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Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood of the European Union (METI)

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► List of acronyms

ACTRAV	Bureau for Workers' Activities
ACTEMP	Bureau for Employers' Activities
AfCFTA	The African Continental Free Trade Agreement
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CRPWD	Convention on the Rights of Persons with Disabilities
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
DG NEAR	The Directorate-General for Neighbourhood and Enlargement Negotiations
DWCP	Decent Work Country Program
DWT	Decent Work Team
EBRD	The European Bank for Reconstruction and Development
EFSD+	The European Fund for Sustainable Development Plus
EMPLAB	Employment, Labour Markets and Youth Branch
EMPINVEST	Employment in Investments Branch
EMV	The Economic Modernisation Vision
EIB	The European Investment Bank
EVAL	The ILO Evaluation Office
EU	The European Union
FEI	The Federation of Egyptian Industries
FDI	Foreign Direct Investments
GDP	Gross Domestic Product
HQ	Headquarters
ILO	The International Labour Organization
ILS	International Labour Standards
ILO P&B	The ILO Programme and Budget
ITC	The International Trade Centre
IFI	International Financial Institutions
HR&GE	Human Rights and Gender Equality

Key Informants Interviews

Labour Market

M&E	Monitoring & Evaluation
METI	Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood of the European Union
MoPED	The Ministry of Planning and Economic Development of Egypt
OECD	The Organization for Economic Cooperation and Development
OPDs	Organizations of persons with disabilities
P&B	Programme and Budget
PwD	Persons with Disabilities
PWG	Policy Working Groups
RO	Regional Office
SDGs	Sustainable Development Goals
SKILLS	ILO Employment Policy Department's Skills Branch
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SME	Small and Medium Enterprises
STED	ILO's Skills for Trade and Economic Diversification
STRENGTHEN2	ILO project "Employment impact assessment to maximize job creation in Africa"
TIFM II	The Trade and Investment Facilitation Mechanism
TOC	The Theory of Change
ToR	Terms of Reference
TRAVERA	Trade and Value Chains in Employment-Rich Activities
UfM	The Union for the Mediterranean
UN	The United Nations
UNCTAD	The United Nations Conference on Trade and Development
UNSDCF	The United Nations Sustainable Development Cooperation Framework
VNR	Voluntary National Review
WTO	The World Trade Organization



► Executive Summary

“Mainstreaming Employment into Trade and Investment in the Southern Neighborhood of the European Union” (METI) is a programme hosted in the Employment in Investments Branch (EMPINVEST) at the ILO’s Employment Policy, Job Creation, and Livelihoods Department. It is funded by the European Union (EU), DG NEAR, and implemented by the ILO. METI is a regional programme that aims to enable policymakers in the Southern Mediterranean to mainstream an employment perspective into trade and investment policies.

The project’s duration is 52 months, from 01 September 2020 to 31 December 2024, which includes a four-month no-cost extension phase. The programme budget is 4,492, 414 EUR, approved as 5,291,418 USD. The programme covers nine countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the Occupied Palestinian Territory, and Tunisia), with a specific focus on the partner countries: Egypt, Jordan, Morocco and Tunisia.

► Purpose, Scope, and Clients of the Evaluation

The purpose of METI programme’s final independent evaluation is to assess progress made toward achieving its planned objectives. In particular, the final evaluation assesses the programme in terms of relevance and validity of design, coherence, efficiency, effectiveness, emerging impact, and sustainability. METI’s final evaluation reviews the programme’s progress from the start of its implementation period, 01 September 2020, to its closing, 31 December 2024. The evaluation encompasses all the programme interventions, including regional and national-level activities. Considering the national level components of the programme, the evaluation covers implementing interventions in Egypt, Jordan, Morocco and Tunisia, with extended in-depth desk reviews and interviews with key stakeholders. Evaluation missions were conducted in Morocco, Tunisia, and Jordan. The evaluation process emphasizes lessons learned and good practices to inform Phase II of the programme (planned for 2025-2028).

► Methodology of Evaluation

The ILO adheres to the UN System Evaluation Norms and Standards and applies the OECD/DAC Evaluation Quality Standards and Criteria. Therefore, in conducting this final evaluation, the evaluation consultants complied with the evaluation rules and standards of the United Nations System, the Evaluation Quality Standards and Criteria of OECD/DAC, and the United Nations Evaluation Group standards.

A mixed-method approach was applied for this final evaluation, with focus mainly on qualitative techniques. While quantitative data provided insights into overall programme reach and participation, qualitative methods were prioritized to provide an in-depth understanding of participant experiences, programme implementation challenges, and



lessons learned. To strengthen the credibility and usefulness of evaluation results, the evaluators utilized both primary and secondary data sources.

► Limitations of the Evaluation

- a. The data collection process conducted remotely faced a major challenge. Holding interviews online resulted in several postponements, which extended the data collection phase.
- b. The limited number of days available for evaluation missions in target countries was due to delays in submitting requests for governmental approval of evaluation missions (e.g., Egypt). To address this limitation, the evaluators conducted interviews online.

► Main Findings and Conclusions

Relevance and Validity of Design:

The strategic relevance of the METI programme has been rated as high by all key stakeholders and constituents. They confirmed the high importance of the programme given its regional setup, the strong nexus between trade and investment policies, as well as related employment priorities and strategies. The programme's regional dimension included capacity-building activities, with the participation of national stakeholders from Southern Mediterranean countries. At the national level, the METI facilitated the establishment of Policy Working Groups (PWGs) to promote the inclusion of employment in trade and investment policies; however, this evaluation revealed some challenges in delivering the strategies at the national level.

The programme's strategic elements (objectives, outputs, implementation strategies targets, and indicators) are overall achievable. The Gender Equality and Human Rights dimension was included in the programme's intervention logic and design to some extent. Although the approach to gender mainstreaming was outlined in the programme document, it was not sufficiently embedded in the programme's logframe to project and measure the desired impact. Similarly, the programme design's inclusion of transition to environmental sustainability was limited. The sub-section "Environment and Climate Change" was included in the programme document, but specific activities were not integrated into the programme's logframe to support the environmental approach, as DG NEAR collaborated with other partners on green issues.

Disadvantaged groups in the labor market, such as women and youth, were identified, but the programme design did not include specific activities addressing their needs in the logframe. Additionally, METI's design did not cover the needs of Persons with Disabilities (PWD).

The METI project leveraged ILO contributions through its comparative advantage by strengthening the nexus between employment, trade, and investment at the global level. Cooperation with the Organization for Economic Cooperation and Development (OECD),



and the International Trade Centre (ITC) resulted in knowledge exchange and better visibility for the three organizations in the region. The METI intervention consistently engaged tripartite constituents in project activities, yet it missed the opportunity to apply effective strategies at the global and regional levels. The METI programme has not formulated a strategic approach aimed at fostering stronger solidarity among workers and employers across the region. The programme document proposed using SDG Indicator 8.8.2 on labour rights to monitor progress regarding freedom of association and collective bargaining rights for employers, workers, and their organizations; however, this approach has not been implemented.

Coherence:

The evaluation of the METI programme's alignment with national development priorities revealed strong coherence with trade, investment, and employment strategies across all nine intervention countries. In Algeria, Egypt, Jordan, Lebanon, and Morocco¹, the METI programme is well-positioned to support the achievement of national gender strategies. In the Occupied Palestinian Territory, METI aligns with the National Employment Strategy 2021-2025. Following the recommendations of the Evaluability Assessment, METI conducted the mapping in accordance with ILO Country Programme Outcomes (CPOs) and the strategic priorities of the United Nations Sustainable Development Cooperation Framework (UNSDCF). Relevant CPOs and UNSDCF outcomes were identified in Egypt, Jordan, Morocco, and Tunisia. However, the programme has yet to specify how it will contribute to their achievement.

The METI programme demonstrated a high level of coherence with the donor's strategic priorities. Its design benefitted from a comprehensive analysis of the regional context and the EU policy thematic framework. The programme established clear linkages between the projected contributions of the intervention and the strategic and operational objectives of the EU. An analysis of potential synergies with EU-funded projects was conducted across all nine countries. The assessment carried out under Outcome 4 supports the operationalization of the European Fund for Sustainable Development Plus (EFSD+).

National stakeholders confirmed the relevance of the METI programme to Sustainable Development Goal (SDG) 8, in line with their national development strategies. The METI programme, which supports the ILO Action Programme on Supply Chains, aligns with ILO's Global Policy Outcomes 3 and 8, which are consistent with SDG 8 and its relevant targets: 8.2, 8.3, 8.5, and 8.6. The ILO Programme and Budget for 2024-2025 identifies decent work in supply chains, investment, and trade (iii) as a cross-cutting driver. METI's knowledge products contribute to Output 8.4: *"Improved coherence in support and action to advance*

¹ No valid gender strategies were observed in Libya, the OPT, and Tunisia.



decent work outcomes in supply chains" under ILO Outcome 8, which focuses on integrated policy and institutional responses for social justice through decent work.

The needs of final beneficiaries, particularly women and youth, were adequately addressed throughout the programme's implementation. These groups were consistently included in all METI knowledge products. Employment issues affecting women and youth were discussed during the regional technical trainings held in Turin, Cairo, and Amman. Additionally, representatives from youth and women's organizations participated in the PWGs.

Effectiveness:

Overall, the METI programme successfully achieved all expected outputs. The targets under Output 1 were exceeded, with the project producing a regional thematic report, six country reports (Tunisia, Morocco, Jordan, Egypt, the Occupied Palestinian Territory, and Lebanon), and a comprehensive Policy Resource Guide. The targets under Output 2, which focused on training stakeholders on the impacts of trade and investment policies on employment, were also met, with 145 stakeholders trained (55 women and 90 men), compared to the initially planned target of 128 stakeholders (50 percent women). This gives a delivery rate of 113 percent for the total number of trained stakeholders, and 76 percent for achieving gender balance.

The targets under Output 3 were nearly achieved, with slight under-delivery attributed to factors beyond the programme's control. Trade and Value Chains in Employment-rich Activities (TRAVERA) and Skills for Trade and Economic Diversification (STED) studies were conducted in Morocco, Tunisia, Jordan, and Egypt. These studies were validated by members of the PWGs, except in Egypt, where the presentation of research results was delayed due to unavoidable government procedures. Overall, 339 stakeholders attended 14 PWG meetings. The targets under Output 4 were exceeded. The METI programme conducted in-depth studies of four EU projects and a broader portfolio assessment of nine additional public infrastructure investments in Egypt, Morocco, Jordan, and Tunisia. This assessment provided insights into employment generated by EU-funded public infrastructure projects across three Southern Mediterranean countries. Additionally, two productive investment studies were conducted: one on the engineering sector in Jordan, and the other on the knitwear sector in Morocco, analyzing investment requirements to enhance trade and promote decent employment in both sectors.

Interviews with stakeholders and a review of key knowledge products produced by the METI programme indicate that regional and country-level analyses of the trade and investment policies' impact on productive and decent employment in partner countries has been strengthened, thus achieving Outcome 1. National stakeholders expressed the need for more capacity-building efforts at the national level to achieve Outcome 2 and Outcome 3,



enabling governments, social partners, and other relevant stakeholders to incorporate trade and investment employment effects into policy dialogue and coordination. This evaluation shows that the inclusion of employment in trade and investment policy proposals, strategies, and roadmaps has not been yet significant, which is attributable to the project activities. Outcome 4 shows good prospects for achievement. Although this evaluation reveals that employment considerations were not incorporated into new public infrastructure projects, stakeholders, represented by donors, confirmed that this knowledge would be crucial for implementing their investment strategy.

Major factors hindering the achievement of programme outcomes, aside from the COVID-19 consequences, include change in government development strategies, rotations within the government, and specific government procedures for cooperation with international organizations. The METI programme demonstrated a high level of adaptability, aligning its implementation modalities with governmental needs and procedures.

The METI programme moderately promoted a just transition to environmental sustainability. While this evaluation did not find a consistent approach to integrating just transition to environmental sustainability through METI's knowledge products and capacity-building activities, the intervention did consider sectors and projects relevant to environmental sustainability. In Tunisia, the METI conducted a TRAVERA/STED study on pharmaceutical and aromatic plants. In Morocco, Jordan, and Tunisia, METI analyzed EU-funded infrastructure projects related to sustainable water supplies and solar energy production. Additionally, the STED studies included a module on "green skills requirements."

The METI programme's activities and products strongly promoted gender equality and non-discrimination. The project's implementation methods emphasized achieving gender balance across key activities, aiming for a 50 percent participation rate for women. While this target may be ambitious for the region, progress has been made in closing the gap (76 percent of the target was reached). Interviews with stakeholders confirmed METI programme's commitment to promoting the employment of women and youth. The needs of people with disabilities were addressed, but only to a limited extent. The Policy Resource Guide highlighted the importance of creating inclusive employment opportunities for persons with disabilities, while other METI knowledge products neglected this non-discrimination aspect.

Efficient Use of Resources:

This evaluation collected several pieces of evidence demonstrating the cost-effectiveness of METI's implementation and management. For example, cooperation with the OECD and ITC, thanks to mutual invitation to the events as speakers, allowed for shared costs in delivering international knowledge and expertise to project stakeholders. Utilizing in-house technical



expertise from the ILO headquarters (HQ) and the region facilitated using time and human resources efficiently. For instance, METI produced quality knowledge products, including an assessment of the impact of the EU investment portfolio, in collaboration with the ILO “Strengthen 2” project, funded by the EU. ILO field technical specialists in Employment, Enterprise, and Skills Department revised METI’s knowledge products, participated in capacity-building activities, and organized regional trainings.

Current programme management arrangements are moderately effective. The programme faced initial challenges with staffing and role misunderstandings. Key project staff based in the Cairo office either left the ILO or the programme. At the time of this evaluation, ILO staff based in HQ and the ILO Decent Work Team for North Africa/Country Office (DWT/CO) in Cairo expressed satisfaction with the current management arrangement, while ILO staff in the Regional Office for Arab States (ROAS) raised concern about a lack of coordination between ROAS, HQ and DWT/CO Cairo. National stakeholders in Morocco and Tunisia expressed dissatisfaction with management arrangements as METI is not permanently present in these countries, and communication with the programme is primarily *ad hoc*. ILO representatives in these countries provide assistance to METI programme activities, but stakeholders seek increased intensity, clarity, and prompt communication with the programme.

COVID-19 caused significant delays in programme implementation during its first two years. Key knowledge products, such as the regional thematic report and country reports on Egypt and Jordan were published in 2022. The programme has progressed well since 2023, once the major impacts of the crisis were resolved. Remaining knowledge products were produced and validated by stakeholders, and regional capacity-building events were conducted. The Mid-Term Evaluation (MTE), conducted between April and June 2023, recommended a no-cost extension to complete programme activities, which was subsequently approved by the EU. Funds were repurposed to facilitate the completion of certain activities and to plan new ones, such as an enhanced METI communication strategy, a EU portfolio assessment, studies on productive investment in selected value chains in Jordan and Morocco, additional country reports on the Occupied Palestinian Territory, Algeria, and Lebanon, and a joint closing event at the ILO HQ co-hosted with the ITC.

Although the programme nearly delivered all planned outputs, stakeholders represented by the donor and tripartite constituents indicated that the research component overweighed the capacity-building aspect. This observation holds, as the revised budget significantly increased the cost of the research component by 135 percent, while the cost of conferences and seminars decreased by 71 percent. An analysis of the reported results suggests that METI’s capacity-building strategy has not resulted in a sufficient number of trained professionals, whose number was 145 (55 women and 90 men) across the South



Mediterranean region. Regional trainings facilitated the exchange of good practices and provided a regional perspective, but the desired changes outlined in Output 2² would require more tailored training and cost-effective solutions to enhance the capacity of policymakers, social partners, staff in statistical offices, and research institutions. In-country training can be considered a more cost-effective solution. As specified by the MTE and confirmed by this final evaluation, training should focus on building institutional capacity rather than merely passing knowledge and tools to individual professionals. Consequently, assessment concludes that the programme's efficiency is "medium".

Emerging Impact:

Stakeholders representing the European Union view the assessment of EU investment projects as a valuable tool for refining and optimizing future investment strategies. Meanwhile, national stakeholders in the target countries regard the knowledge products as a robust foundation for integrating employment considerations into trade and investment policies. They emphasize the importance of these assessments in evaluating future investment projects particularly in creating decent employment opportunities for women and youth.

In Tunisia, the programme is considered a conceptualization phase for the future implementation of pilot opportunities. National stakeholders stressed that selecting the sectors based on evidence-based research and tripartite discussion is of paramount importance to the country. In Jordan, stakeholders developed nine concrete proposals to advance the Jordanian engineering sector and create more and better jobs. These proposals are likely to be integrated into the implementation roadmap. In Morocco, the METI programme delivered a country report and assessed the solar plant Noor Ouarzazate. Moroccan stakeholders believe that the METI programme will contribute to achieving SDG 8 goals: Decent Work and Economic Growth and promote the concept of green value chains to enhance the marketability of Moroccan goods in the EU. In Egypt, the knowledge products produced by the METI will inform the national employment strategy and economic reforms.

METI emphasizes the ownership of the project's results at national and regional levels. At the national level, the METI project established PWGs in each target country: Morocco, Tunisia, Egypt, and Jordan. The PWGs engaged in discussions and validations of all knowledge products produced by the METI programme; PWG representatives participated in capacity-building activities. At the regional level, the METI programme conducted

² Output 2: Capacity of policy makers, social partners, staff in statistical offices and research institutions in partner countries to collect and analyse relevant data, to produce and use evidence on the effects of trade and investment policies on employment and to discuss, design and coordinate policies is improved



knowledge-sharing events, inviting participants from the Southern Mediterranean countries to share their practices. This fostered knowledge-creation and enhanced ownership of the results, which was appreciated by the interviewed social partners.

Regarding evidence of positive changes in the lives of ultimate beneficiaries—youth, women and SMEs—and on policies and practices at both national and regional levels, this evaluation has yet to witness any positive changes in their lives. Additionally, the METI intervention has not resulted in the development and/or adoption of new policies. Stakeholders, represented by the donor and tripartite constituents, concluded that further actions from the ILO are required to assist the supported countries in implementing recommendations derived from solid research.

Sustainability

In the long term, the results of the intervention are likely to contribute sustainably and positively to relevant SDGs and targets if the recommendations stemming from the findings of the knowledge outputs are translated into actions. If evidence-based policies are developed, adopted, duly financed, and implemented, they could lead to an increased number of decent jobs. METI's thematic report "Trade, Investment and Employment in the Southern Mediterranean Countries" will serve as a comprehensive source of information for development actors, including policymakers and academia in the years to come. The report, which was published on the ILO web-site, EU Neighbours South web-site³, and Policy Commons⁴, represents a comprehensive policy database. The Policy Resource Guide will be a practical tool for policymakers and development practitioners on comprehensive policy development based on evidence collected from the region.

The METI Portfolio assessment of public infrastructure investments in the Southern Mediterranean will guide future investments for development actors. The findings suggest that project designers should prioritize efficient resource utilization. Strategies that ensure certain aspects of a project are more labour-intensive, or specifically target job creation for particular groups, such as youth or medium-skilled workers, must be prioritized. Another critical insight highlights the importance of sourcing intermediate goods and services domestically rather than relying on imports, as this approach can significantly enhance generating employment domestically. Furthermore, future collaboration with the EU offers an opportunity to refine the design of investment programs, ensuring a more explicit

³ [Trade, Investment and Employment in the Southern Mediterranean Countries - EU Neighbours.](#)

⁴ [Trade, Investment and Employment in the Southern Mediterranean Countries: Thematic Report of the "Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood" Project | Policy Commons.](#)



contribution to achieving Sustainable Development Goals (SDGs) 1 (No Poverty) and 8 (Decent Work and Economic Growth).

The quality of jobs will depend on the overall policy framework for employment in accordance with international labour standards in the portfolio assessment of public infrastructure investments in the Southern Mediterranean. To ensure the sustainability of achieved results, strong coordination and synergies between METI and ILO strategic responses at regional and country levels are essential. The EU should apply the findings from the METI portfolio assessment of public infrastructure investments in the Southern Mediterranean and initiate in-depth studies to identify suitable policies that address gender bias issues in specific EU-funded projects. A capacity-building programme could be considered and delivered in collaboration with the ILO to enhance the capacity of EU programme managers in designing public infrastructure investment projects based on a gender-sensitive and inclusive employment approach.

The METI capacity-building programme for policy development, integrating employment into trade and investment, should be tailored to the needs and capacities of tripartite constituents and delivered through activities specifically targeted at the needs of employers' organizations, trade unions, and governments. The principle of one event for one target group is recommended. This evaluation did not find strong evidence of solid institutionalization of the tools promoted by METI. At the time of the final evaluation, stakeholders represented by the tripartite constituents were engaged in reflection on the new knowledge generated by the programme, including through the TRAVERA-STED studies. Joint validation of research findings was appreciated by stakeholders, who stressed the importance of "tripartite+ dialogue" in policy development.

► Lessons Learned

METI implementation resulted in six lessons learned (LL), with potential for application by ILO programmes and other development initiatives, including those of UN agencies and the donor, the EU. A detailed description of these lessons learned can be found in Annex H of this report

- **LL1:** Joint response through partnership and cooperation should be planned during the conceptualization phase of regional programmes, supported by a joint implementation plan and budget. (Source: ILO, OECD, ITC).
- **LL2:** Cooperation with International Financial Institutions (IFIs) should be planned during the conceptualization phase of the intervention to understand their internal guidelines and principles, including data protection. (Source: EU, DG NEAR)
- **LL3:** Staffing a regional project with a policy component such as METI, involving multiple countries, should include national-level project staff to provide coordination and support to Policy Working Groups, ensuring impactful results at the policy level. (Source: ILO)

- **LL4:** Regional technical training in Turin and Jordan proved to be a good platform for knowledge sharing, but not a cost-effective measure for raising policymakers' capacity based on their country-driven needs and priorities. (Source: interviews with stakeholders in the region)
- **LL5:** Country interventions should align with ILO country programme outcomes (CPOs), to ensure a coherent response and synergies between the ILO project and the Decent Work Teams. (Source: ILO country office).
- **LL6:** Effective functioning of Policy Working Groups on a tripartite plus basis requires capacity building to create an equal level of knowledge on trade, investment, and employment. (Source: member of the Jordan PWG, female)

► Emerging Good Practices

The METI implementation resulted in six emerging good practices (EGP) that hold potential for application by ILO programmes and other development programmes, including UN agencies and the donor, the EU. A detailed description of these emerging good practices can be found in Annex I of this report.

- **EGP1:** Communication strategy developed to promote METI programme and its key knowledge products has improved visibility and enhanced access to knowledge.
- **EGP2:** The Delivery of key knowledge products from METI in English, French and Arabic was well received by stakeholders in the Arab states, particularly the Maghreb countries.
- **EGP3:** Regional knowledge-sharing workshops fostered active participation among stakeholders and increased their sense of ownership.
- **EGP4:** The EU portfolio assessment yielded clear recommendations for improving the design of similar EU investment projects, particularly regarding the employment of women and youth.
- **EGP5:** The Establishment of Policy Working Groups on a tripartite plus basis enhanced dialogue among a wide range of partners, including interactions between ministries of economy and ministries of labour.
- **EGP6:** A thorough METI research strategy based on the validation of results through a tripartite plus basis approach, produced quality knowledge outputs—country reports and evidence-based sectoral analyses to inform future national reforms, including national employment policies.

► Conclusions

The implementation of the METI programme took place in a complex political environment, exacerbated by the COVID-19 health crisis. This evaluation found a strong commitment of METI to excellence in delivering programme results, adhering to the recommendations from the Evaluability Assessment and the Mid-Term Evaluation. However, limitations in Programme Design and challenges in staffing affected implementation. The METI intervention was found to be highly relevant, though with some design limitations and coherence assessed as “medium”. In terms of effectiveness in delivering programme outputs, METI's performance was rated as “high.” Efficiency, regarding the use of resources, was assessed as “medium”, due to imbalanced fund distributions across intended outcomes. The impact orientation and potential for sustainability of the METI programme in achieving outcomes, were rated as “high”, due to its strong focus on developing policy based on solid evidence, and implementing strategies aimed at improving ownership of the results achieved.

► Recommendations



Recommendation 1. To ILO, EMPINVEST On Programme Design.

Future METI interventions should revisit the Theory of Change and Programme Strategy to integrate the needs of women, youth, persons with disabilities (including women with disabilities), and MSME owners/managers into the programme's Logical Framework, demonstrating a chain of results that leads to a positive impact. Higher involvement of social partners (private sector and trade unions) in project logic and activities is essential. Lessons learned from the final evaluation should be carefully considered in the next phase, and further reflection should be conducted to operationalize them into actions. The log frame should include qualitative type indicators, with targets focused on gender equality and disability inclusion, disaggregated by sex, age, and disability where possible. Consultations with youth (men and women), women-led organizations, and organizations of persons with disabilities (OPDs), is crucial. ACTRAV and ACTEMP should be engaged at all stages of the Programme Cycle to ensure that all elements of programme design, including activities, outputs and results, reflect the interest of employers' and workers' organizations. Alignment with relevant ILO CPOs should be taken into consideration by the logical framework.

Recommendation 2. To ILO, EMPINVEST: On Programme Coordination and Staffing.

