of project strategy and feasibility of action plan.</li> </ul>	KIIs          KIIs	ILO  key stakeholders  Donors  Consultant   Project documents  ILO

					key stakeholders
					Donors
					Consultant
		4. Has the project so far created good relationships and cooperation with relevant national, regional, and local level government authorities and other relevant stakeholders to implement the project, and what could be improved?	<ul style="list-style-type: none"> <li>Stakeholders' perception of the level of cooperation created by the project as the regional, national and local level.</li> <li>Nature and depth of the cooperation initiatives created as a result of the project at the regional, national and local level</li> </ul>	<p>KIIs</p> <p>Secondary data analysis</p>	
<b>Coherence</b>	<b>The extent to which the project enjoys systematic or logical connection/ consistency and integration of diverse elements and associated relationships.</b>	<p>1. Is the project aligned with the Government's objectives, National Development Frameworks, and beneficiaries' needs, and does it support the outcomes outlined in ILO's DWCPs, CPOs, the SDGs, and the Ministry for Foreign Affairs of Finland 's cross-cutting objectives, as well as the MENA Strategy?</p> <p>2. What links have been established so far with other activities of the UN or other cooperating partners (especially with the EBRD) operating in the Country in the areas of employment, market</p>	<ul style="list-style-type: none"> <li>Alignment with national priorities and ILO's country strategy, SDGs, and national plans.</li> <li>Evidence of links that have been established so far with other activities of the UN or other cooperating partners (especially with the EBRD) operating in the Country in the areas of employment, market</li> </ul>	<p>Document review</p> <p>Policies review</p> <p>KIIs</p> <p>Secondary data analysis</p>	<p>ILO</p> <p>key stakeholders</p> <p>Donors</p> <p>Consultant Project documents</p>

		development and women's empowerment? and what could be improved?	development and women's empowerment	Document review Policies review KIIs	
		3. How does the project complement and fit with other ongoing ILO programs and projects in the countries	<ul style="list-style-type: none"> <li>Nature and depth of synergies with other ILO and other UN initiatives and projects in the countries</li> </ul>	KIIs	Project documents + Policies analysis ILO key stakeholders Donors Consultant
		4. Has the project so far been able to leverage the ILO contributions through its comparative advantages (including tripartism, international labor standards, ILO Decent Work Team, etc.)	<ul style="list-style-type: none"> <li>Tripartite stakeholders' level involvement during the design and planning stage.</li> <li>Stakeholders' perception of the project's ability to leverage ILO contributions, including tripartism, international labour standards, ILO Decent Work Team, etc.</li> </ul>	KIIs  Validation workshop	ILO key stakeholders Donors Consultant

<b>Validity of project design</b>	<b>The extent to which the project has specific linkage and synergies with other ILO &amp; non-ILO projects</b> linked to the <i>validity of design</i> aspects.	1. Has the project addressed so far the major causes of women's labour force participation and contribution to greening the economy through job creation and entrepreneurship in Egypt, Tunisia and Morocco, and respond to it?	<ul style="list-style-type: none"> <li>Stakeholders' perception of the validity of project strategy to address the major causes of women's labour force participation and contribution to greening the economy through job creation and entrepreneurship in Egypt, Tunisia and Morocco</li> </ul>	KIIs  Document review  Policies review	Project documents +  Policies analysis  ILO  key stakeholders  Donors  Consultant
		2. Is the project realistic (in terms of expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?	<ul style="list-style-type: none"> <li>Stakeholders' perceptions of the project plan's feasibilities given the time, resources available, and context.</li> <li>Evidence in the project document of the relevance of risk analysis mitigation strategies</li> <li>Stakeholders' perceptions of the comprehensiveness of the</li> </ul>		

