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Advancing the Decent Work Agenda in North Africa (ADWA) - Midterm evaluation

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Evaluation timing: Mid-term

Evaluation nature: Independent

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List of acronyms and abbreviations

ACTEMP	ILO Bureau for Employers' Activities
ADWA'	Advancing Decent Work Agenda
AI	Artificial Intelligence
CAPMAS	Central Agency for Public Mobilization and Statistics (Egypt)
CGE	Computable General Equilibrium
CGE Model	Computable General Equilibrium Model Country Office
CO	Coronavirus disease
COVID-19	Chief Technical Officer
CTA	Decent Work Country Programme
DWCP	
E&W	Employment, Wages and Hours of Work Establishment Survey
EC	Economic Census
ELMPS	Egyptian Labour Market Panel Survey
EPP	Employment Promotion Project
ERF	Economic Research Forum
FEI	Federation of Egyptian Industries
GIZ	Gesellschaft für Internationale Zusammenarbeit
HCP	High Commission on Planning - National Statistics Office of Morocco
ICT	Information and Communication Technology Sector
IDRMA	Information Management System for the Projects of International Cooperation (Tunisia)
ILO	International Labour Organisation
ILS	International Labour Standards
ISCO	International Standards Classification of Occupation
ISIC	International Standards Industrial Classification
ITC	Information and Telecommunication Technologies
ITC-ILO	International Training Centre of the ILO in Turin- Italy
LFS	Labour Force Survey
LMIS	Labour Market Information System
M&E	Monitoring and evaluation
MCIT	Ministry of Communications and Information Technology (Egypt)
MEF	Ministry of Economy and Finance (Morocco)
MFPE	Ministry of Employment and Professional Training (Tunisia)
MNE Declaration	Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy
MOM	Ministry of Manpower (Egypt)
MOPA	Ministry of Parliamentarian Affairs
MPED	Ministry of Planning and Economic Development (Egypt)
MTIP	Ministry of Labour and Professional Insertion (Morocco)
NCJS	National Council for Judiciary Studies (Egypt)
ONEQ	National Observatory of Employment and Skills
OSH	Occupational Safety and Health
PPP	Public Private Partnership
SAM	Social Accounting Matrix
SCORE Programme	Sustaining Competitive and Responsible Enterprises Programme
SDGs	Sustainable Development Goals
Sida	Swedish International Development Agency
TOC	Theory of Change
UNESCWA	United Nations Economic and Social Commission for Western Asia Asia

Figure 1: Overview: Evaluation object and key evaluation results



Independent mid-term evaluation of the ILO project titled “Advancing the Decent Work Agenda in North Africa”

Project implementation period: 30 November 2018 to 30 November 2023
Total budget: US\$ 6.094.220,63/55 million Swedish Krona (SEK), funded by Sweden.

Evaluation process

56 stakeholders consulted
41% female.
Consultations included judges participating in SWOT analysis



Evaluation period: May to September 2022



Desk review, virtual briefing meetings, telephone interviews, SWOT analysis during FGDs

Intended evaluation users



ILO Decent Work Team/Country Office Cairo, ILO National Project coordinators in Tunis and Rabat, donor, project stakeholders

Evaluation purpose



Learning and accountability

Evaluation results

Relevance



Achieved Not achieved

- ADWA' is highly relevant but built on a suboptimal project design.
- Close alignment to national contexts in Egypt, Morocco and Tunisia, donor and ILO strategies.
- Reconstructed Theory of Change is only partly valid: most assumptions at output level don't hold or their validity is uncertain.



Achieved Not achieved

Coherence

- Partner activities are often mutually reinforcing with ADWA' within the given outcomes.
- Less work across the different outcomes due to the nature of each outcome.
- Complementarities emerge with other ILO projects at country level, particularly in Egypt and Morocco.

Efficiency



Achieved Not achieved

- Project design & administration are complex
- Often overworked project staff engaged in highly bureaucratic national structures. Sub-optimal overlapping project phases.
- Average delivery and encumbrances by country and region: 73,68% (median, about 16 months before the end of the project).



Achieved Not achieved

Effectiveness

- Outcome 1 (achievement of 78% of indicators fully on track and 22% on track).
- Outcome 2 (25% of targets for indicators exceeded, 42% fully on track and 25% on track).
- Outcome 3: 71% of targets for outcome indicators off track.

Impact orientation



Achieved Not achieved

- Needs-based action, the use of validation processes and frequent communication enhanced the likelihood of project impact in the three countries.
- Behaviour changes in the key national counterparts both in Egypt and Morocco.
- 20 positive impacts were identified: e.g. quality and transparency of Labour Force Survey in Egypt or access to ILO.stat in Morocco.



Achieved Not achieved

Progress towards sustainability

- National level interest and participation is high in all three project countries for outcomes 1 and 2.
- But shortcomings for the regional component and the government engagement for outcome 3 in Egypt.
- Strong tripartite approach taken in Tunisia.

Learning



Factors affecting project

- Strong stakeholders' buy-in and the alignment to national strategies, priorities, and mandates.
- High-quality project management of efficient project team.
- Flexibility of the donor.



- Political challenges, the effects of COVID-19 and related restrictions to movement.
- Problems with data accessibility.
- High levels of bureaucracy affecting the engagement with government counterparts.

Lessons learned

Where the project meets stakeholder needs, progress was made, and the results are being used.

(e.g. Outcomes 1 and 2, except for regional component)

Challenges with the relevance, impact, and sustainability of results of the regional component reflects lack of tripartite constituents' involvement in the project design.

Funding leveraged: Given the total project budget of US\$ 6.094.220,63, the co-financing leveraged constitutes 4,99% of the budget (US\$ 304,161).

Recommendations (very high priority: next 3 months)

1

ILO project team: Contracts for the regional component should not be extended or renewed with the view to terminate this component. Greater involvement of civil society and the media.

2

ILO project team: actively consult tripartite constituents in the remaining months of 2022 and 2023 in the project countries about the design of phase II post 2023.

3

ILO project team: Revise the staffing structure. Reduce the number of national officers for the three outcomes in Egypt to free up staff resources to better support the CTA. Consider moving the full-time administrative support from the Algiers CO to Rabat (50%) and Tunis (50%).

4

ILO project team: Engage with the donor as a follow-up of this mid-term evaluation and agree to keep the current country focus on Egypt, Morocco, and Tunisia at least till the end of 2023.

5

ILO CTA: Review the CTA's workload and identify areas for delegation to one additional support staff to free up time for the CTA to lead on reaching out to potential new donors as early as possible in 2022.

6

ILO project team: Further enhance the effectiveness of the project's capacity building in Egypt, Morocco, and Tunisia, e.g. through training needs assessment, hybrid training modalities, follow-up & institutionalization (train trainers).

7

ILO project team: Consider actions to deepen project results and enhance project sustainability, e.g.: concerning coordination and synergies, capacity building, explore micro-level interventions (Sida-supported work in Egypt and Tunisia), and feedback and results sharing.

Source: A. Engelhardt, September 2022

Executive summary

Introduction: This document constitutes the draft report of the independent mid-term evaluation of the ILO project titled “Advancing the Decent Work Agenda in North Africa” (“the project”) (RAF/18/50/SWE and RAF/18/01/SWE). The Project duration is from 30 November 2018 to 30 November 2023 (5 years), with a budget of US\$ 6.094.220,63/55 million Swedish Krona (SEK), funded by Sweden.

Project background: “The ‘Advancing the Decent Work Agenda in North Africa’ (ADWA)’ project is a partnership between the Government of Sweden - through the Swedish International Development Agency (Sida) - and the International Labour Organization (ILO) to advance the Decent Work Agenda in North Africa. It is a five-year project (2018-2023) that takes an innovative approach to promote evidence-based policies for full employment and effective access to International Labour Standards (ILS), including at the workplace level. It builds on the successful pilot phase, which ran from August 2017 to November 2018. The pilot phase was subject to an internal evaluation concluded in 2019.

The project is intervening both at regional and at national levels. The country focus is on Egypt, Morocco, and Tunisia, with some specific activities carried out in Algeria (ILO SCORE programme) in the context of a PPP signed between the ILO and Volvo in 2019. There is also a PPP signed with Ericsson for Egypt.

The project has three main outcomes:

Outcome 1: Improved Data Collection, Data Analysis, and Data Use for Economic Policy Reforms to Steer Towards Job-rich Growth in Target North African Countries

Outcome 2: Improved Ratification, Reflection in National Jurisprudence, Enforcement, and Knowledge of ILSs in Target North African Countries

Outcome 3: Enhanced Engagement of the Private Sector to Achieve Decent Work in Telecomm and Automotive Sectors in Target North African Countries

Evaluation background: The evaluation Terms of Reference (ToR)¹ outline the **evaluation purpose and objectives** as follows:

- Assess the relevance and coherence of the project's design regarding countries' needs and how the target groups perceive and value the project.
- Identify the project's contributions to DWCP or similar national frameworks, the SDGs, the countries UNDAF, the ILO P&B objectives, and Countries' outcomes and synergy with other projects and programs.
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).
- Review the institutional setup, capacity for project implementation, coordination mechanisms, and the use and usefulness of management tools, including the project monitoring tools and work plans.

¹ ILO, 2022: Terms of Reference. Mid-term evaluation “Independent Mid-term Evaluation of Advancing the Decent Work Agenda in North Africa project (ADWA’),” pages 2-3.

- Assess the implementation efficiency of the project.
- Review the strategies for outcomes' sustainability and orientation to impact.
- Identify lessons learned, potential good practices, and lessons to be learned for the key stakeholders.
- Provide strategic recommendations for the different key stakeholders to improve the achievement of project results and attainment of project objectives.

The **scope** of the evaluation covers the entire life and aspects of the project until the start date of the evaluation, excluding Algeria, as that project component was not implemented due to unforeseen political changes in the country.

Evaluation clients:

The evaluation is intended for internal use of the organization; its findings and recommendations will be primarily geared toward learning and specifically directed to:

- ILO Decent Work Team/Country Office Cairo,
- ILO National Project coordinators in Tunis and Rabat and the project's administrative support from Algiers (for Tunis and Rabat)

Several internal and external stakeholders will benefit from the evaluation findings, and some will be contacted as interviewees during the evaluation process. A list of stakeholders is annexed to the ToRs.

The team leader used a **theory-based evaluation approach** for this mid-term evaluation. The suggested approach addressed the expected time lag between the project activities and outputs contributing to the project outcomes and, ultimately, the project goal to advance the Decent Work Agenda in North Africa.

In the context of the theory-based evaluation approach, the changes in policy influencing were mapped and analyzed using the CHANGE framework. In contrast, changes in stakeholders' technical capacities were intended to be addressed to the extent possible through a capacity-building evaluation survey using the Kirkpatrick model. The Kirkpatrick-based survey had to be replaced with a SWOT analysis during focus group discussions, given the challenges of reaching judges through the survey. In total the evaluators interviewed 56 project stakeholders, including the project team and the donor.

Limitations: The evaluation experienced a slight delay in its implementation, which was initially due to take place between May and June 2022 on a very tight schedule. Other limitations included the challenges of reaching judges through an online survey. Focus group discussions were used for a very small sample of judges as a mitigation measure, though this did not allow to reach a larger number of judges, as originally envisaged.

The finalization of the evaluation was further delayed by six weeks due to the need to translate the executive summary into Arabic and French as part of collecting stakeholder feedback on the draft report.

Main evaluation findings: The main evaluation findings are listed by the evaluation criteria listed in the Terms of Reference: relevance, coherence, efficiency, effectiveness, impact orientation, and progress towards sustainability.

ADWA' is highly relevant but built on a suboptimal project design.

ADWA' is closely aligned to the national contexts in Egypt, Morocco, and Tunisia based on the relevant national development strategies and the Tunisia DWCP, the only country with a DWCP in place. Alignment shows for SIDA's MENA Regional Strategy 2021-2025, particularly objective 2 on inclusive and sustainable economic development. The evaluation finds good alignment of the project to the ILO's Strategic Objectives (Programme & Budget 2018-19 and 2020-21), relevant UNDAFs, and SDGs targets.

ADWA' interventions were largely needs-based, and relevance to stakeholders' needs was very high. However, the evaluation finds that the regional component seems to be instead supply-driven. Access to final beneficiaries was limited for the evaluation, and hence no assessment was made.

Tripartite constituents were informed about ADWA' once the project was designed. An active participation in the design phase did not take place due to time limitations, which is perceived as a limitation. Gender is absent from the project design and partly addressed in the implementation of ADWA', with room for systematically enhancing its inclusion. Disability does only figure marginally in the project.

Before the current CTA joined the project in early 2020, ADWA' operated without an M&E framework, a missing key ingredient for results-based management. Following an external evaluability assessment in 2020, the comprehensive project M&E was well developed by the end of 2020 but still with some room for improvement.

The expanded ToC reconstructed by the team leader clearly maps the project assumptions and shows problems with the project design's validity at first sight. While the project document correctly identified the main economic and employment-related problems facing North African countries, the uneven maturity of social dialogue in the project countries affects the ILO, as tripartite engagement is the cornerstone of ILO operations.

The flow from outputs to outcomes and the project objective is logic. However, the linkages between the outcomes as initially envisaged are less robust, as the involvement of the private sector, media, and civil society is still developing and without the required leveraging force. The evaluation made the critical finding that most assumptions at the output level don't hold, or their validity is uncertain.

Coherence: The evaluation finds that the project resources were used in a complementary manner within project outcomes, to maximize their reach, given the relatively small country budget for each country.

Partner activities are often mutually reinforcing with ADWA' within the given outcomes. At the same time, it is challenging to find synergies between the national stakeholders to work across the different outcomes due to the nature of each outcome.

ADWA' is uniquely addressing employment and ILS issues and many complementarities emerge with other ILO projects at the country level, particularly in Egypt and Morocco.

The evaluation identified various linkages with UN and non-UN actors in Egypt and Morocco, such as United Nations Economic and Social Commission for Western Asia, UNWOMEN, UNIDO, WHO, African Development Bank, GIZ, Millennium Challenge Cooperation, and national actors.

Efficiency: The project design and administration are complex, with often overworked project staff engaged with highly bureaucratic national structures.

Given the total project budget of US\$ 6.094.220,63, to co-financing leveraged constitutes US\$ 304,161, i.e., 4,99% of the budget.

About 16 months before the end of the project, the average delivery and encumbrances by country and region is 73,68% (median), which closely corresponds to the rates for

Morocco and Egypt. In contrast, the rate for Tunisia, with 53,17%, is significantly lower due to the political instability affecting project implementation.

Following the change of CTA, the project benefits from a robust results-based management approach, with still some room for process improvement.

The project with nine staff (47.86% of the project budget) might appear heavy on staffing, but this is partly related to the operational structure of the ILO in North Africa with the given roles of COs in Algiers and Cairo and very high bureaucratic barriers to overcome in the project countries, particularly Egypt, which requires significant staff time. However, using three national officers for the three outcomes in Egypt might benefit from a revision.

From a management perspective, the project structure with two overlapping phases agreed upon between Sida and the ILO is somewhat unusual for Sida, and operating a project with two budgets seems not very efficient. The complex project arrangements which the current CTA inherited also affect the understanding of the roles and responsibilities of different project stakeholders in the ILO. Administrative project arrangements delay the implementation in general, and coordination with other offices under the regional component is also challenging. However, ADWA' benefits from the hands-on technical support of technical specialists from the Cairo Decent Work Team.

The evaluators witnessed a high level of quality in the relationship between the project and its government counterparts in the three countries due to frequent meetings and overall good communication.

Concerning ADWA' phase II, the evaluation finds that expanding the project's country coverage (Lebanon and Jordan) and at the same time moving into a new ILO region (Arab States with Beirut CO as the responsible regional office) seems unfeasible, as Sida is not in a position to guarantee funding beyond 2023.

Sida's vision of the diversification of the ADWA' donor base requires a joint donor project design post-2023 and the need to start reaching out to potential new donors as early as possible in 2022. This process will likely take significant time for an already stretched CTA in the remaining months of 2022 and 2023.

Effectiveness: the project makes good progress in achieving targets for indicators under outcomes 1 and 2, while outcome 3 shows a less favorable performance.

The evaluation finds positive results at mid-term for outcome 1 (achievement of 78% of indicators fully on track and 22% on track) and outcome 2 (25% of targets for indicators exceeded, 42% fully on track, and 25% on track). Outcome 3: 71% of targets for outcome indicators are off track.

Policy change: ADWA' managed to drive change from shaping ideas to behaviour change of constituents and impact concerning improved skills and institutional capacities for 43% of the interventions for outcome 1 and 50% for outcome 2 out of ten interventions analysed in depth, reflecting high effectiveness of about half of the ADWA' interventions, in politically complex contexts.

Factors contributing to project progress comprise stakeholders' buy-in and the alignment to national strategies, priorities, and mandates, high-quality project management, and donor flexibility.

Challenges for project progress include political challenges, the effects of COVID-19 and related restrictions to movement, the accessibility of data, and high levels of bureaucracy affecting the engagement with government counterparts. Internally, regional-level cooperation is challenging for the ILO mainly due to its operational structure.