Introduce a Chief Technical Advisor (CTA) position to enhance the management of results, oversee programme staff and budget. Additionally, establish national programme officer positions in Tunisia and Morocco to ensure better communication and coordination with national stakeholders, including participants of the Policy Working Groups, EU delegations, and stakeholders involved in UNSDCF delivery. A Technical Officer with expertise in trade, investment and employment is needed in ROAS to support interventions in Jordan, Lebanon, and the Occupied Palestinian Territory.

Recommendation 3. To ILO, EMPINVEST: On Global, Inter-regional and Regional Cooperation.

Share lessons learned and emerging good practices in trade, investment and employment with other global actors—such as the World Trade Organization (WTO), the World Bank, and other IFIs—at international forums, including the Union for Mediterranean (UfM). Promote the application of lessons learned and good practices at the inter-regional level—sharing results with other ILO regions beyond the Arab States, such as Europe, Central Asia, and Latin America. Highlight benchmarks from countries where employment considerations have been successfully integrated into trade and investment policies, yielding notable results.

Recommendation 4. To ILO, EMPINVEST: On Capacity Building Strategy.



Develop a solid, cost-effective capacity-building strategy at the regional and national levels based on a thorough analysis of problems, needs, gender, and stakeholders, building on the results achieved through participatory and peer approaches. Technical training should consider prior assessments of the tripartite constituents' knowledge and skills. Training delivery must be gender-sensitive, acknowledging that women remain a minority in the workforce in the region, and face challenges to achieve a free and meaningful participation in a male-dominated society. ACTRAV and ACTEMP at the ILO regional offices should be consulted in designing the capacity-building strategy.

Recommendation 5. To ILO, EMPINVEST: On Influencing Policy Discussions.

Once developed and published, knowledge products should inform high-level national and regional policy discussions, including discussions of policy recommendations at higher administrative and political levels in partner countries. Cooperation with the ILO regional and country offices is crucial. These efforts should leverage synergies with the OECD and ITC to strengthen messaging and influence ministries of economy and trade to adopt pro-employment policies, involving ministries of finance in these discussions.

Recommendation 6. To the EU (DG NEAR): On Supporting the Implementation of Findings.

Support implementing findings from the assessment of public infrastructure investments in the Southern Mediterranean to enhance the programme design, namely in what concerns the employment women and youth, in line with decent work principles. A capacity-building programme could be considered and delivered in collaboration with the ILO.

Recommendation 7. To the EU (DG NEAR): On Strengthening Gender Equality and Disability Inclusion.

Apply knowledge gained through the Employment Intensive Investment Programme to develop suitable policies addressing gender and disability inclusion conducted by the ILO EMPINVEST branch, to tackle gender bias in specific EU-funded projects.

Recommendation 8. To the EU (DG NEAR): On Enhancing METI Visibility.

Enhance the METI programme visibility in the upcoming meetings of the Union for the Mediterranean's Regional Platform on Trade and Investment.

Recommendation 9. To the EU (DG NEAR) and ILO (EMPINVEST):

Strengthen knowledge sharing and improve coordination between the EU and other ILO projects at bilateral and regional levels, including a better alignment of METI's analytics and policy recommendations with EU policy dialogue and investments.



► 1.Context and Background

1.1. The Programme's Regional Context

Several years have passed since the global recession of 2008 and the Arab Spring events in 2011. However, many countries in the Southern Mediterranean region are still struggling with fragile political, social, and economic conditions. Employment remains a significant challenge in most of these countries. The struggle to find decent work in the region, particularly among women and youth, has been exacerbated by ongoing armed conflicts, political and economic instability, population displacement, and migration waves. Concurrently, all the countries in the Southern Mediterranean region have embarked—albeit to varying degrees—on economic reforms and trade and investment liberalization programmes to promote economic growth. These trade and investment policies have often been introduced independently of any national employment strategy, if one exists, or without sufficient effort to align these policies with national employment objectives. Openness to trade and investment has not adequately stimulated labour demand, created jobs for disadvantaged groups, or brought substantial productivity increases and improvements in working conditions in the Southern Mediterranean region.⁵

The October 2024 update of the WTO report “Global Trade Outlook and Statistics” notes that global merchandise trade rose in the first half of 2024, marking a 2.3 percent year-on-year increase, with expected further moderate expansion in the remainder of the year, and into 2025. World real GDP growth at market exchange rates is projected to remain steady at 2.7 percent in 2024 and 2025. Director-General Ngozi Okonjo-Iweala stated:

“We are expecting a gradual recovery in global trade for 2024, but we remain vigilant of potential setbacks, particularly the escalation of regional conflicts like those in the Middle East. The impact could be most severe for the countries directly involved, but they may also indirectly affect global energy costs and shipping routes. Beyond economic implications, we are deeply concerned about the humanitarian consequences for those affected by these conflicts.”

According to the OECD FDI Regulatory Restrictiveness Index (FDIRRI),⁶ Israel, Lebanon, Tunisia, and Morocco are the economies most open to the FDI, while Libya, Jordan, Egypt, and the Occupied Palestinian Territory are less open economies.

⁵ Terms of Reference.

⁶ The OECD FDI Regulatory Restrictiveness Index (FDIRRI) is a policy-based tool designed to measure statutory restrictions on foreign direct investment (FDI) across countries and over time. First established in 2003 and last revised in 2022, the FDIRRI serves as a benchmark for evaluating market access and other regulatory barriers to FDI, while also providing a means to monitor and promote FDI policy reforms. The FDIRRI assesses regulatory restrictions in 22 economic sectors, categorized into four policy areas: foreign equity limits, screening and approval, restrictions on key foreign personnel, and other restrictions. Only

Graphic 1. Openness of METI's countries' economies based on OECD FDI Regulatory Restrictiveness Index

OECD FDI Regulatory Restrictiveness Index - Scores (beta)

Time period: 2023

Combined unit of measure: Index

Policy category	Total	Foreign equity limits	Screening and approval	Restrictions on key foreign personnel	Other restrictions
Reference area					
Israel	0.10899	0.03440	0.01525	0.00475	0.05459
Egypt	0.24535	0.23271	0.00000	0.00714	0.00549
Jordan	0.30333	0.28258	0.00225	0.00103	0.01747
Lebanon	0.14246	0.07042	0.00675	0.00790	0.05740
Libya	0.56888	0.45338	0.10000	0.02500	0.07713
Morocco	0.03570	0.03355	0.00038	0.00178	0.00000
Palestinian Authority or West Bank and Gaza Strip	0.20804	0.19383	0.00056	0.00065	0.01300
Tunisia	0.11919	0.05893	0.03121	0.02361	0.00545

© OECD FDI Regulatory Restrictiveness Index - Scores (beta) 

The share of the Southern Mediterranean countries in global trade has not improved over the past few decades. In 2019, the region accounted for only 0.08 percent of world merchandise exports and one percent of world merchandise imports. The region's merchandise imports are significantly higher than its exports, with a shift in this dynamic occurring in 2008, followed by an expanding gap since then. The higher growth in imports, compared to exports, has resulted in persistent trade and current account deficits among oil-importing countries in the region. Lebanon, Morocco, Jordan, Tunisia, the Occupied Palestinian Territory, and Egypt have been running large and persistent trade deficits for over a decade. In contrast, the region's oil exporters have historically maintained significant current accounts and trade surpluses, although this has changed in recent years for Algeria.

Moreover, the region faces important trade vulnerabilities. These include the high volatility of exports for oil-dependent countries, as demonstrated in 2020 by the drastic drop in oil prices and its impact on the economies of Algeria and Libya. Additionally, there is a high concentration of export markets, particularly in Europe, especially for North African

statutory measures that discriminate against foreign investors, or which are deemed particularly more burdensome to foreign investors, are accounted for as restrictions. Other important aspects of the investment climate (e.g., regulatory transparency, state monopolies, and any preferential treatment for selected investors, such as treaty-covered investors or those in special economic zones) are not considered. Each policy measure is scored on a scale from 0 (fully open to FDI) to 1 (fully closed), with sectoral scores reflecting the sum across all policy categories, capped at 1. Standard sector weights are applied consistently across countries and over time to capture differences in the economic significance of sectors, ensuring that any variation in scores between countries is attributed to policy differences. Data reflect regulatory restrictions as of end of December. Please refer to the FDIRRI webpage for further details on the methodology.



countries. Finally, despite its relatively open regional economy, intra-regional trade remains minimal, with some countries in the region lacking any trade relations altogether.⁷

The Southern Mediterranean Countries have adopted several reforms over the past few decades to attract foreign direct investment (FDI), including regulatory framework reforms and the establishment of special economic zones. Despite these efforts, FDI inflows in the region increased at a relatively slow pace between 2005 and 2019, representing 2.1 percent⁸ of total Gross Domestic Product (GDP) in 2019, despite a constant FDI stock growth. However, FDI inflows have been particularly unstable after the 2011 social movements and the impact of the COVID-19 pandemic on the global economy.

In addition to reforms at the national level, efforts to foster regional integration have also been made. The launch of the UfM in 2008 resulted in notable improvements in terms of collaboration and trade intensification. While trade relationships have intensified between several countries in the region, there remains significant untapped trade potential between the Southern Mediterranean countries and non-EU or UfM countries. Regarding employment policies, not all countries have distinct national employment policies (NEPs), some incorporate employment measures into national development plans or other policies. Since 2010, this has led to the emergence of NEPs in Arab countries such as the OPT and Morocco.

The European Union has historically been central to the Barcelona Process and the establishment of the UfM; it continues to play a significant role in initiatives under its framework. Recently, in a response to support recovery from COVID-19 in the region, the EU launched the New Agenda for the Mediterranean, aiming to relaunch the Euro-Mediterranean partnership and unlock the untapped potential of the Southern Mediterranean Countries by facilitating a green, digital, resilient, and just recovery, guided by the 2030 Agenda for Sustainable Development. This New Agenda focuses on key themes for the region, including human development, good governance and the rule of law, resilience, prosperity, and the digital transition, peace and security, migration and mobility, and the green transition. For the period 2021–2027, the European Commission proposes to mobilize up to €7 billion under the Neighborhood Development and International Cooperation Instrument. This support includes provisions for the European Fund for Sustainable Development as well as guarantees and blending under the Neighborhood

⁷ Trade, investment and employment in the Southern Mediterranean Countries. Thematic Report of the “Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood” project, ILO. 2022.

⁸ Author’s calculations based on the United Nations Conference on Trade and Development (UNCTAD) data. Trade, investment and employment in the Southern Mediterranean Countries. Thematic Report of the “Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood” project, ILO. 2022.



Investment Platform, which aims to mobilize private and public investments of up to €30 billion in the Southern Neighborhood.⁹

Outward investment from European countries fell by 11 percent (excluding five conduit countries). Germany, Sweden, and Spain are home to significant outward investors, but outflows from all three countries have decreased. Conversely, FDI outflows from France, another top home country for investors, increased by about one-third.¹⁰ The African Continental Free Trade Agreement (AfCFTA) Investment Protocol, adopted in 2023, is expected to contribute to growing intraregional FDI.¹¹

The connection between the labour market and trade, investment, and industrial policies is particularly important for the Southern Mediterranean Countries. If effectively channeled through strong institutions and industrial policies that promote structural change, trade and investment policies could help these countries expand their productive sectors, including for SMEs, while creating much-needed quality jobs that include women and youth. In this context, promoting dialogue and technical cooperation within the region offers a vital opportunity to further accelerate these efforts and foster regional integration.

1.2. Programme Context at Country Level

This subsection provides a brief overview of METI's countries included in the final evaluation: Algeria, Egypt, Jordan, Libya, Lebanon, Morocco, and Tunisia.

Algeria

As the largest African country and the third-largest Arab economy, Algeria returned to the upper-middle-income category under the World Bank's country income classification in July 2024. Over the past two decades, Algeria has achieved significant economic and human developments, investing in infrastructure projects and introducing redistributive social policies that have alleviated poverty and improved human development indicators.¹² The Human Development Index rose from 0.635 in 1998 to 0.745 in 2022 (UNDP data). The population in 2021 was 44.76 million, reflecting substantial growth since 2010.

The main challenge for the Algerian economy remains its high dependency on hydrocarbon revenues and public spending. The hydrocarbon sector accounted for 14 percent of GDP, 86 percent of exports, and 47 percent of budget revenues from 2019 to 2023. Algeria aspires

⁹ EC (2021). Fact Sheet: Towards a renewed partnership with the Southern Neighbourhood.

¹⁰ [World Investment Report 2024: Investment facilitation and digital government](#)

¹¹ [World Investment Report 2024: Investment facilitation and digital government](#)

¹² [Algeria Overview: Development news, research, data | World Bank](#)



to diversify its economy, broaden the country's revenue sources, and enhance employment prospects, particularly for young people, given its demographic profile. The labour force participation rate (percentage) was estimated at 41,9 percent in 2016 (men: 66,5 percent, women: 16,9 percent). In 2023, the overall unemployment rate was estimated at 12,7percent, with 30,8 percent among young people (aged 15 to 24). In 2017, the share of youth not in employment, education or training (NEET) was 21 percent (men: 10,9 percent, women: 31,7 percent)¹³. Data on unemployment rates for persons with disabilities is not available.

While the COVID-19-induced recession exacerbated growth challenges, the subsequent surge in hydrocarbon prices triggered by the global recovery has led to a substantial rise in Algeria's export and budget revenues, supporting economic recovery as GDP increased by 3,8 percent in 2021, 3,6 percent in 2022, and 4,1 percent in 2023. By 2022, Algeria's overall and non-hydrocarbon GDP returned to pre-pandemic levels. High energy prices have generated a current account surplus since 2022, reversing the downward trend in foreign exchanges. Since 2020, the government has taken steps to boost foreign and domestic investment by issuing a new Hydrocarbon Law, partially lifting restrictions on foreign ownership of domestic firms, adopting a new Investment Law, and issuing a new Money and Credit Law. Meanwhile, the September 2021 Government Action Plan prioritized the transition to a private sector-led growth and job creation model, advocating for rationalizing public spending, reducing imports, boosting non-hydrocarbon exports, and implementing significant improvements to the business environment, including reforming public banks and state-owned enterprises.¹⁴

Egypt

Egypt, classified as a lower middle-income country, had a GDP per capita of \$ 3,512.60 in FY23 (July 2022—June 2023). The country is pursuing macroeconomic stabilization and structural reforms, supported by the IMF Extended Fund Facility (EFF), a large-scale UAE investment deal in Ras Elhekma, and financing from development partners, including the World Bank and the European Union. Despite the monetary tightening and exchange rate adjustment in March 2024 that helped ease the two-year-long foreign currency crisis, the escalation of the Middle East conflict continues to impact foreign income sources, particularly Suez Canal revenues. Furthermore, the scarring effects of longstanding challenges that intersected with global shocks continue to manifest in key economic activities, notably in the manufacturing, Suez Canal, and energy sectors.

¹³ ILO Estimates.

¹⁴ [Algeria Overview: Development news, research, data | World Bank](#)



Egypt's population is steadily growing, reaching 110.96 million people in 2021. The labour force participation rate in 2023 was estimated at 44,7 percent (men: 69,8percent; women: 18,3percent), with the share of informal employment estimated at 71,3 percent (men: 73,3 percent; women: 62,5percent). The unemployment rate in 2023 was estimated at 6.8 percent (men: 4,6percent; women: 15,3percent), while youth unemployment was notably high at 16,9 percent, with a significant share of young women at 38 percent. In 2023, the unemployment rate among persons with disabilities was estimated at 4,4 percent (gender-disaggregated data is not available). The share of youth NEET in 2023 was 24,6 percent (men: 14,6 percent; women: 36,2 percent).

Growth is expected to start a gradual recovery from an estimated 2,5 percent in FY24 (July 2023-June 2024) to 3,5 percent and 4,2 percent in FY25 and FY26, respectively. This improvement is driven by favorable base effects and investment, particularly financed by the UAE deal. External financing requirements remain substantial, with maturing external debt and repayments of arrears to International Oil Companies. Furthermore, the widened current account deficit may exert pressure on foreign currency resources, especially if the ongoing Middle East conflict continues to impact the economy.¹⁵

Jordan

As an upper-middle-income economy, Jordan has shown remarkable resilience in maintaining stability and growth amid regional and global crises. It is one of the most water-scarce countries in the world, making Jordan highly vulnerable to climate shocks. Additionally, Jordan is host to an estimated 1.3 million Syrian refugees, representing 12 percent of the country's population, thus providing a public good for the wider global community.

The population of Jordan has been steadily growing since 2000, reaching approximately 11,07 million people in 2021. The labour force participation rate in 2023 stood at 40,1 percent, with a significantly low participation of women (men: 61,9percent; women: 15,8percent). In 2021, the share of informal employment was estimated to be quite high, reaching 55,1percent (men: 57,7percent, women: 42,7percent). The unemployment rate in 2023 was estimated at 16,6percent (men: 15,1percent; women: 23percent), while the rate of youth unemployment was notably higher at 39,2 percent (men: 39 percent; women: 40 percent). Youth who are not in education, employment, or training (NEET) is 30.2% (men: 26%; women: 34.5%). Data on the unemployment rate of persons with disabilities is not available.¹⁶

¹⁵ [Egypt Overview: Development news, research, data | World Bank](#)

¹⁶ ILO STAT data portal. Accessed on 05.01.2025.



Jordan has maintained a steady average growth rate of 2.5 percent over the past decade. However, there is significant potential for improvement in generating more job opportunities for the country's young population and in increasing women's participation in the labour market. The labour force participation rate was 33.0 percent in Q2-2023, with only 13.8 percent for women. Unemployment increased to 22.3 percent, remaining well above its pre-COVID-19 crisis average of 15.1 percent (2012-2019), with youth (46.1 percent) and women (30.9 percent) being the most affected.¹⁷

The Government of Jordan is implementing a three-track, 10-year Political, Public Sector, and Economic Modernization Agenda launched in 2021. The reforms focus on democratizing political life, empowering women and youth, doubling Jordan's growth rate, creating one million new jobs, improving living conditions, promoting sustainability, and strengthening government effectiveness and accountability¹⁸

Libya

The Libyan economy is primarily driven by the oil and gas sector and remains undiversified, with a large public sector. In 2023, the oil and gas sector accounted for 60 percent of GDP, 94 percent of exports, and 97 percent of government revenues. The private sector is underdeveloped, but has significant growth potential, currently employing nearly 14 percent of the workforce.

Although Libya is classified as an upper middle-income country, its development indicators and institutional capacity do not reflect its income level. Years of conflict and division have resulted in inadequate public investments and poor infrastructure maintenance, despite the increasing oil production. Additionally, the state's distortive presence in the economy has hindered private sector development. As a consequence, the population faces limited access to quality health services, a weak and outdated education system, disruptions in the provision of safe drinking water, and unreliable electricity supply. Libya is considered one of the most water-scarce countries globally, with renewable water reserves of just 103m3 per person per year. The climate is arid, with 95 percent of the territory being deserts, and an arid coastal strip where agriculture heavily relies on irrigation. The country has no rivers, and it is estimated that over 97 percent of freshwater is sourced from groundwater.

The Libyan population has been steadily growing since 2000, reaching 7.14 million people in 2021. The labour force participation rate in 2012 (the latest available data) was estimated at 47.8 percent (men: 61 percent; women: 33.8 percent). In 2012, the unemployment rate

¹⁷ Egypt Overview: Development news, research, data | World Bank.

¹⁸ [Jordan Overview: Development news, research, data | World Bank](#)



(the latest available data) was estimated at 19 percent (men: 15.9 percent; women: 25 percent). Youth unemployment in 2012 (the latest available data) was estimated at 48.7 percent (men: 40.8 percent; women: 67.8 percent). Data on the unemployment rate among persons with disabilities is not available.

On September 10, 2023, a devastating natural disaster struck eastern Libya when Storm Daniel unleashed heavy rains and fierce winds causing the failure of two dams, releasing millions of cubic meters of water that caused extensive flooding in the coastal city of Derna, inhabited by approximately 100,000 people. The death toll reached 4,352, with more than 8,000 people missing, 43,400 people internally displaced, and approximately 250,000 others in need of humanitarian assistance.¹⁹

Lebanon

For nearly three years, Lebanon suffered the most devastating, multi-faceted crisis in its modern history. The economic and financial crisis that began in October 2019 has been further exacerbated by the dual economic impact of the COVID-19 outbreak and the massive Port of Beirut explosion in August 2020.

Lebanon's population was steadily growing, reaching 5.72 million people in 2021. In 2019, the labour force participation rate was estimated at 48.9 percent (men: 70.6 percent; women: 29.4 percent). The share of informal employment in 2018 was notably high, estimated at 55.4 percent (men: 55.4 percent; women: 55.6 percent). In 2019, the unemployment rate was estimated as 11.3 percent (men: 9.9 percent; women: 14.3 percent), with youth unemployment at 23.3 percent (men: 24.4 percent; women: 21.4 percent). Unemployment among persons with disabilities during the same year was estimated at 11.8 percent (men: 10.5 percent; women: 17 percent), while the share of youth not in education, employment, or training (NEET) was 23.5 percent (men: 17.9 percent; women: 28.9 percent).²⁰

Of the three crises, the economic crisis has had the highest and most persistent negative impact. The [Spring 2021 Lebanon Economic Monitor](#) found that Lebanon's economic and financial crisis ranks among the worst globally since the mid-nineteenth century. Nominal GDP plummeted from nearly USD 52 billion in 2019 to an estimated USD 23.1 billion in 2021. This prolonged economic contraction has resulted in a significant decline in disposable income, with GDP per capita dropping by 36.5 percent between 2019 and 2021.

¹⁹ [Libya Overview: Development news, research, data | World Bank](#)

²⁰ ILO STAT data portal. Accessed on 05.01.2025.



Consequently, Lebanon was reclassified by the World Bank as a lower-middle-income country, down from upper-middle-income status in July 2022.

The decline in average income, coupled with triple-digit inflation and severe currency depreciation, has drastically curtailed purchasing power. Inflation had highly regressive factors, disproportionately affecting the poor and middle classes, exacerbating the already dire, almost catastrophic social situation. Already, more than half the population is estimated to be below the poverty line. Unemployment increased from 11.4 percent in 2018-19 to 29.6 percent in 2022. Lebanon experienced a dramatic collapse in basic services due to depleting foreign exchange (FX) reserves since the onset of the compounded crisis. Severe fuel shortages disrupted electricity supplies, with the national electric grid experiencing over eight rolling blackouts, and public electricity supply averaging one to two hours per day. These shortages have also hindered access to healthcare and clean water, while food supply retailers, transport providers, and telecom operators faced severe disruptions to their supply chains. Additionally, Lebanon has grappled with the COVID-19 pandemic through intermittent lockdowns and other measures to mitigate the virus's impact on both people and the already weakened health system.²¹

Morocco

Morocco, classified as a lower-middle-income country, has a population of 36.95 million. Despite experiencing severe shocks, including the COVID-19 pandemic, prolonged drought, inflation driven by high commodity prices, and a devastating earthquake, Morocco has demonstrated remarkable economic resilience. The Moroccan authorities have advanced key long-term development reforms, such as expanding health insurance coverage, implementing a wide-ranging cash transfer program, and instituting education reforms to improve learning outcomes. In terms of climate adaptation and mitigation, Morocco is investing in infrastructure to address water scarcity and is committed to ambitious decarbonization targets. Recently, the government has also pledged to prioritize job creation in the coming years as the labour market remains weak.²²

In 2022, the labour force participation rate was estimated at 44.3 percent (men: 69,6 percent; women: 19,8 percent). The unemployment rate in 2022 was 11.8 percent (men: 10,2 percent; women: 17,1 percent), with youth unemployment estimated at 32.6 percent (men: 28,7percent; women: 44.4 percent). In 2014, unemployment among persons with disabilities, according to the latest available data, was estimated at 20.1 percent (men: 16.4percent; women: 33.4 percent). During the same year, the latest available data

²¹ [Lebanon Overview: Development news, research, data | World Bank](#)

²² [Morocco : Development news, research, data | World Bank](#)



estimated that the share of youth not in education, employment, or training (NEET) was 35.3 percent (men: 16.6 percent; women: 53.9 percent).²³

After expanding by 3.4 percent in 2023, real GDP growth moderated to 2.4 percent in the first half of 2024 due to a 4.8 percent contraction in agriculture as cereal production fell by 43 percent amid drought conditions. Non-agricultural growth remained more robust, at 3.3 percent. Morocco's external position continues to improve, with the current account deficit narrowing from 3,5 to 0,6 percent of the GDP in 2023, recording a surplus in Q1-2024, driven by lower energy prices, robust growth phosphates and manufacturing exports, rebounding tourism inflows, and strong remittances. Following a weak 2023, net FDI flows have more than doubled in the first five months of 2024, with new large greenfield projects announced, particularly in green hydrogen and the production of battery components for electric vehicles.