		<p>3. Is the Logical Framework, which was prepared during the inception phase, and its indicators and targets, realistic, comprehensive and detailed enough to provide an adequate basis for results-based management of the project throughout its implementation?</p>	<p>project document and its quality in providing an adequate basis for results-based management throughout its implementation</p> <ul style="list-style-type: none"> <li>Evidence where some corrective actions have been taken because of some M&amp;E activities.</li> <li>Coherence and logic between project activities, outputs, and outcomes</li> </ul>	<p>Document review</p> <p>Policies review</p> <p>KIIs</p> <p>Policies review</p> <p>KIIs</p>	<p>Project documents +</p> <p>Policies analysis</p> <p>ILO</p> <p>key stakeholders</p> <p>Donors</p> <p>Consultant</p> <p>Document review</p> <p>ILO</p> <p>key stakeholders</p> <p>Donors</p> <p>Consultant</p>
		<p>4. To what extent has the project integrated ILO and Ministry for Foreign Affairs cross cutting themes in the design and what could be improved?</p>	<ul style="list-style-type: none"> <li>Evidence in the project design for integrating the cross-cutting themes in the project approach and respective strategies and interventions.</li> <li>Stakeholders' perceptions of the effectiveness of integrating cross-cutting themes in the project implementation</li> </ul>	<p>Document review</p> <p>Policies review</p> <p>KIIs</p>	<p>Document review: Annual, quarterly, and monthly progress reports, M&amp;E reports</p> <p>ILO</p> <p>Donors</p>

		5. Is the project Theory of change comprehensive, integrate external factors and is based on systemic analysis?	<ul style="list-style-type: none"> <li>Evidence of the project's Theory of Change is consistent with the data findings obtained from baseline, studies, and assessment reports.</li> <li>Evidence of adaptability to changing needs and external factors based on systematic analysis.</li> </ul>	Document review  KIIs	Document review:  Annual, quarterly, and monthly progress reports, M&E reports  ILO  key stakeholders  Donor
<b>Project Effectiveness of the expected results</b>	<p><b>What is the progress towards results to which the project has contributed to attaining the project objectives-including the contributing factors?</b></p> <p><b>How efficiently have resources been allocated to provide the necessary support and achieve the broader project objectives?</b></p>	1. To what extent has the project achieved so far the overall project objectives/outcomes, and what could be improved?	<ul style="list-style-type: none"> <li>Evidence shows project contribution in making changes on the three programmatic pillars of the project among different actors in the three countries.</li> <li>Stakeholders' perceptions of the effectiveness of the project in achieving intended and unintended outcomes, along with recommendations for improvement</li> </ul>	Document review:  KIIs  Validation workshop  Contribution analysis	Annual, progress reports, M&E reports  ILO  key stakeholders  Trainer and consultants.
		2. Has the management and governance structure put in place worked so far strategically with all key stakeholders and partners	<ul style="list-style-type: none"> <li>Stakeholders' perceptions on how much the management and governance structure put in</li> </ul>	KIIs	ILO  key stakeholders

		in Egypt, Tunisia and Morocco, ILO and the donor to achieve project goals and objectives? and what could be improved?	place increased or hindered the achievement of results.		Donor
<p><b>What is the progress towards results to which the project has contributed to attaining the project objectives-including the contributing factors?</b></p> <p><b>How efficiently have resources been allocated to provide the necessary support and achieve the broader project objectives?</b></p> <p><b>How efficiently have resources been allocated to provide the necessary support and achieve the broader project objectives?</b></p>	3.	Has the knowledge sharing, and communication strategy been effective so far in raising the profile of the project within the country and among the cooperating partners and what could be improved?	<ul style="list-style-type: none"> <li>Stakeholders' perceptions on how much the knowledge sharing, and communication strategy been effective so far in raising the profile of the project within the country and among the cooperating partners</li> <li>Evidence of documented M&amp;E findings, adapted decisions, lessons learnt and good practices.</li> <li>Evidence of developing innovative mitigation strategies to deal with the context changes implications in the three countries</li> <li>Evidence of the documented application of Phase II recommendations.</li> </ul>	KIIs Validation workshop Document review  Document review KIIs Document review KIIs	ILO key stakeholders  Annual, quarterly, and monthly progress reports Lessons learnt and good practices documented M&E reports, forms, sheets, and templates ILO Regular annual progress reports
	4.	Is the monitoring and evaluation system results-based and facilitate a project adaptive management?			
	5.	How contextual and institutional risks, as well as positive external factors to the project, have been managed by the project management so far, and what could be improved?			
	6.	To what extent have the recommendations of Phase II evaluation been addressed so far, and what could be improved			

