



Advancing the Decent Work Agenda in North Africa “ADWA (Phase I)” and Advancing the Decent Work Agenda in North Africa and the Levant “ADWA (Phase II)” – Final Independent Cluster Evaluation. RAF/18/50/SWE and GLO/21/61/SWE

QUICK FACTS

Countries: Sub-Regional- Egypt, Tunisia, Morocco

Evaluation date: 27 September 2024

Evaluation type: Clustered

Evaluation timing: Final

Administrative Office: DWT/CO-Cairo

Technical Office: DWT/CO-Cairo

Evaluation manager: Pacome Dessero

Evaluation consultant(s): Rafael Muñoz-Sevilla (Team Leader), Anis Ben Younes (National Consultant Tunisia), Bassem Adly (National Consultant, Egypt).

DC Symbol: RAF/18/50/SWE and GLO/21/61/SWE

Donor(s) & budget: Sida. Phase I: US\$ 5,524,938.04 / Phase II: US\$ 2,683,930.06

Key Words: [Decent work](#), [Employment](#)



BACKGROUND & CONTEXT

Summary of the project purpose, logic and structure

The projects "Advancing the Decent Work Agenda in North Africa" (ADWA Phase I) and "Advancing the Decent Work Agenda in North Africa and the Levant" (ADWA Phase II) are implemented in the framework of a partnership between the Government of Sweden—through the Swedish International Development Agency (Sida)—and the International Labour Organization (ILO) to advance the Decent Work Agenda in North Africa. The ADWA project Phase I builds on an earlier successful pilot phase that ran from August 2017 to November 2018. The projects intervened at the regional and national levels. The country focus is on Egypt, Morocco, and Tunisia.

The projects have three main outcomes as described below. Corresponding outputs and activities have been developed under each Outcome and these were contextualized at country level.

Outcome 1: Increased adoption of economic policies and reforms promoting the growth of green and inclusive jobs in partner countries.

Outcome 2: Improved ratification, reflection in national jurisprudence and increased knowledge of gender-related ILS in partner countries.

Outcome 3: Improved contribution of the private sector to a just transition and green economy, especially from women entrepreneurs.

Present situation of the project

The ADWA project is advancing well, with significant achievements in improving labour market data collection, policy reforms, and enhancing the adoption of International Labour Standards (ILS). The project, implemented in Egypt, Morocco, and Tunisia, has supported key national institutions in promoting job-rich growth and ensuring decent work standards. Despite challenges such as economic instability and COVID-19, the project remains aligned with national priorities, focusing on gender equality, green jobs, and private sector engagement. The project's activities have been well-received, contributing to capacity building, sustainable policy frameworks, and stakeholder collaboration across the regio

Purpose, scope and clients of the evaluation

The purpose of the ADWA project evaluation is to assess the progress and achievements of the project in relation to its planned outcomes, identify both expected and unexpected results, and provide actionable recommendations for improving future project design and effectiveness. The evaluation covers the project's activities in Egypt, Morocco, and Tunisia, using OECD-DAC criteria such as relevance, coherence, effectiveness, efficiency, impact, and sustainability. The clients of the evaluation include the International Labour Organization (ILO), national stakeholders, and the project's donor, the Swedish International Development Agency (Sida)

Methodology of evaluation

The evaluation employed a mixed-methods approach, combining both qualitative and quantitative data collection and analysis to ensure comprehensive coverage of the project's performance. The methodology included document reviews, key informant interviews, and focus group discussions with stakeholders from Egypt, Morocco, and Tunisia. Quantitative data were sourced from ILO progress reports and secondary sources, while qualitative data were obtained through interviews with 61 key informants.



The rationale for this approach was to triangulate diverse data sources to enhance the credibility and validity of findings. The evaluation also utilized a participatory approach to ensure that multiple stakeholder perspectives were considered.

Major limitations included challenges in accessing complete data, particularly for Phase I indicators, as some targets and actuals were unavailable. Additionally, the large volume of information reviewed required significant time and resources, which may have limited the depth of analysis in certain areas

MAIN FINDINGS & CONCLUSIONS

Relevance and coherence

The ADWA projects are highly relevant and well-aligned with a variety of strategic frameworks and plans. These frameworks include the governments' development strategies, the ILO's Programme and Budget (P&B) and Decent Work Country Programme (DWCP) for Tunisia; Sida's MENA Regional Strategy priorities, the United Nations Sustainable Development Cooperation Frameworks (UNSDCF); and the Sustainable Development Goals (SDGs). In addition, the evaluation team (ET) concluded that both ADWA projects have demonstrated significant relevance to the needs of national stakeholders in Egypt, Morocco, and Tunisia.

Effectiveness

The ADWA projects have shown effectiveness in achieving its goals in Egypt, Morocco, and Tunisia. ADWA successfully enhanced national capacities for labour market data collection and analysis, contributing to better-informed policy-making.

The ADWA projects have successfully fostered extensive collaboration with a wide range of ILO projects and departments, UN agencies, and other cooperation partners. In addition, the ADWA projects have significantly fostered positive relationships with national stakeholders across Egypt, Morocco, and Tunisia through various collaborative efforts and successful partnerships

Despite facing significant external challenges such as administrative delays, currency devaluation, and the impacts of the COVID-19 pandemic, the projects implemented mitigating measures such as regular stakeholders' consultations, adaptive project implementation strategies, and improved coordination. These measures ensured the continued progress of the projects and highlighted the strong collaboration with government, parliamentary, and judiciary partners.