Tunisia

Tunisia is a middle-income country with a fairly well-diversified economy. Approximately 60 percent of the country's gross domestic product is generated by the services sector, while more than 23 percent comes from industry. Tunisia's economic performance slowed after 2011, a decline exacerbated by the COVID-19 pandemic in 2020. GDP growth fell to 1.7 percent, the average between 2011 and 2019, down from 3.5 percent for the period from 2000 to 2011. This sharp drop in productivity growth can be attributed to overly stringent economic regulations, decreased trade orientation, and limited investment and innovation.²⁴

Tunisia's population stands at 12.05 million. In 2023, the labour force participation rate was estimated at 45,4 percent (men: 64.9 percent; women: 26.7 percent). The share of the informal economy in 2019 (the latest available data) was estimated at 36.9 percent (men: 39.3percent; women: 30.3 percent). The unemployment rate in 2023 was 15.1 percent (men: 12.8percent; women: 20.4 percent), with youth unemployment estimated at 38.5 percent (men: 39.5 percent, women: 36.3 percent). Data on the unemployment rate for persons with disabilities is not available.

The COVID-19 pandemic and the recent intensification of drought have exacerbated socio-economic vulnerabilities, slowing down economic growth. Tunisia's GDP declined by 1.5 percent in real terms between 2019 and 2023. The slow recovery has been hindered by the severe drought that hit Tunisia in 2023, resulting in zero economic growth in real terms, compared to a growth rate of 2,4 percent in 2022. Increased tourism receipts and

²³ ILO STAT data portal, accessed on 05.01.2025.

²⁴ [Tunisia Overview: Development news, research, data | World Bank](#)



remittances from Tunisians living abroad, along with a lower trade deficit, moderated the current account deficit in 2023, easing external financing pressure.

Inflation has moderated since February 2023, going down from 10.4 percent to 6.7 percent in August 2024, due to lower global prices and weak domestic demand. However, inflation remains higher than in previous years, particularly for foodstuffs (8.5 percent), as drought and reduced imports have diminished domestic food market supplies.

1.3. Programme Background

METI is a regional programme encompassing two sub-regions (North Africa and the Middle East) aimed at enabling policymakers in the Southern Mediterranean to incorporate an employment perspective into trade and investment policies. This supports designing and implementing investment strategies that optimize job creation in the region quantitatively and qualitatively, particularly urgent in the context of post-COVID-19 pandemic recovery. The programme also seeks to boost public and private investment to create more jobs and foster higher growth, while working towards achieving other UN Sustainable Development Goals. The EU-funded programme collaborates closely with the “Employment Impact Assessment to Maximize Job Creation in Africa” (STRENGTHEN2) programme, which addresses related issues for countries in sub-Saharan Africa.

The target groups of the programme include government officials from ministries of trade and investment, labour, economic affairs, planning, and other relevant line ministries, staff in national statistical agencies, representatives from workers’ and employers’ organizations, private sector representatives, technical specialists from national and regional institutions and development practitioners. The final beneficiaries are workers (especially women and youth) and employers (particularly SMEs) in the tradable sectors of partner countries.

The Programme’s duration is 52 months, from 01 September 2020 to 31 December 2024, including a four-months no-cost extension phase. The programme budget is 4,492,414 EUR – approved 5,291,418 USD. The programme covers 9 countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the Palestinian Occupied Territory, and Tunisia), with a specific focus on Egypt, Jordan, Morocco and Tunisia as partner countries.

The Theory of Change

The fundamental logic of the programme is that strengthening stakeholder capabilities in the Southern Mediterranean in assessing and monitoring the employment impact of trade and investment policies will lead to a better understanding of how these policies affect employment outcomes across different sectors and groups in society, ultimately enhancing policy design and implementation.



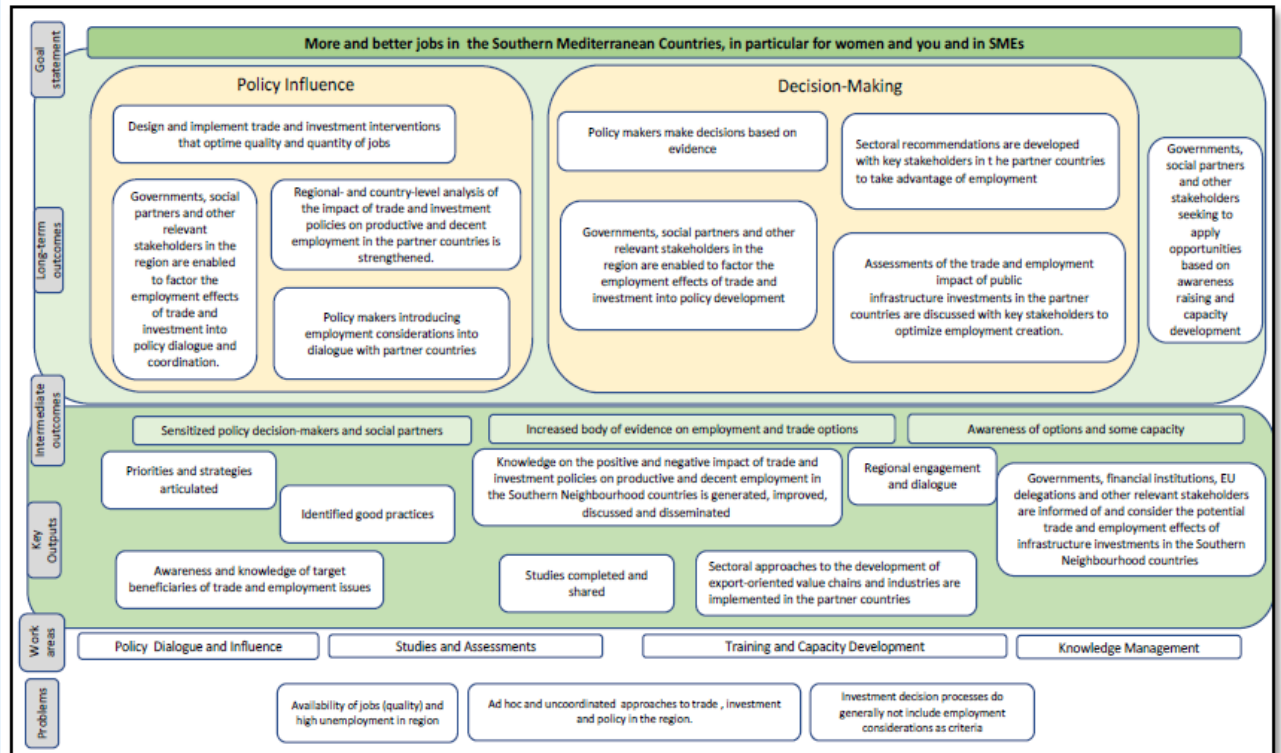
The programme will facilitate and consolidate efforts to align trade and investment policies with national employment objectives in the Southern Mediterranean. It will support connections between economic governance processes and bilateral and regional planning through the engagement of ministries responsible for trade and investment, labour, economic affairs, planning and relevant line ministries (such as technical and vocational education and training, industry, agriculture and transport, women, and youth), socio-economic councils, staff in National Statistical Agencies; representatives from trade unions and employers' organizations, other private sector representatives, technical specialists from national and regional institutions and development practitioners.

It is a regional programme, bringing together relevant stakeholders from Southern Mediterranean countries to engage in joint capacity building, knowledge sharing, peer learning, and broader regional dialogue on the employment impact of trade and investment policies. At the national level, the programme will generate knowledge, transfer expertise, and enhance policy dialogue and coordination among government agencies, social partners, and the private sector to create and upgrade employment through trade and investment policies. It will ensure that policy dialogue on trade and investment in the region consider decent employment and that policymakers and private sector representatives have the tools to design national and sectoral strategies that ultimately help create more and better jobs, especially for women and youth.²⁵

The Evaluability Assessment of the METI Programme drafted an overarching theory of change (ToC) to be considered by the METI team (see Graphic 1).

²⁵ Project Document.

► Graphic 2. METI Programme's Theory of Change



Source: Evaluability Assessment

Programme Objectives:

The primary objective of the programme is to assist policy makers in the Southern Mediterranean in mainstreaming employment into trade and investment policies. This includes designing and implementing interventions related to trade and investment that ultimately enhance both the quantity and quality of employment generated in the region.

Expected Project Outcomes:

Outcome 1. Regional- and country-level analysis of the impact of trade and investment policies on productive and decent employment in the partner countries is strengthened.

Outcome 2. Governments, social partners, and other relevant stakeholders in the region are enabled to incorporate the employment effects of trade and investment into policy dialogue and coordination.

Outcome 3. Sectoral recommendations are developed with key stakeholders in the partner countries to take advantage of employment opportunities resulting from trade and investment policies.



Outcome 4. Assessments of the trade and employment impact of public infrastructure investments in the partner countries are discussed with key stakeholders to optimize employment creation.

The following outputs were envisioned by the METI programme to achieve the planned outcomes:

Output 1: Knowledge on the positive and negative impact of trade and investment policies on productive and decent employment in the Southern Neighbourhood countries is generated, improved, discussed and disseminated.

Output 2: Capacity of policy makers, social partners, staff in statistical offices and research institutions in partner countries to collect and analyze relevant data, to produce and use evidence on the effects of trade and investment policies on employment and to discuss, design and coordinate policies is improved.

Output 3: Sectoral approaches to the development of export-oriented value chains and industries are implemented in the partner countries to enhance employment opportunities and to mitigate employment challenges arising from trade and investment policies.

Output 4: Governments, financial institutions, EU delegations and other relevant stakeholders are informed of, and consider the potential trade and employment effects of infrastructure investments in Southern Neighbourhood countries.



► 2. Evaluation Background

Final project evaluations assess development cooperation projects and programmes to deliver ILO outcomes to constituents at both national and global levels, referencing relevant strategic documents, including ILO Programme and Budget (P&B) and Decent Work Country Programmes (DWCPs). Evaluations consider relevance, efficiency, effectiveness, coherence, impact and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts.

The ILO views project evaluations as an integral part in the implementation of technical cooperation activities. In accordance to the ILO evaluation policy and procedures, this project must undergo a final independent evaluation. This evaluation is managed by ILO Evaluation Manager Ms. Ussama Kaewpradap, overseen by Ms. Janette Murawski, EVAL Officer, and conducted by independent evaluators Ms. Svetlana Bronyuk (team leader), Mr. Ahmad Tamemi, and Ms. Diana Vainer (team members).

2.1. Evaluation Purpose and Objectives

The purpose of METI programme's final independent evaluation is to assess progress toward achieving its planned objectives. Specifically, the evaluation will assess the programme's relevance, design validity, coherence, efficiency, effectiveness, emerging impact, and sustainability.

Objectives of this Evaluation:

- Provide an independent assessment of progress toward METI programme goals, evaluating performance against established indicators in relation to its strategies, implementation modalities, and management arrangements.
- Offer strategic recommendations, highlight good practices, and share lessons learned to inform the development and implementation of subsequent METI II project.
- Evaluate the ongoing relevance of the programme's design and implementation strategy in line with the ILO, UN, SDGs, as well as national development frameworks' priorities and needs.
- Assess the sustainability of project outcomes, and provide recommendations to stakeholders to promote sustainability and support further development of outcomes.
- Evaluate the extent to which the programme addressed recommendations from the mid-term evaluation.

This final evaluation builds on the findings of the Evaluability Assessment and the Mid-Term Evaluation conducted by independent consultants, including an assessment of actions taken by the programme in response to the recommendations from these evaluations.

Evaluation Stakeholders

The main clients of the evaluation include:



- ILO constituents, such as government officials from ministries of trade and investment, labour, economic affairs, planning and other relevant ministries, as well as representatives from trade unions and employers' organizations
- METI's extended group of national stakeholders, particularly specialized national agencies and private sector representatives.
- The METI Programme team and management, including staff directly in charge of implementation.
- Collaborating ILO Country/Regional Offices.
- The European Union, as the programme's donor—specifically—the European Commission's Directorate-General for Neighbourhood and Enlargement (EC DG NEAR).
- Regional trade and investment institutions involved in the programme.

The evaluation may also interest development partners and policymakers.

Scope of the Evaluation

The METI final evaluation examines the programme's progress from the start of the implementation period on 01 September 2020, to its conclusion on 31 December 2024. It covers all programme interventions, including both national and regional levels. The evaluation considers all the project-related documents, including the project document, progress reports, results of the evaluability assessment, and implementation of recommendations, and outputs.

The scope of the evaluation for the regional component includes how the programme supported capacity building, knowledge sharing, peer learning, and policy dialogue, as well as, where possible, perspectives of each country included in the component, through desk reviews and interviews with selected stakeholders. For the national level component, the evaluation focuses on the implementation of interventions in Egypt, Jordan, Morocco and Tunisia, relying on more in-depth desk reviews, interviews with key stakeholders, as well as focus group discussions. The evaluation process emphasizes lessons learned and good practices to inform the subsequent METI II project (planned for 2025-2028).

The evaluation integrates gender equality, disability inclusion, and other non-discrimination concerns, adherence to international labour standards, social dialogue, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and processes.

2.2. Evaluation Principles and Standards

In conducting the independent end-term evaluation, the evaluators adhered to ILO Evaluation principles and the UN Norms and Standards for evaluation to ensure ethical safeguards regarding the independence of the evaluation at all stages of the process. The following evaluation principles have been particularly observed:

► Table 1. Evaluation principles

#	Evaluation principles
1	Independence
2	Impartiality
3	Disclosure of conflict of interest
4	Honesty and integrity
5	Competence
6	Accountability
7	Obligations to participants
8	Confidentiality
9	Avoidance of harm
10	Accuracy, completeness and reliability
11	Transparency
12	Reporting omissions and wrongdoing

2.3. Evaluation Methodology

The purpose and scope of this evaluation required a methodology that ensures accountability in assessing the programme's progress toward results, while highlighting lessons learned to enhance similar interventions in the future. Therefore, a mixed methods approach was proposed, primarily focusing on qualitative techniques. While quantitative data offered insights into overall programme reach and participation, qualitative methods were prioritized to provide an in-depth understanding of participant experiences, program implementation challenges, and lessons learned.

Evaluability of Human Rights and Gender Equality: The final independent evaluation adopted a Human Rights and Gender Sensitive Approach. To ensure compliance, the evaluation followed UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation,²⁶ and Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator.²⁷ Preliminary analysis of the evaluability of human rights and gender equality was conducted during the evaluation's inception phase. Based on this evaluability exercise, it was suggested that UNEG recommendations should be included in the evaluation process; these are available as Annex D of this report and served as orientation during data collection and report writing.

Case Studies: In-depth research was undertaken in METI partner countries, referred to as "country case studies," namely Egypt, Jordan, Morocco and Tunisia. The evaluators

26 United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluation, (UNEG, 2014).

27 [Proposal WFP Gender Policy 2015-2020 Update.](#)



conducted evaluation missions to Jordan, Morocco, and Tunisia to meet with national stakeholders, including tripartite constituents, EU delegates, and other development actors. This allowed for first-hand experience with the METI programme from the tripartite plus stakeholders when assessing national programme components. However, the evaluation mission to Egypt could not be undertaken due to delayed government clearance.

Data Collection Approach: To strengthen the credibility and usefulness of evaluation results, both primary and secondary data sources were utilized. Primary data was gathered directly from stakeholders about their experiences with the intervention through key informant interviews, allowing the evaluation team to collect original information. Secondary data sources included documents directly relevant to the evaluation, such as project documents from other development actors, monitoring reports, annual reviews, evaluation reports, country strategic plans, and research reports.²⁸ The mixed-method approach enabled triangulation and validation of data collected from various sources enhancing the credibility of findings, conclusions, and recommendations.

The evaluation methodology included the following data collection methods:

Document Review: A review and analysis of project documents, including the Theory of Change (TOC), the logical framework, DWCPs, country progress reports, consolidated reports, activity reports, surveys, studies, other project knowledge products, and other relevant documents. In addition, key ILO documents, such as the ILO's strategy on skills, policy documents, and project-relevant frameworks were studied.

Key Informant Interviews: Individual semi-structured interviews were conducted, both in person and remotely, with all ILO project staff directly involved in project management and implementation. Specific interviews included:

- Interviews with ILO project technical and managing staff (at the HQ, regional and country levels).
- In-person and online interviews with project stakeholders in the four country case studies: Egypt, Jordan, Morocco, and Tunisia (including ILO staff, tripartite constituents, experts, DG NEAR and EU delegations' representatives).
- Interviews with Social partners and government representatives.
- Interviews with partner organizations – OECD and ITC.
- Interviews with donor representatives.

²⁸ Secondary data is collected through desk reviews of project documents and other relevant material. Secondary data is the already existing data, collected by different institutions and organizations earlier and enables the evaluator to have a more complex view of the situation on the ground, the project context, implementation progress and environment.



Overall, 72 individuals (44 men and 28 women) representing the ILO, tripartite constituents, development actors, and beneficiaries participated in this final evaluation.

At the end of the data collection phase, the evaluators conducted an **evaluation workshop** with evaluation stakeholders. During the workshop, the preliminary findings, based on collected data, were presented, discussed, and validated, leading to the identification of emerging recommendations and lessons learned. The evaluation workshop enhanced the validity of the results, ensuring ownership of the recommendations. A total of 25 individuals (gender disaggregation was not possible) attended the evaluation workshop.

In the final stage, all data collected by the evaluators was verified and analyzed to inform the preparation of the final evaluation report. Data analysis was conducted using a triangulation method to validate the main findings from desk research and primary data collection, eliminating inconsistencies and ensuring quality control.

2.4. Evaluation Criteria and Questions

The evaluation adhered to the UN Evaluation Standards and Norms, the Glossary of evaluation key terms, and Results Based Management, utilizing OECD DAC evaluation criteria²⁹. The evaluation applied the OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential.

In particular, the following evaluation questions were addressed:

1. Relevance and Validity of Design:

1.1. Are the programme's strategic elements (objectives, outputs, implementation strategies, targets, and indicators) achievable? Is the intervention logic realistic? If not, why? What should be done differently?

1.2. To what extent does programme design consider just transition to environmental sustainability, gender, non-discrimination, and inclusion, particularly for Persons with Disabilities (PWD)?

1.3. Has the programme been able to leverage ILO contributions through its comparative advantages (including tripartism and international labour standards)?

Are the objectives/outputs planned for the final years of implementation still relevant?

²⁹ OECD DAC evaluation criteria which were used are: the relevance, the coherence and validity of the programme design, effectiveness and efficiency of the programme, the impact of the results and the potential for sustainability.



2. Coherence:

- 2.1. Does METI's design effectively address national development priorities, UNSDCF/UNDAF, and specific donor priorities in the nine countries?
- 2.2. Has the specific context of each country, along with the interests of various stakeholders and final beneficiaries, been adequately considered in the design and implementation of the program?
- 2.3. How does the programme align with ILO's Global Policy Outcomes, the SDGs, and relevant targets, especially those identified as priorities in the national development strategies?

3. Efficiency:

- 3.1. What evidence exists for cost-effectiveness in the programme's implementation and management?
- 3.2. How effective are the programme management arrangements? Can the programme leverage expertise in the field, particularly in countries where there is no permanent presence of the programme?
- 3.3. Have the programme's funds and outputs been utilized and delivered in a timely manner? What time and cost efficiency measures could be implemented to improve results?
- 3.4. What are the partnership arrangements for programme implementation at national and regional levels? What are the challenges encountered in forming these partnerships? What are the results of these partnerships, and how can they be improved?

4. Effectiveness:

- 4.1. To what extent have the overall programme objectives and expected outputs been achieved, both qualitatively and quantitatively? Will the programme ultimately achieve its medium and long-term outcomes?
- 4.2. Are there external factors that hindered (e.g., COVID-19, political instability, changes in government priorities) or facilitated the achievement of programme outcomes?
- 4.3. To what extent did the programme promote just transition to environmental sustainability, gender equality, non-discrimination, and inclusion of people living with disabilities in its activities and products?

5. Emerging Impact:



5.1. What emerging impacts do stakeholders anticipate after the programme's completion?

5.2. What measures and actions have been put in place to ensure ownership of the programme's results at national and regional levels and within governorates?

5.3. Is there evidence of positive changes in the lives of ultimate project beneficiaries, in policies and practices at both national and regional levels?

6. Sustainability:

6.1. Will the results of the intervention have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?

6.2. What immediate ILO and donor actions or interventions needed to ensure the sustainability of the programme achievements?

6.3. Which programme-supported tools have been solidly institutionalized by partners? Have any been replicated or adapted by external organizations?

2.5. Limitations of the Evaluation

The following major limitations were identified during the evaluation process:

- a. Collecting data remotely faced challenges. Conducting online interviews resulted in several postponements, extending the duration of the data collection phase.
- b. The limited number of days available for evaluation missions in target countries, such as Egypt, was due to delays in submitting requests to the governments. To overcome this challenge, the evaluators conducted interviews online.

Additionally, this evaluation encountered the following obstacles:

- Some stakeholders were not available for interviews during the designated data collection period, delaying the evaluation report drafting phase.
- Some evaluators experienced few health issues, due to seasonal illnesses, which caused delays in preparing evaluation outputs.
- The project team at HQ was unable to promptly respond to the evaluators' requests due to their involvement in delivering programme activities, including closure events and preparing updated status reports on programme outputs.
- Holiday seasons coincided with the initial evaluation timeframe causing interruptions of about two weeks and extending the planned initial schedule.
- Working weekdays in Arab states do not align with working days in African states, which caused delays in report preparation.
- The planned number of days and timelines for conducting the evaluation globally, regionally and at country level, imposed unexpected additional workloads on evaluators, leading to delays in the initial schedule.

► 3. Key Findings of the Evaluation

This section is organized according to the evaluation criteria presented in the TORs and analyses the factual evidence available.

3.1. Relevance and Validity of Design

Relevance and Validity of Design: the extent to which the objectives align with local, constituents', and the donor's priorities and needs.

3.1.1. Are the programme's strategic elements (objectives, outputs, implementation strategies, targets, and indicators) achievable? Is the intervention logic realistic? If not, why? What should be done differently?

The programme's strategic elements (objectives, outputs, implementation strategies, targets, and indicators) are overall achievable. The METI intervention relied on strong cooperation with global partners (e.g., OECD and ITC) to create robust nexus between trade and investment policies and associated employment priorities and strategies.

The programme's regional dimension included capacity-building activities with national stakeholders from Mediterranean countries. However, the METI Programme would have benefited from a high-level policy dialogue component at the regional level.

At the national level, METI facilitated the establishment of Policy Working Groups (PWGs) to promote mainstreaming employment into trade and investment policies. However, this evaluation revealed challenges in delivering strategies at the national level:

Absence of a project assistant at the national level to ensure better facilitation of the policy dialogue.

Lack of coordination with ILO regional and country offices to ensure synergies, sustainability, and national stakeholders' ownership of results.

Absence of a capacity-building strategy in target countries aimed at equipping the policymakers with practical knowledge and skills to integrate employment into trade and investment based on existing levels of knowledge and skills.

Turnover of focal points appointed by institutions to participate in the PWGs. In accordance with the TOR, participation in the PWG was limited to one person per institution. The departure of some appointed focal points during the implementation led to transition delays after appointing new focal members, resulting in disrupted continuity and loss of institutional memory.

Given the projected impact of the METI programme formulated as “Policy makers in the Southern Neighborhood of the European Union (EU) incorporate employment issues into trade and investment policies and design, and implement trade and investment interventions that ultimately optimize the quantity and quality of employment created in the region”, the strategy should have included more practical models of intervention, such as facilitation and technical assistance in policy design, piloting active labour market programmes in trade and investment, particularly those aimed at enhancing employment opportunities for women and youth. Strong internal coherence with national Decent Work Country Programmes (DWCPs) and ILO country programme indicators (CPOs) is essential. Additionally, facilitating trade and investment in collaboration with EU delegations would be necessary.

The initial project document ³⁰ formulated two indicators at the impact level:

- Number of policy documents and policymakers’ statements that refer to employment creation through trade and investment in the partner countries and the region, and whether these documents and statements are binding.
- National statistics on employment and employment-to-population ratios by country, gender, age, and the working poverty rate (percentage of employed living below US\$1.90 PPP).

The first indicator, related to the number of policy documents and policymakers’ statements, is feasible and measurable. The second indicator, aimed at measuring changes in the number of jobs created in METI countries, is too broad and unrealistic. Measuring the number of decent jobs created as a result of the adopted policies in trade and investment, including those for women and youth, would more effectively capture the desired long-term impact. This would support the ultimate goal of the METI programme: “More and better jobs in the South Mediterranean countries, particularly for women, youth and SMEs.”

Following recommendations from the evaluability assessment, the METI programme logical framework was revised, limiting impact-level indicators to one: *“Increased number of policy documents and policymakers’ statements that refer to the creation of more and better jobs through trade and investment in the partner countries and the region.”* The exclusion of “whether these documents and statements are binding” restricts the ability to measure change at the impact level, as binding policies have a higher likelihood of being implemented and sustained. This evaluation finds outcome-level indicators, which include qualitative ones, logical and feasible.

► **Table 2. Indicators developed by the METI to measure achievement of outcome level results**

Outcome	Indicator
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³⁰ Programme’s Logframe.



Outcome 1	Increased perception of policymakers' and technical experts' of the relevance and usefulness of knowledge generated by the project.
Outcome 2	Increased number of project stakeholders who factor the employment effects of trade and investment into policy dialogue and coordination
Outcome 3	Recommendations developed and endorsed by stakeholders in trade and investment strategies
	Share of stakeholders applying the sectoral recommendations
Outcome 4	Extent of alignment of trade related public infrastructure investments with employment creation
	Inclusion of employment considerations in new public infrastructure projects

3.1.2. To what extent does the programme design consider just transition to environmental sustainability, gender, non-discrimination, and inclusion, particularly the inclusion of Persons with Disabilities (PWD)?