				Document review KIIs	Regular annual progress reports ILO
The efficiency of resource use	How efficiently have resources been allocated to provide the necessary support and achieve the broader project objectives?	1. Have resources (financial, human, technical support, etc.) been strategically so far allocated to achieve the project outputs and specially outcomes? And what could be improved towards the achievement of project outcomes and impact?	<ul style="list-style-type: none"> <li>Stakeholders' perceptions on resource management toward efficiency toward achieving project outcomes.</li> <li>Stakeholders' perceptions on how much the project leverage resources to promote transitions to low-emission, climate resilient, environmentally and socially sustainable economies and promote gender equality, non-discrimination and inclusion of people with disability</li> </ul>	KIIs Document review	ILO Donors Regular annual Progress report + Budget key stakeholders
		2. To what extent has the project leveraged resources so far to promote transitions to low-emission, climate resilient, environmentally and socially sustainable economies and promote gender equality, non-discrimination and inclusion of people with disability as well, and what could be improved?			

		<p>3. Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?</p>	<ul style="list-style-type: none"> <li>Evidence of timely delivery of project activities and reasons behind delays, if any</li> </ul>	<p>KIIs</p> <p>Document review</p>	<p>Budget</p> <p>key stakeholders</p>
<p>4. To what extent have been the disbursements and project expenditures in line with expected budgetary plans? Has the rate of spending been acceptable? and what could be improved</p>	<ul style="list-style-type: none"> <li>Evidence of alignment of activities' delivery with expenditure</li> <li>Evidence of adoption of mitigation strategies to overcome efficiency-related challenges</li> </ul>	<p>ILO + key stakeholders</p> <p>+ Donor</p> <p>Regular annual progress reports+ Workplan</p>			
<p>5. Has the project received adequate administrative, technical and - if needed – policy and technical support from the ILO office and specialists in the field (DWT Cairo, Regional office, the responsible technical units (GED) in HQ, and ILO ITC?</p>	<ul style="list-style-type: none"> <li>Stakeholders' perceptions on how much the project received adequate administrative, technical and - if needed – policy and technical support from the ILO office and specialists in the field (DWT Cairo, Regional office, the responsible technical units (GED) in HQ, and ILO ITC?</li> </ul>	<p>ILO + Donor</p> <p>Regular annual progress reports+</p> <p>Budget</p> <p>ILO + Donor</p>			

				<p>KIIs</p> <p>Document review</p>	<p>Regular annual progress reports+</p> <p>Budget</p> <p>Mitigation strategies documents</p>
		<p>6. To what extent has the project leveraged so far partnerships (with constituents, national institutions, and other UN/development agencies), that has enhanced the project's relevance and contribution to other relevant national plans and strategies and what could be improve</p>	<ul style="list-style-type: none"> <li>Stakeholders' perceptions on how much the project leveraged so far partnerships (with constituents, national institutions, and other UN/development agencies)</li> </ul>	<p>KIIs</p> <p>Document review</p>	<p>ILO, Donor</p> <p>Keys stakeholder</p> <p>Consultant</p> <p>Regular annual progress reports+</p> <p>Budget</p>

<b>Impact orientation</b>	<p><b>Has the project contributed to achieving the proposed impacts?</b></p> <p><b>To what extent can potential improvements in working conditions for all the key actors be attributed to the activities of the project?</b></p> <p><b>To which extent the project ensures having a sustainability mechanism in place and monitored effectively?</b></p>	<p>1. What level of influence has the project had so far on the development of women's labour force participation and contribution to greening the economy through job creation and entrepreneurship and other areas on policies and practices at national and sub national levels, and what could be improved?</p>	<ul style="list-style-type: none"> <li>Stakeholders' perceptions of the project's potential contribution to promote transitions to low-emission, climate resilient, environmentally and socially sustainable economies and promote gender equality, non-discrimination and inclusion of people with disability</li> <li>Evidence of unintended impact, positive or negative.</li> </ul>	<p>KIIs</p> <p>Validation workshop</p> <p>Document review</p>	<p>ILO</p> <p>Keys stakeholders</p> <p>Trainer + Consultant</p> <p>Regular annual progress</p>
		<p>2. To what extent the results of the intervention are likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (Explicitly or implicitly)</p>	<ul style="list-style-type: none"> <li>Stakeholders' perception of the potential for continuity of project activities following project completion.</li> <li>Evidence of a knowledge communication strategy/ action plan</li> <li>Level of ownership and intention of institutions to maintain project following project interventions/completion.</li> <li>The extent to which the project facilitated knowledge transfer,</li> </ul>	<p>KIIs</p> <p>Validation workshop</p> <p>Document review</p>	<p>ILO</p> <p>Keys stakeholders</p> <p>Trainer + Consultant</p> <p>Regular annual</p>