The mitigation of COVID-19 was done well through flexible adaptation of the project team by shifting project priorities and project resources and reprioritization while simultaneously experiencing implementation delays.

- Partners' ability to use project results: close involvement from the design of activities to their finalization enhanced ownership and the use of results
- Effectiveness and appropriateness of training: high satisfaction but room for improvement concerning training duration and absence of follow-up. Hybrid training modality: cost savings as international experts save travel costs while direct human contact can still occur between the participants and local experts facilitating.
- Promotion of gender equality and disability inclusion: did not figure in the project logframe, gender included where possible as an add-on.
- Other factors outside the project's control affect its performance:
 - The government shut down the automotive sector in Algeria
 - Political instability in Tunisia and staff turnover in Egypt
 - Parliament shut down in Tunisia
 - Access and quality of data from national Statistics Offices, particularly in Morocco
- Unintended results: Rapid Labour Force survey of COVID 19 impact, co-financing for the three countries
- Effectiveness of the intervention model: very ambitious, outcomes 1 and 2 still need to find a way of integration and cross-fertilization in the three countries, with outcome 3 still appearing like an add-on.

The likelihood of project results' impact is overall high.

The evaluation identified positive changes in national stakeholders, while ultimate project beneficiaries were not reached during the evaluation.

Overall, needs-based action, the use of validation processes, and frequent communication enhanced the likelihood of project impact in the three countries.

Behaviour changes emerged in the key counterparts in Egypt and Morocco, where the Ministry of Manpower and the Ministry of Labour respectively take on a coordination role rather than trying to manage all project activities with national counterparts closely.

While about 20 positive impacts were identified, some challenges also emerged, including coordination issues for more frequent National Steering Committee meetings in Tunisia to strengthen project ownership, impact, and sustainability among the tripartite constituents.

While the broad scope of ADWA contributes to many SDGs, such as SDG 1, 9, 10, and 16, its core contribution is to SDG 8, particularly targets 8.2, 8.3, 8.5 (outcome 1), 8.8 (outcome 2), and again 8.5 for outcome 3.

The likelihood of sustainability of ADWA' results is high, with exciting opportunities emerging to deepen its engagement in the three countries to contribute even more to transformative change.

National level interest and participation are high in all three project countries for outcomes 1 and 2 but show shortcomings for the regional component and the government engagement for outcome 3 in Egypt.

ADWA' continuously communicates with its counterparts to facilitate project implementation and maintain ownership. In Tunisia, ADWA' is taking a solid tripartite approach since 2019 to promote ownership of social partners which is not possible in the same way in the other project countries due to political limitations or constituents' capacities and representativeness.

ADWA' benefits from an exit strategy developed in 2020. However, the evaluation finds that the knowledge about that strategy among project staff is uneven, and the strategy would benefit from updating in the light of COVID-19.

Finally, the evaluation identified various steps to increase the perspective of the sustainability of ADWA's results, including coordination and synergies, capacity building, micro-level interventions, technical assistance, and feedback and results sharing.

Conclusions

The evaluation draws the following conclusions, summarized hereafter by evaluation criteria:

Relevance:

ADWA' does the right thing. The project is highly relevant due to its good alignment with national strategies, the regional donor strategy, the ILO P&B, UNDAF, and SDG targets. Its needs-based nature underpins its relevance but for the supply-driven regional component under Outcome 1.

The **project design** turned out to be faulty, with difficulties in the linkages between the outcomes and assumptions at the output level where the majority don't hold, or their validity is uncertain. The involvement of tripartite constituents in the project design was sub-optimal. The evaluation concluded that the project design was gender-blind and disability-blind. Gender was subsequently included in the implementation where possible. The project made significant and successful efforts to catch up with the omission of proper project M&E.

Coherence:

The external coherence of ADWA' with national and international actors is very high, showing good complementarity and good results concerning partnership-based work. However, the internal coherence shows deficiencies, as the project operates primarily in silos for the three outcomes.

Efficiency:

Overall, the project is well-managed. The hard-working staff needs to overcome internal ILO administrative complexities and external bureaucratic hurdles. The project staffing structure would benefit from a revision to better support the CTA. ADWA' is well connected with most stakeholders in the three countries.

The current country focus on Egypt, Morocco, and Tunisia remains valid at least till the end of 2023, given the available budget. The desired move from a single funding source to a multi-donor funded project will require significant senior-level staff time.

Effectiveness:

The project was very effective, achieving nearly all expected results at the outcome level for outcomes 1 and 2, also due to its flexibility to adapt to changes. However, the results achieved for outcome 3 are below expectations.

Challenges to project implementation are largely external to the project and beyond its direct control. In this complex external context, the project team mitigated the challenges with professionalism and close engagement with stakeholders, remaining aligned to their changing priorities. The closer partners, e.g., in government, are involved in the project design and implementation, the higher the likelihood of ownership and results.

Capacity building is a key element for the project's results achievement, which could be addressed more systematically in line with good practices in the ILO.

The intervention model is complex and lacks coherence with outcomes operating in disconnection. The regional component is supply-driven and lacks a regional body to use the results.

Likelihood of impact:

The likelihood of project impact is high along most of its needs-based activities. The supply-driven nature of the regional component and outcome 3 experience challenges in achieving impact.

Likelihood of sustainability:

Needs-based project design is the basis for ensuring project relevance, achieving results, and their ownership and uptake.

The role of tripartite constituents for project design, implementation, and sustainability is crucial for the success of ILO projects. Still, improving their engagement in the project countries beyond Tunisia is challenging. However, tripartite engagement requires prioritization wherever and whenever possible.

Opportunities for enhancing the sustainability of project results emerge but require careful consideration to ensure action is fully aligned with the project objectives and the logframe.

Recommendations

The following recommendations are all targeted at the ADWA' project team, tripartite constituents and CTA, based on the key evaluation findings and conclusions.

Relevance

R 1: ILO project team: Given the limited project resources, which are spread quite thinly, it is recommended to focus the implementation of phase I on the truly needs-based components of ADWA'. Contracts for the regional component should not be extended or renewed with the view to terminate this component.

R 2: ILO project team At the same time, greater involvement of civil society and the media is a necessity. ADWA project should focus more on building partnerships with these organizations and the media, particularly in Tunisia and Morocco, in order to play a triggering role in the ratification of certain conventions, changes in laws and regulations concerning workers' rights. The latter would also better link outcomes 1 and 2.

Priority: High: Next 3 months.

Priority: High: Next 3 months.

R 3: ILO project team and constituents: Maintain the intention to include gender prominently in the project's design of phase II post 2023, as envisaged. Look actively for opportunities to address disability in the design of phase II.

Priority: Medium: Next 12 months when designing phase II.

R 4: ILO project team and constituents: Some interviewees see that ADWA' comes with fixed objectives without any consultation with those concerned and which meet the expectations of donors. Faced with this situation and for greater credibility, the ILO and donors must plan and/or program projects that respond to requests made by the country and transmitted to it for technical and financial support. It is therefore recommended to actively consult tripartite

constituents in the remaining months of 2022 and 2023 in the project countries about the design of phase II post 2023. Constituents should actively participate in that process.

Priority: High: Next 3 months when designing phase II.

Relevance and coherence

R 5: ILO project team: The project requires a realistic design for phase II post 2023, with a ToC built on feasible assumptions.

Priority: High: Next 3 - 6 months when designing phase II.

Efficiency

R 6: ILO project team: Revise the staffing structure and reduce the number of national officers for the three outcomes in Egypt to free up staff resources to better support the CTA. Consider moving the full-time administrative support from the Algiers CO to Rabat (50%) and Tunis (50%).

Priority: High: Next 3 months

R 7: ILO project team: Engage with the donor as a follow-up of this mid-term evaluation and agree to keep the current country focus on Egypt, Morocco, and Tunisia at least till the end of 2023.

Priority: High: Next 3 months

R 8: ILO CTA: Review the CTA's workload and identify areas for delegation to one additional support staff to free up time for the CTA to lead on reaching out to potential new donors as early as possible in 2022.

Priority: High: Next 3 months

Effectiveness:

R 9: ILO project team: It is recommended to strengthen the project's approach to capacity building on the lessons learned concerning capacity building practices. The need shows for systematically applying training needs assessment, follow-up to capacity building, institutionalizations by involving local partners, for example through a train the trainers approach, the documentation of training and the exploration of hybrid training modalities where feasible.

Priority: High: Next 3 months

See also R 1, R 4, and lessons learned.

Likelihood of impact

See R 1, R 4, and lessons learned.

Likelihood of sustainability

See R 1, R 4, and lessons learned.

Lessons learned and good practices

The following lessons learned repeatedly emerged during the evaluation interviews. While they also appear in the evaluation conclusions and recommendations, those issues are worth repeating.

Needs-based project design and implementation

ADWA' clearly shows where the project meets stakeholder needs, progress was made, and the results are being used.

The challenges in engaging MCIT in Egypt seem to indicate that ADWA's offer is not a priority for the ministry, and the project is not meeting an immediate need, which contrasts, for example, with the excellent cooperation with the National Council for Judiciary Studies (NCJS), where the project meets capacity building needs.

Involving tripartite constituents in project design

Several government stakeholders criticized that they were not involved in the project design, an extraordinary fact given the five-year timeframe for the project, which is long for an ILO project (and appropriate for ADWA'). The challenges with the relevance, impact, and sustainability of results of the regional component are significant due to the component using 39% of the project budget². In this case, a disconnect between the donor priorities for regional cooperation, which does not meet a demand in the region, emerges. This seems to be the case in a region where there is not a single regional body for all project countries to use the regional project results, a shortcoming that tripartite constituents could easily have identified.

Capacity building

The evaluators learned the following lessons from the project's approach to capacity building.

- **Training needs assessment:** Rooms shows for better training targeting to invite judges who work on labour cases. The targeting includes pre-training needs assessments to identify judges' key needs and priority areas and their scope of work to allow for customizing the training material to respond to the judges' capacities and needs.
- **Follow-up:** Training refreshment is needed to reflect the changes in the agreements and the nature of cases presented to the court of cassation. Refreshment can be in the form of networking events where all trainees from different courts can meet and exchange knowledge and experience. This post-training follow-up is of significant importance.

² Source : ADWA' Financial data 17.07.2022

- **New topics** can be added to the training, including gender, domestic labour, and disability. Also, good practices from other Arab countries can be added to the training material to enhance the local judge's knowledge of practices and applications.
- **Institutionalization of capacity building** for judges to ensure the required frequency of training, to respond to the rotation of judges, and long-term follow-up on the learners to understand the training results. Options are training of trainers, e.g., in NCJS in Egypt or through other local partners
- **Produce training publication** to be shared with the parliament members in Egypt to close the gap between the issuance authority and enforcement authority.
- **Hybrid training modality:** consider using this modality when short training is planned to save project resources for the travel of international trainers who can deliver the training remotely. At the same time, local facilitators can engage with the trainees in a venue, as shown in Morocco.

Sustainability

Lessons concerning the sustainability of project results relate to coordination and synergy, micro-level interventions, and feedback and results sharing.

Coordination and synergies

Egypt, Morocco, Tunisia

- Coordination between the different ILO offices involved in ADWA' needs to be improved for the technical work
- Administrative work needs improvement at the offices level, as it delays implementation, making use of new IRIS access in Rabat and Tunis which reduces the dependency on the Algiers CO.
- Better compliance with project M&E, sticking to deadlines, and following instructions of the M&E officer.
- A regional steering committee is one option to share experiences and explore opportunities for collaboration
- Exchange experiences and lessons learned with ILO staff holding similar positions in other countries can be improved.
- Structured communication with other ILO projects to showcase work for more collaborations instead of the random, unstructured work between ILO projects.

Egypt

- Share experiences between private sectors in Egypt (Ericson and Volvo) and exchange experiences between Tunisia, Morocco, and Egypt
- MoM labour market information unit can use the CAPMAS work and experience to enhance the data quality and staff capacities in data management
- Judges need more dialogue between the court of appeal and court of cassation as those are the main guide for primary courts judges. This can be through specialized training or round tables/discussions that lead to a policy paper of a document primary court judges can use later.

Explore micro-level interventions

Egypt, Morocco, Tunisia

- The project works well on a macro policy and institutions level. Still, it needs more

focus on the micro level beyond Ericsson in Egypt, directly with youth (training on future jobs and green economy).

- Sida supported work on economic development and SME support, implemented by IFC in the region, and its complementarities with ADWA' could be explored.

Tunisia

- Sida supports the International Trade Center (ITC) in the textile industry, and complementarity issues with ADWA' could be explored in Tunisia.

Feedback and results sharing

Egypt, Morocco, Tunisia

- There is a need for a Standard Operations Procedures SOP to review the studies developed and include national stakeholders at the different stages of the study development. Internal consultations with ILO quality departments and external consultations with relevant national stakeholders would allow early alignments.
- Working with national bodies on data can be challenging and timelines can be stretched, so implementation and management teams need to be flexible and understanding of the delays.

Good practice

The CTA used the end of the evaluation process to bring together the entire technical project team for a stocktaking and planning meeting. The evaluator was invited to present evaluation results and to discuss recommendations with the project team. This process facilitated the exchange among the project team across the project countries to enhance understanding of the evaluation results and the way forward for the project. The CTA's intention to meet the entire project team for all three countries at regular intervals for reflection and stock-taking of project results (e.g., 6-monthly) is likely to contribute to learning and inform planning.

Section I: Introduction

This document constitutes the draft report of the independent mid-term evaluation of the ILO project titled “Advancing the Decent Work Agenda in North Africa” (“the project”) (RAF/18/50/SWE and RAF/18/01/SWE). The Project duration is from 30 November 2018 to 30 November 2023 (5 years), with a budget of US\$ 6.094.220,63/55 million Swedish Krona (SEK), funded by Sweden.

The Terms of Reference summarize the objective of the project as follows:

“The ‘Advancing the Decent Work Agenda in North Africa’ (ADWA’) project is a partnership between the Government of Sweden - through the Swedish International Development Agency (Sida) - and the International Labour Organization (ILO) to advance the Decent Work Agenda in North Africa. It is a five-year project (2018-2023) that takes an innovative approach to promote evidence-based policies for full employment and effective access to International Labour Standards (ILS), including at the workplace level. It builds on the successful pilot phase, which ran from August 2017 to November 2018. The pilot phase was subject to an internal evaluation concluded in 2019.

The project is intervening both at regional and at national levels. The country focus is on Egypt, Morocco, and Tunisia, with some specific activities carried out in Algeria (ILO SCORE programme) in the context of a PPP signed between the ILO and Volvo in 2019. There is also a PPP signed with Ericsson for Egypt.

The project has three main outcomes:

Outcome 1: Improved Data Collection, Data Analysis, and Data Use for Economic Policy Reforms to Steer Towards Job-rich Growth in Target North African Countries

Outcome 2: Improved Ratification, Reflection in National Jurisprudence, Enforcement, and Knowledge of ILSs in Target North African Countries

Outcome 3: Enhanced Engagement of the Private Sector to Achieve Decent Work in Telecomm and Automotive Sectors in Target North African Countries

In line with the donor agreement and ILO’s evaluation policy, this project is subject to an independent midterm evaluation on the third year of project evaluation in 2022” (May to August).³

○ Project background

The ToR summarize the project strategy as follows⁴:

A key specificity of the Project is the work at the upstream and policy-making level to support evidence-based decisions on different dimensions of the Decent Work Agenda. The focus of the project, and its main value-added, is to address together issues related to job-rich growth and the implementation of ILS: two fundamental aspects for the region's development and essential to advance towards the realization of the Sustainable Development Goals.

The demand from national stakeholders for technical assistance and development

³ ILO, 2022: Terms of Reference. Mid-term evaluation “Independent Mid-term Evaluation of Advancing the Decent Work Agenda in North Africa project (ADWA’),” pages 2-3.

⁴ ILO, 2022: Terms of Reference. Mid-term evaluation “Independent Mid-term Evaluation of Advancing the Decent Work Agenda in North Africa project (ADWA’),” pages 2-3.

cooperation, gaps in international funding, and the prominence given to Decent Work and employment in national development frameworks have been particularly considered in the development of the project strategy.

The project interventions are designed strategically to address two main points: a) Providing more jobs and b) Making sure those jobs are better jobs:

- **More jobs:**

From an economic perspective, the policy agenda in North Africa focuses mainly on maintaining macroeconomic stability and improving the business environment. Ministries in charge of the economy and public finances have set up solid intelligence systems to preserve macroeconomic balances with the support of the World Bank and the International Monetary Fund. Cutting red tape and making it easier for businesses to operate has also focused much government work.