The METI programme design addressed just transition to environmental sustainability only to a limited degree. The METI proposal outlined an approach to just transition to environmental sustainability, focusing on environment and climate change, aiming to promote the greening of enterprises, workplace practices, and the labour market as a whole. The goal was to create decent employment opportunities, enhance resource efficiency, and build low-carbon sustainable societies. However, the programme logframe did not integrate specific activities to support this environmental approach as the EU DG Near collaborated with other partners on green initiatives.

Gender Equality and Human Rights dimensions were incorporated into the project's intervention logic and design, but only to some extent. Although the project document outlined gender-mainstreaming, it was not sufficiently embedded into the programme's logframe to effectively project and measure the desired impact. The METI programme did not benefit from the Gender Analysis conducted during the conceptualization phase of the Programme Cycle.

Specific objectives were framed in a gender-sensitive manner, and the project's logframe included gender-sensitive indicators, but they were limited to gender-disaggregated data. While disadvantaged groups such as women and youth were identified and their needs studied, the project design did not include specific activities to address these needs. Additionally, the needs of Persons with Disabilities (PWD) were not addressed by the METI intervention.



3.1.3. Has the programme been able to leverage ILO contributions through comparative advantages, (including tripartism, international labour standards, etc.)?

The METI project leveraged ILO contributions through comparative advantages by strengthening the nexus between employment, trade and investment at the global level. Cooperation with the OECD and the ITC increased knowledge exchange and improved visibility for the three organizations in the region. The METI intervention consistently engaged tripartite constituents in project activities but failed to apply effective strategies at the global and regional levels. The ILO Bureau for Workers' Activities (ACTRAV) and the ILO Bureau for Employers' Activities (ACTEMP) contributed expertise to METI at the HQ level through the revision of project knowledge products, but regional representatives of ACTRAV and ACTEMP were not consulted, nor were regional organizations of workers and employers engaged.

Social partners participated in regional events and attention was given to the principles of decent work and the role of social dialogue in the design and implementation of employment-oriented trade policies. However, the METI project did not formulate a strategic approach to strengthen solidarity among workers and employers across the region. Although the programme document proposed using the SDG Indicator 8.8.2 on labour rights to monitor developments regarding freedom of association and collective bargaining rights for employers and workers and their organizations, this proposition was not implemented.

3.1.4. Are the Objectives/Outputs planned for the final years of the project still relevant?

The METI programme did change its design during implementation. Key objectives and outputs remained consistent, but additional activities were planned under Outcome 4. An assessment of EU-funded projects on public infrastructure investment concerning their short-term employment impact was conducted in collaboration with International Financial Institutions (IFI), such as the European Investment Bank (EIB), and the European Bank for Reconstruction and Development (EBRD), which presented the data. The assessed projects were financed through the European Fund for Sustainable Development Plus, and the findings of the assessment remain relevant for the European Union.

3.2. Coherence

Coherence refers to the extent to which other interventions support or undermine the intervention, including internal and external coherence, particularly in terms of synergy and relevance to national initiatives, other donor-supported projects, and project visibility.



3.2.1. Does METI Design effectively address national development priorities, UNSDCF/UNDAF, and donor specific priorities in the nine countries

The METI design addresses national development priorities, UNSDCF/UNDAF, and donor-specific priorities and concerns in the nine countries in terms of effectiveness to varying levels:

- Donor priorities: High.
- National development priorities: Medium.
- UNSDCF: Medium.

The METI design benefited from an overall regional context analysis and the EU policy thematic framework, establishing clear linkages to EU strategic and operational objectives. An analysis of potential synergies with EU-funded projects was also conducted in all nine countries.

National development priorities were outlined for all nine countries and annexed to the programme document. However, the problem analysis was conducted in a general manner across the South Mediterranean region, focusing on development objectives, employment, trade, and investment. Following recommendations from the Evaluability Assessment, the METI programme updated the analysis of national development objectives, providing clear drivers for employment, trade, and investment.

Analysis of the project documents suggests that challenges related to social dialogue were not considered in each of the nine countries, even though freedom of association is a major concern in the region. Jordan, Lebanon, and Morocco have yet to ratify the C087 Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87). The rationale for selecting target countries was not outlined, and country-specific strategies were not developed.

Following the Evaluability Assessment recommendations, METI conducted mapping with ILO CPOs, P&B, and the UN Framework (UNDAF/UNSDCF Outcomes). Relevant UNDAF/UNSDCF outcomes were identified in the target countries: Egypt (EGY100³¹), Jordan (JOR100³²), Morocco (MAR175³³) and Tunisia (TUN102³⁴). However, how the METI intervention would support the achievement of these outcomes was not specified. This final evaluation found that METI has not taken specific actions to support the achievement of

³¹ Create decent and gender-transformative employment opportunities for young women and men by enhancing national and local employment policies, skills and employability, sustainable enterprises, and transition to formalization.

³² Increased access to decent work and employment opportunities for more women and men.

³³ Davantage de femmes et d'hommes bénéficient d'un emploi productif et de possibilités de travail et de revenu décents.

³⁴ Les capacités institutionnelles sont renforcées pour la promotion de politique et de programme d'emploi et pour l'amélioration des systèmes d'information et d'analyse du marché du travail en faveur de l'Emploi décent.



these CPOs. Decent work results were reported under CPO TUN102 in the ILO P&B 2020-2021, but the contribution to these results came from another ILO intervention.

3.2.2. Has the specific context of each country, along with the interests of various stakeholders and final beneficiaries, been adequately considered in the design and implementation of the programme?

The programme document benefited from stakeholder analysis, outlining various groups' and stakeholder needs and interests. However, the analysis did not sufficiently address the needs of tripartite constituents in each country. Following the Evaluability Assessment recommendations, the METI programme conducted an analysis of stakeholder interests and influences by mapping stakeholders, including tripartite constituents, in Egypt, Jordan, Morocco and Tunisia.

The project's logframe did not include the anticipated results or specific activities for each group of the tripartite constituents. ILO good practices suggest that specific activities should be planned for trade unions and employers' organizations to address their needs more effectively.

While the final beneficiaries and their needs—women, youth, and SMEs—were identified, it was rather in a general manner. Good practices recommend that disadvantaged groups should be outlined more specifically (e.g., women with young children, young female graduates, etc.) and their needs factored into the intervention design, including the results. The METI logframe did not include specific outcomes and outputs related to the final beneficiaries' needs. Nevertheless, the needs of women and youth were well studied during programme implementation. The regional thematic report included a chapter on trade, investment, women, and youth in the labour market (Chapter 3), with country infographics for Tunisia, Morocco, Egypt, and Jordan providing data on gender and youth. Women and youth employment issues were discussed during the regional technical training held in Turin, with the participation of representatives from organizations focused on youth and women's policies, and members of the Policy Working Groups. These organizations included the National Council for Women of Egypt, the Jordanian National Commission for Women, Jordan Ministry of Youth, Chambre Nationale des Femmes Chefs d'Entreprises of Tunisia, Ministère de la Famille, de la Femme, de l'Enfance et des Personnes Âgées of Tunisia.

3.2.3 How does the programme align with ILO's Global Policy Outcomes, SDGs, and relevant targets, namely those identified as priorities in the national development Strategies?



National stakeholders confirmed the relevance of the METI programme to SDG 8, in line with their national development strategies. The METI programme aligns with ILO's Global Policy Outcomes 3 and 8, which correspond to SDG 8 and its relevant targets:

8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services.

8.5. By 2030, achieve full and productive employment, and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.6. By 2020, substantially reduce the proportion of young people not in employment, education or training.

The ILO Programme and Budget 2024-2025 identifies decent work in supply chains, investment, and trade (iii) as a cross-cutting driver. METI's knowledge products contribute to Output 8.4, which aims at improving coherence, through support and action, to advance decent work outcomes in supply chains under ILO Outcome 8: Integrated policy and institutional responses for social justice through decent work.

METI design includes equal participation of all countries in regional knowledge-sharing and capacity- building activities, such as:

- A 5-days regional technical training on trade and employment held from 31 October to 4 November, 2022, hosted by the ITC-ILO in Turin.
- The 1st tripartite knowledge-sharing workshop on trade, investment, and employment (14-16 March 2023), hosted by ITC-ILO in Turin, Italy.
- The 2nd technical training on investment and employment in Southern Mediterranean countries, held in Cairo, Egypt, from 12-16 May 2024.
- The 2nd regional tripartite knowledge-sharing workshop, held in Jordan, the Dead Sea, from 30 September to 2 October 2024.
- A Sustainable Supply Chains and Finance Workshop, held on 10 December 2024, hosted by the ILO HQ, Geneva.
- A joint ILO-ITC closing event on concluding METI and ITC project: "Trade and Investment Facilitation Mechanism" (TIFM II), held in the ILO HQ, Geneva, from 10 to 12 December 2024.
- All countries participated in the regional thematic research on "Trade, Investment and Employment in the Southern Mediterranean Countries."

Mapping METI activities against the national development strategies demonstrates that the METI programme is relevant to national development priorities in all nine countries. In



Algeria, Egypt, Jordan, Lebanon, and Morocco,³⁵ the METI programme is well positioned to support the achievement **of national** gender strategies. In the OPT, METI is relevant to the National Employment Strategy 2021-2025. See Annex F for more details.

3.3. Effectiveness

Effectiveness: The extent to which the project has contributed to the development objectives, the immediate objectives, and whether the stated outputs have been produced satisfactorily. This includes building synergies with national initiatives, other donor-supported projects, and enhancing project visibility.

3.3.1. To what extent have the overall programme objectives and expected outputs been achieved, both quantitatively and qualitatively? Will the programme ultimately achieve its medium and long-term Outcomes?

By its conclusion on 31 December 2024, the METI programme has achieved its expected outputs. However, Outputs 3 and 4 have not met some quantitative targets due to factors beyond the project's control. The quantitative targets for Outputs 1 and 2 were successfully achieved. (Refer Table 3 for more details).

The targets under Output 1 were exceeded, with the initial goal of four Country Reports expanded to seven (Lebanon, the OPT, and Algeria) during the no-cost extension phase. The project produced a regional thematic report, four country reports on Tunisia, Morocco, Jordan, Egypt, Lebanon, and the OPT, along with a policy guide. Algeria's country report was not delivered due to delays in obtaining the necessary government approval to ensure a timely delivery of a quality product.

Additionally, METI produced three Policy Briefs on Jordan, Morocco, and Tunisia. The Policy Brief for Egypt could not be finalized because a validation workshop with national stakeholders could not be scheduled. The targets for the number of stakeholders reached by all knowledge products (gender disaggregated where possible) were achieved.

Under Output 2, the targets for the number of trained stakeholders, who increased their knowledge on data collection, analysis, production, and use of evidence on the effects of trade and investment policies on employment (with gender disaggregates) were met as planned, totaling 145 (55 women and 90 men) compared to the planned 128 (50 percent of whom were women). Thus, the delivery rate is 113 percent for the total number of trained stakeholders, and 76 percent for achieving gender balance. Fifteen meetings were

³⁵ In Libya, OPT and Tunisia no valid gender strategies were observed.

conducted on the effects of trade and investment policies on employment, exceeding the planned 12 meetings.

While the targets under Output 3 were generally achieved, they were not fully met in accordance with initial plans. Slight under-delivery was attributed to factors beyond the project's control. TRAVERA and STED studies were conducted in Egypt but have not yet been presented to stakeholders. Consequently, the total number of meetings fell short, with 10 meetings held compared to the planned 12. The number of stakeholders guided on pro-employment export value chain development reached 94 percent. A total of 339 Stakeholders attended the 14 Policy Working Group meetings. No final meeting could occur in Morocco and Egypt due to conflicting government priorities.

The targets achieved under Output 4 exceeded initial plans. METI programme conducted four in-depth studies of four projects and a broader portfolio assessment of nine additional public infrastructure investments in Egypt, Morocco, Jordan, and Tunisia. Furthermore, METI conducted a portfolio assessment to estimate the short-term employment impact of eight EU-supported public infrastructure investments across Egypt, Morocco, and Tunisia. This report provides an understanding of the employment generation from EU -funded public infrastructure projects in these three Southern Mediterranean countries. Additionally, two productive investment analyses were conducted in Jordan (engineering sector), and Morocco (knitwear sector), to assess the investment requirements necessary to enhance trade and decent employment in these sectors.

► **Table 3. Status of Programme Outputs Delivery**

Outputs	Indicator	Planned	Delivered
Output 1: Knowledge on the positive and negative impact of trade and investment policies on productive and decent employment in the Southern	1.1.Number of knowledge products (thematic report, country reports, policy briefs, and policy resource guide) on the impact of trade and investment on employment published.	10	11 1 Thematic Report 1 Policy Resource Guide 6 Country Reports 3 Policy Briefs ³⁶ .

³⁶ The Policy Brief for Egypt could not be delivered because it was not yet possible to schedule a validation meeting with national partners.

Neighbourhood countries is generated, improved, discussed and disseminated	1.2. Number of stakeholders reached by all knowledge products (gender disaggregated where possible)	600 (50 percent women)	758 (385 women and 373 men) – reported Numbers which could be verified³⁷ : 135 women and 123 men
Output 2: Capacity of policy makers, social partners, staff in statistical offices and research institutions in partner countries to collect and analyse relevant data, to produce and use evidence on the effects of trade and investment policies on employment, and to discuss, design and coordinate policies is improved	2.1. Number of stakeholders trained, who increased their knowledge on data collection, analysis, production and use of evidence on the effects of trade and investment policies on employment (gender disaggregated)	128	145 (55 women and 90 men)
	2.2. Number of meetings held on the effects of trade and investment policies on employment and policy conclusions reached. Policy conclusions relevant to women's and youth employment will be highlighted	12	15 Policy Working Group meetings EGY: 2 JOR: 5 MOR: 3 TUN: 5
Output 3: Sectoral approaches to the development of export-oriented value chains and industries are implemented in the partner countries to enhance the employment opportunities and to mitigate the employment challenges arising from trade and investment policies	3.1. Number of sectoral studies or analyses carried out and presented to stakeholders.	12	10 Studies in total ITC studies: 4 TRAVERA: 3 STED: 3
	3.2. Number of meetings/workshops held	12	10 Meetings in total ITC studies: 4 TRAVERA: 3 STED: 3
	3.3. Number of stakeholders guided on pro-employment export value chain development	360 (50 percent women)	339 Stakeholders attended the 14 Policy Working Group meetings. ; no final meeting could be held in MOR and EGY due to conflicting priorities of the government

³⁷ persons which could be identified.

Output 4: Governments, financial institutions, EU delegations and other relevant stakeholders are informed of and consider the potential trade and employment effects of infrastructure investments in the Southern Neighbourhood countries	4.1. Number of assessments of the trade and employment impact of public infrastructure investments	4	7 assessments in total, out of them 4 country assessments, 1 Portfolio assessment, 2 productive investment
	4.2. Number of validation meetings and discussions held on the trade and employment impact of public infrastructure investments	4	3 meetings in total (JOR, MOR, TUN). No meeting could be held in EGY.

The programme's logframe does not include qualitative indicators at the output level. However, the analysis of project outputs and the assessment instruments applied by METI to measure knowledge gain suggest that:

- a. Knowledge of positive and negative impacts of trade and investment policies on productive and decent employment improved.
- b. Significant efforts were made to make knowledge products accessible across the region, reports and studies were translated into French, English and Arabic.
- c. Additional communication tools were used to disseminate project products through the social media.
- d. The thematic areas received balanced attention, and cross-cutting issues were well addressed in the knowledge products.

By the end of the programme, METI is likely to achieve Outcome 1. Interviews with stakeholders and observations of key knowledge products indicate that both regional and country-level analyses of the impact of trade and investment policies on productive and decent employment in partner countries have been strengthened.

National stakeholders believe that more intensive capacity-building activities are required at the national level to achieve Outcome 2. This would enable governments, social partners, and other relevant stakeholders in the region to incorporate the employment effects of trade and investment into policy dialogue and coordination. This evaluation has yet to observe the inclusion of employment considerations in trade and investment policy proposals, strategies and roadmaps attributable to programme activities.

The achievement of Outcome 3 is a major concern, as sector analyses have been conducted and validated, but stakeholders require further support in applying the recommended sectoral strategies.



Outcome 4 has good prospects for achievement. Although this evaluation has not witnessed the inclusion of employment considerations in new public infrastructure projects, stakeholders represented by the donor confirmed that this knowledge will be instrumental in implementing their investment strategy.

3.3.2. Are there external factors hindering or facilitating the achievement of programme Outcomes (e.g., COVID-19, political instability, changes in government priorities)?

Major factors hindering the achievement of programme outcomes, aside from the consequences of COVID-19, include changes in government development strategies, government rotations (e.g., in Jordan), and subsequently changes in appointed focal points for participation in policy working groups (PWG), and specific government procedures for cooperation with the international organizations. The METI programme demonstrated high adaptability in aligning implementation modalities with government needs.

In Jordan, the METI programme aligned its activities with the new priorities set in Jordan's Economic Modernization Vision (EMV). Since programme implementation is closely aligned with the EMV and the new cabinet has renewed its commitment to it as a trans-governmental vision, evaluators do not foresee any future delays.

In Tunisia and Morocco, departments of international cooperation at relevant ministries³⁸ were overloaded with work, lacking an assistant or a coordinator to ensure follow up on information from ILO (country office)/ILO's Cairo office, respond in a timely manner, and distribute documents to partners promptly. Additionally, in Morocco, most of the constituents were preoccupied with the elections occurring in fall 2021 and diplomatic conflicts with Algeria.

In Egypt, the programme implementation was hindered by delays in obtaining clearance from the Ministry of Planning and Economic Development, which also affected this evaluation. Another delay was caused by government changes; MOPED became MOPEDIC, leading to staff change. Similarly, in Algeria, the project partially delivered the Country Report due to a lengthy METI government clearance process, which left insufficient time for the study.

The analytical aspects of the METI Programme rely on up-to-date and comprehensive data on trade, investment, and employment at the sectoral level. According to the developed methodologies, this data should be further disaggregated by gender, age, and other dimensions critical for the analysis. Meeting these detailed requirements has proven

³⁸ Ministry of Industry and trade in Morocco and Ministry of Employment and Professional vocation and Ministry of trade and export development in Tunisia.



challenging, necessitating data collection from diverse sources, meticulous validation processes, and careful harmonization to ensure compatibility across datasets.

3.3.3. To what extent did the programme promote just transition to environmental sustainability, gender equality, non-discrimination and the inclusion of people living with disabilities in activities and products?

During interviews, national stakeholders regarded METI's implementation approach as "environmentally sensitive" and in alignment with national priorities. Although this evaluation did not find the approach to integrating just transition into METI's knowledge products and capacity-building activities consistent, METI's interventions were project relevant to environmental sustainability. In Tunisia, METI conducted TRAVERA/STED studies on pharmaceutical and aromatic plants. In Morocco, Jordan, and Tunisia, METI analyzed EU infrastructure projects in sustainable water supply and solar energy production.

The METI programme activities and products significantly promoted gender equality and non-discrimination. Cross-cutting gender issues were thoroughly addressed in all knowledge products. The analysis of youth employment and unemployment was also conducted from a gender perspective. Interviews with stakeholders confirmed that increasing the employment of women and youth is a high priority for national stakeholders in the region. The programme's implementation methods focused on achieving gender balance across key activities, with, as a goal, reaching a 50 percent participation rate for women. Although this target may be ambitious for the region, the programme made substantial progress in closing the gap, reaching 76 percent of the target.

METI knowledge-sharing workshops are governed by ILO's tripartite structure, which requires the ILO to accept nominations from the tripartite constituents. This represented a major obstacle and strongly limited the programme's selection of participants. While national stakeholders were explicitly encouraged to nominate young and female candidates, as well as persons with disabilities, they often did not follow through on this encouragement.

METI's knowledge strategy considered the needs of people with disabilities to a limited extent. The Policy Resource Guide emphasized the importance of creating inclusive employment opportunities for persons with disabilities, while other METI knowledge products omitted this non-discrimination criterion. Most METI Programme countries have signed and ratified the UN Convention on the Rights of Persons with Disabilities (CRPD), with Lebanon being the only exception, as it has only signed the Convention. Algeria, Jordan, and Lebanon signed the Optional Protocol to the CRPD, while Morocco and Tunisia ratified it.



The review of the concluding observations from the Committee on the Rights of Persons with Disabilities regarding the implementation of the Convention reports submitted by METI countries (Algeria, Israel, Jordan, Morocco, and Tunisia) highlights concern with the high unemployment rate among persons with disabilities, which is close to 70 percent. Despite the adoption of specific legislative provisions requiring employers to allocate a certain percentage of positions to persons with disabilities and the availability of funding for workplace adaptation, discrimination against persons with disabilities in employment continues. Discriminatory attitudes, particularly towards hiring women with disabilities persist. A brief analysis of the Committee's concluding observations and recommendations concerning METI's countries response to Article 27 "Work and employment," of the Convention is presented in Annex E of this report to inform future METI II projects.

3.4. Efficiency

Efficiency: The productivity of the project implementation process assessed based on the extent to which the achieved outputs are the result of efficient use of financial, material, and human resources.

3.4.1. What evidence supports the cost-effectiveness of the programme implementation and management?

This evaluation gathered several pieces of evidence demonstrating the cost-effectiveness of METI's implementation and management:

- Cooperation with the OECD and ITC through mutual invitations to events allowed for shared costs in delivering international knowledge and expertise to programme stakeholders.
- The ILO contributed the time and expertise of a senior manager to facilitate smooth cooperation among METI staff responsible for various programme components.
- METI technical staff's contribution to the production of communication and knowledge.
- In-house expertise was utilized to assess the impact of the EU investment portfolio in collaboration with ILO's EU-funded project – "STRENGTHEN 2".
- In-house language expertise was utilized. The RO Cairo staff who speak three languages, Arabic, English and French, facilitated programme implementation in Tunisia and Morocco.

3.4.2. How effective are the programme management arrangements? Can the programme leverage field expertise, particularly in countries where the programme does not have a permanent presence?

Current programme management arrangements are moderately effective. The programme initially faced challenges related to staffing and role misunderstandings. Key programme staff based in the Cairo office either left the ILO or the programme entirely. At the time of this evaluation, staff based in ILO HQ and Cairo RO expressed satisfaction with current



management arrangements, while ILO staff in RO in Lebanon and Jordan raised concerns about a lack of coordination between HQ and RO Cairo.

National stakeholders in Morocco and Tunisia expressed dissatisfaction with management arrangements. METI does not maintain a permanent presence in these countries, and communication with the programme occurs primarily on an *ad hoc* basis. Due to the slow dissemination of information, not all unions participated in the forum held in Jordan from 30 September to 02 October, 2024. Although ILO representatives in these countries provide assistance and support to METI programme activities, stakeholders are seeking improved intensity, clarity, and prompt communication from the programme.

3.4.3. Have the programme funds and outputs been utilized and delivered in a timely manner? What time and cost efficiency measures could be implemented to improve results?

COVID-19 caused significant delays in programme implementation during the first two years. Key knowledge products, such as a regional thematic report and country reports on Egypt and Jordan, were published in 2022. The programme made substantial progress since 2023 once the major consequences of the crisis were resolved. The country reports on Morocco and Tunisia were published, and key regional events were conducted.

The Mid-Term Evaluation recommended a no-cost extension to complete programme activities, which was granted by the EU. Activities at risk of not being delivered included #1.3 “Policy Resource Guide,” #2.1 “Regional knowledge-sharing workshops and strategic training,” #3.1 “Trade and Value Chains in Employment-Rich Activities studies in Egypt, Jordan and Morocco,” and # 3.2: “Skills for Trade and Economic Diversification studies in Egypt, Jordan and Morocco”. Overall, the METI programme generated a surplus of about EUR 534,665 between September 2020 and March 2024, primarily from the main budget lines: (1) “Human Resources” (EUR 431,585), (3) “Equipment and Supplies” (EUR 1,225), and (5) “Other costs, services” (EUR 101,855). The funds were also repurposed, enabling the creation of three new budget lines under the Human Resources: National Officer in Cairo, to support the Cairo office team; STED action support (HQ), for Outcome 3, and Outcome Action Support (HQ), for Outcome 4.

Additional activities were planned, including a communication strategy that features a wrap up video, country reports on Lebanon, the Occupied Palestinian Territory, and Algeria, a METI closing event, a workshop on sustainable supply chains delivered on 10 Dec 2024. Studies on productive investment in selected value chains in Jordan and Morocco, along with EU assessment portfolio, were also included.

Stakeholders, including donors and tripartite constituents, noted that the research component outweighed the capacity-building component. This observation is valid. The



revised budget significantly increased costs for the research component from EUR 536,000 to EUR 720,833 (a 135 percent increase), while the costs for conferences and seminars decreased from EUR 612,561 to EUR 432,846 (a 71 percent decrease).

The METI programme nearly completed its planned activities, culminating in the final closing event held in Geneva December 11-12, 2024. The programme's knowledge-building strategy, which focused on engaging stakeholders in research and the validation of results, required more time than initially expected. At times, national stakeholders' priorities changed, and METI made efforts to adapt to these shifts.