			<p>capacity strengthening, and level of ownership.</p> <ul style="list-style-type: none"> <li>Stakeholders' perception of the national institutions' level of ownership and willingness to continue project interventions following project closeout.</li> </ul>		progress
<b>Sustainability &amp; Scaling-up opportunities</b>	<b>To which extent the project ensures having a sustainability mechanism in place and monitored effectively?</b>	<p>1. Has the project developed an exit strategy and started implementing it?</p>	<ul style="list-style-type: none"> <li>Existence and application of an exit strategy at all levels (Government, Departments, Community, etc.) or likely to be applied.</li> </ul>	<p>KIIs</p> <p>Validation workshop</p> <p>Document review</p>	<p>ILO</p> <p>Keys stakeholders</p> <p>Trainer + Consultant</p> <p>Regular annual progress</p>
		<p>2. Which project-supported tools have been institutionalized so far, or have the potential to, by partners and/or replicated by external organizations?</p>	<ul style="list-style-type: none"> <li>Existence and application of an exit strategy at all levels (Government, Departments, Community, etc.) or likely to be applied.</li> <li>Level of ownership and intention of institutions to maintain project following project interventions/completion.</li> <li>The extent to which the project facilitated knowledge transfer, capacity strengthening, and level of ownership.</li> <li>Stakeholders' perception of the national institutions' level of ownership and willingness to continue project interventions following project closeout.</li> </ul>	<p>KIIs</p> <p>Validation workshop</p> <p>Document review</p>	<p>ILO</p> <p>Keys stakeholders</p> <p>Trainer + Consultant</p> <p>Regular annual progress</p>

			<ul style="list-style-type: none"> <li>Stakeholders' perception of the potential for continuity of project activities following project completion.</li> </ul>		
		<p>3. How the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts, and what could be improved.</p>	<ul style="list-style-type: none"> <li>The extent to which the project facilitated knowledge sharing + transfer, capacity strengthening, and level of ownership.</li> </ul>	<p>KIIs</p> <p>Validation workshop</p> <p>Document review</p>	<p>ILO project team</p> <p>Keys stakeholders</p> <p>Trainer + Consultant</p> <p>Regular annual progress</p>
Cross-cutting themes		<p>1. Within the project's thematic area, what were the facilitating and limiting factors in project's contribution/potential contribution to gender equality and non-discrimination (e.g., people living with disabilities)?</p>			
		<p>Has the project considered tripartism, social dialogue, international labour standards and a fair transition to environmental sustainability in its design and implementation?</p>			



## Annex D Documents Reviewed

-  Annex - Logframe Matrix (avec phase II)
-  Annex - Logframe Matrix (sans phase II)
-  Annex A - Theory of Change Visualization
-  Annex C - Risk Register
-  Annex E - ILO Disabilities Checklist
-  Annex F - Exit Strategy
-  Annex.B.2. Implementation Plan
-  M&E
-  New Inception Report
-  New PRODOC- DWW Phase III
-  Updated progress report - June 2023
-  Final Evaluation Phase II
-  Management response to evaluation of P...
-  Visibility material from Phase II

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 International Consultant ToRs - Inception.docx

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 Meeting Minutes - RSC - 4 DEC.docx

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 New Inception Report.docx

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 Project Progress to date.docx

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 SC - Meeting Minutes - 14 Sep.docx

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 Steering Committee\_ToRs (4).docx

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 Trainees Database 2022 - FE.xlsx

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 Trainees Database 2023 - FE.xlsx

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 Unknown

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 Updated progress report - June 2023.docx

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 Validation Workshop.xlsx

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 Workers Database 2023.xlsx

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## Annex E List of People Interviewed