But these economic recipes on their own have proven short in delivering job-rich growth; in promoting the sustainable sort of growth that makes good use of a country's assets – starting with its workforce. **Therefore, public action in North Africa needs to pursue much more proactively a job-rich growth agenda. This is the project's work under its Outcome 1, which is being implemented in Egypt, Tunisia, and Morocco.**

- **Better Jobs:**

The decent work challenge is not going to be met with success only on the economic front. Workers and employers are right holders, and a job is not merely an economic function but a place in society and a large part of an individual's ambitions and hopes. Regarding ILS, while the North African countries have a good record of ratifying key ILO conventions, the de facto application of ILS remains a patchy picture. **The Project is designed to work along four complementary streams to promote further the effective application of ILS that are intrinsic to the promotion of the Decent Work Agenda.** Those streams include collaboration with National Parliaments to promote and facilitate ILS ratifications, expert-review of national laws alignment with ILS, working on national jurisprudence, and providing guidance for it to refer directly to relevant ILS. Finally, to engage with the “fourth power” to enhance the understanding of ILS among the media and key civil society organisations and enrich the public discourse in these areas. **This is the project's work under Outcome 2, which is being implemented in Egypt, Tunisia, and Morocco.**

- **Partnering with the Private Sector:**

As a linkage between Outcomes 1 and 2 and towards a de facto application of Decent Work, the ADWA' project is partnering with Swedish enterprises to illustrate that improved adherence to ILS and improved working conditions can promote private sector profitability and could influence economic policy development. The work is carried out through separate PPPs in Egypt with Ericsson and Algeria with Volvo. This third Outcome of the project was added in 2019 only and is part of the innovative approach taken by Sida and ILO.

Project Linkages:

ILO Strategic Policy Outcome:	ILO P&B Outcomes 2, 3, 4 and 7
ILO Country Programme Outcome:	<u>EGY</u> : 108, 826,106; <u>TUN</u> : 102, 826, 901; <u>MAR</u> : 176, 826, 151 <u>ALG</u> : 103
Sustainable Development Goal:	8, as well as 1, 9, 10 and 16
UNDAF Outcome:	<u>EGY</u> : 1.1, 1.2, 1.4; <u>TUN</u> : 3.1, 3.2; <u>MOR</u> : 5.3; <u>ALG</u> : 1.1
Related project(s):	The Sida-ILO Partnership Programme 2018-2020

Project countries:

The project works in the following partner countries: Egypt, Morocco, Tunisia, and Algeria, with work, also undertaken at the regional level in North Africa, as presented in the map below.

Figure 2: Project countries



Source: A. Engelhardt 07/22

○ **Evaluation purpose and scope**

The evaluation Terms of Reference (ToR)⁵ outline the **evaluation purpose** as follows:

- Assess the relevance and coherence of the project's design regarding countries' needs and how the target groups perceive and value the project.
- Identify the project's contributions to DWCP or similar national frameworks, the SDGs, the countries UNDAF, the ILO P&B objectives, and Countries' outcomes and synergy with other projects and programs.
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).
- Review the institutional setup, capacity for project implementation, coordination mechanisms, and the use and usefulness of management tools, including the project monitoring tools and work plans.
- Assess the implementation efficiency of the project.
- Review the strategies for outcomes' sustainability and orientation to impact.
- Identify lessons learned, potential good practices, and lessons to be learned for the key stakeholders.
- Provide strategic recommendations for the different key stakeholders to improve the achievement of project results and attainment of project objectives.

The **scope** of the evaluation covers the entire life and aspects of the project until the start date of the evaluation, excluding Algeria, as that project component was not implemented due to unforeseen political changes in the country.

⁵ Ibid, page 6

Recommendations emerging from the evaluation should be strongly linked to the evaluation findings and should provide clear guidance to stakeholders on how they can address them, in particular in relation to the planned ADWA' phase II project.

The evaluation will integrate gender equality and non-discrimination (e.g., people with disabilities) as a crosscutting concern throughout its deliverables and process. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards, and just environmental transition. Moreover, the impact of COVID-19 on the project's implementation will be considered.⁶

Evaluation clients:

Though not explicitly addressed in the evaluation ToR, the evaluation is intended for internal use of the organization, reflecting the learning aspects of the evaluation, and for external accountability to the donor Sweden and the Swedish taxpayers, project partners, and beneficiaries. The evaluation's findings and recommendations will be mostly geared towards learning and directed explicitly to ILO staff in:

- ILO Decent Work Team/Country Office Cairo,
- ILO National Project coordinators in Tunis and Rabat and the project's administrative support from Algiers (for Tunis and Rabat)

Management and implementation:

The evaluation manager for this evaluation is Ms. Inviolata Chinyangarara, Senior Specialist in Workers' Activities, based in the ILO Country Office in Abuja.

The evaluation was conducted as an independent evaluation managed by Ms. Inviolata Chinyangarara, an ILO/EVAL certified official, with final approval by EVAL, and conducted by an external evaluation team to be, selected through a competitive process. Key stakeholders, relevant ILO constituents, partners, and the donor were consulted through the evaluation process.

Dr. Achim Engelhardt, an independent evaluation consultant⁷, lead the evaluation team under the general supervision of the Evaluation Manager. The evaluation team members were Ms. Noha Hassan, based in Egypt, and Dr. Belgacem Zitouni, based in Tunisia. The evaluators had no prior engagement neither in the design nor implementation of the project. The final report was produced in English, including all annexes but one. The annex comprising the Tunisia case study annex was produced in French. The ILO might decide to make translations of parts of the report or the full report in French and Arabic once the evaluation team has finalized the report.

In total the evaluators interviewed 56 project stakeholders, including the project team and the donor.

○ **Evaluation methodology and approach**

The team leader used a **theory-based evaluation approach** for this mid-term evaluation. The

⁶ ILO, 2022: Terms of Reference. Mid-term evaluation "Independent Mid-term Evaluation of Advancing the Decent Work Agenda in North Africa project (ADWA'," page 6

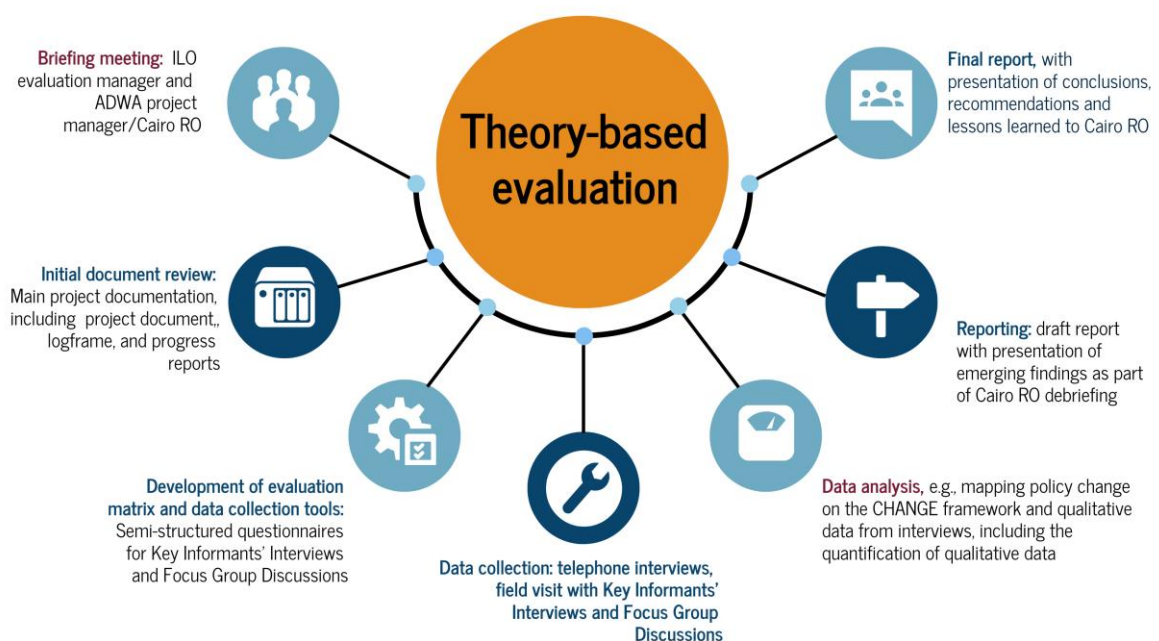
⁷ Geneva-based Monitoring and evaluation specialist, founding director of the Lotus M&E Group with expertise in supporting the ILO in M&E-related work since 2006. www-lotus-group.org

suggested approach addressed the expected time lag between the project activities and outputs contributing to the project outcomes and, ultimately, the project goal to advance the Decent Work Agenda in North Africa.

In the context of the theory-based evaluation approach, the changes in policy influencing were mapped and analyzed using the CHANGE framework. In contrast, changes in stakeholders' technical capacities were intended to be addressed to the extent possible through a capacity-building evaluation survey using the Kirkpatrick model, as summarized in Figure 3. The Kirkpatrick-based survey had to be replaced with a SWOT analysis during focus group discussions, given the challenges of reaching judges through the survey.

Figure 3: Overall methodological design: ADWA' mid-term evaluation

Evaluation tools and processes: ILO ADWA project



Tried and tested

The approach was successfully used in recent evaluations for international organizations, including the ILO in 2018 for an EC-funded project.⁸ "A theory-based evaluation specifies the intervention logic, also called the "theory of change," that is tested in the evaluation process. The theory of change is built on a set of assumptions around how the project designers think a change will happen. Logically it is linked to the project logframe and its assumptions of the project document. From an analytical viewpoint, the theory of change goes beyond the requirements of a standard logframe and allows for more in-depth analysis.

Added value

The added value of theory-based evaluation is that it further elaborates on the assumptions behind the project and linkages between outputs, outcomes, and impact, including indicators. Besides, the approach highlights stakeholder needs as part of the situation analysis and

⁸ Engelhardt, A./ILO 2018: Independent Mid-term Evaluation. ILO Projects. 1) Improving Indigenous peoples' access to justice and development through community-based monitoring (GLO/16/24/EUR), and 2) Promoting indigenous peoples' human development and social inclusion in the context of the implementation of the 2030 Agenda for Sustainable Development (GLO/16/23/EUR).

baseline. The situation analysis also identifies barriers to achieving change in advancing the decent work agenda in North Africa. The approach includes analyzing the projects' response (activities and outputs) to the problem followed by a results analysis."⁹

Figure 4 outlines the theory-based evaluation approach, using a concept developed by the University of Wisconsin.

Figure 4: Concept of theory-based evaluation



Source: University of Wisconsin, **modified, design A. Engelhardt 04/2020**
www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html

Evaluating policy change

The theory-based evaluation approach will be supported by applying the CHANGE framework, an analytical tool to map and assess policy change, as presented in figure 3¹⁰. The CHANGE

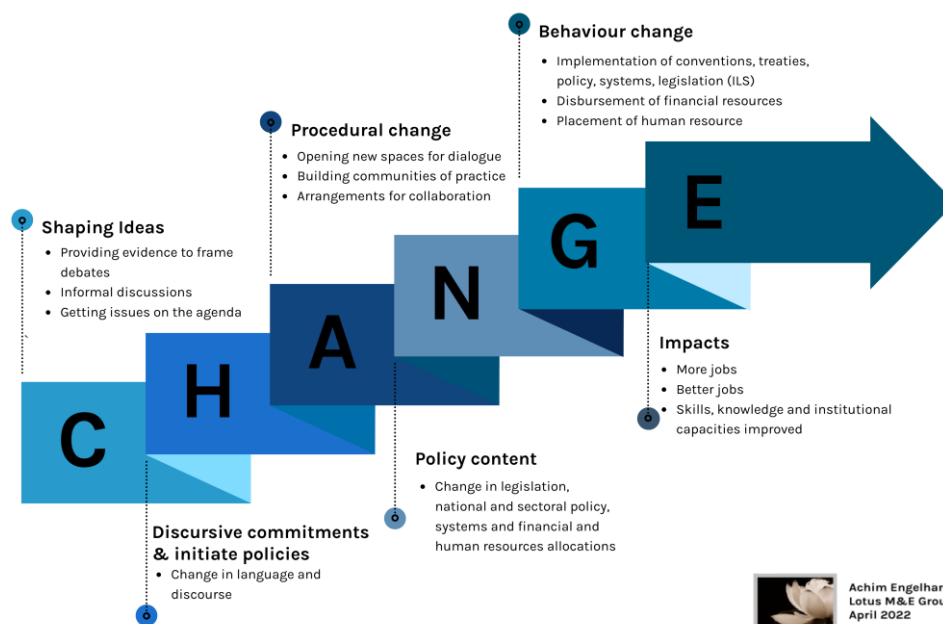
⁹ Ibid, page 6.

¹⁰ developed by the Lotus M&E Group and based on research by the UN Evaluation Group and others. ODI (2001) and UNEG (2013) built on previous research to create an evaluation framework of normative work. This framework was further developed under the global DFID Forest Governance Climate and Market Programme in 2015 and as part of an institutional evaluation of policy influencing as part of work for the Swiss Development Cooperation in

framework will help assess progress made under the project's outcomes 1 and 2 as part of the project's evidence-policy nexus.

The steps in policy change processes leading to behaviour change and ultimately advancing the Decent Work Agenda in North Africa are not necessarily linear. They will be treated during the evaluation accordingly. The first steps in the project's policy influencing process can be described as "shaping ideas," "discursive commitments" (for example, during official meetings, as reflected in official notes or press releases), and "procedural change." At times those processes happen in parallel. Activities for shaping ideas are, for example, informal discussions, the framing of debates, and getting issues on the agenda of a policy partner or an international forum concerning the advancement of the decent work agenda. Changes in the language and terminologies used during consultations or in position papers are examples of discursive commitment and the initiation or revision of policies. Procedural change tends to follow discursive commitments related to opening new spaces, for instance, through coalitions for decision-making committees or arrangements for joint financing.

Figure 5: Evaluating policy influencing: approach tailored for ILO's ADWA' project in North Africa



Sources: Jones, N. with Villar, E. (2008), Keck, M. and Sikkink, K. (1998), ODI, (2001), UN Evaluation Group, (2013), Aarvar et al. (2012), Engelhardt, A. 2015, Engelhardt, A., amended 2022 and tailored to ADWA' mid-term evaluation¹¹.

2015 by the team leader. For the evaluation of the independent mid-term evaluation of the ILO ADWA' project, the team leader further developed the approach in 2022.

¹¹ Jones, N. with Villar, E., 2008, Situating children in international development policy: challenges involved in successful evidence-informed policy influencing. Evidence and Policy, vol.4, no.1: p53-73.

Keck, M. and Sikkink, K., 1998, Activists beyond borders: advocacy networks in international politics. Ithaca, NY: Cornell University Press

ODI, 2001, A guide to monitoring and evaluating policy influencing.

United Nations Evaluation Group, 2013, UNEG Handbook for conducting evaluations of normative work in the UN system, page 25.

Aarva P., Zukale S., Magnusson A., and Nogueira de Morais, I., 2012, Evaluation of Nordic Influence in Multilateral Organizations: A Finnish Perspective. Evaluation report 2012:6. Ministry for Foreign Affairs of Finland, Kopijyvä Oy, Jyväskylä.

Engelhardt A., et al., 2015, External Institutional Evaluation of SDC's Global Program Climate Change, Water Initiatives, Food Security, Migration and Development and Health. Inception report.

Policy content can be informed by providing expertise during consultations such as replenishment or treaty negotiations. As a result, changes might be achieved in conventions, international treaties, policies, legislations, or budget allocations. The latter's implementation will eventually show real behaviour change in the responsible bodies. Ultimately, the implementation, including the disbursement of related financial resources and placement of human resources at the national and sectoral level, aims to advance the decent work agenda. Impacts could be assessed by changes in skills, knowledge, and institutional capacities, more and better jobs.

The evaluation team applied the above CHANGE framework to identify how far the project advanced along the change pathway in national and sectoral policy influencing and to map those results accordingly. The use of semi-structured evaluation questionnaires helped to answer questions about how and why those changes have taken place or what the obstacles were.

Evaluating capacity development

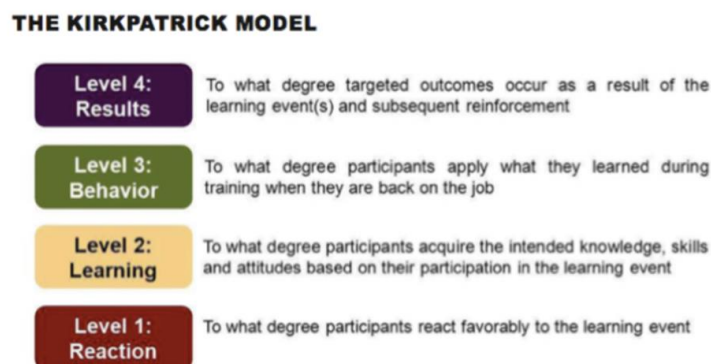
The project addressed capacity building under Outcome 3, and the team leader initially proposed to use the Kirkpatrick model (see figure 4)¹² to evaluate changes in stakeholder capacities through an online survey.

Levels 2 to 4 seem appropriate for the mid-term evaluation of the project. This approach comprises level 2, learning of judges. Changes at the organization level can be addressed by applying level 3 of the Kirkpatrick Model, which targets judges' behavior change when they are back in their organizational settings.

Level 4 of the Kirkpatrick model can be applied when enquiring about changes in the enabling environment following project-funded training.

