



Quick Facts

► Advancing the Decent Work Agenda in North Africa “ADWA (Phase I)” and Advancing the Decent Work Agenda in North Africa and the Levant “ADWA (Phase II)”

Décembre 2024

► Description and purpose of the evaluation

This final independent evaluation assesses the project's performance, focusing on its relevance, effectiveness, efficiency, and sustainability. It examines the design, implementation, and outcomes of the project, identifying both expected and unexpected results, using the OECD-DAC criteria. The evaluation covers Phases I and II of the project in Egypt, Morocco, and Tunisia. It focuses on the design, implementation, and outcomes, with particular attention to cross-cutting issues such as gender equality, social dialogue, and the fair environmental transition. The purpose of the evaluation is to inform decision-making by identifying key lessons and emerging good practices.

► What is ADWA?

The Advancing the Decent Work Agenda (ADWA) project is a collaboration between the ILO and the Swedish Government (Sida). It aims to promote decent work and job-rich economic growth in North Africa. ADWA focuses on supporting evidence-based policies, improving working conditions, and enhancing the implementation of International Labour Standards (ILS) in Egypt, Morocco, and Tunisia. Phase II of the project also addresses gender equality, climate change, and the transition to a green economy.

► Methodology

The evaluation adhered to ILO established evaluation protocols and applied a mixed-methods approach to ensure both the validity and reliability of the findings. Data were collected using the following methods:



Comprehensive document review



61 Key-informants Interviews



Performance reporting data and secondary sources



Stakeholders' workshop



Key Findings

1. Relevance and Coherence

- The ADWA projects are highly relevant and well-aligned with a variety of strategic frameworks and plans.
- ADWA projects have demonstrated significant relevance to the needs of national stakeholders in Egypt, Morocco, and Tunisia.

2. Effectiveness

- ADWA successfully enhanced national capacities for labour market data collection and analysis, contributing to better-informed policy-making.
- The ADWA projects have successfully fostered extensive collaboration with a wide range of ILO projects and departments, UN agencies, national stakeholders and other cooperation partners.

3. Efficiency

- The projects successfully leveraged additional resources (5.6% of the overall budget leveraged) through collaborations with other ILO initiatives and national-level stakeholders.

4. Impact and Sustainability

- National Ownership: Projects fostered local ownership, enhancing the likelihood of sustained results.
- Socio-Economic Changes: Positive effects on employment and social dialogue at the national level.
- In Morocco, the development of the National Employment and Entrepreneurship Policy 2035 targeted women and youth, promoting inclusive growth.

5. Cross-Cutting Issues

- The ADWA projects integrated gender equality, social dialogue, tripartism, labour standards, and environmental sustainability in all phases.
- These principles are reflected in stakeholders' engagement, training programs, legislative support, and initiatives for green, inclusive growth.



Lessons Learned

Importance of Engaging National Partners

Engaging national stakeholders is essential for aligning activities with local priorities and ensuring project support. Early consultations help secure buy-in and contribute to the overall success of the project

Importance of Context-Specific Approaches

Interventions must be tailored to the unique socio-political and economic contexts of each country. Flexibility and thorough contextual analysis are essential for effective stakeholder engagement and policy implementation.

Navigating Political and Economic Instability

Political and economic instability can disrupt project progress. Contingency planning and adaptable project designs are essential for overcoming challenges and maintaining momentum.



Key Recommendations

- **Recommendation 1: Strengthen Support for ILS and National Employment Policies in the MENA Region**
The ILO should build on ADWA's strengths to promote the implementation of International Labour Standards (ILS) and support the development of evidence-based, inclusive National Employment Policies in Egypt, Morocco, and Tunisia.
- **Recommendation 2: Promote Cross-Country Collaboration on Best Practices and Labour Market Information Systems**
The ILO should foster collaboration between Egypt, Morocco, and Tunisia to share best practices in ILS, labour market data, and employment policies. This includes strengthening data collection and enhancing the analysis capacities in these countries.
- **Recommendation 3: Expand Green Jobs and Employment Initiatives**
The ILO should continue supporting green jobs initiatives and integrate them into national strategies, ensuring alignment with broader climate goals and providing capacity building for stakeholders.
- **Recommendation 4: Strengthen Legal and Institutional Frameworks for Labour Rights**
The ILO should continue supporting the establishment of legal aid offices in Egypt and capacity building for judges and parliamentarians in Morocco to ensure effective enforcement of labour laws.
- **Recommendation 5: Support Women's Entrepreneurship and Employment Strategies**
The ILO should collaborate with national partners to support women's entrepreneurship, particularly for vulnerable groups, by institutionalizing tools like GetAhead and offering mentorship.
- **Recommendation 6: Improve Labour Market Data and Digitalization**
The ILO should continue working with national institutions to enhance labour market data systems, integrating green employment components and digital platforms like ILO.Stat.

► Areas of Impact

1. Economic Development

In Morocco, the projects supported the development of the National Employment and Entrepreneurship Policy 2035, which includes measures to create new employment opportunities, particularly for women and youth.

2. Gender Equality

Across countries, the projects implemented initiatives to support women entrepreneurs. The projects also advocated for and supported the alignment of national laws with international standards on gender equality and non-discrimination.

3. Capacity Building

Extensive training sessions were conducted to enhance the skills and knowledge of judges, parliamentarians, and government officials on ILS and best practices in employment policies. This has the potential to lead to improved policy formulation and implementation.

4. Environmental Sustainability

Across countries ADWA supported the development of green job assessment models (GJAM) and the integration of green employment components into national surveys. This has the potential to facilitate the creation of sustainable jobs and promoted environmentally friendly business practices.