Organization	Name
International Labour Organization	Mr.Eric Oecshlin
International Labour Organization	Ms.Ines Ayari
International Labour Organization	Mr.Farid Hegazy
International Labour Organization	Mr.Roland Sarton
Ministry of Labour	Ms.Rasha Abdel Baset
Ministry of Labour	Ms. Omneya Abdel Hamid
Ministry of Environment	Ms. Israa Saber
Federation of Egyptian Industries	Mr.El Sayed Torky
Federation of Egyptian Industries	Ms.Rasha Magdy
Natioanl Council for Women	Ms.May Mahmoud
Natioanl Council for Women	Ms.Dalia Saied
Egyptian Trade Unions Federation (ETUF)	Ms.Caroline Samir
Small Farmers Unions	Mr Abdel Fattah Abdel Aziz
Egyptian Democratic Labour Congress (EDLC)	Mr, Saad Shaaban
Ministry for Foreign Affairs of Finland	Ms Suvi Sipilä Ms Outi Myatt-Hirvonen
Ministry of Social Affairs- Tunisia	Ms Hayet ben Ismail
Ministry of Social Affairs- Tunisia	Ms Sonia Hsini
Ministry of Environment - Tunisia	Mr Mohamed Zmerli
Ministry of Agriculture Water Resources and Fisheries- Tunisia	MsNarjess Hamrouni
Ministry of Family, Woman, Childhood and Elderly Persons- Tunisia	MsFedoua Derouiche
The National Chamber of Women Entrepreneurs (UTICA)- Tunisia	Ms olfa marsaoui
The National Chamber of Women Entrepreneurs (UTICA)- Tunisia	Ms Leila BELKHIRIA JABER
The Tunisian General Labour Union	Mr. Marouan Cherif
ILO DWW	Anis Zahraz
Ministry of Economic Inclusion, Small Business, Employment and Skills (MIEPEEC)	Ms. Salima Admi
	Mr. Abdeljabbar Itri
Ministry of Solidarity, Social Integration and Family (MSISF)	Ms. Sakina Yabouri

Ministry of Agriculture, Fisheries, Rural Dvelopment, Water and Forests (MAPMDREF)	Ms. Yasmine Elhajjaji
General Confederation of Moroccan Enterprises (CGEM)	Mr. Fekak Hamza
General Confederation of Moroccan Enterprises (CGEM)	Ms. Houda Bouchita
Democratic Confederation of Labor (CDT)	Ms. Saida Ouaid
Moroccan Workers Union (UMT)	Ms. Jihane Bouraidah
General Union of Workers of Morocco (UGTM)	Ms. Fatima Zohra Elbahri
ILO DWW national coordinator	Ms, Fatima Ez-Zahrae EL AKHAL
ILO WAFIRA PROJECT COORDINATOR	Ms. Schmitt Jeanne
CHEF of rural women district tunisia	Focus group with 6 chef of district
woman beneficiaries from Wafira and DWW projects	7-woman beneficiaries
External consultant	Ms Olfa Arfaoui
External Consultant	Ms sibongile.sibanda
ILO specialist	Ms Diouf, Seynabou



## Project DC/SYMBOL: INDEPENDENT MID-TERM EVALUATION OF DECENT WORK FOR WOMEN IN EGYPT, TUNISIA AND MOROCCO PROJECT (PHASE III)

**Name of Evaluator:** Amal Khlif

**Date:** 06/02/2024

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
<b>Brief description of lessons learned</b> (link to specific action or task)	There is a significant opportunity to develop a project that combines efforts towards creating a just green transition with a specific emphasis on promoting gender equality and female employment. However, it is crucial to clearly outline this integrated approach within a strong logical framework to prevent any confusion or fragmentation and to better showcase how change took place and to generate learning from the process.
<b>Context and any related preconditions</b>	The DWW phase 3 build on the achievement of the DWW phase 2 with integrating a new direction related to climate change effect on the work world and women employment.
<b>Targeted users /Beneficiaries</b>	ILO, other relevant stakeholders
Challenges /negative lessons - Causal factors	Designing a project that builds upon the achievements of a previous project while identifying relevant intersections and opportunities can be quite a challenge. However, with careful planning and a strategic approach, it is possible to create a project that effectively leverages the successes of the past while also exploring new avenues for growth and development
<b>Success / Positive Issues -Causal factors</b>	with careful planning and a strategic approach, it is possible to create a project that effectively leverages the successes of the past while also exploring new avenues for growth and development. More than looking for the coherent intersection it's also very important to create a clear and demonstrable theory of change.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	ILO should Provide strong technical support on project design theory and monitoring, and evaluation (M&E) framework development is crucial for the International Labour Organization's (ILO) success. By offering both conceptual and technical assistance, the ILO can ensure that projects are designed with high level of relevance and coherence but also with clear objectives, expected outcomes, and potential impact.