However, following an intensive exchange with the project team and a meeting of the evaluation team, the option of a survey to judges might be unfeasible, given the challenges in reaching this stakeholder group. As an alternative, focus group discussions could emerge with small groups of judges trained using a SWOT analysis and one additional question concerning the judges' application of new knowledge. While this alternative approach would not have allowed for the full application of the Kirkpatrick model and took a strong qualitative focus, it seemed a feasible way of reaching beneficiaries of project-funded training.

Figure 6: ADWA' project capacity-building focus and use of the Kirkpatrick evaluation model



Source: Kirkpatrick Partners

¹² <https://www.kirkpatrickpartners.com/the-kirkpatrick-model/>

This evaluation complied with UN norms and standards for evaluation¹³ and ensured that ethical safeguards concerning the independence of the evaluation were followed¹⁴.

○ Data collection and analysis

The team leader proposed a participatory evaluation approach. For primary data collection, the evaluator suggested using semi-structured interviews during field visits and telephone interviews, such as online meeting platforms, with stakeholders in the project countries. The interviews captured a mix of qualitative and quantitative data. The secondary data is derived from the project documentation, including workplans and progress reports. This approach allowed for a robust triangulation of data. The evaluation used the following process:

- a. **Online kick-off meeting** with the evaluation manager and the project team to discuss:
 - a. Project background
 - b. Project stakeholders and beneficiaries
 - c. Key documentation;
- b. **Desk review** of project documentation and relevant materials such as i) the project document, ii) work plans, iii) project monitoring plans, iv) progress reports, v) previous project reviews;
- c. **Telephone interviews** with primary stakeholders: the project team and other relevant ILO staff in Cairo CO, Tunis, Rabat, and Algiers CO (e.g., project and technical backstopping staff), and key stakeholders in the project implementing countries, key stakeholders in project countries and the donor;
- d. **Field visits with key stakeholder interviews and focus group discussions** (Government Representatives, Social Partners, beneficiaries of training, as applicable, and Implementing Partners) in Egypt, Morocco, and Tunisia), with logistical support from the ILO Country Offices and the project team;
- e. **Virtual debriefing/presentation of emerging evaluation findings** to the evaluation manager and the project team in Cairo CO following data analysis (time allowing before the presentation of the draft report or during the feedback phase);
- f. **Draft report** shared with evaluation manager (before circulation to all stakeholders) for factual and substantive comments, as well as for feedback to the project team, department, concerned Country Offices, donor, and other related stakeholders (factual validation/correction & substantive comments);
- g. **Finalization of evaluation report and presentation** to the evaluation manager, the project team, and other stakeholders for finalisation, focusing on conclusions, recommendations, lessons learned, and good practices.

Annex 1 presents the evaluation matrix.

○ Evaluation criteria and questions

¹³ UN Evaluation Group Norms and Standards (2016): <http://www.unevaluation.org/document/detail/1914>

¹⁴ UN Evaluation Group code of conduct (2008): <http://www.unevaluation.org/document/detail/100>

Following the OECD-DAC criteria, the mid-term evaluation complied with the criteria and questions below^{15 16}:

- Relevance and strategic fit of the program (including the validity of the Project design)
- Coherence
- Project results and effectiveness
- Efficiency
- Impact orientation
- Progress towards sustainability¹⁷

Key Evaluation Questions:

In line with the results-based approach applied by the ILO, the evaluation focused on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project. Furthermore, the evaluators used the indicators in the project's logical framework.

Given the large number of evaluation questions listed in the ToR (37), the team leader identified key evaluation questions and transformed secondary evaluation questions into indicators informing the answers to the key evaluation questions. This approach significantly sharpened the evaluation focus and mitigated the proliferation of evaluation questions. As such, the evaluation gained strategic relevance with sufficient depth for data analysis, while none of the initial evaluation questions were omitted.

The evaluation examined the following key issues:

Relevance and strategic fit

Key evaluation questions:

- ***Are the project targets and activities sufficiently relevant/strategic as per the national contexts?***

Indicators:

- *Relevance to the achievements of the governments' strategy, policy, and plan, the DWCPs, SIDA's MENA Regional Strategy priorities*
- *Relevance to other relevant regional and global commitments such as the UNDAFs, SDGs targets, and ILOs Strategic Objectives (Programme & Budget 2018-19 and 2020-21)*

¹⁵ The evaluator reduced the number of evaluation questions (EQs) from nine to six, as presented in the evaluation matrix in Annex 4. EQ 3 and 4 could be used as measures/indicators of a slightly extended EQ 2 ("To what extent is the project aligned **and adding value** to national initiatives and complemented other previous or ongoing ILO programs and wider Alliance 8.7 initiatives on child labour and forced labour in the cotton, garment, and textile supply chain?"). EQ 9 is subsumed under EQ 8 as a measure/indicator. As such, the evaluation focus can be further sharpened while maintaining the evaluation objective and scope.

Given the pending project end, the evaluator suggests assessing the **progress toward** impact and sustainability rather than "impact and sustainability." The latter criteria could only be fully assessed ex-post the project implementation.

¹⁶ ILO, 2022: Terms of Reference. Mid-term evaluation "Independent Mid-term Evaluation of Advancing the Decent Work Agenda in North Africa project (ADWA)," page 7.

¹⁷ as defined in ILO policy guidelines for results-based evaluation

- **To what extent does the project consider the needs of beneficiaries and stakeholders?**

Indicators:

- *Relevance to the felt needs of the national stakeholders and final beneficiaries*
 - **Adequacy of analysis of problems and needs**
 - *Inclusion of gender and disability inclusion-related issues and any gaps that need to be addressed (e.g., gender, youth)?*
 - *Involvement of ILO tripartite constituents in the project design*
- **To what extent was the project design valid?**

Indicators:

- *Clarity of theory of change that outlines the causality (validity of external factors/assumptions, identification of risks, changes in country contexts, and in response to project's adaptive management)*
- *Clearly defined achievable outcomes and outputs and potential for optimization*
- *Utility of M&E framework with outcomes indicators containing baselines and targets, collecting, and using data disaggregated by sex, disability, and other relevant criteria*
- *Inclusion of an exit strategy and strategy for sustainability*

Coherence

- **To what extent does the project support or undermine other interventions, particularly policies, and vice versa, in advancing the decent work agenda in North Africa? How can this be improved?**

Indicators:

- *Complementarity of project partners' activities, being mutually reinforcing*
- *Complementarity with other ILO projects such as SCORE in Algeria*
- *Linkages established with other activities of the UN or non-UN international development aid organizations at the local level and/ or Government partners*

Project results and effectiveness

- **To what extent is the project likely to achieve its results at outcome and output levels, with particular attention to the project objectives? How can this be improved?**

Indicators:

- *Main contributing and challenging factors toward the project's success in attaining its targets, including COVID 19*

- *Mitigation of COVID-19 effects and project's readiness to adapt to changes*
- *Ability of Project partners (in particular Government, Parliament, and Judiciary partners) to **use ILO's technical assistance and products** for fulfilling the roles expected in the project strategy*
- *Effectiveness and appropriateness of the training and guidance provided to Project partners (in particular Government, Parliament, and Judiciary partners) by the Project*
- *Use of opportunities to promote gender equality and disability inclusion and strategic needs within the project's result areas*
- ***How have positive and negative factors outside of the control of the project affected results, and how has the project dealt with these external factors? Going forward, how can these be optimised/replicated?***
- ***What, if any, unintended project results have been identified or perceived?***
- ***Does the (adapted) intervention model used/to be used in the project suggest an intervention model for a similar context? Are there alternative/additional strategies that could increase the prospects of achieving the project objectives?***

Efficiency¹⁸

- ***How are the financial and human resources being used in the target countries to achieve outputs? Are there opportunities to improve efficiency?***

Indicators:

- *Leverage of resources (monetary or in-kind) to support the implementation of activities*
- *Disbursements and project expenditures in line with expected budgetary plans?*
- *Robustness of management and governance arrangement*
- *Clarity of understanding concerning roles and responsibilities by all parties involved in implementation and monitoring*
- *Quality of relationship and cooperation with relevant national and regional stakeholders*
- *Adequacy of administrative, technical, and - if needed - policy support from the ILO office and specialists in the field (DWT/CO Cairo and CO Algiers and other ILO offices as relevant)*

Impact orientation

- ***To what extent is there evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries?***

¹⁸ The original evaluation question "Has the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)" is subsumed under the new evaluation question 3.iii

- ***Are there positive contributions to the SDG and relevant targets explicitly or implicitly? If affirmative, which SDGs and targets?***

Progress towards sustainability¹⁹

- **To what extent are planned results of the project likely to be sustained (socio, economic and institutional changes) and/or scaled up and replicated by stakeholders?**

Indicators:

- *National level interest and participation*
- *Promotion of national ownership*
- *Robustness of exit strategy/sustainability strategy*
- **What further concrete steps could be taken to increase the perspectives of the sustainability of the results?**

○ **Sampling strategy**

The evaluation did not undertake any sampling but covered all project countries and reached out to all relevant project stakeholders but for the project component in Algeria.

The project is about to terminate the project component in Algeria due to the Government's closure of the automotive sector in late 2020. Subsequently, project partners (Volvo and ILO) are in the final stages of terminating the MoU based on mutual agreement. Hence the project team suggested during the inception call with the evaluation team to focus on the remaining three countries and use the mid-term evaluation to inform phase II in those countries. The use of telephone interviews and field visits allowed the reach of direct recipients of project support in all selected project countries within the timeframe and budget of the evaluation.

○ **Limitations to the evaluation**

The evaluation experienced a slight delay in its implementation, which was initially due to take place between May and June 2022 on a very tight schedule. The evaluation team mitigated this delay jointly with the evaluation manager by adapting the work plan and frontloading work on the inception report. This approach allowed data collection to occur mainly in June, with data collection and analysis scheduled for July, leading to the reporting phase, finalized in August. The final evaluation report was due to be delivered in the second half of August 2022, as agreed with the evaluation manager and the project team.

The finalization of the evaluation was further delayed by six weeks due to the project team's need to translate the executive summary into Arabic and French as part of facilitating the stakeholder feedback collection process on the draft report.

Other limitations included the challenges of reaching judges through an online survey. Focus group discussions were used for a very small sample of judges as a mitigation measure.

Limitations that were challenging to mitigate by the evaluation team are the availability of some stakeholders, especially senior government staff, and the turnover of governmental staff, which hindered talking to some staff involved in the project. One example is the Ministry

¹⁹ The ToR state sustainability as a criterion. However, given that this is a mid-term evaluation, the team leader proposed to use the criterion "progress towards sustainability."

of Parliament affairs in Egypt, were as a result of the above the focus group discussions with trained parliament members in Egypt did not materialize.

Section II: Findings

2. Relevance and strategic fit: is ADWA' doing the right thing?

Key findings: ADWA' is highly relevant but built on a suboptimal project design.

- ADWA' is closely aligned to the national contexts in Egypt, Morocco and Tunisia based on the relevant national development strategies and the Tunisia DWCP, the only country with a DWCP in place.
- Alignment shows for SIDA's MENA Regional Strategy 2021-2025, particularly objective 2 on inclusive and sustainable economic development.
- The evaluation finds good alignment of the project to the ILO's Strategic Objectives (Programme & Budget 2018-19 and 2020-21), relevant UNDAFs, and SDGs targets.
- ADWA' interventions were largely needs-based and relevance to stakeholders' needs was very high. Access to final beneficiaries was limited for the evaluation and hence no assessment was made. However, the evaluation finds that the regional component seems to be rather supply driven.
- Gender is partly addressed in the implementation of ADWA', with room for systematically enhancing its inclusion. Disability does only figure marginally in the project.
- Tripartite constituents were informed about ADWA' once the project was designed. An active participation in the design phase took not place due to time limitations, which is perceived as a limitation.
- Before the current CTA joined the project in early 2020, ADWA' operated without a M&E framework, a lacking key ingredient for results-based management.
- Following an external evaluability assessment in 2020, the comprehensive project M&E was well developed by the end of 2020, but still with some room for improvement.
- The expanded ToC reconstructed by the team leader clearly maps the project assumptions and shows at first sight problems with the validity of project design.
 - The project document correctly identified the main economic and employment related problems facing North African countries.
 - The uneven maturity of social dialogue in the project countries affects the ILO, as tripartite engagement is the cornerstone of ILO operations.
 - The flow from outputs to outcomes and the project objective is logic.
 - The linkages between the outcomes as originally envisaged are less strong, as the involvement of the private sector, media and civil society is still developing and without the required leveraging force.
 - Most assumptions at output level don't hold or their validity is uncertain.

• **Relevance as per national contexts**

The evaluation finds that ADWA' is closely aligned to the national contexts in Egypt, Morocco, and Tunisia based on the relevant national development strategies. Currently, only Tunisia has a DWCP in place, showing good alignment.

ADWA is also aligned to SIDA's MENA Regional Strategy 2021-2025, particularly objective 2 on inclusive and sustainable economic development.

Egypt: ADWA shows close alignment with the partners' mandate and strategies in Egypt. The relevance is also based on discussions with national partners; hence, interventions are based on their priorities. Most of the activities fall under the economic pillar of Egypt vision 2030. ADWA work under outcome 1, for example, was aligned with CAPMAS National Strategy for the Development of Statistics (NSDS)²⁰.

Morocco: ADWA' is closely aligned to **government priorities** in Morocco with its focus on empowering the regions, women, and employment²¹ and the National Employment Strategy 2015 to 2025. The latter was initially developed together with the ILO and is now being evaluated in cooperation with ADWA'.

ADWA' contributes to the mandates of the four main government counterparts in the country, as verified during interviews, with nine out of nine very high ratings.

Employment (ADWA' outcome 1) was the first priority of the draft DWCP. However, the DWCP was not signed in the COVID-19 context, and the DWCP development process has now to restart.

Tunisia: ADWA project shows good strategic relevance by being aligned in particular with Tunisia's national priorities, with the United Nations System's Tunisia Development Assistance Framework Plan (2015-2019), and with the Sustainable Development Goals (SDGs). Thus, the Strategic Development Plan (PSD) (2017-2021) provides a good anchor for the Project through its five strategic axes relating to (i) good governance and structural reforms, (ii) a low-cost economy at a hub economic, (iii) human development and social inclusion (iv) realization of regional ambitions (v) green economy and sustainable development.

ADWA's is aligned to the DWCP 2017-2022 and its priority 2, employment and professional training²².

ADWA is also aligned to **Sida's MENA Regional Strategy 2021-2025**. Under objective 2 concerning inclusive and sustainable economic development and regional trade, ADWA contributes to the target of "increased access to productive employment with decent working conditions, taking into account the situation of women and young people in the labour market."

- **SIDA MENA Regional Strategy**

The project's regional component contributes to regional integration, as outlined in the **Sida MENA Regional Strategy 2021-2025**. The 1st Regional Jobs & Growth Report in North Africa (2021), 2nd and 3rd Expert Group meetings (2021), and the COVID-19 Monitor Rapid Labour Force phone survey on households and firms manifest this contribution. However, the evaluation finds that the regional component seems to be instead supply-driven. National Statistics offices were hesitant to share data with the ILO. Besides, when looking for good practices, for example, new forms of employment in Morocco, the government counterpart's interest focused on learning from countries such as Canada, France, and Germany, rather than North Africa.

- **ILO Strategic Objectives, UNDAF, and SDG targets**

²⁰ The strategy aims to determine and assess the development of the national system of statistics in order to strengthen its capacities to produce quality, inclusive and timely data to help the Government in achieving its development goals, namely Egypt's vision 2030 and Agenda 2063: Africa.

²¹ Royaume du Maroc, 2017 : Strategie National du Developement Durable, 2017-2030

²² OIT, 2017: Le contrat social, un exemple innovant de Programme par Pays pour le travail décent

Figure 7 summarizes the good alignment of the project to the ILOs Strategic Objectives (Programme & Budget 2018-19 and 2020-21)²³, relevant UNDAFs²⁴²⁵²⁶ of the countries under evaluation, and SDGs targets.

Figure 7: Alignment of ADWA' to ILO P&B, UNDAFs, and SDGs

ADWA' outcome	ILO P&B 2018-2019	ILO P&B 2020-2021	UNDAF	Sustainable Development Goals (SDGs)
Outcome 1	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects	Outcome 3: Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all	Egypt: Outcome area 1 (Inclusive economic development result on sustainable, resilient, and job-rich economic development Morocco: Result 1 (Democratic governance and advanced regionalization) Tunisia: Result 1 (Generation of decent employment)	SDG 1,4,8, 10
Outcome 2	Outcome 2: Ratification and application of international labour standards	Outcome 2: International labour standards and authoritative and effective supervision	Egypt: Outcome area 3 (Social justice) result on quality, inclusive, and rights-based protection Morocco: Result 2: Inclusive, sustainable development Tunisia: Result 2 (Conformity with international conventions and standards)	SDG 8, 16
Outcome 3 (Egypt)	Outcome 4: Promoting sustainable enterprises	Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work	Egypt: Outcome area 1 (Inclusive economic development) result on sustainable, resilient, and job-rich economic development	SDG 8, 9, 16

- **Relevance for stakeholders' and beneficiaries' needs**

Overall, the evaluation finds that the project's relevance to stakeholders' needs was very high. Access to final beneficiaries was limited for the evaluation, and hence no assessment was made.