Efficiency

The projects' financial and human resources were used efficiently in the target countries to achieve project outcomes. The projects successfully leveraged additional resources (the co-financing leveraged constitutes 5.6% of the overall budget which according to the evaluators' experience this is good ratio compared, in average, to similar initiatives). through collaborations with other ILO initiatives and national-level stakeholders, which contributed to an implementation of the projects' activities.

The evaluation also found that the management and governance arrangements of the projects facilitated the achievement of project results. In addition, the ADWA



projects have significantly fostered positive relationships with national stakeholders across Egypt, Morocco, and Tunisia through various collaborative efforts and successful partnerships

Considering the project's complexity, the numerous institutions involved, and the participation of three countries, the evaluators agree with several stakeholders that achieving the same results at a lower cost would not have been likely

Impact and Sustainability

The ADWA projects have demonstrated potential for positive impacts across Egypt, Morocco, and Tunisia in areas such as economic development, gender equality, capacity building, environmental sustainability, and social dialogue. In Morocco, the development of the National Employment and Entrepreneurship Policy 2035 targeted women and youth, promoting inclusive growth. Gender equality initiatives empowered women entrepreneurs and supported legal reforms. Capacity-building efforts strengthened stakeholders like judges and government officials, and institutions such as Egypt's CAPMAS and Morocco's HCP were improved for better labour market data analysis. Environmental sustainability was advanced through green growth strategies and job creation models. The projects also reinforced social dialogue and collaboration between governments, employers, and workers. These positive impacts are likely to be sustained due to alignment with national policies, strong capacity-building efforts, and integration into existing institutional frameworks. However, sustainability will depend on continued stakeholder engagement, funding, and ongoing ILO support

Cross-cutting Issues

The ADWA projects have considered and integrated the principles of gender equality, tripartism, social dialogue, international labour standards, and a fair transition to environmental sustainability throughout and across the projects, from their design to the implementation. These integration efforts are reflected in the engagement with and inclusion of diverse stakeholders, undertaking of comprehensive training programs, provision of legislative support, and undertaking of initiatives aimed at the promotion of green and inclusive economic growth.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Recommendations

Recommendation 1: Leverage ILO-ADWA's Comparative Advantage to Strengthen Support for International Labour Standards and National Employment Policies in the MENA Region.

It is recommended that the ILO, building on ADWA's comparative advantage in policy-level work, continue promoting and enhancing the implementation of ILS across the MENA region, particularly in Egypt, Morocco, and Tunisia. This support should include ongoing technical assistance, capacity building, and advocacy to align national labour laws with ILS. Additionally, the ILO should intensify its efforts to support the development and implementation of National Employment Policies in



these countries, ensuring they are evidence-based and inclusive of all relevant stakeholders.

Recommendation 2: Promote Cross-Fertilization of Best Practices and Strengthen Capacity Building in Labour Market Information Systems. The ILO, national Governments and Constituents should reinforce collaboration among Tunisia, Egypt, and Morocco to facilitate the sharing of best practices and innovations, particularly in the areas of ILS, labour market information systems and employment policies. This includes continued support for the enhancement of labour market data collection and analysis capabilities in Egypt, Morocco and Tunisia ensuring high standards and informed policy-making. Efforts should also focus on improving active labour market policies, enabling these countries to address common challenges through shared learning.

Recommendation 3: Expand and Integrate Green Jobs and Employment Initiatives. It is recommended that the ILO, national Governments and Constituents continue to expand the GJAM studies and integrate green employment initiatives into national strategies and policies in Egypt, Morocco, and Tunisia. This includes incorporating findings from GJAM studies into national policies, providing capacity building for stakeholders, and aligning these initiatives with broader sustainability and climate resilience goals.

Recommendation 4: Enhance Support for Legal and Institutional Frameworks for Labour Rights. The ILO, the national Governments and Constituents should continue to support the establishment and operationalization of labour legal aid offices in Egypt and build the capacity of judges and parliamentarians in Morocco. This support is crucial for ensuring effective implementation of labour laws, and access to legal services for workers and employers.

Recommendation 5: Support Women's Entrepreneurship and Broader Employment Strategies. The ILO should continue its collaboration with national partners to support women's entrepreneurship, particularly for women in vulnerable situations. In addition, by institutionalizing tools like the GetAhead program and providing ongoing training and mentorship, the ILO can contribute to the sustainable and scalable growth of women-owned businesses and ensure alignment with national employment goals.

Recommendation 6: Ongoing Collaboration for Improved Labour Market Data and Digitalization. The ILO should continue its collaboration with national institutions, such as CAPMAS in Egypt, the HCP in Morocco and MOL in Tunisia, to enhance labour market data systems. This includes supporting the integration of green employment components, implementing digital platforms like ILO.Stat, and improving the quality and accessibility of labour market data.

Main lessons learned and good practices

Lessons Learned

1. Early Engagement of National Partners: regular and meaningful engagement with national stakeholders is crucial for aligning project activities with national priorities, ensuring stakeholder buy-in.



2. Design Context-Specific Approaches: tailoring interventions to the socio-economic and political contexts of each target country is essential for effective project implementation.

3. Navigating Instability: political and economic instability significantly impacts projects, which highlights the importance of identifying risks early on in the design and implementation stages and developing contingency plans and flexible designs to maintain progress and achieve realistic objectives.

Good Practices

1. Strong Stakeholder Engagement: Involving stakeholders in planning, maintaining open communication, and including them in decision-making fosters sustained project activities and outcomes.

2. Collaboration with Judges and Parliamentarians: Engaging judges and parliamentarians in the project ensures well-informed decisions on labour laws, promotes awareness of labour rights, and enhances the capacity of the judiciary and legislative bodies to handle labour issues effectively.

3. Institutionalizing Capacity-Building: Implementing extensive capacity-building activities ensures long-term impact.