**Project DC/SYMBOL: INDEPENDENT MID-TERM EVALUATION OF DECENT WORK FOR WOMEN IN EGYPT, TUNISIA AND MOROCCO PROJECT (PHASE III)**

**Name of Evaluator: Amal Khlif**

**Date: 06/02/2024**

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

<b>LESSON LEARNED ELEMENT</b>	<b>TEXT</b>
<b>Brief description of lessons learned.</b> (link to specific action or task)	The inception phase is a critical stage in assessing the partner's needs and finalizing the project documents. However, the cost-benefit ratio of this phase should be rational to avoid harming efficiency and the incurring significant delays.
Context and any related preconditions	After receiving recommendations from the final evaluation of phase 2, the project team decided to introduce an inception phase. This phase aimed to gain a better understanding of partners' needs and align project strategies with the local context. However, the inception phase faced significant delays, which has impacted the project's implementation timeline and overall efficiency. The delay, which lasted for eight months, is particularly noteworthy given the project's three-year duration.
<b>Targeted users /Beneficiaries</b>	ILO, other relevant stakeholders
Challenges /negative lessons - Causal factors	When planning the inception phase, it is important to take into account the total cost of the project, including any potential delays and ongoing operational expenses. it should be demonstrated that the project is not only relevant and effective but also cost-effective in the long run
<b>Success / Positive Issues -Causal factors</b>	Despite the delays, the inception phase was effective to align the project strategy to different partner's need and to build trust and ownership among different partners.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	Dealing with a lengthy recruitment process and navigating procedural clearances can pose a potential risk to the cost-effectiveness of ILO project. These administrative delays can result in setbacks to project timelines, compromise resource allocation, and ultimately affect the overall efficiency of project implementation



INDEPENDENT MID-TERM EVALUATION OF DECENT WORK FOR WOMEN IN EGYPT, TUNISIA  
AND MOROCCO PROJECT (PHASE III)

Project DC/SYMBOL: **RAF/21/19/FIN**

**Name of Evaluator: Amal Khlif**

**Date: 06/02/2024**

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	TEXT
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	Proactive Stakeholder Engagement and Building Lasting Trust Initiating stakeholder engagement involves conducting extensive consultations and creating interest by responding to their needs. Establishing a collaborative spirit and cultivating a close relationship with partners is key to building lasting trust amidst changes in representation. This approach accelerates buy-in and strengthens the effectiveness of interactions and interventions.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	The project builds on past achievements and prioritizes close communication with partners to remain adaptable. This requires significant investments in time, resources, and contextual understanding. The ILO staff's flexibility and responsiveness allow to deliver a highly coherent intervention and maintain partner's engagement.
<b>Establish a clear cause-effect relationship</b>	The consistent allocation of time and resources to maintain partner engagement significantly influences both the level of partner involvement and the institutionalization of project tools, thereby ensuring a sustainable impact.
<b>Indicate measurable impact and targeted beneficiaries</b>	The number of partner's initiative to use, institutionalize, ILO tools and duplicate project training
<b>Potential for replication and by whom</b>	ILO, Partners
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	ALL

Other documents or relevant comments

NA



International  
Labour  
Organization

Evaluation Office



INDEPENDENT MID-TERM EVALUATION OF DECENT WORK FOR WOMEN IN EGYPT, TUNISIA AND MOROCCO PROJECT (PHASE III)

Project DC/SYMBOL: RAF/21/19/FIN

**Name of Evaluator: Amal Khlif**

**Date: 06/02/2024**

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Synergies Between Projects and Cost Management. Actively pursuing synergies among various ILO projects and specialists, while optimizing cost-sharing and maintaining vigilant control over operational expenses, emerged as a commendable practice to enhance project efficiency. This approach proved particularly fruitful when coordinating joint activities with the Wafira project in Morocco, fostering collaboration among women beneficiaries to generate synergies and expedite project impact.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This necessitates continuously mapping ILO projects and maintaining robust collaboration and communication with various ILO staff working at the same office or regionally. This requires as well investing on shared learning.
Establish a clear cause-effect relationship	This practice significantly contributed to the overall efficiency of the project and accelerated progress in Morocco.
Indicate measurable impact and targeted beneficiaries	The project achieved cost-effectiveness by sharing activity costs.
Potential for replication and by whom	ILO

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Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ALL
Other documents or relevant comments	NA

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