Egypt: Much of the delivered assistance to date was based on the request of the national stakeholders, such as:

- MOM AI study (outcome 2)
- MPED Labour productivity study (outcome 1)
- MPED Macro-economic analysis model (outcome 1)
- CAPMAS Surveys to advance their data quality and methodology (outcome 1)
- NCJS added gender in labour law as a training topic (outcome 2)

²³ ILO, 2017: Programme and budget for the biennium 2018-2019

ILO, 2020: Programme and budget for the biennium 2020-2021

²⁴ Nations Unis/Royaume du Maroc, 2017: Plan Cadre des Nations Unies d'Aide au Développement au Maroc (UNDAF) 2017-2021

²⁵ Nations Unis en Tunisie/Republique Tunisienne, 2020 : Plan cadre des Nations Unies pour l'aide au développement 2021 – 2025

²⁶ Arab Republic of Egypt, United Nations, 2018: United Nations Partnership Development Framework 2018 to 2022. United for a Sustainable Future

Other partners like Ericsson (outcome 3) match their strong requirement to source other companies to do the construction work, which was based on a needs assessment conducted for Ericsson's network of suppliers

Morocco: Interviews with the five government counterparts engaged in the five main ADWA' interventions in Morocco showed that for four counterparts ADWA' fully met their needs which are closely aligned to their mandates. Only in one case, some of the counterpart's needs and priorities (in the area of child labour) seem to be outside the scope of ADWA'.

Tunisia: ADWA is part of the Tunisian State's desire to develop a more balanced and united economy through sustainable growth based on social development, the creation of decent jobs, and the fight against poverty. Most of the interviewees submit to the evaluator the idea that the Project's scope fits perfectly into the priorities of the Tunisian state.

- **Gender and disability**

Gender and disability inclusion-related issues: The evaluation finds that gender is partly addressed in the implementation of ADWA', with room for systematically enhancing its inclusion, as expressed in the design for phase II of the project. Disability does only figure marginally in the project.

Gender is not explicitly addressed in the ADWA' logframe, but during the project implementation, the project promoted the participation of women in capacity building. In Tunisia, for example, 81% of women judges participated in training on International Labour Standards, 23% of women labour inspectors took training on Employment Policies, Active Labour Market Programs, and Enterprise relations, and 43% of female participants in the training module on the Labour Code and Professional Relations. In Egypt, by contrast, the vast majority of judges trained were men, as there are only very few female judges in the country. Several project activities had a specific gender lens, for example, studies on new forms of work in Morocco or the labour productivity study in Egypt. Also, the project raised (nearly exclusively male) Egyptian judges' awareness of women's challenges in the workplace.

- **Involvement of ILO tripartite constituents in the project design**

Involvement of ILO tripartite constituents in the project design: Tripartite constituents were informed about ADWA' once the project was designed. Due to time limitations, active participation in the design phase did not occur. In Egypt, most activities are implemented outside tripartite structures but for outcome 3. Also, in Morocco, outcomes 1 and 2 are implemented mainly with the government as the main counterparts. Some government stakeholders consider social partners as either ill-equipped or less relevant. In Tunisia, however, the involvement of strong social actors is one characteristic of ADWA's implementation in the country.

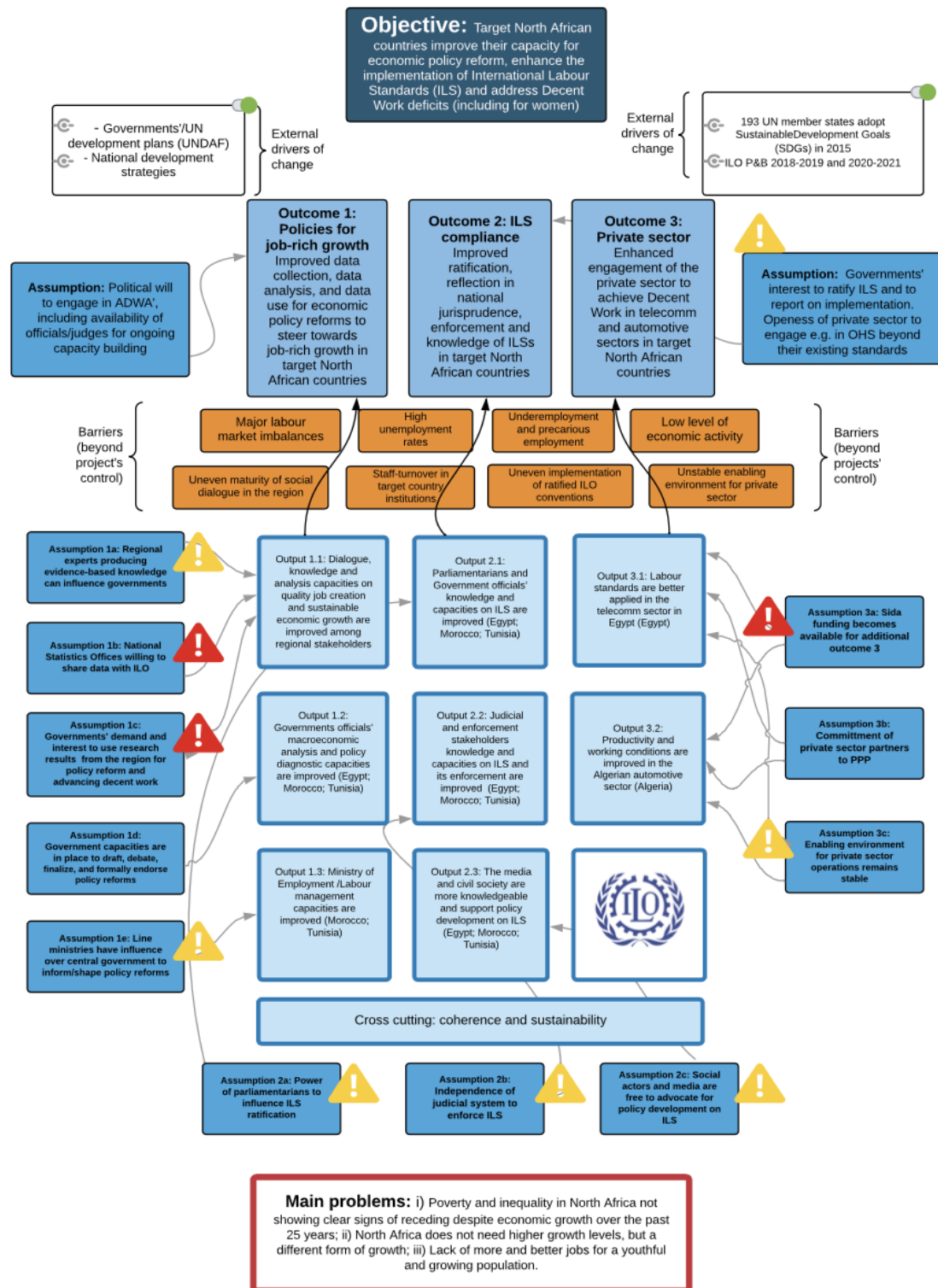
Section 2.3 addresses the adequacy of the analysis of problems and needs as part of reviewing the Theory of Change.

- **Validity of project design**

Figure 8 contains an expanded Theory of Change (ToC) based on the project logic model, the original ADWA' ToC the project document. The expanded ToC reconstructed by the team

leader clearly maps the assumptions and shows problems with the validity of project design at first sight.

Figure 8: ADWA' Theory of Change (ToC), expanded based on existing ToC



Sources: Project document, project logic model, amended (2022). Design: A. Engelhardt 7/2022

Identification of main problems: The project document correctly identified the main economic and employment-related problems facing North African countries, as verified in a recent World Bank publication (2022).²⁷ The barriers ADWA' is facing but which are beyond its direct control show a complex operating environment. Particularly the uneven maturity of social dialogue in the project countries affects the ILO, as tripartite engagement is the cornerstone of ILO operations.

Project logic: The flow from outputs to outcomes and the project objective is logic, as systematically outlined in the 2020 ADWA' M&E framework.

The overarching premise is that²⁸:

<p>Outcome 1:</p> <ul style="list-style-type: none">IF Key economic data is consolidated and developedIF Key decision makers and stakeholders' capacities are built to promote quality job creation and sustainable economic growth (improved dialogue)IF Governments officials' macroeconomic analysis and policy diagnostic capacities are improved in focus countriesIF Capacity enhancement for the staff of the Ministries of Employment/Labour allow them to fulfil more effectively their roles <p>Outcome 2:</p> <ul style="list-style-type: none">IF National parliaments and Governments in target countries are more knowledgeable on ILSIF International Labour Standards are better reflected in the national jurisprudence of target countriesIF The media and civil society are more knowledgeable of ILS to enrich the national discourseIF Collective bargaining is supported at the sectoral and regional level <p>Outcome 3:</p> <ul style="list-style-type: none">IF Labour standards are better applied and working conditions are improved in the Telecommunication sector in EgyptIF Productivity and working conditions are improved in the Algerian automotive sector
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However, the evaluation finds that the linkages between the outcomes as initially envisaged are less strong, as the involvement of the private sector, media, and civil society is still developing and without the required leveraging force.

<p>Linkage between Outcomes 1 and 3 (3 and 1): If the private sector can illustrate that improved adherence to ILS and improved working conditions promote private sector profitability, this could influence economic policy development.</p> <p>Linkage between Outcomes 1 and 2 (2 and 1): If it can be shown that the application of ILSs can have benefits for economics and for improved productivity (e.g., bringing informal into the formal sector) this can support policy development. If media and civil society are more knowledgeable on ILS they can improve national discourse to support policy development.</p> <p>Linkage between Outcomes 2 and 3 (3 and 2): Improved ratification of ILS Conventions and improved ability to enforce ILSs will encourage the private sector to better implement ILSs. If media and civil society are more knowledgeable on ILS they will be better able to accurately report on cases where ILSs and decent working conditions are not followed, thus influencing the private sector to implement best practices to maintain a good image in the public eye.</p> <p>Linkage between Outcomes 1, 2, and 3: As a cross-cutting factor it will be important to increase dialogue amongst all key stakeholders.</p>
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²⁷ World Bank, 2022: Jobs Undone: Reshaping the Role of Governments toward Markets and Workers in the Middle East and North Africa

²⁸ ILO ADWA', 2020: M&E framework, pages 9 to 10

The evaluation finds that the linkages between the different outcomes are not always emphasized in terms of activities. Some ADWA staff can see the link between the three outcomes and interrelations. As ADWA staff explained, the data generated from outcome 1 will support the creation of decent jobs under outcome 2, and outcome 3 will ensure the on-ground implementation of labour standards with the employers.

Assumptions: The expanded ToC in Figure 8 shows that most assumptions at the output level don't hold (red exclamation marks) or their validity is uncertain (yellow exclamation marks), based on the document review and key stakeholder interviews. This is a very important key finding, as it puts the validity of the project design in doubt and strongly affects the project's ability to achieve its outcomes and ultimate objective.

Assumptions 1a, 1b, and 1c relate to ADWA's regional component (output 1.1) and largely fail to hold, which strongly affects the validity of the regional component, being based on the wrong assumptions. Governments have not demanded the evidence-based knowledge produced by regional experts, and no regional body can use this knowledge. Hence the leverage of the knowledge produced to influence governments is much reduced, particularly as governments seem to be looking for good practices for employment and economic development in countries such as France, Canada, or Germany but not in neighbouring countries struggling with similar problems but lacking solutions.

"Regional work : What is value addition of regional work, where can it work? Or is it only supply driven? Not in all region countries want to learn from each other".

Source: Project stakeholder

Also, National Statistics Offices are hesitant to share data with the ILO for the regional jobs and growth report, as previously stated. As a main selling point of the report is the exclusive use of national data, this invalid assumption severely affects the design of the regional jobs and growth report.

Assumption 1e relates to output 1.3. For Ministries of Employment or Labour with improved management capacities to develop policies for job-rich growth (contribution to outcome 1), the central government needs to be board and, to some extent, engaged, despite the project's limited resources.

Assumptions 2a, 2b, and 2c: The assumptions for outputs 1.1 require empowered Parliamentarians, which is not the case in Tunisia due to the suspension of Parliament in March 2022, while the Parliament in Egypt operates under the Ministry of Parliamentary Affairs.

An independent judicial system is a pre-requirement for output 1.2 to contribute to ILS compliance (outcome 2). This is not the case in all project countries. Also, the role of social actors and media is reduced in at least two project countries, which hinders their capacity. To contribute to ILS compliance.

For outcome 3, a critical assumption of additional donor funding to implement outputs 3,1 and 3.2 did not materialize. The stability of the enabling environment is another assumption, which did not hold in the case of Algeria and brought project implementation to a hold.

Utility of M&E framework: The ADWA' project document (October 2018) contained a basic results framework and a basic theory of change but lacked a logframe. Before the current CTA

joined the project in early 2020, ADWA' operated without an M&E framework, a missing key ingredient for results-based management.

The evaluability assessment in 2020 identified areas needing improvement, which were subsequently addressed in a revision of ADWA's M&E framework by an external expert by December 2020. The revision enhanced the programme coherence and improved reporting to CTA and partners in Morocco. The NPO uses the workplan for monitoring to track the achievement of results.

The M&E framework benefits from the required elements, such as performance. Indicators, baselines, targets, data sources, methods, frequency of data collection, and responsibilities. The evaluation noted that, at times, baselines were still to be determined or targets left blank.

The project objective's outcome and impact indicators are primarily useful, while many output level indicators would benefit from a stronger results focus. Annex 7 presents a detailed assessment of the quality of logframe indicators and suggestions for improvement.

Exit strategy: In hindsight, it would have been interesting to check the relevance of outcome 3 on the private sector engagement with Swedish companies operating in Morocco and Tunisia. As a sustainability strategy, it would have been important to agree on some kind of financial commitment in the MoU with the private sector to ensure ownership, rather than being perceived as a donor-driven add-on to the project. Otherwise, the project's overall sustainability strategy, developed by an external consultant in December 2020, is less known to project staff.

3. Coherence: were resources used in a complementary manner?

Key findings: The evaluation finds that the project resources were used in a complementary manner within project outcomes, to maximize their reach, given the relatively small country budget for each country.

- Partner activities are often mutually reinforcing with ADWA' within the given outcomes.
- It is challenging to find synergies between the national stakeholders to working across the different outcomes due to the nature of each outcome.
- ADWA' is uniquely addressing employment and ILS issues and many complementarities emerge with other ILO projects at country level, particularly in Egypt and Morocco.
- The evaluation identified various linkages with UN and non-UN actors in Egypt and Morocco such as United Nations Economic and Social Commission for Western Asia, UNWOMEN, UNIDO, WHO, African Development Bank, GIZ, Millennium Challenge Cooperation and national actors.

a. Support for other interventions, particularly policies in advancing the decent work agenda in North Africa

i. Complementarity of project partners' activities, being mutually reinforcing

The evaluation finds that partner activities are often mutually reinforcing with ADWA' within the given outcomes. However, it seems challenging to coordinate and build synergies between the national stakeholders, have the political will, and find common ground between stakeholders working across the different outcomes due to the nature of each outcome.

An excellent example of complementarity comprises the digitalization of procedures of the Ministry of Economic Inclusion, Small Business, Jobs and Skills in Morocco, where ADWA' used existing software solutions in the ministry. The latter included the use of established local service providers.

Some interviewees observed, particularly at the employment level (ONEQ) in Tunisia and Morocco, see that ADWA' initiatives come with fixed objectives without any consultation with those concerned and which meet the expectations of donors. Faced with this situation and for greater credibility, a need emerged for the ILO and donors to plan interventions that respond to the country's requests and transmit them for technical and financial support. This shortcoming is also identified in this evaluation report's "relevance" section.

ii. Complementarity with other ILO projects

ADWA' is uniquely addressing employment and ILS issues and many complementarities emerge with other ILO projects at the country level, according to many interviewees and as presented in Figure 9.

For ADWA', exploring complementarities with other ILO projects and the wider development cooperation, in general, is important, given the relatively small country budget for each country.

Figure 9: Examples of complementarities of ADWA' with other ILO projects

	ILO project/unit	Complementarity
Egypt	ACCELL (Child labor project)	Good collaboration on work related to CAPMAS (under outcome 1)
	DWW (Decent work for women project) worked on a national action plan for women at work	Use of the action plan as a reference for ADWA phase II.
	ACCELL Africa	Work on the domestic work convention, a consultation meeting was conducted to include the domestic workers in the labor law in Egypt.
	ILO HQ department of multinational enterprises	Co-financing to support supply chain study
Morocco	STED and IML Stat	General cooperation
	ILO's agriculture and nutrition project ProAgro	ADWA' covers the collective bargaining angle and also statistics issues related to the High Commission for Planning
	Two ILO migration projects	Training on data collection in the context of National Employment Plan formulation
	Follow-up of completed ILO project	Evaluation of the National Employment Strategy under ADWA' while the strategy development was supported under another ILO project before 2015.
Tunisia:	Project titled "International Labor Standards for the development of a new model of industrial relations and decent work in the construction and rural development sectors. "	Conducting a study jointly

iii. Linkages established with other activities of the UN or non-UN international development aid organizations at the local level or Government partners

The evaluation identified various linkages with UN and non-UN actors in Egypt and Morocco, such as United Nations Economic and Social Commission for Western Asia, UNWOMEN, UNIDO, WHO, African Development Bank, GIZ, Millennium Challenge Cooperation, and national actors.