The delivery of knowledge products took considerable time because, according to ILO's internal quality procedures, publications must be reviewed by various specialists and departments. The review process is designed to be autonomous, with each reviewer providing their comments independently. These comments are then aggregated and forwarded to the research author. This process was managed by METI technical staff alongside other managerial functions, although it could have been delegated to junior-level programme support staff.

Analysis of the reported results indicates that METI's capacity building strategy has not produced a sufficient number of trained professionals, a total of 145 (55 women and 90 men) across the South Mediterranean region. While regional training sessions facilitated the exchange of best practices and provided a broader regional perspective, achieving the desired changes outlined in Output 2³⁹ will require more tailored training and cost-effective solutions to enhance the capacity of policymakers, social partners, and staff in statistical offices and research institutions. A sufficient number of participants per country would range from 80 to 120, ideally maintaining a gender-balanced ratio to create a critical mass. In-country training sessions could be considered a more cost-effective solution.

By the end of the Programme, METI had utilized nearly all the budgeted funds, with total expenditures amounting to 4,383,167.11 USD. The surplus of 214,102.92 USD (4.3 percent) remained unspent. Major underspent budget lines included salaries for local and international staff, travel expenses (50,983.26 USD), TRAVERA and STED studies (34 078,96 USD), and translation and interpreter costs (20,318.25 USD).

Some evaluation stakeholders representing the donor raised concern over the high cost of the ILO staff delivering the programme results. An analysis of the budget composition reveals that administrative and staff costs accounted for 15 percent of the total programme costs. Other staff costs primarily comprised technical and programme staff expenses

³⁹ Output 2: Capacity of policy makers, social partners, staff in statistical offices and research institutions in partner countries to collect and analyse relevant data, to produce and use evidence on the effects of trade and investment policies on employment and to discuss, design and coordinate policies is improved.



necessary to support the delivery of programme activities and specific technical knowledge components, namely programme outcomes. Given the programme's new thematic focus, with significant knowledge components (Outcomes 1 and 3) and regional programme setup, the involvement of technical and programme support staff at HQ is appropriate.

3.4. What are the partnership arrangements for programme implementation at national and regional levels? What are the challenges encountered in developing these partnerships? What are the results of these partnerships and the potential for their improvement?

The METI Programme collaborated with the EU-funded initiatives, implemented by the OECD and the ITC in the South Mediterranean region. The EU-ITC programme "The Trade and Investment Facilitation Mechanism (TIFM II)" aimed to foster inclusive and sustainable economic growth, focusing on decent job creation and enhancing regional integration through informed trade and investment policymaking in Southern Mediterranean countries. The EU-OECD Programme on Investment in the Mediterranean sought to support reforms in the investment climate to promote sustainable growth and the creation of decent jobs in the region.

Both the OECD and the ITC emphasized the significance of this collaboration but expressed regret that it commenced only after the three programmes were launched. Had the three organizations been informed about the EU's cooperation request during the programme's conceptualization phase, they could have planned more joint actions supported by the budget.

The active collaboration with the EU, OECD, and ITC has enhanced the visibility of the ILO in the region. The METI programme was presented to regional policymakers at the 7th meeting of the Union for the Mediterranean's Regional Platform on Trade and Investment.

3.5. Emerging Impact

Emerging Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

3.5.1. What emerging impacts do stakeholders anticipate after the Project's completion?

Stakeholders representing the EU believe that the assessment of EU investment projects will serve as a tool to adjust future investment strategies. National stakeholders in the target countries view knowledge products as a solid foundation for integrating employment into trade and investment policies, assessing future projects' potential in terms of creating decent job opportunities for women and youth.



In Tunisia, the METI programme is viewed as a conceptualization phase for the future implementation of pilot opportunities. Stakeholders emphasized the importance of selecting sectors based on evidence-based research and tripartite discussions.

In Jordan, stakeholders developed nine concrete proposals to advance the Jordanian engineering sector and create more and better jobs. These proposals are likely to be integrated into the METI II implementation roadmap.

In Morocco, the METI programme delivered a country report and assessed the Noor Ouarzazate solar plant. It also conducted an impact analysis of investments in the country's knitting and textile sector⁴⁰. Stakeholders believe that the METI programme will contribute to achieving SDG 8: Decent Work and Economic Growth, promoting the concept of green value chains to make Moroccan goods more appealing in the EU market. In Egypt, METI knowledge products will inform the national employment strategy and economic reforms.

3.5.2. What measures and actions have been put in place to ensure ownership of the programme's results at national and regional levels, and within governorates?

At the national level, the METI programme established Policy Working Groups (PWGs) in each target country: Morocco, Tunisia, Egypt, and Jordan. The PWGs engaged in the discussion and validation of all the programme's knowledge products; their representatives also participated in the project's capacity-building activities.

At the regional level, the METI programme conducted knowledge-sharing events, inviting participants from Southern Mediterranean countries to share their practices. This facilitated knowledge creation and increased the ownership of results, an aspect appreciated by social partners during interviews.

At governorate level, METI assessed EU infrastructure projects implemented in seven governorates in Tunisia (Kairouan, Kasserine, Sidi Bouzid, Gafsa, Gabes, Médenine and Tataouine), in the governorate Ouarzazate in Morocco and in the Irbid governorate in Jordan. However, the Policy Working Groups did not include representatives from the governorates, limiting their ownership of METI results.

3.5.3 Is there evidence of positive changes in the lives of ultimate project beneficiaries, as well as in policies and practices at national and regional levels?

This evaluation did not identify any positive changes in the lives of the programme's ultimate beneficiaries: youth, women and SMEs. Additionally, the METI intervention has not resulted in the development or adoption of new policies.

⁴⁰ [Évaluation de l'impact sur l'emploi et le commerce au Maroc | International Labour Organization.](#)

Stakeholders, represented by the donor and tripartite constituents, concluded that further actions from the ILO are necessary to assist countries in implementing recommendations derived from solid research.

3.6. Sustainability

Sustainability: This refers to the extent of capacity building among social partners, ensuring mechanisms are in place to sustain activities and maintain results beyond project completion. It also evaluates whether recipients have the mandate, capacity, and financial resources to replicate the approaches promoted by the project. Furthermore, the effectiveness of management arrangements and knowledge management—including the documentation, validation, sharing of lessons learned, and their application in evolving methodologies and approaches—is a key focus.

3.6.1. Will the results of the intervention have explicit and implicit long-term, sustainable positive contributions to relevant SDGs and targets?

The results of the intervention are likely to have a long-term, sustainable positive contribution to relevant SDGs and targets if the recommendations obtained from the findings of knowledge outputs are translated into action. If evidence-based policies are developed, adopted, duly financed, and implemented, they could lead to an increased number of jobs. The METI thematic report “Trade, Investment and Employment in the Southern Mediterranean Countries” will serve as a comprehensive source of information for development actors, including policymakers and academia for the years to come. The report has been published on the ILO website and downloaded over 250 times. It is also published on the EU Neighbours South website⁴¹, as well as Policy Commons⁴², which is a comprehensive policy database.

METI’s Portfolio assessment of public infrastructure investments in the Southern Mediterranean will guide future development actors’ investments. The findings indicate that project designers should consider the efficient utilization of resources, such as ensuring that a project is labour-intensive or creates jobs for specific groups, (e.g., youth and medium-skilled workers). Another important lesson concerns project designers, who should prioritize purchasing intermediate goods and services locally instead of importing them. This approach is likely to lead to greater domestic employment generation. Future

⁴¹ [Trade, Investment and Employment in the Southern Mediterranean Countries - EU Neighbours.](#)

⁴² [Trade, Investment and Employment in the Southern Mediterranean Countries : Thematic Report of the “Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood” Project, Policy Commons.](#)



cooperation with the EU could enhance the design of the investment programmes, achieving explicit contributions to SDG 1 and 8.

3.6.2. What are the immediate ILO and donor actions/interventions needed to ensure achievement and sustainability of programme objectives?

The quality of jobs will depend on the overall policy framework for employment, in accordance with international labour standards, as outlined in the Portfolio assessment of public infrastructure investments in the Southern Mediterranean. To ensure the sustainability of the achieved results, it is crucial to strengthen coordination and synergies between METI and ILO's strategic response at both the regional and country levels.

The EU should apply findings from METI's Portfolio assessment of public infrastructure investments in the Southern Mediterranean and initiate in-depth studies to identify suitable policies addressing gender bias issues in specific EU-funded projects. The capacity-building programme could be developed and delivered in cooperation with the ILO.

The capacity-building programme for the development of policies regarding the integration of employment into trade and investment should be tailored to the tripartite constituents' needs and capacities, and delivered through events specifically targeted at employers' organizations, trade unions, and governments. It is recommended to hold one event for each target group.

Another important and immediate action to be undertaken is the implementation of recommendations derived from Outcome 3. As a first step, beyond the original METI logframe, national stakeholders have translated the recommendations into concrete actions, incorporating them into implementation roadmaps for the next METI phase. The subsequent step will be to further develop and implement these roadmaps.

3.6.3. Which programme-supported tools have been solidly institutionalized by partners? Have any of them been replicated or adopted by external organizations?

This evaluation found strong evidence on solid institutionalization of the tools promoted by METI. At the time of the final evaluation, stakeholders represented by tripartite constituents were reflecting on the new knowledge generated by the programme. Joint validation of research findings was appreciated by stakeholders who highlighted the importance of tripartite plus dialogue in policy development.



► 4. Conclusions and Lessons learned

4.1. Conclusions

The implementation of the METI programme occurred within a complex political environment exacerbated by the COVID-19 health crisis. This evaluation found a strong commitment from METI to excellence in delivering programme results, following the recommendations from the Evaluability Assessment and the Mid-Term Evaluation. Limitations in Programme Design and staffing adversely affected the implementation. While the METI intervention was assessed as highly relevant, some design and coherence limitations were assessed as “medium.” In terms of effectiveness in delivering programme outputs, the METI performance is rated as “high”. The programme’s efficiency in resource utilization was rated as “medium” due to imbalanced fund distributions across intended outcomes. The impact orientation and potential for sustainability of the METI programme, with regard to achieving programme outcomes, were rated as “high,” thanks to its strong focus on evidence-based policy development and strategies aimed at increasing ownership of results.

The METI programme publications, such as the thematic report “Trade, Investment and Employment in the Southern Mediterranean Countries”, which strengthened the nexus between trade, investment and employment, have achieved global visibility. The partnership with the OECD and ITC was beneficial in promoting synergies among the stakeholders in the region, although it was not utilized to its full potential. The programme is well-positioned to support policy discussions at international forums beyond the UfM, the League of Arab States, the African Union, G7 and G20. Cooperation with the European Union would be crucial for the introduction of robust investment strategies in the Southern Mediterranean Countries to create decent jobs for youth and women.

At the national level, the METI programme laid the groundwork for economic growth reforms, where pro-employment trade and investment policies could play a crucial role. Findings from the country reports on the impact of trade and investment policies on productive and decent work indicated that micro and small enterprises constitute the largest share of target economies, yet their export potential remains underutilized. Future METI interventions should support pilot strategies to enhance the competitiveness of SMEs in entering export markets. Specific provisions regarding SMEs should also be included in trade agreements. Investment in MSMEs would increase job opportunities for women and youth.

The current Programme design and Theory of Change do not adequately integrate the desired and measurable change in the result chain leading to impacts on women’s and young peoples’ lives, as well as MSMEs in creating decent employment. The Theory of



Change should be revisited to incorporate these important dimensions. It is essential that the Theory of Change and the programme's strategy are developed at country level in collaboration with national stakeholders, based on thorough problem analysis and stakeholder interests. Gender Analysis should be conducted to inform the implementation of a Gender Mainstreaming Strategy at both regional and country levels, in cooperation with tripartite plus constituents, including youth and women's organizations.

The programme demonstrated a high level of coherence with EU strategic priorities, yet efforts to align ILO regional and country priorities remained limited. The METI programme has good prospects for contributing to the ILO country programme outcomes and decent work priorities, including the strategic global outcomes of the ILO, namely Outcomes 3 and 8.

METI's strategic effectiveness in delivering its implementation strategy to achieve planned outcomes needs significant revision to enhance projected impact and sustainability. Outcome 1, which analyses regional and country-level impact of trade and investment policies on productive and decent employment in partner countries, has been strengthened and achieved. Rigorous research and validation of results by national stakeholders produced high-quality knowledge outputs delivered by highly qualified experts contracted by the ILO. However, sustaining these results requires building the capacity of regional and national institutions (academia, national statistical bodies, and research departments within line ministries) to conduct similar research and apply findings in programming national development.

The effectiveness in delivering Outcome 2, which aims to enable governments, social partners, and other relevant stakeholders in the region to factor employment effects of trade and investment into policy dialogue and coordination, is limited. The projected impact of METI in increasing the *Number of policy documents and policymakers' statements that refer to employment creation through trade and investment in the partner countries and the region and whether these documents and statements are binding*, requires more rigorous technical training at the national level and enhancing regional exchange and cooperation. Policy discussions should extend beyond the Policy Working Groups to strengthen the nexus between trade, investment and employment, thereby creating greater influence on national stakeholders.

The effectiveness in delivering Outcome 3, which involves developing sectoral recommendations with key stakeholders in partner countries to capitalize on employment opportunities arising from trade and investment policies, has been rated highly by stakeholders. However, concerns remain regarding the implementation of these sectoral recommendations. Technical capacity is lacking, and the resources should be allocated to design and pilot action-oriented policies.



The delivery of Outcome 4, which entails discussing assessments of the trade and employment impact of public infrastructure investments in partner countries with key stakeholders to optimize employment creation, has been well-received by both the EU and national stakeholders; high-level discussions should be conducted at the regional and national levels.

This evaluation concludes that the METI programme has significant potential for impact and sustainability of the results achieved through future action-oriented interventions. The design should aim for impact-level results at the policy and institutional levels, as well as building on outcomes achieved at national, regional, and global levels. Lessons learned from METI can be applied to promote the nexus between trade, investment, and employment within the EU Eastern Neighborhood partnership. EMPINVEST should consider applying these lessons in regions such as Latin America, the Arab states, Europe, and Central Asia, leveraging partnerships developed with the EU. The concept of decent work and formal employment should be foundational in trade and investment policies. Positive impacts on employment for women, youth, and persons with disabilities should be embedded in the results chain of future interventions, following the principles of “No One is Left Behind” and “Nothing About Us Without Us” to achieve SDG 8: “Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.”

4.2. Lessons Learned

The implementation of METI resulted in six lessons learned, which have application potential for ILO and other development programmes, including UN agencies, and the EU as the donor. A detailed description of these lessons learned can be found in Annex H of this report.

LL1: Joint response through partnership and cooperation should be planned during the conceptualisation of regional programmes phase, supported by a joint implementation plan and budget. (Source: ILO, OECD, ITC).

LL2: Cooperation with the International Financial Institutions should be planned during the intervention’s conceptualization phase to understand their internal guidelines and principles, including data protection. (Source: EU, DG NEAR).

LL3: Staffing a regional project with a policy component, such as METI, involving multiple countries, should include national-level project staff to provide coordination and support to policy working groups, ensuring impact at the policy level. (Source: ILO).

LL4: Regional technical trainings in Turin and Jordan proved to be effective knowledge-sharing platforms, but they were not a cost-effective tool in raising policymakers' capacity based on country-driven needs and priorities. (Source: Regional interviews with stakeholders).

LL5: Country interventions should align with ILO country programme outcomes (CPOs) to ensure coherent response and synergies between ILO projects and Decent Work Teams. (Source: ILO country office)

LL6: The effective operation of Policy Working Groups on a tripartite plus basis requires capacity building to ensure equal level of knowledge on trade, investment, and employment. (Source: member of PWG in Jordan)

4.3. Good Practices

METI implementation resulted in six emerging good practices (EGP) with potential application for ILO and other development programmes, including those of UN agencies and the EU as the donor. Detailed description of these good practices can be found in Annex I of this report.

EGP1: The communication strategy developed to promote the METI programme and its key knowledge products resulted in improved visibility and enhanced access to knowledge.

EGP2: The delivery of METI key knowledge products in English, French and Arabic was appreciated by stakeholders from the region, and particularly within the Maghreb countries.

EGP3: Regional knowledge-sharing workshops stimulated active participation among stakeholders and increased their sense of ownership.

EGP4: EU portfolio assessment resulted in clear recommendations on improving the design of similar investment projects of the EU in terms of employment of women and youth

EGP5: The establishment of Policy Working Groups on a tripartite plus basis enhanced dialogue among a wide range of partners, including between ministries of economy and labour.

EGP6: A thorough research strategy for METI, based on tripartite validation of results, produced high-quality knowledge products, such as country reports and evidence-based sectoral analyses to inform future national reforms and employment policies.

► 5. Recommendations

	ADDRESSED TO	PRIORITY	RESOURCE	TIMING
1	<p>To the ILO, EMPINVEST. <i>On programme Design:</i></p> <ul style="list-style-type: none"> ✓ Future interventions should revisit the Theory of Change and the Programme strategy to integrate the needs of women, youth, persons with disabilities, including women with disabilities, and owners/managers of the MSMEs into the programme's Logical Framework. This should demonstrate a chain of results leading to a positive change at the impact level. ✓ Ensure greater involvement of the social partners (private sector and trade unions) in the project logic and activity. ✓ The lessons learned from the final evaluation should be carefully considered in the next phase, and further reflection should be carried out to operationalize them into actions. ✓ The logframe should include qualitative indicators, including targets in gender equality and disability inclusion. ✓ Targets should be disaggregated by sex, age and disability where possible. ✓ Youth (men and women), Women-led and persons with disabilities organizations (OPDs), should be consulted. ✓ ACTRAV and ACTEMP should be involved at all stages of the Programme Cycle to ensure that all the components of the programme design include activities, outputs and results in the interest of employers' and workers organizations. ✓ Alignment with relevant ILO CPOs should be incorporated into the logical framework 	High	Low	6 months
2	<p>To the ILO, EMPINVEST. <i>On programme coordination and staffing:</i></p> <ul style="list-style-type: none"> ✓ Introduce the position of a Chief Technical Advisor (CTA) to ensure stronger management for results given 	High	Low	3 months

	<p>the responsibility to manage programme staff and the budget.</p> <ul style="list-style-type: none"> ✓ Introduce the positions of national project officers in Tunisia and Morocco to ensure better communication and coordination with national stakeholders, including the participants of the Policy Working Groups, EU delegations and the stakeholders engaged in the delivery of the UNSDCF. ✓ A Technical Officer with knowledge and expertise in trade, investment and employment would be needed in RO Beirut to support the interventions in Jordan, Lebanon and Occupied Palestinian Territory. 			
3	<p>To the ILO, EMPINVEST. <i>On global, inter-regional and regional cooperation:</i></p> <ul style="list-style-type: none"> ✓ Share lessons learned and emerging good practices in trade, investment and employment with other global actors – WTO, World Bank, other international financial institutions at the international forums including UfM. ✓ Promote the implementation of lessons learned and good practices at the inter-regional level – sharing results with other regions of ILO concern, beyond the Arab States – e.g., Europe and Central Asia, Latin America. ✓ Benchmark countries where employment considerations have successfully been integrated into trade and investment policies, with notable results. 	High	Medium	12 months
4	<p>To the ILO, EMPINVEST. <i>On capacity building strategy:</i></p> <ul style="list-style-type: none"> ✓ Develop a solid cost-effective capacity building strategy at regional and national levels, based on problems, needs, gender and stakeholder analysis, building on the results achieved through the participatory and peer approaches. ✓ Technical training should consider <u>prior</u> assessments of knowledge and skills of tripartite constituents. ✓ Provide more operational and detailed assistance for the development and implementation of pro-job trade and 	High	Low	6 months



	<p>investments policies, beyond general analytics and principles.</p> <ul style="list-style-type: none"> ✓ Training should be gender-sensitive, given the fact that women remain in minority in the labour market in the region and face difficulties in achieving a free and meaningful participation in a male dominated society. ✓ ACTRAV and ACTEMP at the ILO regional offices should be consulted when designing the capacity building strategy. 			
5	<p>To the ILO, EMPINVEST. <i>On influencing policy discussions:</i></p> <ul style="list-style-type: none"> ✓ The knowledge products, once published, should be incorporated into high level policy discussions at national and regional levels, including discussions of policy recommendations at higher administrative/political level, in partner countries. ✓ Collaboration with ILO regional and country offices is crucial. These efforts should build on the synergies with the OECD and ITC to strengthen the message and influence ministries of economy and trade to support employment policies. ✓ Ministries of finance should be part of these discussions. 	Medium	Medium	12 months
6	<p>To the EU (DG NEAR).</p> <ul style="list-style-type: none"> ✓ Support the implementation of findings derived from the assessment of public infrastructure investments in the Southern Mediterranean to improve programme design in terms of employment of women and youth in line with decent work principles. ✓ The capacity building programme must be considered and delivered in cooperation with the ILO. 	High	Medium	12 months
7	<p>To the EU (DG NEAR).</p> <ul style="list-style-type: none"> ✓ Implement knowledge from the Employment Intensive Investment Programme on suitable policies that address gender and disability inclusion, conducted by the ILO EMPINVEST branch, to find suitable policies that address gender bias issues in specific EU funded projects. 	High	Medium	12 months



8	✓ To the EU (DG NEAR). Enhance the visibility of the METI programme in forthcoming meetings of the Union for the Mediterranean's Regional Platform on Trade and Investment	High	Medium	12 months
9	✓ To the EU (DG NEAR) and ILO (EMPINVEST). Strengthen knowledge and improve coordination with other EU and ILO related projects at bilateral and regional levels, including better coordination of analysis and METI policy recommendations for the EU policy dialogue and EU investments.	High	Low	3 months



Annex A. List of documents analyzed

Project initial schedule 01-09-2020 to 31 08-2024

- Description of Action
- Logical framework & activity matrix
- Workplan
- EU budget
- Scope Thematic Research
- PARDEV Minute sheet
- National development plans
- Special Conditions
- Communication & Visibility Strategy
- Risk Register

Project no-cost extension 4 months: New end date 31-12-2024

- Addendum- Justification for No-Cost Extension
- Addendum- Revised Description of action
- Addendum- Revised Logical Framework and activity matrix
- Addendum- Revised Workplan
- Addendum- Revised Budget

Monitoring conducted during the project.

- Comprehensive Monitoring and Evaluation system/ framework
- Monthly catch-up with the EC: Presentations
- Joint Steering Committee Regional Trade and Investment package - OECD, ILO, ITC. Presentations
- Reporting Indicators table

Progress and status reports.

1. Inception Report
2. First year Progress Report
 - Narrative
 - Financial Statement
 - Management declaration
 - Request of payment
 - Attachments
3. Second year Progress Report:
 - Narrative
 - Financial Statement
 - Management statement
 - Request of payment
 - Attachments



4. Third year Progress Report:

- Narrative
- Financial Statement
- Management statement
- Request of payment
- Attachments

Evaluation reports of the project, including the evaluability report

Evaluability Assessment (EA)

- EA Report
- EA Managerial response

EA- Recommendation Implementation

- Outcome mapping
- Mapping with national development plans
- Definitions of beneficiaries
- Stakeholders register and mapping.
- Revised logframe
- CMES
- Case Study approach

Mid-Term Evaluation

- Final Report
- Managerial response

Project products and activity reports

Project products

Global:

1. METI Thematic report (Activity 1.1):
 - Full report in English (ENG), Arabic (AR), and French (FR)
 - Executive summaries in English (ENG), FR (French), and Arabic (AR)
2. EmplA summary for METI four partner countries (Activity 4.1)
3. Policy Guide, Concept Note (Activity)

Country level:

1. Country Report (CR) (Activity 1.2) and its concept note
2. ITC infographics (Activity 3.1)
3. STED and TRAVERA reports (Activity 3.1 and 3.2) and its concept note
4. EmplA Report (ER) (Activity 4.1) and its concept note

Egypt:

- CR full report EN and AR (incl. executive summaries in EN and AR)
- ITC infographics
- Draft STED Report in ENG

- Draft TRAVERA Report in ENG
- EmplA Draft Report in ENG

Jordan:

- CR full report ENG (incl. executive summaries in ENG, FR, AR)
- ITC infographics
- Draft STED report in EN
- Draft TRAVERA report in ENG
- EmplA final report in ENG

Morocco:

- CR full report FR and AR (incl. executive summaries in ENG, FR and AR)
- ITC infographics
- Draft STED Report in FR
- Draft TRAVERA report in FR
- EmplA Final Report in FR

Tunisia:

- CR full report FR and AR (incl. executive summaries in ENG, AR and FR)
- ITC infographics
- EmplA Final Report FR
- Activities reports.

Detailed Activity Report : Separate document to be attached.

Global:

- Report of the 1st Regional training workshop, Co-organised by ITCILO, (Activity 2.1)
- Report for 2nd Regional training workshop, Co-organised by ITCILO, (Activity 2.1)
- Report for the 1st Regional knowledge-sharing workshop co-organised by ITCILO, (Activity 2.2)
- Report for the 2nd Regional knowledge-sharing workshop Concept note (Activity 2.2)
- Concept Note for the closing joint event.

Country level

- PWG concept note (Activity 2.3)
- PWG meetings report and list of participants for Egypt, Jordan, Morocco and Tunisia (Activity 2.3 and 3.1)

Project beneficiary documentation

- Stakeholder list

National development frameworks, including those relevant for SDGs.