UN

Egypt: A series of technical discussions are conducted with the United Nations Economic and Social Commission for Western Asia (UNESCWA) to unify efforts to improve MPED's macroeconomic instruments. UNESCWA is developing the model based on the data ADWA provided to them.

Morocco: ADWA's engagement on Convention 190 included some follow-up funded by UNWOMEN projects in Morocco, with more prominent cooperation envisaged for phase II of ADWA'.

The work related to COVID-19 entailed cooperation with the WHO and UNIDO on sensitization issues.

Non-UN international development aid organizations

Egypt: ADWA worked with international partners like GIZ through the Labour market information system task force, which align the work of 20 entities (government and non-government) work on data provision from demand and supply sides in the labour market and check synergies and collaboration opportunities between different players. The task force is a platform to coordinate the work of different players and enhance the research processes by identifying the relevant stakeholders. ADWA provides technical input whenever needed (inputs to task force concepts).

Another collaboration between GIZ and ADWA is the enhancement of the employment wages and hours of work survey EWHW survey for CAPMAS. ADWA was already working with CAPMAS on enhancing the survey methodology, questions (add needed skills questions), and sampling framework (adding more private sector to the sample). GIZ co-financed the implementation of the EWHW survey along with ADWA after a meeting in Feb 2022 to make the survey digital via tablets to enhance data quality.

There is a lot of information sharing between GIZ and ADWA. The Cairo team in ADWA is open and transparent and shares a lot of experience working with national entities. Both are currently discussing the topic of green jobs and green skills preparing for ADWA new phase, and it is matching GIZ's coming phase as well, so they see a common area to work on together.

Morocco: In 2020, ADWA' cooperated with the African Development Bank on a study of COVID-19 impact on employment and small enterprises.

The evaluation noted that in the case of the National Labour Market Observatory, the ADWA' activities were linked with the Millennium Challenge Cooperation's Millennium Challenge Account Morocco concerning a business survey about their needs feeding into a digital labour market platform using big data), as well as a related GIZ project.

Government partners

In Morocco, ADWA's efforts to enhance the digitalization of procedures of the Ministry of Economic Inclusion, Small Business, Jobs and Skills complements the work of the Agency of Digital Development, which focuses on external user interface and inter-ministerial work.

4. Efficiency: were resources used appropriately to achieve project results?

Key findings: The project design and its administration are complex, with often overworked project staff engaged with highly bureaucratic national structures.

- Given the total project budget of US\$ 6.094.220,63, to co-financing leveraged constitutes US\$ 304,161, i.e. 4,99% of the budget.
- Disbursement: About 16 months before the end of the project, the average delivery and encumbrances by country and region is 73,68% (median), which closely corresponds to the rates for Morocco and Egypt while the rate for Tunisia with 53,17% is significantly lower due to the political instability affecting project implementation.
- Following the change of CTA, the projects benefits from a robust results-based management approach, with still some room for process improvement.
- The project with nine staff (and 47,86% of the project budget) might appear heavy on staffing but this is partly related to the operational structure of the ILO in North Africa with the given roles of COs in Algiers and Cairo and very high bureaucratic barriers to overcome in the project countries, particularly Egypt, which requires significant staff time. However, the use of three national officers for the three outcomes in Egypt might benefit from a revision.
- From a management perspective, the project structure with two overlapping phases agreed between Sida and the ILO is rather unusual for Sida and operating a project with two budgets seems not very efficient.
- The complex project arrangements which the current CTA inherited also affect the understanding of roles and responsibilities of different project stakeholders in the ILO.
- The evaluators witnessed a high level of quality in the relationship between the project and its government counterparts in the three countries due to frequent meetings and overall good communication.
- Administrative project arrangements delay the implementation in general and coordination with other offices under the regional component is also challenging, while ADWA' benefits from hands-on technical support of technical specialists from the Cairo Decent Work Team.
- ADWA' phase II: expanding the project's country coverage (Lebanon and Jordan) and at the same time moving into a new ILO region (Arab States with Beirut CO as responsible regional office), seems unfeasible, as Sida is not in a position to guarantee funding beyond 2023.
- Sida's vision of the diversification of ADWA' donors requires a joint donor project design post 2023 and the need to start reaching out to potential new donors as early as possible in 2022. This process is likely to take a significant amount of time of an already stretched CTA in the remaining months of 2022 and throughout 2023.

- **Use of financial and human resources being used in the target countries to achieve outputs**

This section assesses the use of human and financial resources addressing the sub-criteria of i) leveraging resources, ii) disbursement of project expenditure, iii) the robustness of management and governance arrangement, including staffing and the role of the donor, iv)

clarity of roles and responsibilities, v) quality of relationship and cooperation, and vi) the adequacy of administrative, technical and political support to the project.

i. Leverage of resources

ADWA' managed to leverage US\$ 304,161 from partners for interventions in Egypt, Morocco, and Tunisia, as presented in

Figure 10.

Figure 10: Cost-sharing overview

ADWA' project						
List of cost shared activities						
Activity Name	Activity number in WP	ADWA' cost share in USD	Other cost share in USD	Specification of cost share (RB, RBTC, RBSA, project etc)	More details on ADWA' share	
Egypt						
1	Carry out supply chain analysis for the telecommunication sub-sector	03.01.03	14,336	5,000	from MULTI Unit- ILO HQ	the full amount (ADWA' + MULTI) was dedicated to fund the PO to the consultancy firm that conducted the supply chain
2	Funding the establishment survey	01.04.04	80,000	75,000	GIZ	Work with national statistical office
3	Support the digitalisation of the establishment survey	01.04.04	8,000	28,000	ACCEL project	Work with national statistical office
4	Organize Gender in Labour Law Workshops for labour specialized judges	02.14.03	7,373	9,440	RBTC CAIRO (contribution to the workshop venue PO at March and June workshops in Cairo)	
5	Organize trade union workshop on jobs & growth in Egypt	01.04.01	4,179		RB funds	Follow-up to 1st Jobs & Growth Report with Egyptian trade unions to help them prepare their approach paper. PLEASE
Total Egypt			113,888	117,440		
Morocco						
5	Support the National Observatory for Employment (OMT) to ensure their capacity to implement labour market projections; to manage LMIS platforms, and better use of social security data. Action : Evaluer la Stratégie nationale de l'emploi et le plan d'action national de l'emploi du Maroc	01.05.03	40,887	12,772	*ILO/ONUFemmes join programming project (Contrat excoll Aicha Laghda, 8000 USD) *ILO/HQ Département politique de l'emploi : (2 contrats excoll : Omar Aloui (2 400\$) + Ali Bouazzaoui 2372 \$)	
6	Support the National Observatory for Employment (OMT) to ensure their capacity to implement labour market projections; to manage LMIS platforms, and better use of social security data. Action : Appuyer la mise en place du LMIS.Stat : Appuyer l'adhésion du Maroc à la plateforme ILO.stat 1ère activité : Atelier de formation des producteurs de données	01.05.03	11,618	11,618	Projet BIT/THAMM (appui à la migration équitable de la main d'œuvre)	
7	Support the adoption of evidence-based policies to set and update negotiated minimum wages Appui à la négociation collective au Maroc	02.20.02	33,900	40,000	40 000 USD from Département INWORDK / Project : GLO/20/56/SWE (107523) *Increased capacity of member states to set adequate wages and promote decent working time	(9 000 excoll Aatiki + 7000 impression + contrat excoll Bouharrou 3 700 + Contrat excoll Gustavo Rinaldi 7 200 \$)
8	Conduct training sessions on "reporting on ILS" for MoE and focal points from other departments, as well as social partners	02.08.01	4,000	8,000	Contribution budget BIT/Alger	contrat excoll

9	Prepare a diagnostic study on the new forms of work and support the implementation of its recommendations Activités sur 2 nouvelles formes du travail (travail à temps partiel et travail sur plateformes)	01.08.01	17,380	75,228	*Enquête PHI (40 228 USD) *Excoll INWORK Deprmt (M. Chatter) : 20 000 USD *Excoll 2 juriste sur le travail à temps partiel (Filali et Bouharrou, 15 000 USD)	(excoll Filali 7772 \$ + Bouharrou 9608 \$)
10	Macroeconomic analysis tools and capacity to utilize these tools is strengthened (Morocco)	01.05.01		10,000	ILO/Onufemmes join programme (excoll Ezzahid) E21	UNWomen paid the entrie costs for this EXCOL which are fully in line with the ADWA'WP
Total Morocco			107,785	157,618		
Tunisia						
11	Appui logistique à la digitalisation de l'inspection de travail	02.01.03	10,981	29,103	Projet: IPDLI/ETOFE/RBTC	Achat de 100 laptops,100 souris sans fil et 100 sacoches
Total Tunis			10,981	29,103		
TOTAL COST SHARES			232,654	304,161		

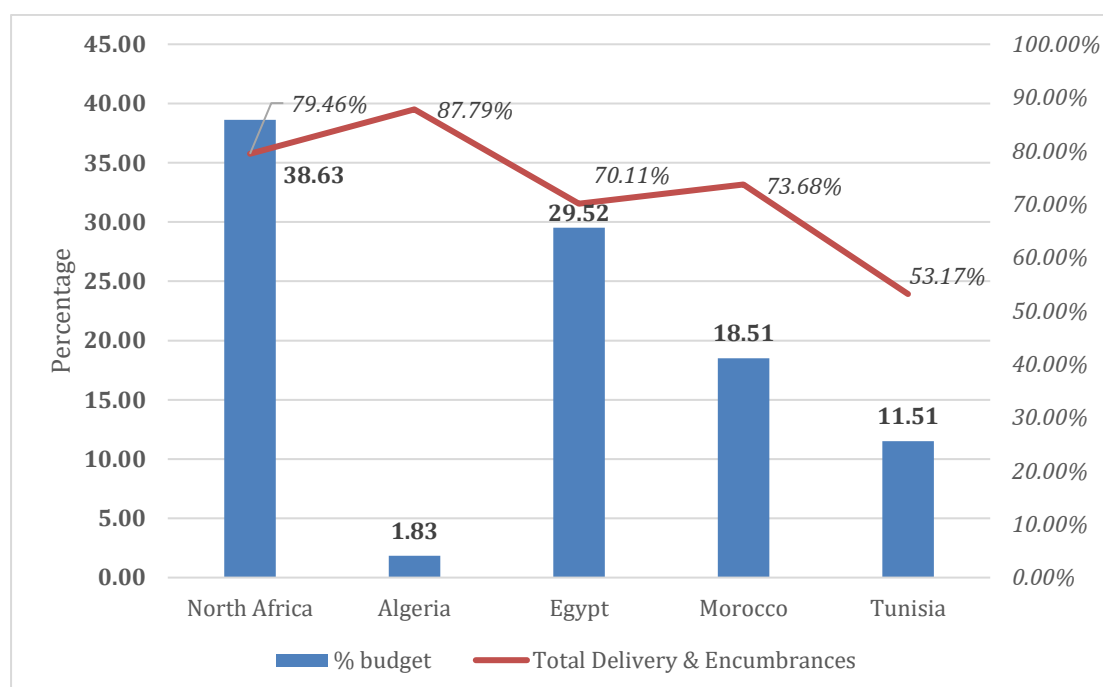
Source: Project team, 07/2022

Given the total project budget of US\$ 6.094.220,63, the co-financing leveraged constitutes 4,99% of the budget.

ii. Disbursements and project expenditures in line with expected budgetary plans

Figure 11 shows the evaluation's geographic analysis of the project budget²⁹. On the left of the graphic, the budget distribution by country and region is presented, showing the dominance of the regional component with 38,63% of the project budget, followed by the components for Egypt (29,52%), Morocco (18,51%), Tunisia (11,51%) and Algeria (1,83%).

Figure 11: Geographic budget breakdown and delivery & encumbrances



Source: Financial data, ADWA' 17.07.2022, analysis: evaluation team

²⁹ Based on the IRIS budget of US\$ 5,524,938.04 on 17.07.2022 which does exclude the budget for the project's inception phase. The total project budget is US\$ 6.094.220,63

About 16 months before the end of the project, the average delivery and encumbrances by country and region is 73,68% (median), coinciding with the ones for Morocco. The highest rates show for Algeria (87,79%) and the regional component (79,46%). The delivery and encumbrances for Egypt are slightly below the average (70,11%), while Tunisia shows a much lower rate of 53,17%. The latter is due to the political instability in the country. The instability comprises the frequent changes of the Minister of Labour (eight times since the project started), which requires the project to reengage with each new Minister, and the fact that parliament was dissolved. Hence parliamentarians as a key stakeholder group are currently out of reach for the project.

ADWA' is mainly on course with disbursements and project expenditures but needs to be flexible, for example, when approval processes or validation by ministries take longer than expected.

iii. Robustness of management and governance arrangement

The CTA is involved hands-on in the daily management, which helps to implement the project efficiently. The previous CTA was less engaged in project management and focused on technical issues instead, as witnessed, for example, by the absence of an M&E system for the project, which was only implemented in early 2021, over two years after the signature of the agreement between the ILO and Sida. The latter is a significant delay for a five-year project. From a results-based management perspective, ADWA' has sound systems in place with clear timelines and responsibilities for data input. The CTA champions M&E to enhance its ownership by all project staff. The performance tracking sheet is used for internal management purposes as part of the mid-term review, which facilitates the annual reporting to the donor.

The evaluation identified room for further enhancing the use of M&E in ADWA', for example, by undertaking country workshops to reflect on M&E tools, processes, and practices and to regularly analyze the country performance through sessions between project management and the NPOs.

Staffing: The project team consists of nine persons, as summarized in the box below.

<p>Project staffing</p> <p>Total of 9 staff members in four countries</p> <ol style="list-style-type: none">1. Egypt: 3 national officers, 1 admin/finance assistant, 1 administrative clerk, 1 CTA2. Tunisia: 1 national project coordinator3. Morocco: 1 national project coordinator4. Algeria: 1 admin/finance assistant

From the donor's perspective, staffing might appear heavy, but this is partly related to the operational structure of the ILO in North Africa with the given roles of COs in Algiers and Cairo. However, using three national officers for the three outcomes in Egypt might benefit from a revision.

The evaluation finds that ADWA' might underreport the extremely high level of effort required to overcome bureaucratic barriers, which are very time intense for project staff, particularly

in Egypt. The evaluation team witnesses those bureaucratic barriers during the long process for the ILO project team to prepare the access to project stakeholders. During the evaluation process, the team leader witnessed the relentless work of the CTA to manage the various workstreams, which is well beyond the capacities of a single person and putting the CTA's well-being and health at risk.

"ADWA' has a small budget to fulfil ambitious objectives. But I have the impression that staff is overworked. They have often to do things beyond their expertise and this combination leads to rather high staff turnover. Hopefully staffing can be increased, also to take off some pressure from the CTA".

Source: ILO stakeholder

In case the country coverage would be increased for ADWA', the part-time role of the M&E officer would require upgrading to a full-time post.

Donor role: In Sida, the ADWA's focal point has changed twice, and this high staff turnover also affects the coherence of the donor's understanding of the project. From a management perspective, the project structure with two overlapping phases agreed upon between Sida and the ILO is rather unusual for Sida, and operating a project with two budgets seems not very efficient. Sida wishes to make a fresh start from the end of 2023 to make things administratively clearer. The evaluation finds that a "fresh start" with one project budget and a revised human resource structure fitting better the project team's needs would enhance the efficiency of ADWA's governance and administrative structure (see also sections 4.1.4 and 4.1.6). Section 4.1.7 analyses efficiency considerations for ADWA' phase II with relevance for the donor Sida.

iv. Clarity of understanding roles and responsibilities

The complex project arrangements which the current CTA inherited also affect the understanding of the roles and responsibilities of different project stakeholders in the ILO.

One external key stakeholder described those arrangements as "chaotic" on paper. Project staff in Cairo shared their experiences with struggling to initially clarify roles and responsibilities, for example, for reporting. At the same time, the role of the Ministry of Manpower required clarification concerning its responsibility for coordination and facilitation between different partners on the project. ADWA' also worked hard to clarify the coordination role of the Ministry of Labour in Morocco.

For the project team in Rabat, the exact roles of project staff in Cairo remain unclear. The exchange between the project countries could be enhanced with more regular interchange required to mitigate this shortcoming.

v. Quality of relationship and cooperation with relevant national and regional stakeholders

The evaluators witnessed a high level of quality in the relationship between the project and its government counterparts in the three countries due to frequent meetings and overall good communication. In the case of Morocco, where a long-serving NPO is engaged, the relationships seem built on trust and many years of cooperation, well before the start of ADWA'.