- Mapping with UN framework



ILO Decent Work Country Programme Documents

- Decent Work Country Programme (DWCP)⁴³ for Jordan and Tunisia

Data

- Data repository

Visibility

[METI Website](#)

Annex B. List of persons interviewed

List of interviews with ILO officials, constituents and partners

#	First name	Last name	Gender	Affiliation	Position	Region/Country
1	Ingrid	Schwaiger	Female	EU Commission (donor)	Deputy Head of Division	Brussels

⁴³ DWCP have been not developed for the other countries of the project.



#	First name	Last name	Gender	Affiliation	Position	Region/Country
2	Ilektra	Tsakalidou	Female	EU Commission (donor)	Policy Assistant to the Director, Southern 2 Neighbourhood and Türkiye, DG NEAR	Brussels
3	Giacomo	Bogo	Male	EU Commission (donor)	Programme Officer	Brussels
4	Pablo	Cendoya Revenga	Male	EU Commission (donor)	METI focal point	Brussels
5	Jean-François	Klein	Male	ILO	Evaluation focal point in the Employment Policy Department	Geneva
6	Mahamoud	Al Sha'lan	Male	Economic and Social Council (ECOSOC)	Secretary General	Jordan
7	Thibaut	Moyer	Male	EU Delegation	Deputy Head of Cooperation EUD	Jordan
8	Amal	Mowafy	Female	ILO	Sr Employment Policy Specialist and Jordan Country Coordinator at RO-Arab States/DWT-Beirut	Jordan; RO-Arab States/DWT-Beirut
9	Badra	Alawa	Female	ILO	Specialist, Enterprise Development	RO-Arab States/DWT-Beirut
10	Aya	Jaafar	Female	ILO	Labour Economist	RO-Arab States/DWT-Beirut
11	Halim	Hamzaoui	Male	ILO	Officer-in-Charge	CO-Algiers
12	Jad	Boubaker	Male	ILO	Project Manager	CO-Algiers
13	Abderrahim	El Moulât	Male	ILO	Regional Monitoring and Evaluation Specialist	RO-Africa
14	Nour	Aldabbas	Female	ILO	National Project Coordinator	Jordan
15	Tareq	Abu Qaoud	Male	ILO	Programme Manager, BETTERWORK	Jordan
16	Roland	Sarton	Male	ILO	Employment Specialist	CO-Cairo
	Sarah	Sabri	Female	ILO	Sr Programme Officer	CO-Cairo
18	Mito	Tsukamoto	Female	ILO	EMPINVEST Branch Chief	Geneva
19	Audrey	Le Guével	Female	ILO	Programme and Operations Officer	Brussels



#	First name	Last name	Gender	Affiliation	Position	Region/Country
20	Christoph	Ernst	Male	ILO	Main responsible for the METI	Geneva
21	Sonia	Forero Rodriguez	Female	ILO	METI Project Sr. Assistant	Geneva
22	Martin	Ostermeier	Male	ILO	METI Technical Officer	Geneva
23	Nacer	Bouyahia	Male	ILO	former METI Technical Officer	CO-Cairo
24	Ilhem	Brini	Female	ILO	Trade and Employment Officer	CO-Cairo
25	Eric	Oechslein	Male	ILO	DWT/CO Director	DWT/CO-Cairo
26	Aya	Salem	Female	ILO	Project Assistant	CO-Cairo
27	Nael	Mohamed	Male	ILO	National Project officer	CO-Cairo
28	Joyanna	Pelivani	Female	ILO	METI Jr Officer	Geneva
29	Ralf	Krueger	Male	ILO	Chief Technical Adviser, STRENGTHEN2 project	Geneva
30	Elodie	Robin	Male	ITC	Manager Trade Related Technical Assistance Projects/Programmes	Global
31	Alin	Horj	Male	OECD	Policy Officer, Middle East and North Africa Division	Global
32	Hélène	Francois Georgieff	Female	OECD	Programme Manager	Global
33	Amal	Alnaggar	Female	Technology and Industrial Innovation Centers	International Relations Specialist	Egypt
34	Youssria	Mohammed	Female	Technical Office Specialist	Technical Office Specialist	Egypt
35	Sawsan	Qamhieh	Female	Ministry of Investment (MOIN)	Economic Researcher	Jordan
36	Hanan	Nazir	Female	MoPED	Head of the Labour Market Policies Unit	Egypt
37	Yasmin	Sakr	Female	MoPED	Labour Market Policies Unit	Egypt

#	First name	Last name	Gender	Affiliation	Position	Region/Country
38	Mayar	Bakeer	Female	MoPED	Labour Market Policies Unit	Egypt
39	Menna	Shouman	Female	MoPED	Labour Market Policies Unit	Egypt
40	Bashar	Awad	Male	Phenix Center for Economics & Informatics Studies	Researcher	Jordan
41	Rasha	Magdy	Female	FEI	Senior Specialist CSR Unit	Egypt
42	Khaled	Abdel Azim	Male	FEI	Executive Director of Federation of Egyptian Industries	Egypt
43	Nezam	Qahoush	Male	General Federation of Jordanian Trade Unions (GFJTU)	Advisor to the President	Jordan
44	Osama	Makki	Male	Jordan Enterprise Development Corporation (JEDCO)	Advisor	Jordan
45	Mohammad	Sarabi	Male	Jordan Exports (JE)	Markets Intelligence Manager	Jordan
46	Zaid	Najada	Male	Ministry of Investment (MOIN)	Investment Promotion Unit	Jordan
	Areej	Zgailat	Female	Ministry of Investment (MOIN)	Unit Head	Jordan
48	Lara	Tameme	Female	Ministry of Labour (MOL)	Policies and Studies Director	Jordan
49	Mohammad	Abu Helweh	Male	Ministry of Labour (MOL)	Policies and Studies department	Jordan
50	Ahmad	Awad	Male	Phenix Center for Economics & Informatics Studies	Director	Jordan
51	Saad	HAMOUMI	Male	Fédération du Commerce et Service (CGEM)	Secrétaire Général	Morocco
52	Rachid	El Hassouni	Male	Ministère de l'Industrie et du Commerce	Chef de service de la Coopération Internationale	Morocco

#	First name	Last name	Gender	Affiliation	Position	Region/Country
53	Lahsen	HANSALI	Male	Union Générale des Travailleurs du Maroc (UGTM)	Membre du Conseil Général	Morocco
54	Leila Belkhiria	Jaber	Female	Chambre Nationale des Femmes Chefs d'Entreprises (CNFCE)	PWG member	Tunisia
55	Jamel	Elifa	Male	Ministère du Commerce et du Développement des Exportations	Directeur chargé de la Coopération avec les Organisations Régionales et Internationales	Tunisia
56	Nabil Arfaoui	Arfaoui	Male	Ministère du Commerce et du Développement des Exportations	Directeur chargé de la Coopération avec l'Europe	Tunisia
	Hammouda Gabsi	Gabsi	Male	Ministère de l'Emploi et de la Formation Professionnelle	Sous-Directeur, Direction de la Formation Professionnelle et de l'Emploi	Tunisia
58	Manel	Zawali	Female	Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA)	PWG member	Tunisia
59	Murad	Samhour	Male	Consultant	Consultant Outcome 3 and 4 study	Jordan
60	Saad	Belghazi	Male	Consultant	Consultant Outcome 4 study	Morocco
61	Ali	Bouazzoui	Male	Consultant	Consultant Outcome 4 study	Morocco
62	Zouhair	El Kadhi	Male	Consultant	Consultant Outcome 4 study	Tunisia
63	Fadi	Abdelradi	Male	Consultant	Consultant Outcome 4 study	Egypt
64	Nabil	Boubrahimi	Male	Consultant	Consultant Productive Investment and Country report	Morocco
65	Guannan	Miao	Female	ILO	Technical Officer, STRENGTHEN2 project	Geneva



#	First name	Last name	Gender	Affiliation	Position	Region/Country
66	Cengiz	Cihan	Male	OUNRC	Senior Economist	Jordan
67	Ahmed Amine	Khabouch e	Male	Ministry of the Industry and trade	Head of services	Morocco
68	Amellah	Saif	Male	Ministry of the Industry and trade	Division distribution	Morocco
69	Lhoussaine	El Housni	Male	Ministry of the Industry and trade	Head of the division	Morocco
70	Moumene	El Mehdi	Male	Ministry of the Industry and trade	Head of the service	Morocco
71	Fihri	Boushaba	Male	Ministry of Industry and Trade	Head of the Department for Cooperation with International Organizations	Morocco
72	Yasmine	Bouzineb	Female	Haut-Commissariat au Plan	PWG member	Morocco



Annex C. Terms of Reference

Independent final evaluation of Mainstreaming Employment into Trade and Investment in the Southern Mediterranean

Terms of References

July 2024

Overview

Title of project being evaluated	Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood
Project DC Code	GLO/19/12/EUR
Type of evaluation	Independent final evaluation
Timing of evaluation	01 September 2020 to 31 December 2024
Donor	European Union
Countries Covered	Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Occupied Palestinian Territory and Tunisia
Administrative Unit in the ILO responsible for administrating the project	EMPINVEST and CO-CAIRO
Technical Unit(s) in the ILO responsible for backstopping the project	EMPINVEST
P&B outcome (s) under evaluation	Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all
SDG(s) under evaluation	SDG 8 – Target 8.5
Project Budget	EUR 4,492,414 – Approved USD 5,291,418



Evaluation Manager

Ussama Kaewpradap (kaewpradap@ilo.org)

Introduction

Context

Countries in the Southern Mediterranean have embarked - to varying degrees - on economic reforms and initiated trade and investment liberalization programmes to promote economic growth. These trade and investment policies have often been introduced independently of any national employment strategy, if one exists, or without sufficient efforts to align these policies with national employment objectives.

Individually, some Southern Mediterranean countries have been active in bilateral trade negotiations (e.g., with the USA and Turkey) as well as in multilateral trade negotiations (e.g., the Uruguay and Doha Rounds of the World Trade Organization and the Greater Arab Free Trade Area (GAFTA). The EU, as Africa's largest trading partner, supports the African Union's efforts to implement a sustainable and inclusive African Continental Free Trade Area (AfCFTA) through development cooperation and trade policy. However, despite numerous bilateral and regional free trade agreements (FTAs) signed by the Southern Mediterranean countries, the region remains one of the least integrated in the world. This limited integration has slowed down the region's significant potential for economic growth and job creation. At the same time, there is a growing perception in the region that the growth of national industries and jobs is jeopardised by trade and investment liberalization and the proliferation of FTAs, as the employment implications of trade and investment liberalization in the Southern Mediterranean countries have not been adequately addressed. Consequently, openness to trade and investment has not sufficiently stimulated labour demand, or created jobs for disadvantaged groups or brought substantial productivity increases and improvements in working conditions in the Southern Mediterranean countries.

Policymakers in the Southern Mediterranean countries acknowledge that, in the current context, there is a pressing need to create new trade and investment opportunities that will lead to quality job creation. However, to better understand and act upon the employment implications of trade and investment policies, these countries must address the scarcity of quality data and knowledge of labour markets, limited institutional capacity for assessing the impact of trade and investment policies on employment, and the absence or weak mechanisms to align trade and investment policies with national employment objectives.

Programme background



“Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood” (METI) is a programme hosted within the EMPINVEST branch of the ILO’s Employment Policy Department. Funded by the European Union (EU) and implemented by the ILO, METI is a regional programme aimed at enabling policymakers in the Southern Mediterranean to incorporate an employment perspective into trade and investment policies. This approach supports the design and implementation of investment strategies that optimize both the quantity and quality of employment creation in the region, particularly in the light of the urgent need in the post-COVID-19 pandemic recovery context.

The programme facilitates the operationalization of the European Fund for Sustainable Development Plus (EFSD+) through political dialogue and support initiatives related to the COVID-19 pandemic. It aims to boost public and private investment, thereby creating more jobs and higher growth, while also working towards achieving other UN Sustainable Development Goals.

Launched in September 2020, METI will continue to support policymakers for a four-year period. The project collaborates closely with the “Employment Impact Assessment to Maximize Job Creation in Africa” (STRENGTHEN2) programme, which covers related issues in the sub-Saharan African countries.

The programme’s target groups include government officials from ministries of trade and investment, labour, economic affairs, planning, and other relevant line Ministries; staff in national statistical agencies; representatives from trade unions and employers’ organizations; private sector representatives; technical specialists from national and regional institutions, and development practitioners. The final beneficiaries are workers (especially women and youth), and employers (particularly SMEs,) in the tradable sectors of the partner countries.

The Purpose of the Programme

The **overall objective** of the programme is to enable policymakers in the Southern Mediterranean to incorporate employment issues into trade and investment policies, and to design and implement trade and investment interventions that ultimately optimize both the quantity and quality of employment created in the region. METI’s four principal outcomes are:

1. Regional- and country-level analysis of the impact of trade and investment policies on productive and decent employment in the partner countries is strengthened.
2. Governments, social partners, and other relevant stakeholders in the region are enabled to factor the employment effects of trade and investment into policy dialogue and coordination.



3. Sectoral recommendations are developed with key stakeholders in the partner countries to take advantage of employment opportunities resulting from trade and investment policies.
4. Assessments of the trade and employment impact of public infrastructure investments in the partner countries are discussed with key stakeholders to optimize employment creation.

The Programme Strategy

The fundamental logic of the programme is that strengthening the capabilities of stakeholders in the Southern Mediterranean to assess and monitor the employment impact of trade and investment policies will lead to a better understanding of how these trade and investment policies affect employment outcomes across different sectors and groups in society. Ultimately, this will enhance policy design and implementation.

To achieve this, the programme will work with a regional component covering nine project countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the Occupied Palestinian Territory and Tunisia). This initiative will bring together relevant stakeholders from the Southern Mediterranean countries to engage in joint capacity building, knowledge sharing, peer learning, and a broader regional dialogue on the employment impact of trade and investment policies.

At the national level, the programme collaborates with four partner countries—Egypt, Jordan, Morocco, and Tunisia—to generate knowledge, transfer expertise, and enhance policy dialogue and coordination among government agencies, the social partners, and the private sector. The focus is on creating and upgrading employment through trade and investment policies. The programme will ensure that policy dialogue on trade and investment in the region considers decent employment and equips policymakers and private sector representatives with the tools to design national and sectoral strategies that will ultimately help create more and better jobs, particularly for women, youth, and in small- and medium-sized enterprises.

Expected results

The METI programme contributes to knowledge on the impact of trade and investment policies relevant to the region. This includes project support for the analysis of country-specific industrial and trade policies and measures (including infrastructure) to leverage potential employment opportunities, mitigate any negative effects, and propose targeted policy recommendations. The four result areas of the programme focus on:



1. Synthesizing existing evidence and generating new knowledge regarding what works and what does not work in creating employment through trade and investment policies in the Southern Mediterranean.
2. Guiding policy actors by building a comprehensive understanding of the employment effects of trade and investment policies, allowing for the design and implementation of coherent policies at national and sectoral levels.
3. Using the ILO's TRAVERA (Trade and Value Chains in Employment-Rich Activities) and STED (Skills for Trade and Economic Diversification) methods, sectoral recommendations will be developed for key stakeholders in the four partner countries, and
4. Assessing the potential trade and employment impact of relevant public investments in the infrastructure sector in these selected partner countries and developing recommendations through public-private dialogue.

Programme management

The project is financially centralized at the ILO headquarters in Geneva and is overall managed by the Lead of the Investment, Sectoral Strategies, and Transitions team in Geneva (not covered by METI funds).

The implementation of the programme is decentralized, with a Project Manager, a Junior Technical Officer, and a Senior Administrative Assistant based in Geneva, alongside a team composed of a Technical Officer, a National Project Officer and a Project Assistant based in Cairo.

The Project Manager in Geneva is responsible for the overall financial management of, and reporting on the project, as well as providing technical support to the project countries. This involves participating in missions to the region, backstopping country studies, organizing regional trainings, and contributing with inputs to the regional knowledge-sharing workshops.

The Technical Officer in Cairo provides technical support to the Project Manager, which includes participating in missions to the region, backstopping country studies and supporting the organization of regional knowledge-sharing workshops and trainings.

For partner country-based activities, the programme team collaborates with the respective ILO Country/Regional Office (CO-Algiers for Morocco and Tunisia, CO-Cairo for Egypt, and RO-Arab States for Jordan). Similarly, for the regional activities, the programme liaises with the relevant Country Offices.



Rationale for the evaluation

Independent evaluation

The ILO policy guidelines for evaluation define independent evaluation as a process managed and conducted by entities and individuals who are not under the control of those responsible of the design and implementation of the development intervention.

The ILO Evaluation Office (EVAL) oversees all independent evaluations to ensure that this definition is adhered to in both planning and implementation.

Evaluability Assessment

METI completed an Evaluability Assessment in June 2022, which established that the programme is evaluable, although some actions are required to enhance effective monitoring and evaluation processes. It recommended reviewing and improving the programme's theory of change and logframe to better connect the programme's structure and actions to its expected results. The Evaluability Assessment also noted that while the programme can be evaluated at this stage, there may be limitations on the programmatic scope (e.g., some outputs and deliverables may still be in the preparation or early stages, which could hinder a proper evaluation).

Mid-term evaluation

METI conducted an independent Mid-Term Evaluation (MTE), led by the ILO Evaluation Office and an Evaluation Manager. In consultation with the donor, it was agreed that the MTE could replace the donor's Result-Oriented Monitoring (ROM) exercise, provided the MTE process and outcomes meet the ROM requirements.

The MTE took place between April and June 2023. The evaluators presented the preliminary results to national stakeholders, project partners, the donor, the METI team, and to other ILO colleagues in May 2023. The overall assessment was positive, and the [final MTE report](#) was published in August 2023.

Final evaluation

According to the project document and in line with ILO's Evaluation Policy, METI is subject to an independent final evaluation. The ILO applies the evaluation criteria established by the OECD/DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System. This evaluation will adhere to the guidelines on result-based evaluation provided by the ILO Evaluation Department in the "ILO Policy Guidelines for Evaluation (3rd edition)"⁴⁴ and, more specifically, the checklist for the "Preparation of the Evaluation Report".

⁴⁴ Available at: https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm



Purpose, scope and clients of the evaluation

Purpose

The purpose of METI programme's final independent evaluation is to assess the progress made toward achieving its planned objectives. In particular, the final evaluation will assess the programme in terms of coherence and relevance, efficiency, effectiveness, impact, and sustainability. It will aim to:

- Provide an independent assessment of progress toward METI programme goals, evaluating performance against the established indicators in relation to the chosen strategies, implementation modalities, and management arrangements;
- Offer strategic recommendations and highlight good practices and lessons learned to inform the development and implementation of the subsequent METI II project; and
- Assess the continuity of the programme's design and implementation strategy in relation to the ILO, UN, SDGs, and national development frameworks, priorities and needs.
- Evaluate the extent to which project outcomes are likely to be sustainable, and provide recommendations to programme stakeholders to enhance sustainability and support further development of these outcomes.
- Examine how effectively the programme has addressed the recommendations from the mid-term evaluation.

This evaluation will be conducted by an evaluator with experience in conducting the full evaluation process. The evaluation consultants have the sole responsibility for the substantive content of the final evaluation report in line with EVAL quality requirements.

Scope

METI's final evaluation will evaluate the programme's progress from the start of the implementation period on 01 September 2020, to 31 December 2024, which includes a four-month no-cost extension. The evaluation will cover all the interventions, including both regional and national interventions. It will consider all the project-relevant documents, such as the project document, progress reports, results of the evaluability assessment and the implementation of its recommendations, as well as programme outputs.

The scope of the evaluation for the regional programme's component should cover how the programme has supported capacity building, knowledge sharing, peer learning and policy dialogue, from a regional perspective, and where possible, from the perspective of each of the nine countries included in the component, through desk reviews and interviews with



selected stakeholders. Considering the national level component of the programme, the evaluation should cover the implementation of interventions in Egypt, Jordan, Morocco and Tunisia, with more in-depth desk reviews, and interviews with key stakeholders and through focus group discussions.

The evaluation process should emphasize lessons learned to inform Phase II of the programme, planned for 2025-2028.

The evaluation should integrate gender equality, disability inclusion, and other non-discrimination concerns, adherence to international labour standards, social dialogue, and just transition to environmental sustainability, as crosscutting themes throughout its deliverables and process.

Clients of the evaluation

The main clients of the evaluation are:

ILO's constituents, including government officials from ministries of trade and investment, labour, economic affairs, planning and other relevant line ministries, as well as representatives from trade unions and employers' organizations

METI's extended group of national stakeholders, particularly specialized national agencies and private sector representatives.

The METI Programme team and management, including the team directly responsible for the implementation of the programme;

Collaborating ILO Country/Regional Offices;

The European Union, as the programme's donor (EC DG NEAR);

Regional institutions concerned with trade and investment matters and engaged with the programme.

The evaluation may also interest development partners and policymakers.

Evaluation criteria and questions

The final evaluation will be conducted according to the criteria and approaches as defined in the ILO Policy Guidelines for results-based evaluation⁴⁵, namely: relevance, coherence, effectiveness, efficiency, sustainability, and impact. Additionally, the evaluation should assess the alignment of the project with ILO's cross-cutting policy drivers, which include gender equality and non-discrimination, inclusion of persons living with disabilities, international standards, social dialogue, and environmental sustainability.

⁴⁵ Available at: https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

The following questions are intended to guide and facilitate the evaluation. Other aspects may be added or modified as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed upon by the evaluation manager and the evaluator and reflected in the inception report.

Table 1: Key evaluation questions and related evaluation criteria

ILO Evaluation Criteria	Evaluation Questions
1. Relevance and Validity of Design	<ul style="list-style-type: none"> .1. Are the programme's strategic elements (objectives, outputs, implementation strategies, targets, and indicators) achievable? Is the intervention logic realistic? If not, why? And what should be done differently? .2. To what extent does the programme design consider just transition to environmental sustainability, gender, non-discrimination, and inclusion, particularly the inclusion of persons with Disabilities (PWD)? .3. Has the project been able to leverage ILO contributions, through its comparative advantages (including tripartism, international labour standards, etc.)? .4. Are the objectives/outputs planned for the final years of implementation of the project still relevant?
2. Coherence	<ul style="list-style-type: none"> .1. Does METI's design effectively address national development priorities, UNSDCF/UNDAF, and specific donor priorities in the nine countries? .2. Has the specific context of each country, along with the interests of various stakeholders and final beneficiaries, been adequately considered in the design and implementation of the programme? .3. How does the programme align with ILO's Global Policy Outcomes, SDGs, and relevant targets, namely those identified as priorities in the national development strategies?
3. Efficiency	<ul style="list-style-type: none"> .1. What evidence supports the cost-effectiveness of the programme implementation and management? .2. How effective are the programme management arrangements? Can the programme leverage field expertise, particularly in countries where the programme does not have permanent presence? .3. Have the Programme's funds and outputs been utilized and delivered in a timely manner? What time and cost efficiency measures could be implemented to improve results? .4. What are the partnership arrangements for programme implementation at national and regional levels? What are the challenges encountered in forming these partnerships? What are the results of these partnerships, and how can they be improved?

4. Effectiveness	<ul style="list-style-type: none"> .1. To what extent have the overall programme objectives and expected outputs been achieved, both qualitatively and quantitatively? Will the project ultimately achieve its medium and long-term outcomes? .2. Are there external factors hindering or facilitating the achievement of the programme outcomes (e.g., COVID-19, political instability, changes in government priorities)? .3. To what extent did the project promote gender equality, non-discrimination, and the inclusion of people living with disabilities in its activities and products?
5. Impact	<ul style="list-style-type: none"> .1. What emerging impacts do stakeholders anticipate after the project's completion? .2. What measures and actions have been put in place to ensure ownership of the programme's results at national and regional levels and within governorates? .3. Is there evidence of positive changes in the lives of ultimate project beneficiaries, as well as in policies and practices at both national and regional levels?
6. Sustainability	<ul style="list-style-type: none"> .1. Will the results of the intervention have explicit and/or implicit long-term, sustainable positive contributions to relevant SDGs and targets? .2. What are the immediate ILO and donor actions/interventions needed to ensure the achievement and sustainability of programme objectives? .3. Which project-supported tools have been solidly institutionalized by partners? Have any of them been replicated or adopted by external organizations?

Approach and methodology

The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, as specified in the ILO evaluation procedures. The ILO commits to the United Nations Evaluation Group (UNEG) evaluation norms and standards, as well as to the OECD/DAC Evaluation Quality Standards. The final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager. To ensure quality control throughout the process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists. The policy guidelines are available [\[here\]](#).

The evaluation will primarily be qualitative, but will also incorporate quantitative summative target values tracked and reported by the project. It will include triangulation to enhance the validity and rigor of the findings, engaging tripartite constituents, stakeholders, and partners of the programme, where feasible, at all levels during the data collection and reporting phases.

The ILO's tripartite nature, its normative framework, and its social dialogue mandate will be considered as a cross-cutting concern throughout the methodology, deliverables, and final evaluation report. The evaluation will integrate considerations of gender equality and non-



discrimination, particularly in light of the SDG commitment to leave no one behind. This entails involving men, women, and non-binary persons, in the consultation, evaluation analysis, and evaluation team as much as possible.

Furthermore, the evaluator should review data and information disaggregated by sex and disability and assess the relevance and effectiveness of outcomes and strategies related to gender and disability inclusion. Specific measures reflecting gender and inclusion concerns should be elaborated in the inception report, in line with the UN GEEW-SWAP guidance in this regard.

The evaluation methodology will include:

Desk review of all relevant documents, which should include at least:

From the Programme:

- Project document
- Logical framework
- Theory of change
- Funding agreement/ relevant minute sheets
- Workplan
- Performance evaluation plan
- Progress and status reports
- Studies and research undertaken by the programme
- Trainings, workshops and dialogues' reports and documentation
- Financial documentation
- METI's evaluability assessment report
- Mid-term evaluation report
- Any other documents that may be useful for the evaluation

From the relevant countries' development framework, including those pertinent to SDGs:

UN Development Action Framework (UNDAF)/or UN Sustainable Development Cooperation Framework (UNSDCF).

- Decent Work Country Programme (DWCP) documents for each country.
- ILO's Strategic Programme, Framework and Programme and Budget.

Access to the relevant documents and additional sources will be facilitated with the support of the programme team.

Meetings with the project staff (virtual): To achieve a common understanding of the evaluation process and prepare for the evaluation of the various components of the programme, including the four partner countries regional and global components.



Meetings with backstopping units, Country Offices, and the Donor: The evaluator will hold virtual meetings with the technical backstopping in the DWT Cairo, RO-Arab States, and HQ, with the management of ILO Country Offices covering the partner countries (CO-Algiers for Morocco and Tunisia, CO-Cairo for Egypt, and RO-Arab States for Jordan), and with the donor (EC DG/NEAR). These meetings aim to achieve a common understanding in relation of the technical and financial status of the project.

Interviews with stakeholders: The evaluator will meet with national key partners of the programme at both national and regional levels. Given the number of countries involved in the programme, the time and budget constraints for the mid-term evaluation, different approaches will be adopted for partner countries and those covered by the regional component.

The evaluation team will ensure that women's views and perceptions are reflected in databases, and interviews, with gender-specific questions included in the questionnaires.

Partner Countries (Egypt, Jordan, Morocco, and Tunisia):

Field visits for data collection, interviews, and focus groups with stakeholders should ideally be conducted in all four partner countries.

The evaluator will meet with a wide-ranging stakeholders as possible to effectively inform the evaluation, focusing on ILO constituents involved in the programme and the Delegation of the European Union in each country. The evaluator will prepare an interview guide that includes a list of interview questions tailored for each type of stakeholder.

The exact itinerary for the field visits will be determined collaboratively by the consultant and the ILO, based on schedules and availability of interviewees.

At the conclusion of the fieldwork, the evaluator will organize a debriefing meeting for the key national partners and relevant stakeholders, ILO staff and the donor to present and discuss preliminary findings and lessons learned.

Countries covered by the programme's regional component:

The evaluator will conduct online interviews with ILO constituents involved in the programme, and the Delegation of the European Union in each country.

A regional debriefing workshop (online) will be organized with participation from key stakeholders, ILO staff, and donor partners to present and discuss preliminary findings and lessons learned.

An indicative list of persons to be interviewed for each country will be prepared by the programme team in consultation with the Evaluation Manager.



Where possible, data collection, analysis, and presentation should address issues related to the ILO's normative work, social dialogue, diversity, and non-discrimination, including disability issues.

Due to the Covid-19 pandemic and its impact on the world of work, this evaluation will be conducted in accordance with the criteria and approaches outlined in the ILO internal guide: "Implications of Covid-19 on Evaluations in the ILO: An Internal Guide on Adapting to the Situation".

A validation workshop (virtual or hybrid) will be organized toward the end of the evaluation, with participation from the evaluator, key stakeholders, the donor, ILO staff, and programme partners. This will provide an opportunity to present preliminary findings, and invite participants to validate them and fill in any data gaps.

Production of the evaluation report. The draft report will be undergo a methodological review by the evaluation manager. Following necessary adjustments, it will be circulated among key stakeholders. The evaluation manager will consolidate any written comments and provide them to the evaluator - who will then develop the final version of the report, addressing the comments - or explaining the reason for not addressing them.

Main deliverables

The evaluation team will produce and deliver the following:

Deliverable 1: Inception report – This report will include the conceptual framework for the evaluation, a review of the methodology proposed in the TOR, (including evaluation questions, with proposed changes), details on data needs, data collection approaches, sources, and tools, detailed work plan, a list of stakeholders to be interviewed, interview guides, an agenda for the stakeholders' workshop, and an outline of the Final Evaluation Report. The inception report should not exceed 20 pages, excluding annexes.

The Inception report must be approved by the Evaluation Manager before proceeding with fieldwork.

Deliverable 2: Draft evaluation report – The report will answer the questions related to the evaluation criteria, including recommendations, lessons learned, good practices, and technical recommendations for key stakeholders. It must not exceed 30 pages, excluding annexes.

The report will be submitted to the evaluation manager for review.

Deliverable 3: Final evaluation report – This report will incorporate written comments received from ILO and other key stakeholders; it will include an executive summary (utilizing the ILO/EVAL template), lessons learned and good practices (also using the ILO/EVAL



template), and annexes. The report must be approximately 30-40 pages maximum (excluding annexes and the executive summary).

Deliverable 4: Evaluation Summary – This summary will adhere to the template provided in the ILO Policy Guidelines for Evaluation Checklist 8. It is prepared only once the final evaluation report has been approved.

Deliverable 5: Validation workshop (virtual or hybrid): The evaluator will present the evaluation's preliminary key findings to all stakeholders for discussion and validation prior to finalizing the final report.

Annexes should include the questions matrix, interview guides, fieldwork schedule, a list of interviewees, a list of analyzed documents, a PowerPoint summary in English.

Ownership of the evaluation data rests jointly with the ILO and the evaluator. The copyright of the evaluation report is held exclusively by the ILO. Key stakeholders may make appropriate use of the evaluation report in accordance with its original purpose and with proper acknowledgement.

Management arrangements and work plan (including timeframe)

The evaluation will be managed by an Evaluation Manager certified by the ILO Evaluation Office, who has no prior involvement in the project.

The evaluation team will consult with the Evaluation Manager on all technical and methodological matters as needed. The Evaluation Manager will coordinate with the METI team to provide the evaluation team with the essential documents and information necessary for their assignment, and will organize meetings with the relevant authorities, partners and beneficiaries involved in the programme. The evaluation team will also receive technical, logistical, and administrative support from the programme team.

The programme team will provide logistical support to the evaluation team and assist in organizing data collection (documents and interviews). The programme will ensure that all relevant documentation is updated and easily accessible (e.g., via Cloud) for both consultants from the first day of the contract (desk review phase).

Evaluation Timetable and Schedule

The final evaluation is planned to take place from September 2024 to December 2024

Phase	Responsible Person	Tasks	Effort and Tentative Dates	Payment
		<ul style="list-style-type: none"> Draft and finalize the TOR 	29-30 August 2024	N/A

I - Inception	Evaluation manager	• Submit the draft TOR for EVAL review	3 September 2024	
		• Send the draft TOR to stakeholders for review	9-18 September 2024	
		• Selection of the evaluator	12-23 September 2024	
		• Contracting the evaluator	27 Sep – 11 Oct 2024	
		• Briefing with the evaluator on ILO evaluation policy	14 October 2024	
	Evaluator	• Develop the final methodology and evaluation questions	15 October 2024	30per cent
		• Submit inception report	18 October 2024	
		• Virtual briefing with ILO stakeholders	21 October 2024	
II – Data Collecti on	Evaluator with organizat ional support from ILO HQ Geneva, CO- Cairo, CO- Algiers, and RO- Arab States	• Desk Review of programme related documents	21-25 October 2024	N/A
		• In-country for consultations with programme staff	28 October 2024	
		• Field visits	28 Oct-6 Nov 2024	
		• Interviews with programme staff, stakeholders, partners, and beneficiaries (either online or onsite depending on availabilities)	28 Oct-6 Nov 2024	
		• Stakeholders debrief for sharing of preliminary findings and validation of results	5 November 2024	
		• Virtual interviews with stakeholders of regional component	28 Oct-6 Nov 2024	
		• Regional debriefing workshop (online)	6 November 2024	

		<ul style="list-style-type: none"> Debriefing with CO-Cairo, CO-Algiers, RO-Arab States and DEVINVEST 	6 November 2024	
		<ul style="list-style-type: none"> Draft report based on field consultations, desk reviews, and the stakeholders' meetings 	7-14 November 2024	
III – Report preparation	Evaluator	<ul style="list-style-type: none"> Quality check, initial review of draft report, and submission evaluation manager 	15 November 2024	40percent
	Evaluation Manager	<ul style="list-style-type: none"> Circulate draft report to stakeholders for a two-week review period 	15-29 November 2024	N/A
		<ul style="list-style-type: none"> Consolidate stakeholders' comments and send to the evaluator 	29 November 2024	
		<ul style="list-style-type: none"> Validation workshop (virtual) for evaluator to present preliminary findings, validate them and fill in any data gaps 	4 November 2024	
	Evaluator	<ul style="list-style-type: none"> Finalize the report 	29 Nov – 4 Dec 2024	30percent
		<ul style="list-style-type: none"> Submission of the final report to the evaluation manager 	4 December 2024	
	Evaluation manager	<ul style="list-style-type: none"> Reviews final evaluation report and submits to the Departmental Evaluation Focal Point for further review, if no changes are required by the evaluator 	5-6 December 2024	N/A
	EVAL	<ul style="list-style-type: none"> Approves the evaluation report 	9-13 December 2024	N/A
		<ul style="list-style-type: none"> Initiates the follow-up to evaluation recommendations 	14 December 2024	N/A



The final evaluation will be conducted by an experienced evaluator.

Qualifications

An advanced university degree, preferably in economics, business management, or a related field.

A minimum of 7 years of professional experience in evaluating international programmes and projects, development initiatives, logical frameworks, and other strategic approaches, M&E methods and approaches, and information analysis and report writing.

Previous involvement with and understanding of ILO procedures is an advantage; extensive international experience in project formulation, execution, and evaluation is required.

Familiarity with the development context and work experience in the Egypt, Jordan, Morocco, Tunisia, North Africa and Middle East, are desirable.

Excellent communication, interview, and report writing skills.

Demonstrated ability in collaborative work and delivering quality results within strict deadlines.

Proficiency in English and Arabic. Knowledge of French is an additional asset of selection.

Knowledge of ILO's roles, = mandate, and its tripartite structure, as well as UN evaluation norms and its programming is desirable.

The Evaluator will be responsible for conducting the mid-term evaluation, including the coordination with the Evaluation Manager, Programme Team and stakeholders, conducting a desk review of all relevant documents; and undertaking field missions to partner countries to meet key stakeholders and collect data. The evaluator will also elaborate the inception report (incl. methodological details), draft the first version and final report within specified deadlines and in accordance with ILO and international standards, conduct a virtual stakeholders' workshop to share preliminary findings and validate results, participate in debriefings with key stakeholders regarding the main results and recommendations of the evaluation.

Legal and ethical matters

The independent final evaluation will comply with established evaluation norms and standards and adhere to ethical safeguards as specified in ILO's evaluation procedures. The ILO follows the United Nations Evaluation Group (UNEG) evaluation norms and standards, as well as the OECD/DAC Evaluation Quality Standards. The evaluation team must abide by the EVAL's Code of Conduct while carrying out the evaluation.



The evaluation team, as both individuals and as a group, should have no links to the programme management, design, or implementation, nor any other effective or perceived conflicts of interest that may compromise the independence of the evaluation.

All data and information received from the ILO or other stakeholders for the purposes of this assignment will be treated as confidential and used solely for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate shall be attributed to the ILO. The contents of any written documents obtained and used in connection with this assignment may not be disclosed to third parties without prior written consent from the ILO or relevant stakeholders.

Additional documentation

The evaluator is expected to seek guidance from and familiarize themselves with the following documentation:

ILO Evaluation Policy https://www.ilo.org/eval/Evaluationreports/WCMS_603265/lang--en/index.htm

ILO Policy Guidelines for Evaluation https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Checklist 3 Writing the Inception Report https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf

Checklist 5 Preparing the Evaluation Report https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf

Checklist 7 Filling in the EVAL title page https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166363.pdf

Checklist 8 Preparing the Evaluation Summary for Projects https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166361.pdf

Template for evaluation title page 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>

ILO Evaluation Guidelines and Support Guidance Documentation https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_176814.pdf

ILO Code of Conduct Agreement for Evaluators (to be signed along with the contract) https://www.ilo.org/eval/Evaluationguidance/WCMS_649148/lang--en/index.htm

DAC Criteria for Evaluating Development Assistance <http://www.oecd.org/development/evaluation/dcdndep/39119068.pdf>



Norms for Evaluation in the UN System <http://www.uneval.org/document/detail/21>

Standards for Evaluation in the UN System <http://www.uneval.org/document/detail/22>

Code of Conduct for Evaluation in the UN System
<http://www.unevaluation.org/document/detail/100>

Guidance 1.1 Integrating Gender Equality in Monitoring and Evaluation
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf

Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS
Entity Accountability Framework Evaluation Indicator
<http://unevaluation.org/document/detail/3050>

EVALUABILITY OF HUMAN RIGHTS AND GENDER EQUALITY

Evalua bility	Characteristics of the intervention	Evaluators' comments
High	<p>The intervention theory has clearly considered HR & GE issues (e.g., From the beginning, the intervention identified , problems and challenges that affect particular groups, inequalities and discrimination patterns in the areas where they occur, contextual or systematic violations of rights, etc.)</p>	<p>HR & GE issues were addressed in the intervention theory. Although a formal Gender Analysis was not conducted, disadvantaged groups in the labour market were identified, specifically youth and women. Evidence: Background and justification, p.6 (Source: ProDoc) states:</p> <p><i>“Joblessness and informal work are prevalent despite positive average GDP per capita growth over the last decade and limited social protection schemes. Furthermore, unemployment rates among young people and women are two to three times higher than the overall unemployment rates. Youth unemployment rates in the region significantly exceed the world average (13 percent), with some rates exceeding 30 percent. Weak educational systems, skills mismatches, inexistent or ineffective labour-market information systems, and a lack of career-planning resources have left young people inadequately prepared to enter the labour market. Women not only face lower employment chances, but are also less likely to participate in the labour market. In fact, more than 75 percent of working-age women in the Southern Neighbourhood remain outside the labour force, often engaged in unpaid household work.”</i></p>
	<p>HR & GE are clearly reflected in the intervention design (logframe, indicators, activities, M&E systems, reporting mechanisms)</p>	<p>The Project Design incorporates a gender-mainstreaming approach in the programme implementation, evidenced by specific activities aimed at benefiting women. (Source: ProDoc).</p> <p><i>Ex. Output - Knowledge regarding the positive and negative impacts of trade and investment policies on productive and decent employment for men and women in the Southern Neighbourhood countries is generated, improved, discussed, and disseminated.</i></p>



	<p>While the indicators in the logframe are gender-inclusive, they primarily emphasize the intervention's quantitative aspects, rather than quality (Source: LogFrame):</p> <p><i>Number of stakeholders trained who have increased their knowledge on data collection, analysis, production, and use of evidence regarding the effects of trade and investment policies on employment (gender disaggregated).</i></p>
The intervention design benefited from a strong and inclusive stakeholder analysis.	Yes. A wide range of stakeholders, including tripartite constituents, women and youth organizations, were identified, and their needs were outlined (Source: Inception Report).
The intervention design benefited from specific human rights and gender analyses.	No.
Records of implementation and activity reports contain information on how HR & GE issues were addressed.	Not specifically, but disaggregation of data by gender was mentioned (Source: Progress report year 1), including gender parity (Source: Progress report year 3)
Stakeholders (both women and men) have actively, meaningfully and freely participated in the intervention's various activities.	<p>To some extent. Although the male participants outnumber female participants, gender balance is achieved among the speakers (Source: Progress report year 3)</p> <p><i>Gender balance in regional activities (outcome 2): The METI team places a high importance on equal representation of women and men in all its activities. Particular efforts towards gender parity are made in the composition of its PWGs and regional workshops (Outcome 2). The PWG involve both men and women among their members. Both have played significant roles in the METI programme implementation. For METI's regional training workshops, gender balance is considered during the selection process. Full gender parity was narrowly missed due to a last-minute cancellation of a female participant. The level of influence varies in METI's regional knowledge-sharing workshops, where participant composition is based on nominations by national stakeholders. Despite explicit encouragement of national stakeholders to nominate female policymakers, male participants outnumbered females. However, gender parity in workshops was achieved</i></p>



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		among speakers and presenters, with slightly more female than male presenters. The METI team will continue its efforts toward gender parity in its activities and will consider additional measures for further activities.
	Monitoring systems have captured HR & GE information (e.g., the situation of different groups of people, specific indicators, etc.).	To a very limited extent. (Source: Reporting Indicators).
	Data has been collected in a disaggregated manner (e.g., by sex, ethnicity, age, etc.) reflecting the diversity of stakeholders.	Yes, gender disaggregated data was collected. (Source: Reporting Indicators).
	Progress and results reports for the intervention include HR & GE information.	To some extent. (See above).
	Context (political, institutional, cultural, etc.), where the intervention is conducive to the advancement of HR & GE.	Not conducive. According to the Global Gender Gap Report 2023, the Middle East and North Africa is the region furthest from gender parity, with a score of 62.6percent, compared to other regions such as. Sub-Saharan Africa (68.2percent), Southern Asia (63.4percent), Europe (76.3percent). (Source:????)
<p>UNEG Recommendations to Address Evaluability Challenges:</p> <ul style="list-style-type: none"> -Understand the reasons behind limitations: Are they political, operational, budgetary, time-related, or due to limited know-how, etc.? Consult stakeholders and documentation that may offer insights on this. - Highlight the evaluability limitations in the Evaluation TOR. In the evaluation design, include tools and methods that use existing data, that may also help generate new information on HR & GE. Incorporate tools and methods that strengthen stakeholder participation. - Pay special attention to stakeholder analysis during the evaluation process, identifying who should be involved. Ensure that groups that have been left out are considered, and develop methods to include them at this stage. Include an exercise in the evaluation process to strengthen the existing HR & GE analyses. 		



- During the evaluation process, seek partners and documents that may have useful information on HR & GE that has not been captured by the intervention (e.g., national evaluation/statistics offices, other development agencies, civil society and community organizations, media, academia, etc.).
- Build on the context in which the intervention is operated: if it is only partially conducive to the advancement of HR & GE, identify key advocates and supporters of the cause and involve them in the evaluation design stage.
- During the data analysis process, evaluate whether the limitations of the intervention had a negative effect on particular stakeholders. Also, analyze the negative effects of being unable to substantively assess HR & GE (e.g., how the lack of this information and data impacts overall evaluation findings, rendering them incomplete). Involve and consult stakeholders on how this situation could be improved.
- Include data on HR & GE in the evaluation report, addressing limitations and providing recommendations for improvement.

Conclusions: Based on the conducted analysis, the evaluability of HR & GE dimensions in the project is rated as “medium”

1. The intervention theory has considered HR & GE issues to a certain extent, with weaknesses in some areas.
2. HR & GE have been reflected in the intervention design to some degree (e.g., intended, or mentioned, but not clearly articulated in terms of practical application; limited to a few disaggregated indicators such as the number of men and women; addressing numbers without considering actual changes in rights and equality; clear in the narrative but not in the logframe, etc.)
3. The intervention design has benefited from limited human rights and gender analyses, or only one of them.
4. Records of implementation and activity reports include limited data on how HR & GE have been addressed.
5. The context (political, institutional, cultural, etc.) in which the intervention is operates is somewhat conducive to the advancement of HR & GE.
6. Progress and results reports for the intervention include some information on HR & GE; disaggregated data have been collected to a reasonable extent through specific reporting tools but are not consistently reflected in the project reports.

Annex E. Concluding observations on METI countries' response to the CRPD

► **Table 4. Concluding observations on METI countries' response to the implementation of the article 27 "Work and employment" of the CRPD**

Country	Concluding observations on the initial report	Recommendations
Algeria	<p>The Committee is concerned about the lack of sufficient resources and qualified professionals within the national agency responsible for the implementation and monitoring of Executive Decree No. 14-214 of 30 July 2014 to facilitate the employment of persons with disabilities.</p> <p>It is also concerned that, despite the entry into force of article 27 (1) of Act No. 02-09 of 8 May 2002, which provides that all employers must devote at least 1 percent of posts to persons with disabilities whose status as workers is recognized, and the possibility under an inter-ministerial order of 4 October 2017 for employers to receive funding for the adaptation of workstations, persons with disabilities continue to be discriminated against in the employment sector.</p> <p>Source: CRPD/C/DZA/CO/1</p>	<p>(a) Strengthen the national agency responsible for the implementation and monitoring of Executive Decree No. 14-214 by allocating the necessary resources and equipping it with qualified personnel;</p> <p>(b) Prepare a national strategy, in close consultation with organization of persons with disabilities, to increase the rate of employment of persons with disabilities, particularly women with disabilities;</p> <p>(c) Raise awareness among employers about the inter-ministerial order of 4 October 2017, so that they may receive the subsidies granted under the order for adapting and equipping workplaces for persons with disabilities;</p> <p>(d) Adopt a strategy and action plan with benchmarks for the employment of persons with disabilities, especially women with disabilities, in the open labour market, in accordance with target 8.5 of the Sustainable Development Goals.</p>
Egypt	No concluding observations on the report	



Country	Concluding observations on the initial report	Recommendations
Jordan	<p>The Committee notes with deep concern the high unemployment rate (76 percent) of persons with disabilities in the State party.</p> <p>It is concerned about the perpetuation of discriminatory legislation and regulations, including article 13 of the Labour Law of 2010, annex (No. 1) of the System of Medical Committees law (No. 58 of 1977) and its regulation (No. 13 of 2014) and article 4 of the Civil Service regulation (No. 30 of 2007) which prevent persons with certain impairments from accessing employment.</p> <p>It is concerned about the discriminatory attitudes towards hiring persons with disabilities, particularly women with disabilities.</p> <p>Source: CRPD/C/JOR/CO/1</p>	<p>(a) Repeal discriminatory legislation and regulations in order to eliminate the concept of “medical fitness” and ensure individualized assessments are conducted to determine suitability for bona fide occupational requirements;</p> <p>(b) Raise awareness among employers and the general public on the right of persons with disabilities to work;</p> <p>(c) Promote the employment of persons with disabilities in the private and public sectors, including through affirmative action and the adoption of regulations governing reasonable accommodation.</p>
Lebanon	Reporting is not applicable	
Libya	No report, due date 13 Mar 2020	

Country	Concluding observations on the initial report	Recommendations
Morocco	<p>The Committee is concerned about:</p> <p>(a) The high rate of unemployment among persons with disabilities: 67.75 percent, as indicated in the 2014 national survey on disability;</p> <p>(b) Discrimination against persons with disabilities in the workplace, including the absence of measures to provide reasonable accommodation;</p> <p>(c) The practice of reserving a list of positions for persons with disabilities, which is against the principle of open employment and hinders equal access by persons with disabilities to employment.</p> <p>Source: CRPD/C/MAR/CO/1</p>	<p>(a) Adopt a long-term plan to ensure access by persons with disabilities to the open labour market, and set up specific targets and measures concerning access to employment for women and young persons with disabilities. The State party should include in those measures the establishment of public-private partnerships with cooperatives and the private sector in order to increase the employability of persons with disabilities;</p> <p>(b) Establish the legal duty of employers in all sectors of the economy to provide reasonable accommodation for persons with disabilities in the workplace;</p> <p>(c) Cease the use of lists of positions reserved only for persons with disabilities, and ensure that persons with disabilities receive training for and are able to access all types of employment on an equal basis with others;</p> <p>(d) Pay attention to the links between article 27 of the Convention and target 8.5 of the Sustainable Development Goal, with a view to achieving full and productive employment and decent work for all, including persons with disabilities.</p>



Country	Concluding observations on the initial report	Recommendations
Tunisia	<p>The Committee is concerned about the lack of compliance with the laws on the employment of persons with disabilities, in particular Law No. 83 (2005), which provides for the quota system as well as entry into a competitive job market.</p> <p>It is also concerned that the majority of persons with disabilities who have any form of employment are in the informal sector, where they are subjected to precarious working conditions, such as underemployment, low wages and no social protection.</p> <p>It is further concerned that unemployment of persons with disabilities has also been allegedly associated with inequalities in access to education and training, negatively affecting persons with disabilities.</p> <p>Source: CRPD/C/TUN/CO/2-3</p>	<p>a) Take appropriate measures to enforce compliance with the laws on the employment of persons with disabilities, in particular Law No. 83 (2005), including more effective sanctions for employers who violate those laws in the recruitment, hiring and retention of persons with disabilities and through denial of reasonable accommodation in their establishments;</p> <p>(b) Adopt measures to secure, through constructive dialogue with the active participation of and in consultation with organizations of persons with disabilities, the development of efficient policies and programmes for the inclusion of persons with disabilities on the open labour market;</p> <p>(c) Adopt protection measures for persons with disabilities from employers in the informal sector, where they are subjected to precarious and unlawful working conditions;</p> <p>(d) Adopt legislative and policy measures to improve access and accessibility to assistive technical and vocational guidance and training for persons with disabilities to increase their employability on equal basis with other persons.</p>