At the same time, the evaluators noted that there are no specific regional stakeholders for ADWA' to engage in, as the three project countries don't belong to a single regional body.

The quotation below highlights the quality of the relationship with the main government counterpart in Egypt, resulting from a relentless engagement of ADWA staff since the project's launch.

"The Ministry of Manpower has a close relation with the ADWA team. We meet frequently and discuss the project's activities. They gave us three separate sessions to inform us on the progress under each outcome, even outcomes where we don't have direct involvement like outcome three".

Source: ILO project team member

The following box summarizes the complexity of engaging stakeholders in Egypt.

The complexity of engaging national stakeholders – Egypt

- Outcome 1: MPED and CAPMAS are in a regular communication with ADWA team and share their feedback on the design and outputs of all assistance provided by ADWA.
- Outcome 2: the project has succeeded in building strong partnerships with many sovereign authorities and institutions that are not very easy to reach or to deal with like the Ministry of Parliament affairs and judges including labour Judges. The project has also managed to approach new institutions (like Ministry of Justice advisor for the international cooperation affairs) and ensure their understanding of the project and their willingness to support the implementation of its different activities. Moreover, the diagnostic study would enhance the relation between ILO ADWA and MoM as now they can use the diagnostic study as a communication tool allowing discussions between both entities.
- Outcome 3: ADWA tried to approach MCIT several times and shared concept note for MOU, but it is taking very long time to get their response.

vi. Adequacy of administrative, technical, and - if needed - policy support from the ILO office and specialists in the field

The evaluation finds that the administrative support for ADWA' is bureaucratic. Administrative arrangements delay the implementation in general, and coordination with other offices under the regional component is also challenging.

At the political level, the Algiers CO represents AWDA' in Morocco and Tunisia, while the Cairo CO provides financial support, including IRIS operations. Those arrangements which are in line with the ILO's rules and procedures are perceived as cumbersome. The administrative support staff for ADWA' in Tunisia is based in the Algiers CO, where the post is shared with ADWA' in Morocco. Those complex arrangements with support offices operating on different working days constitute a bottleneck rather than a support function accelerating project performance.

At the same time, ADWA' benefits from the hands-on technical support of technical specialists from the Cairo Decent Work Team (DWT), who are easily accessible.

On M&E, the project received timely support from EVAL in HQ when needs emerged.

vii. Other efficiency-related issues emerging during the evaluation

This section addresses efficiency-related issues which were not included in the evaluation's ToR but emerged during the evaluation process and are worth summarizing.

ILS in Egypt – value for money? The box below addresses a discussion about whether working on ILS in a country that has indicated no intention to ratify other ILO conventions is value for money for the donor.

Engaging the government of Egypt on ILS – value for money?

The government of Egypt indicated that the ratification of any additional ILO convention is not on the political agenda. Hence, why is ADWA' keeping a highly time and resource intense dialogue with the relevant ministries if the contribution to outcome 2, the improved compliance with ILS is advancing in very small steps only? From the donor perspective, dialogue on ILS in a country of the size and regional importance such as Egypt is essential. While the topic of ILS is certainly not a "low hanging fruit" for ADWA' in Egypt, the donor appreciates the resource intense dialogue the project team leads with government counterparts and cherishes the significant impact of small steps taken, such as the training of a significant number of judges or a small group of Parliamentarians on ILS.

Besides, the judges consulted during the evaluation appreciated the ILS knowledge even with minimal application of the knowledge.

ADWA phase II – efficiency considerations: Finally, the evaluation process shed light on efficiency considerations concerning phase II of ADWA', given the suggested budget and enhanced country focus.

Sida is not in a position to guarantee funding beyond 2023 or the SEK 60m for the entire phase II of ADWA'. Instead, Sida prefers to start working on a new phase after 2023 to diversify ADWA' funding beyond Sweden and to use the Swedish contribution as a catalyzer.

In this context, expanding the project's country coverage (Lebanon and Jordan) and at the same time moving into a new ILO region (Arab States with Beirut CO as responsible regional office), as envisaged for ADWA' phase II, seems undoable.

Given the resource requirements for expanding the country coverage and including a new ILO region, the project budget would be stretched too thinly, and expectations raised in the additional countries might not be met. Hence, a focus on deepening the engagement and results achievement in the three remaining ADWA' countries, Egypt, Morocco, and Tunisia, with the additional focus on gender and green jobs as per the Sida MENA regional strategy seems preferable. Mainly the green jobs agenda is pertinent in Egypt and Morocco, with gender being recurrently high on the agenda in all three countries due to the comparable low participation of women in the formal labour market.

Experience from the donor Norway tells that to attract additional project donors. Those donors wish to contribute to (or influence) the project design rather than just disbursing money³⁰. Hence, outreach to potential ADWA' donors should start as early as possible (Q3/Q4

³⁰ FAO/Engelhardt, A. et al., 2022 : Evaluation of "System for Earth Observation Data Access, Processing, and Analysis for Land Monitoring (SEPAL)"

2022), with official consultations taking place throughout 2023 in time for a joint project design and joint donor funding from 2024 onwards. Those timeframes are based on the ILO's experience in attracting donors to the 8.7 Accelerator Lab.

At the same time, Sida must be aware that donor relations building for joint funding ADWA' phase II is likely to take a significant amount of time of an already stretched CTA in the remaining months of 2022 and throughout 2023. This fact urges the need to hire a CTA support staff swiftly.

5. Effectiveness: were project results achieved, and how?

This section reviews the extent to which project results were achieved based on outcomes and outputs from the logframe.

Key findings: the project makes good progress in achieving targets for indicators under outcome 1 and 2, while outcome 3 shows a less positive performance.

- The evaluation finds positive results at mid-term for outcome 1 (achievement of 78% of indicators fully on track and 22% on track) and outcome 2 (25% of targets for indicators exceeded, 42% fully on track and 25% on track). Outcome 3: 71% of targets for outcome indicators off track.
- Policy change:
 - ADWA' managed to drive change from shaping idea to behaviour change of constituents and impact with regard to improved skills and institutional capacities for 43% of the interventions for outcome 1 and 50% for outcome 2 out of ten interventions analysed, reflecting high effectiveness of about half of the ADWA' interventions, in politically complex contexts.
- Factors contributing to project progress:
 - Stakeholders' buy in and the alignment to national strategies, priorities and mandates, high quality project management and donor's flexibility
- Challenges for project progress:
 - Political challenges, the effects of COVID-19 and related restrictions to movement, the accessibility of data, and high levels of bureaucracy affecting the engagement with government counterparts. Internally, the regional level cooperation is challenging for the ILO mainly due to its operational structure.
- Mitigation of COVID-19: flexibly adaptation of project team by shifting of project priorities and project resources, reprioritization while experiencing implementation delays.
- Partners ability to use project results: close involvement from the design of activities to their finalization enhanced ownership and the use of results
- Effectiveness and appropriateness of training: high satisfaction but room for improvement concerning training duration and absence of follow-up. Hybrid training modality: cost savings as international experts save travel costs while direct human contact still can take place between the participants and local experts facilitating.
- Promotion of gender equality and disability inclusion: did not figure in the project logframe, gender included where possible as an add on.
- Other factors outside the project control affecting its performance:
 - Government shut down the automotive sector in Algeria
 - Political instability in Tunisia and staff turn over in Egypt
 - Parliament shut down in Tunisia
 - Access and quality of data from national Statistics Offices, particularly in Morocco
- Unintended results: Rapid Labour Force survey of COVID 19 impact, co-financing for the three countries
- Effectiveness of the intervention model: very ambitious, outcomes 1 and 2 still need to find a way of integration and cross-fertilization in the three countries, with outcome 3 still appearing like an add on.

○ Achievement of project outcomes based on project logframe

Figure 12 shows the achievement of project results across the three outcomes, with overall positive results at mid-term for outcome 1 (achievement of 78% of indicators fully on track) and outcome 2 (25% of targets for indicators exceeded and 42% fully on track). Only outcome 3 shows a less positive performance to date due to a bottleneck with the relevant ministry in Egypt, which blocks further cooperation, with the achievement of 71% of targets for outcome indicators off track.

While the project’s progress reports and Annex 4 provide detailed narratives, the figures below contain a summary. ADWA’ contributed to those results by technical assistance, capacity building, reporting, and analytical work.

Outcome 1: out of the nine outcome indicators, the achievement of seven milestones is fully on track, and for two milestones, the achievement is on track, with milestones for 2022 likely to be achieved by the end of the year.

Outcome 2: achieving five out of 12 outcome indicators fully on track, achievement of three outcome indicator milestones on track. The final targets for three indicators were already exceeded in July 2022. In the case of one indicator, the achievement is off track, as the parliament in Tunisia was dissolved, and no training of parliamentarians can take place for the time being.

Outcome 3: Out of the seven targets, the achievement of milestones for one indicator is fully on track. For one indicator, the final target was already exceeded in July 2022, and for five indicators, milestones are off track. The latter is related to a bottleneck in the respective government counterpart who is not responsive which blocks part of the implementation under outcome 3 in Egypt. In contrast, the activities in Algeria under that outcome have been put on hold, and resources reallocated in accordance with the donor following the shutdown of the sector.

Figure 12: Overview of ADWA’ outcome indicator achievement

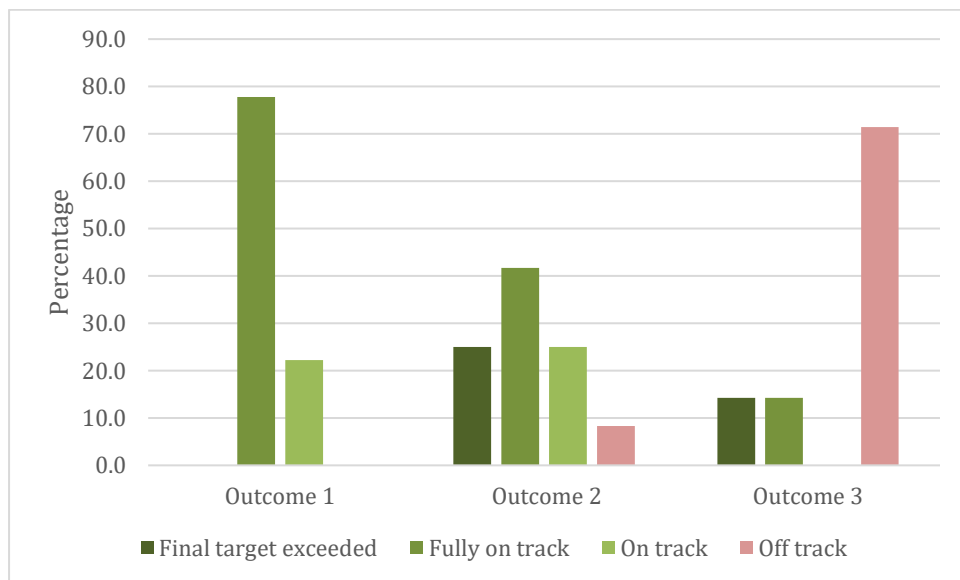


Figure 13: Progress summary of project outcome 1

	Results
Outcome 1: Improved Data Collection, Data Analysis, and Data Use for Economic Policy Reforms to Steer Towards Job-rich Growth in Target North African Countries	
Indicator: ❖ 01.01.01 A regional network of experts on job creation and economic growth established (North Africa).	☑ fully on track
Indicator: ❖ 01.01.02 A regional flagship report on "Jobs and Growth in North Africa" published on a regular basis.	☑ fully on track
Indicator: ❖ 01.01.03 The impact of COVID-19 crisis on jobs estimated/measured to provide policy assistance (Egypt, Tunisia, and Morocco).	☑ fully on track
Indicator: ❖ 01.02.01 Macroeconomic analysis tools strengthened (Egypt)	☑ fully on track
Indicator: ❖ 01.02.02 Macroeconomic analysis tools and capacity to utilize these tools is strengthened (Morocco)	☑ fully on track
Indicator: ❖ '01.02.03 Technical support provided to relevant national partners staff to enhance data quality and availability (Egypt)	☑ fully on track
Indicator: ❖ '01.02.06 Diagnostics and recommendations formulated for specific policy advice (Egypt). Policy assessment to be finalized in 2022. Study on artificial intelligence with MoM (2021) unlikely to contribute to policy reform.	☑ on track
Indicator: ❖ '01.03.02 A system review and capacity assessment of management and information systems and evaluation strategies conducted at the Ministry of Vocational Training and Employment (Morocco)	☑ fully on track
Indicator: ❖ '01.03.03 The capacities of the Ministry of Labour improved in designing and managing programme evaluations (Tunisia). Impact evaluation of two programmes ongoing. Implementation of evaluation strategy for PAMT ongoing.	☑ on track

Figure 14: Progress summary of project outcome 2

	Results
Outcome 2: Improved Ratification, Reflection in National Jurisprudence, Enforcement, and Knowledge of ILSs in Target North African Countries	
Indicator: ❖ 02.01.01 Parliamentarian's on ILS is enhanced communication tools and knowledge through training in Egypt	☑ fully on track
Indicator: ❖ 01.01.02 Parliamentarians' on ILS is enhanced communication tools and knowledge through training in Tunisia. Parliament dissolved in Tunisia for the time being	✗ off track
Indicator: ❖ 02.01.04 ILS diagnostic studies are developed in Egypt. Study is delayed, with drafting starting in 2020 but expected to be fully delivered by October 2022 once the MoM approves it and presents it to Parliament.	☑ on track
Indicator: ❖ 03.01.05 ILS diagnostic studies are conducted, and results disseminated in Tunisia. One out of two studies delivered.	☑ fully on track
Indicator: ❖ 02.01.07 Government officials' capacities on ILS reporting and ratification procedures enhanced in Egypt	☑ fully on track
Indicator: ❖ 02.01.08: Government officials' capacities on ILS reporting and ratification procedures built (technical assistance and training) in Morocco. Promotion ongoing for ratification of C 190. Collective bargaining training	☑ on track

delivered but not upscaled due to other needs. ILS reporting significantly improved, though tripartite involvement still uneven.	
Indicator: ❖ '02.02.01 Judges capacity enhanced for ILS integration in Tunisia. Twenty-four judges trained, and 42 following online training.	☑ final target exceeded
Indicator: ❖ '02.02.02 Judges capacity enhanced for ILS integration in Egyptian jurisprudence. Target of training 375 judges by 2023 (75 per year) has been exceeded (25 appeal court judges, ten cessation judges, and 375 primary court judges by June 2022)	☑ final target exceeded
Indicator: ❖ '02.02.05 Handbook on ILS judicial applications is developed in Egypt. Bench book being finalized (final draft submitted), and dissemination plan was set with NCJS.	☑ on track
Indicator: ❖ 02.02.07 ILS training institutionalized in the NCJS curriculum in Egypt	☑ fully on track
Indicator: ❖ '02.02.10 Labour inspector's capacity enhanced for ILS application in Tunisia. Forty-nine labour inspectors trained to date.	☑ final target exceeded
Indicator: ❖ '02.03.04 Develop policies to promote collective bargaining and negotiated minimum wages in Morocco.	☑ Fully on track

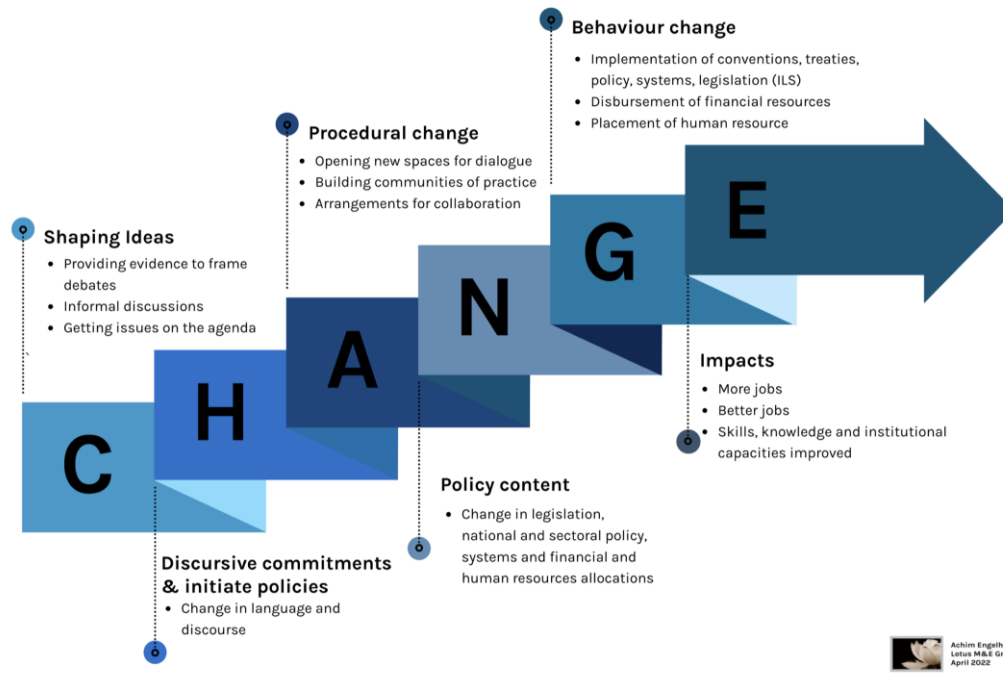
Figure 15: Progress summary of project outcome 3

c	Results
Outcome 3: Enhanced Engagement of The Private Sector to Achieve Decent Work in Telecomm and Automotive Sectors in Target North African Countries	
Indicator: ❖ 03.01.01 An assessment of OSH and working conditions is conducted among a sample of the suppliers in the ICT sector	☑ final target exceeded
Indicator: ❖ 03.01.02 A capacity enhancement programme for selected ICT suppliers is implemented addressing labour standards deficits.	☑ fully on track
Indicator: ❖ 03.01.03 Policy dialogue on labour standards (with a focus on OSH) with the Government and the private companies operating in the ICT sector is promoted. Engagement with MCIT is ongoing following sharing a concept note for a MoU, but there is a lack of response.	✗ off track
Indicator: ❖ 03.02.01 To design the training programme including adaptation of the SCORE	✗ off track
Indicator: ❖ 03.02.02 Identification and capacity enhancement of the national training institution(s) implementing the programme	✗ off track
Indicator: ❖ 03.02.03 To conduct a number of Training of Trainers rounds	✗ off track
Indicator: ❖ 03.02.04 To hold a number of training workshops for SMEs (pilot + main roll out of the training)	✗ off track

Figure 16 below shows the evaluator's mapping of policy change using eleven project interventions jointly identified and completed across the three outcomes during a half-day workshop with the CTA. For this purpose, the evaluator used a policy change framework

(“CHANGE framework”) initially conceptualised by the United Nations Evaluation Group and others which he further refined and graphically developed and recently used for ILO FUNDAMENTALS.