Annex F. METI and National Development Strategies

Table 5. Mapping of METI's activities with National Development Strategies

Country	National Strategies	METI's activities
Algeria	Plan d'Action du Gouvernement Septembre 2021(2030);	Commerce, investissement et emploi dans les pays de la rive sud de la Méditerranée. Rapport thématique du projet METI (mentions of Algeria – 58)
	Le programme national pour encourager la femme au foyer à contribuer à la production nationale ;	1st tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (3 participants from Algeria)
	Project « L'Économie Sociale et Solidaire (ESS) au service d'une inclusion économique durable des jeunes entrepreneures et entrepreneurs en Algérie » ⁴⁶ ;	2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024
		2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024
Egypt	Sustainable Development Strategy (SDS): Egypt Vision (2030); National Strategy for the Empowerment of Egyptian Women 2030; National Strategy to Combat Violence against Women	The Impact of Trade and Investment Policies on Productive and Decent Work. Country Report for Egypt
		Trade, investment and employment in the Southern Mediterranean Countries. Thematic Report of the METI project (mentions of Egypt – 304)
		Assessment report on the short-term employment impact of European Union-supported public infrastructure investments across Egypt
		Supply chains analysis “Sugar, sugar confectionary and chocolate”
		The 5-days regional technical training on trade and employment held from 31 October to 4 November 2022 at the ITCILO in Turin. The training was attended by 32 specialists (15 in person and 17 online) from Jordan, Lebanon, Morocco, Occupied Palestinian Territory, Tunisia and Egypt
		1st tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (3 participants from Egypt)

⁴⁶ [Brochure du PNUD Algérie 2023 - version finale.pdf](#)



Country	National Strategies	METI's activities
		2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024.
		2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024
Jordan	<p>Jordan Economic Growth Plan (2018-2022); National Employment Strategy 2011-20;</p> <p>Empowerment and Employment Programme 2017-21;</p> <p>Vision 2025; Empowerment and Employment Programme 2017-21;</p> <p>Economic Modernisation Vision (2033);</p> <p>National Women Strategy (2020-2025) and its Action Plan</p>	Trade, investment and employment in the Southern Mediterranean Countries. Thematic Report of the METI project (mentions of Jordan – 313)
		The Impact of Trade and Investment Policies on Productive and Decent Work. Country Report for Jordan
		The 5-days regional technical training on trade and employment held from 31 October to 4 November 2022 at the ITCILO in Turin. The training was attended by 32 specialists (15 in person and 17 online) from Lebanon, Morocco, Occupied Palestinian Territory, Tunisia, Egypt and Jordan
		First tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (5 participants from Jordan)
		Validation meetings and Technical and Policy Foresight Workshops: Engineering products and services
		Validation workshop held on 3-4 July 2024): Study on: Employment and Trade Impacts of the Wadi Al Arab Water System II Project
		2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024
		2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024
Lebanon	<p>Vision for Stabilization, Growth and Employment;</p> <p>National Strategy for Women in Lebanon 2022-2030</p>	The Impact of Trade and Investment Policies on Productive and Decent Work. Country Report for Lebanon
		The 5-days regional technical training on trade and employment held from 31 October to 4 November 2022 at the ITCILO in Turin. The training was attended by 32 specialists (15 in person and 17 online) from Egypt, Jordan, Morocco, Occupied Palestinian Territory, Tunisia and Lebanon,

Country	National Strategies	METI's activities
		1st tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (3 participants from Lebanon)
		Trade, investment and employment in the Southern Mediterranean Countries. Thematic Report of the METI project (mentions of Lebanon – 127)
		2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024
		2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024
Libya	A Plan For National Renewal and Transformation by 2023. No Gender policy observed	Commerce, investissement et emploi dans les pays de la rive sud de la Méditerranée Rapport thématique du projet METI (mentions of Libya – 122)
		First tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (3 participants from Libya)
		2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024
		2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024
Morocco	Stratégie Nationale de Développement Durable 2030, Government Plan for Equality 2023-2026, which includes the Women's Economic Empowerment Program	Validation Meeting held on 12-13 Septembre 2024): Study on: Les effets sur l'emploi et le commerce du programme solaire Noor Ouarzazate au Maroc
		Commerce, investissement et emploi dans les pays de la rive sud de la Méditerranée. Rapport thématique du projet METI (mentions of Algeria – 277)
		Validation meetings and Technical and Policy Foresight Workshops: Knitwear sector
		The 5-days regional technical training on trade and employment held from 31 October to 4 November 2022 at the ITCILO in Turin. The training was attended by 32 specialists (15 in person and 17 online) from Egypt, Jordan, Lebanon, Morocco, Occupied Palestinian Territory and Tunisia

Country	National Strategies	METI's activities
		<p>First tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (3 participants from Morocco)</p> <p>2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024</p> <p>2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024</p>
Occupied Palestinian Territory	<p>National Policy Agenda (NPA) (2017–2022);</p> <p>National Employment Strategy 2021-2025;</p> <p>State of Palestine country strategic plan (2023–2028).</p> <p>No Gender policy observed</p>	Trade, investment and employment in the Southern Mediterranean Countries. Thematic Report of the METI project (mentions of OPT – 172)
		The 5-days regional technical training on trade and employment held from 31 October to 4 November 2022 at the ITCILO in Turin. The training was attended by 32 specialists (15 in person and 17 online) from Egypt, Jordan, Lebanon, Morocco, Tunisia and Occupied Palestinian Territory,
		1st tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (3 participants from OPT)
		The Impact of Trade and Investment Policies on Productive and Decent Work. Country Report for Occupied Palestinian Territory
		2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024
		2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024
Tunisia	<p>Plan de Développement (2016-2020);</p> <p>Plan 2023-2025 et vision Tunisie 2035 (en cours de préparation)</p> <p>No Gender policy observed</p>	First tripartite knowledge-sharing workshop on trade, investment and employment (14-16 March 2023) at ITCILO in Turin, Italy (4 participants from Tunisia)
		The 5-days regional technical training on trade and employment held from 31 October to 4 November 2022 at the ITCILO in Turin. The training was attended by 32 specialists (15 in person and 17 online) from Egypt, Jordan, Lebanon, Morocco, Occupied Palestinian Territory and Tunisia.



Country	National Strategies	METI's activities
		Validation meetings and Technical and Policy Foresight Workshops: Pharmaceutical and aromatic plants
		Validation workshop held on 18 April 2024 Study on: Les effets sur l'emploi et le commerce du Programme d'amélioration des performances SONEDE au Tunisie
		Commerce, investissement et emploi dans les pays de la rive sud de la Méditerranée Rapport thématique du projet METI (mentions of Tunisia – 405)
		2nd technical training on investment and employment in the countries of the Southern Mediterranean in Cairo, Egypt on 12-16 May 2024.
		2nd regional tripartite knowledge-sharing workshop at the Dead Sea in Jordan from 30 September to 2 October 2024

Annex G. List of knowledge products produced by the METI programme

► Thematic Report

Full report

[English](#)

[Arabic](#)

[French](#)



Executive summary

[English](#)

[Arabic](#)

[French](#)



Videos: The report in short

[English](#)

[French](#)



News item

[English](#)

[Arabic](#)

[French](#)



► Country Reports

[Egypt](#)

[Full report](#)

[Arabic](#)

[English](#)



Executive summaries

[Arabic](#)

[English](#)

[French](#)



[Jordan](#)

Full report

English



Executive summary

Arabic

English

French



Morocco

Full report

Arabic

French



Executive summary

Arabic

English

French



Tunisia

Full report

Arabic

French



Executive summary

[Arabic](#)

[English](#)

[French](#)



► Not published studies

Portfolio assessment of public infrastructure investments in the Southern Mediterranean



Les effets sur l'emploi et le commerce du programme solaire Noor Ouarzazate au Maroc



Employment and Trade Impacts of the Wadi Al Arab Water System II Project in Jordan





International
Labour
Organization



Funded by
the European Union

Les effets sur l'emploi et le commerce du «Programme d'amélioration des performances dans le réseau de la SONEDE» en Tunisie



The Impact of Trade and Investment Policies on Productive and Decent Work. Country report on Lebanon



The impact of Trade and Investment Policies on Productive and Decent Work. Country report for Palestine





International
Labour
Organization



Funded by
the European Union

Policy Brief for Jordan. The impact of Trade and Investment Policies on Productive and Decent Employment



Policy Brief for Morocco. The impact of Trade and Investment Policies on Productive and Decent Employment



Policy Brief for Tunisia. The impact of Trade and Investment Policies on Productive and Decent Employment





International
Labour
Organization



Funded by
the European Union

Draft report – Analyzing the investment requirements to boost trade and decent employment in the engineering products and services sector in Jordan

► Draft Report - Analysing the investment requirements to boost trade and decent employment in the engineering products and services sector in Jordan

Mainstreaming Employment into Trade and Investment in the Southern Mediterranean

Murad Samhouri, Aws Rawashdeh

November 2024

Approfondissement de l'Analyse des besoins en investissement pour stimuler le commerce et l'emploi décent de la maille au Maroc



Organisation
internationale
du Travail



Financé par
l'Union européenne



LIVRABLE 2 DE L'ETUDE

APPROFONDISSEMENT DE L'ANALYSE DES BESOINS EN
INVESTISSEMENT POUR STIMULER LE COMMERCE ET L'EMPLOI
DECENT DANS LE SECTEUR DE LA MAILLE AU MAROC



Livrable final

Impact des investissements sur le commerce et l'emploi décent
dans le secteur de la maille au Maroc

Nabil BOUBRAHIMI
Consultant indépendant - OIT



Research Brief Jordan

“Employment and Trade Impacts of the Wadi Al Arab Water System II Project in Jordan”

English

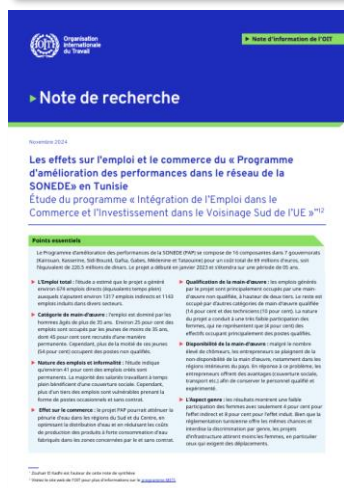
Arabic





Research Brief Tunisia

Les effets sur l'emploi et le commerce du « Programme d'amélioration des performances dans le réseau de la SONEDE » en Tunisie





International
Labour
Organization



Funded by
the European Union

Research Brief Morocco

Les effets sur l'emploi et le commerce du programme solaire Noor Ouarzazate au Maroc

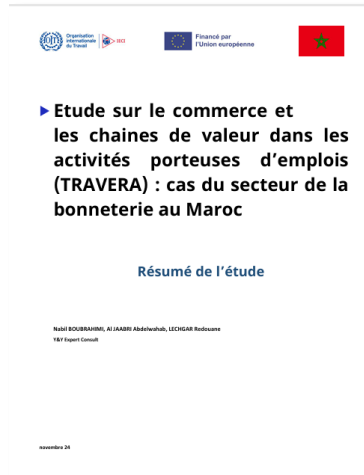


STED Study on Morocco

Compétences pour le Commerce et la Diversification économique (STED) de la chaîne de valeur de la bonneterie a Maroc



TRAVERA study on Morocco



STED-TRAVERA study on Jordan

English

Arabic

French





International
Labour
Organization



Funded by
the European Union

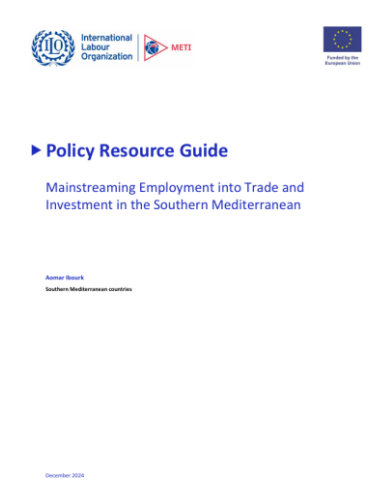
STED-TRAVERA study on Tunisia

English

Arabic



Policy Resource Guide





Annex H. Lessons learned

The following lessons learned have been identified during the course of the evaluation. Further explanations may be included in the full evaluation report.

Lesson Learned 1

LESSON LEARNED ELEMENT	
Brief description of lessons learned (link to specific action or task)	The joint response through partnership and cooperation should be planned during the conceptualisation phase of regional programmes, supported by a joint implementation plan and the budget. (Source: ILO, OECD, ITC).
Context and any related preconditions	The METI Programme has collaborated with programmes funded by the EU, and implemented by the OECD and the ITC in the South Mediterranean region. The EU-ITC programme “The Trade and Investment Facilitation Mechanism (TIFM II)”, aims to contribute to inclusive and sustainable economic growth by focusing on decent job creation and enhancing greater regional integration through improved and better-informed trade and investment policymaking in Southern Mediterranean countries. The EU-OECD Programme on Investment in the Mediterranean supports investment climate reforms to promote sustainable growth and decent job creation in the region.
Targeted users / Beneficiaries	EU Commission (the donor), ILO, OECD, ITC and other development actors.
Challenges /negative lessons - Causal factors	The OECE and the ITC highlighted the importance of collaboration and expressed regrets that it started only after the three programmes had been launched.
Success / Positive Issues -Causal factors	If the three organizations were informed of EU collaboration during the projects’ conceptualization phase, they could have planned more joint actions supported by the budget.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Lesson Learned 2

LESSON LEARNED ELEMENT	Cooperation with International Financial Institutions should also be planned during the conceptualisation phase to align with their internal guidelines and principles, including data protection. (Source: EU, DG NEAR).
Brief description of lessons learned (link to specific action or task)	At the request of the EU and DG NEAR, METI conducted an assessment of EU-funded projects on investment in public infrastructure, focusing on their short-term employment impact.
Context and any related preconditions	This assessment was carried out in cooperation with the International Financial Institutions (IFI), such as European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD), which provided the data.
Targeted users / Beneficiaries	The EU Commission (the donor), and other development actors.
Challenges /negative lessons - Causal factors	In the beginning, the financial institutions were reluctant to share the data needed for the analysis with the EU and the ILO due to concerns about violating data protection principles. Although solutions were found, this caused delays in delivering outputs.
Success / Positive Issues -Causal factors	The assessed projects were financed through the European Fund for Sustainable Development Plus, and the findings of the assessment remain relevant for the European Union.
ILO Administrative Issues (staff, resources, design, implementation)	To build on this lesson learned, similar assessment should be planned in cooperation with financial institutions and other donors planning such assessments.

Lesson Learned 3

LESSON LEARNED ELEMENT	Staffing a regional project with a policy component such as METI, with multiple countries involved, should include national-level project staff to provide coordination and support to the policy working groups, ensuring impact at the policy level.
Brief description of lessons learned (link to specific action or task)	National stakeholders in Morocco and Tunisia have expressed dissatisfaction with the management arrangements. METI does not have permanent presence in these countries, resulting in communication with the project being largely <i>ad hoc</i> .
Context and any related preconditions	The METI project has a complicated management structure: Financial management is centralized at the ILO HQ in Geneva, while the technical implementation is decentralized, with technical teams located in both Geneva and in ILO CO- Cairo.
Targeted users / Beneficiaries	ILO programme managers.



Challenges /negative lessons - Causal factors	Members of the Policy Working Groups in these countries have struggled with the METI project goals, experiencing a lack of information on the project and absence of a single field focal point contact to ensure smooth running of the process. Additionally, due to the slow dissemination of information, not all unions participated in the forum in Jordan (30.09-02.10.2024).
Success / Positive Issues -Causal factors	The ILO has representatives in these countries who assist with METI project activities and provide support. However, stakeholders are seeking increased intensity, clarity, and prompt communication from the project.
ILO Administrative Issues (staff, resources, design, implementation)	To build on this lesson learned, it is essential to plan for national-level project staff to support policy makers in the policy discussions

Lesson Learned 4

LESSON LEARNED ELEMENT	Regional technical training sessions in ITC Turin have proven to be a valuable platform for knowledge sharing, but they are not a cost-effective solution for policymakers' capacity building, based on their country-driven needs and priorities. (Source: interviews with stakeholders in the region)
Brief description of lessons learned (link to specific action or task)	The content of the 5-day technical training in Turin was very rich; however, the number of trained participants did not exceed three per country, which is insufficient to create a robust pool of trained individuals per country.
Context and any related preconditions	The METI programme planned to hold regional capacity-building trainings at ITC Turin, and knowledge-sharing workshops in Jordan and Egypt.
Targeted users / Beneficiaries	ILO programme managers
Challenges /negative lessons - Causal factors	Despite participants appreciating the opportunity to learn and share knowledge, they believe that training specifically tailored to their current knowledge levels and country priorities would be a more practical and effective solution.
Success / Positive Issues -Causal factors	N/A
ILO Administrative Issues (staff, resources, design, implementation)	To build on this lesson learned and implement tailored in-country trainings, at least 25 policymakers per country should benefit from training.

Lesson Learned 5

LESSON LEARNED ELEMENT	Country interventions should align with the ILO country programme outcomes (CPOs) to ensure a coherent response and synergy between the ILO project and the Decent Work Teams. (Source: ILO country office).
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Brief description of lessons learned (link to specific action or task)	The METI programme selected target countries, Egypt, Jordan, Morocco and Tunisia, for in-depth work on policy development.
Context and any related preconditions	Following the recommendations of the Evaluability Assessment, the programme mapped relevant CPOs but did not develop specific interventions to support achieving these CPOs
Targeted users / Beneficiaries	ILO programme managers
Challenges /negative lessons - Causal factors	Programme activities were not embedded in the country's strategies for achieving the CPOs and thus did not receive full support from the ILO Decent Work Teams, including regional ACTRAV and ACTEMP. The tripartite constituents did not have a clear understanding of the METI programme goals within the Decent Work agenda.
Success / Positive Issues -Causal factors	N/A
ILO Administrative Issues (staff, resources, design, implementation)	To build on this lesson learned, and align the programme activities in consultation with the Decent Work Teams to address the specific CPOs, the guiding question "How will the programme contribute to the achievement of the CPOs?" should be considered.

Lesson Learned 6

LESSON LEARNED ELEMENT	Effective work of Policy Working Groups on a tripartite-plus basis requires capacity building to create an equal level of knowledge on trade, investment, and employment. (Source: member of PWG in Jordan).
Brief description of lessons learned (link to specific action or task)	The METI programme established Policy Working Groups (PWGs) in Egypt, Jordan, Morocco, and Tunisia aimed at facilitating policy discussions on integrating employment in trade and investment.
Context and any related preconditions	Participants in the PWGs represented line ministries on trade and investment, ministries of labour, trade unions, employers' organizations, women's organizations, and think tanks focused on trade and innovation.
Targeted users / Beneficiaries	ILO programme managers
Challenges /negative lessons - Causal factors	While the tripartite-plus format was appreciated by the participants, it was noted that their varying levels of knowledge prevented hindered fruitful discussions on an equal basis.
Success / Positive Issues -Causal factors	N/A



ILO Administrative Issues

(staff, resources, design, implementation)

To build on this lesson learned, basic training on trade, investment and employment based on decent work principles should be considered.

Annex I. Emerging good practices

The following emerging good practices have been identified during the course of the evaluation. Further explanations may be included in the full evaluation report.

Emerging good practice 1

GOOD PRACTICE ELEMENT	
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The communication strategy developed to promote the METI programme and its key knowledge products resulted in better visibility and enhanced access to knowledge. The METI programme aimed to mainstream employment into trade and investment. This focus on employment was new for the ministries of trade, investment and labour. METI produced high-quality knowledge products and conducted capacity-building activities. To enhance visibility, a communication strategy was developed to support the dissemination of achieved results. This strategy included the production of reports, executive summaries, info graphics, video recaps of capacity building activities, and social media posts. The information is available on METI website
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	A budget to support communication products should be allocated to cover design, video, and labour costs to manage the visibility campaign
Establish a clear cause-effect relationship	Knowledge products enjoyed better visibility, improving access to this knowledge.
Indicate measurable impact and targeted beneficiaries	The METI thematic report was downloaded more than 250 times.
Potential for replication and by whom	Programme managers
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Outcome 3, ILO Programme and Budget
Other documents or relevant comments	Videos: the report in short: English ; French

Emerging good practice 2

GOOD PRACTICE ELEMENT	The delivery of METI key knowledge products in English, French, and Arabic was appreciated by stakeholders from the Arab states region, particularly the Maghreb countries
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Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The METI programme aimed to mainstream employment into trade and investment. This focus on employment was new for the ministries of trade, investment, and labour. METI produced quality knowledge products and conducted capacity-building activities. To enhance visibility, a communication strategy was developed to support the dissemination of results. It included the production of reports and executive summaries in English, French and Arabic
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	A budget to support communication products should be allocated, and should include translation costs. Translation and preparation of graphics in French and Arabic is a time-consuming process
Establish a clear cause-effect relationship	Stakeholders appreciated the production of a regional thematic report in English, French, and Arabic, as it provided access to important information in their preferred languages.
Indicate measurable impact and targeted beneficiaries	The METI thematic report was downloaded more than 250 times.
Potential for replication and by whom	Programme managers
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Outcome 3, ILO Programme and Budget
Other documents or relevant comments	Full report English ; Arabic ; French

Emerging good practice 3

GOOD PRACTICE ELEMENT	Regional knowledge sharing workshops stimulated active participation of stakeholders and increased the sense of ownership
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The METI programme aimed to mainstream employment into trade and investment. To ensure regional knowledge sharing, it has organised knowledge-sharing workshops in Jordan and Egypt.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	A budget for travel and facilitation is required.
Establish a clear cause-effect relationship	During this evaluation, stakeholders mentioned that participation in the workshops required preparation of good practices to be shared with their peers from other countries. This exercise stimulated active participation of stakeholders and increased the sense of ownership



Indicate measurable impact and targeted beneficiaries	n/a, policy makers
Potential for replication and by whom	Programme managers
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Outcome 3, ILO Programme and Budget
Other documents or relevant comments	First knowledge-sharing workshop News item Recap video

Emerging good practice 4

GOOD PRACTICE ELEMENT	The EU portfolio assessment provided clear recommendations on improving the design of similar EU investment projects regarding the employment of women and youth
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	METI conducted the assessment of the EU portfolio impact on public infrastructure investments in the Southern Mediterranean. The assessment yielded clear recommendations on improving the design of similar EU investment projects regarding the employment of women and youth
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Collaboration with international financial institutions is essential for obtaining the necessary data for analysis.
Establish a clear cause- effect relationship	The findings indicate that project designers should take into consideration the efficiency of resource utilization, for instance, by making certain that aspects of a project are more labour-intensive or that the project creates jobs for specific groups of workers (such as youth or medium-skilled workers).
Indicate measurable impact and targeted beneficiaries	n/a, policy makers
Potential for replication and by whom	Future cooperation with the EU would enhance the design of the investment programmes, enabling achieving explicit contribution to SDG 1 and 8. (Programme managers)
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Outcome 3, ILO Programme and Budget

**Other documents or
relevant comments**

Emerging good practice 5

GOOD PRACTICE ELEMENT	The establishment of the Policy Working Groups on the tripartite plus basis resulted in enhanced dialogue among a wide range of partners, including among the ministries of economy and labour.
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The METI programme established Policy Working Groups (PWGs) in Egypt, Jordan, Morocco and Tunisia aimed at policy discussions on integrating employment into trade and investment.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The participants in the PWGs represented line ministries of trade and investment, ministries of labour, trade unions, employers' organizations, women's organizations, and think tanks focused on trade and innovation.
Establish a clear cause- effect relationship	Initially, ministries of trade faced challenges in participating in policy discussions on integrating employment into trade and investment. Facilitation of the policy discussions by the ILO allowed creating a comfortable atmosphere to share ideas and concerns. The evidence-based approach to policy development was presented to the participants, which later became the basis for policy discussions. The external stakeholders interviewed within the final evaluation, mentioned that the representatives of line ministries on trade and employment were engaged in joint policy discussions
Indicate measurable impact and targeted beneficiaries	n/a, policy makers
Potential for replication and by whom	Programme managers
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Outcome 3, ILO Programme and Budget
Other documents or relevant comments	Meeting of the PWG in Egypt: News item ; News items

Emerging good practice 6

GOOD PRACTICE ELEMENT	A thorough METI research strategy based on the tripartite validation of results produced high-quality knowledge products, including country reports and sectoral analyses, to inform future evidence-based national reforms, such as national employment policies.
Brief summary of the good practice (link to project goal or specific	The METI programme produced the thematic report "Trade, Investment and Employment in the Southern Mediterranean Countries", followed by in-depth country reports for the target



deliverable, background, purpose, etc.)	countries: Egypt, Jordan, Morocco, and Tunisia. The findings of these reports were validated by the participants of the policy working groups (PWGs).
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The participants of the PWGs included representatives from line ministries of trade and investment, ministries of labour, trade unions, employers' organizations, women's organizations, and think tanks focused on trade and innovation.
Establish a clear cause- effect relationship	Policy discussions of the research findings, along with sectoral recommendations, encouraged participants to initiate policy reforms. For example, in Egypt the knowledge products will be used to inform future national employment policy.
Indicate measurable impact and targeted beneficiaries	n/a, policy makers
Potential for replication and by whom	Programme managers
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Outcome 3, ILO Programme and Budget
Other documents or relevant comments	Meeting of the PWG in Egypt: News item ; News items

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