Figure 16: ILO project change results using the CHANGE framework



	<i>Shaping ideas</i>	<i>Discursive commitments & initiate policies</i>	<i>Procedural change</i>	<i>Policy content</i>	<i>Behaviour change</i>	<i>Impacts</i>
<i>Outcome 1, Egypt (CAPMAS)</i>						<i>Prospective</i>
<i>Outcome 1, Egypt MoM (AI study)</i>						
<i>Outcome 1, Morocco (Non standard forms of employment)</i>				<i>Prospective</i>		
<i>Outcome 1, Morocco (Evaluation of National Employment Policy)</i>					<i>Prospective</i>	<i>Prospective</i>
<i>Outcome 1, Tunisia (impact evaluation labour market policies)</i>					<i>Prospective</i>	<i>Prospective</i>
<i>Outcome 1, Tunisia (MoUs between two Ministries on data sharing)</i>						
<i>Outcome 1, Regional (job-rich growth)</i>						
<i>Outcome 2, Egypt (training parliamentarians)</i>				<i>Prospective</i>	<i>Prospective</i>	
<i>Outcome 2, Egypt (training judges)</i>					<i>Prospective</i>	<i>Prospective</i>
<i>Outcome 2, Tunisia (gaps analysis)</i>						<i>Prospective</i>
<i>Outcome 2, Morocco (Convention 190)</i>					<i>Prospective</i>	
<i>Outcome 3, Egypt (Ericsson)</i>				<i>Prospective</i>		

The mapping shows that for outcomes 1 and 2, ADWA' managed to drive change from shaping ideas to behaviour change of constituents and impact concerning improved skills and institutional capacities for 43% to 50% of the interventions studied.

This refers to three out of the seven selected cases for outcome 1 and two out of the four selected cases for outcome 2. Often, the final or the last two steps in the change framework or prospective and likely due to the change process observed to date. Overall, this reflects the high effectiveness of about half of the ADWA' interventions in politically complex contexts, which experienced frequent changes during the project implementation.

Annex 5 contains the detailed results and rationale for progress along the CHANGE framework.

- **Main contributing and challenging factors toward the project's success in attaining its targets, including COVID 19**

ADWA' benefitted from factors contributing to its progress related to stakeholders' buy-in and the alignment to national strategies, priorities, and mandates, underscoring the significant relevance of ADWA' in the three countries. Besides, high-quality project management emphasizes the project team's efficiency and its effects on results achievement, while the flexibility of the donor also plays a vital role.

- | |
|---|
| <ul style="list-style-type: none">a) Buy in and alignment:<ul style="list-style-type: none">a. Political will and alignment with the national stakeholder's mandate and prioritiesb. Complementarity with national strategiesc. Evidence based decision making is supported by the government and decision makers.b) Project management<ul style="list-style-type: none">a. ADWA strong professional teamb. CTA successfully managed to improve the connection of outcomes, particularly in Egyptc. CTA gives staff a lot of credibility, motivates staff, and enables clear internal coordination for each outcomed. ILO high quality technical assistance from the DWT in Cairoe. Coordination and close communication between ADWA and the main government counterpart• Role of the donor<ul style="list-style-type: none">• Availability of the project's resources, the flexibility of the donor to relocate resources and a five-year project timeframe |
|---|

The implementation of ADWA' faced the following main challenges common to all three implementation countries: political challenges, the effects of COVID-19 and related restrictions to movement, the accessibility of data, and high levels of bureaucracy affecting the engagement with government counterparts³¹. COVID-19 created challenges but also opportunities, as presented in the box below.

<p>COVID-19 creates opportunities and challenges as the Government of Egypt keeps changing their priorities and we need to adapt to the changes. But it also creates opportunities as it gives us edge and enable us to work with new partners.</p> <p>Source: project stakeholder</p>
--

³¹ Besides, in the cases of MPED in Egypt and the Ministry of Labour in Morocco, consultants did not address national stakeholders' feedback on products.

The evaluation detected the looming economic crisis following the war in Ukraine as another factor affecting project performance. This will highly likely affect the allocation of financial resources in governments, including the donor Sweden.

In Morocco and Tunisia, the NPOs' knowledge of the local context and partners personally helped to mitigate bureaucratic limitations.

- **Mitigation of COVID-19 effects and project's readiness to adapt to changes**

The evaluation finds that the project team adapted very flexibly to the changes required due to COVID-19.

The national lockdowns affected ADWA's work in the three countries in various ways, from slowing implementation of all activities to the point where work had to be restarted, for example, in Morocco with the National Compatibility Directorate.

During the lockdown, work largely continued remotely, with the ILO and government counterparts getting used to teleworking, for example, surveying Ericsson suppliers in Egypt remotely.

Also, the CTA had to operate remotely, supporting the NPOs in Morocco and Tunisia. The first field visit occurred in June 2022, following an initial meeting in Cairo in March 2020.

COVID influenced the project priorities, shifting project resources. ADWA adapted its priorities to respond to the needs of the constituents. ADWA had to reassess and revisit the project workplan in terms of activities, cutting the budget from activities and shifting to new interventions concerning COVID-19. In response to the delay in implementing some project activities, the project has promptly responded to the crisis by elaborating the Rapid Labour Force survey of COVID 19 impact reports.

In Tunisia, the National Steering Committee mechanisms, which ADWA' struggled to create before COVID-19 came to a standstill in terms of the envisaged biannual meetings and only started adequately in 2021. Also, ADWA' in Tunisia dealt with the critical COVID-19 situation by strengthening the project team with support from several other skills, such as technical assistance from the ILO and international and national experts. This approach allowed to advance certain activities in parallel and initiate the action plan.

In the case of the digitalization of procedures for the Ministry of Economic Inclusion, Small Business, Jobs and Skills in Morocco, COVID-19 accelerated the urgency to advance with the work.

- **Ability of Project partners (in particular Government, Parliament, and Judiciary partners) to use ILO's technical assistance and products for fulfilling the roles expected in the project strategy**

ADWA' involved government partners' according to their availability in implementing activities. A close involvement from the design of activities to their finalization enhanced ownership and the use of results. Overall, all national stakeholders were highly satisfied with the provided technical assistance and products from ADWA, with only a few exceptions.

In Egypt, for example, NCJS benefited from ILO technical support in introducing ILS as part of the general programme provided to all judges and the bench book development. CAPMAS gained different technical expertise provided by ADWA'. They are pleased with the experts bringing the international standards and indicators to integrate them into CAPMAS' work.

In the case of the Ministry of Economic Inclusion, Small Business, Jobs and Skills, and the digitalization of procedures in Morocco, the ministry showed leadership from the outset. It addressed any resistance to change through dialogue and explaining the process to staff. As a result, management could explain, for example, that confidentiality issues raised by some staff were addressed by secure access and personalized passwords. Besides, ADWA' addressed capacity needs through training. Finally, the ministry decided to shut down the analogue procedures and leave the digital ones only to conclude the migration to digital work. The latter measure ultimately enabled the use of digital procedures funded under ADWA'.

In Tunisia, the ILO's contribution consisted, above all, in supporting the national partner to produce knowledge and build capacities to support its policies and programs. The policy and programme support consisted in designing and implementing the following instruments where the use is still due:

- Realization and publication of a diagnosis of the state of application of International Labor Standards in Tunisia and study of opportunities for new ratifications;
- Implementation of a PAMT evaluation strategy;
- Establishment and development of a system for monitoring international cooperation projects for the benefit of the Ministry of Employment and Vocational Training called "IDEMA" (idema.mfpe.gov.tn);
- Impact assessment of ongoing KARAMA and CSC programs

○ **Effectiveness and appropriateness of the training and guidance provided to Project partners (in particular Government, Parliament, and Judiciary partners) by the Project**

In Egypt, ADWA's training of judges on ILS was much appreciated, though NCJS needed to adapt the material to the audience (judges and not politicians). During the evaluation, three FGDs were conducted with judges from the primary court, the court of appeal and the court of cassation to share their experience about the received training on ILS under ADWA. All judges were trained on national labour law along with the ILS and trafficking. Judges from the court of cassation usually stay in their position/ specialization. In contrast, judges of the court of appeal and primary court have a stringent rotation plan, so their knowledge does not necessarily remain relevant to labour cases.

All judges liked the practical cases included in the training and requested more cases. Judges clarified that the training allows a dialogue between judges from different courts, which is beneficial and enables a common understanding of cases and law gaps. The topics in general and the ILS topic specifically were interesting for the judges to learn about. Some judges did not hear about ILO or ILS before this training.

However, room for improvement emerged concerning the duration of the training absence of follow-up. Judges added that the training was delivered 3 years ago, and they need refreshment training as Labour law is dynamic, and they need more training to reflect the new cases the judges receive. Judges added other topics they need to be trained on, like gender and disability in the labour law.

As for the knowledge usage, judges clarified that their key reference is the national law and employers' bylaws, and 95% of the cases are addressed and covered under the national law, so the judges don't need to refer to the ILS. Very rare cases request ILS referral, and none of the interviewed judges have faced those cases since they received the training.

Also, Primary court judges have a rotation system, moving from one geographic location to another. Courts outside the big cities do not have a labor-specialized unit. Hence in the case of rotation to such a location, they might not be able to apply the knowledge.

In Morocco, ADWA' undertook online training since in-person training was no longer possible after March 2020. Since the end of 2021, the project team applied the modality of hybrid sessions with international experts giving training remotely to participants attending the training in a venue with local experts facilitating the event. The hybrid modality seems to have the advantage over online training in that direct human contact can still occur between the participants and local experts, and people tend to attend the event for extended periods. However, the number of participants reached for short 1-day online training seems higher at a lower cost per participant compared to the hybrid modality.

The National Labor Market Observatory noted that for the studies on part-time work and platform workers, the involvement of four government staff throughout the project was highly beneficial for strengthening capacities through learning by doing and creating awareness and ownership. A capacity-building element, including training in Turi, was targeted for senior cadres as an additional incentive.

The evaluation identified the following good practice, valid for ILO interventions beyond ADWA', as stated in the box below.

Option for a default partner engagement strategy:

Always aim to combine the achievement of project objectives with knowledge and skills transfer. To accomplish this aim, involve a core group of staff from constituents in the project from ToR development to project implementation, finalization, and dissemination. Learning by doing and learning by engaging with ILO and expert consultants complements more formal approaches to capacity building.

As previously mentioned, in Tunisia, the ADWA's contribution consisted mainly of supporting the national partner to produce knowledge and build capacities to support its policies and programs.

ADWA' accomplished intensive capacity-building efforts for national partners' benefit. Results were qualitatively substantial. For example, in ANETI, 50 employment advisers were trained in matters of the Labor Code and Professional Relations, and six managers were trained in

monitoring and evaluation. The Ministry of Justice benefitted from capacity building for 66 judges on TINs and the strengthening of 30 UTICA labor courts on ILS.

The box below summarizes the findings of ADWA’s stakeholder survey concerning the utility of the capacity building, which, as administered internally by the project team, mainly confirming the positive external evaluation results.

“Eight (out of 13) respondents consider themselves involved in national dialogue on employment policies and International Labour Standards application on the national level. Seven out of them find that ADWA’ activities, including networking events, publications and research work is useful to improve the understanding of job-rich growth policies, ILS and Decent Work Agenda, with varying degrees from moderately to largely.

Four of them consider that there has been improvement of policy dialogue being informed by evidence and sufficient ILS knowledge during last year, with the ADWA’ project being a contributor in such improvement.

The project contributed by the workshops and conferences organized, which enriches the dialogue among different stakeholders and social partners, and by improving the knowledge base for policy making.

Seven out of the eight relevant respondents find that ADWA’ activities, including networking events, publications and research work is useful to improve the understanding of job-rich growth policies, ILS and Decent Work Agenda.

Source: ADWA’ Key Stakeholders Survey Report Round 2 - June 2022, page 2

- **Use of opportunities to promote gender equality and disability inclusion and strategic needs within the project’s result areas**

As previously stated, gender did not figure in the project logframe, which affects the gender focus of ADWA’.

While gender and disability were included in work on outcomes 1 and 2 in Egypt (labour productivity study with MPED, work with ERF and CAPMAS), ADWA’ did not have a specific gender focus in Morocco and Tunisia, a reason for sharpening this approach for phase II of the programme. Data were disaggregated by gender, for example, for the surveys on new forms of employment (platform work and part-time work) and the participation of women in training encouraged. In Tunisia, the evaluation noted that by promoting the participation of women in most of the project's products and at certain decision-making levels, ADWA’ overcame the sociological constraints linked to the structures and institutions involved in placing women in the labor market.

Disability did neither figure in ADWA’s work in Morocco or Tunisia.

- **Positive and negative factors outside of the control of the project affecting results**

ADWA’ faced clear external limitations outside its control, beyond COVID-19, as earlier explained. In Algeria, the government shut down the automotive sector, and political instability characterized the project implementation in Tunisia, with eight Ministers of Labour since the project started. Also, in Egypt, high staff turnover in ministries (for example, change

in NCJS management) delayed the project implementation while, at the same time, the lack of Intergovernmental coordination with, at times, unclear roles and responsibilities affects the project.

Besides, the parliament shut down in Tunisia in 2021, challenging the work with parliamentarians while parliamentarians are hard to reach in Egypt. Elections changed the parliament members during the project implementation.

Data accessibility and quality from governmental entities is a key challenge and caused significant delays especially in Morocco, as the national statistics unit did not provide the data.

Negative factors affecting the performance of ADWA' comprised the inability of the National Statistics to share micro data from survey such as household surveys and their trimestral actualization on enterprises and employment, even if data is anonymized due to long-standing operational practices. There seems also be the general reluctance across many countries in North Africa to share data, as its interpretation could diverge from the official governments' positions.

ADWA' tried to mitigate this bottleneck by using a consultant to access data in the Statistics Office rather than ILO taking the data and offering the co-publication of results. When those measures did not yield the expected results, official complaints were launched to the Ministry, again with few results.

The evaluation witnessed a slow response from local companies who will receive the training under outcome three in Egypt, slowing down progress and requiring a lot of follow-up and staff time.

In this challenging context, the donor Sweden allowed for flexibility in the project implementation, understanding the need to adapt to changing requirements of ministries and other partners. Otherwise, the project could not have been implemented.

On ADWA's side, the NPOs in Morocco and Tunisia and National Officers in Egypt closely engage with the relevant ministries to stay informed about any changing priorities. One example includes the training on collective bargaining in Morocco using economic indicators, which was not rolled out in the regions as initially envisaged, given challenges with the social partners' absorption capacity.

Also, ADWA' tried to accommodate stakeholder needs to the extent possible under the project.

Besides, the evaluation noted that initially, the Ministry of Manpower in Egypt and the Ministry of Labour in Morocco aimed to control project-related activities in the respective countries rather than a coordination role. However, this limitation was successfully mitigated through a close engagement with the ministries. That very time-intensive process was worth the effort.

○ Unintended results

A couple of unintended positive results emerge in this evaluation, mainly due to the project's need to adapt to the COVID-19 situation and changing partner priorities.

For Egypt, Morocco, and Tunisia, the Rapid Labour Force survey of COVID 19 impact under the regional component was unintended. Several examples of co-financing reaching

4,99% of the total project budget were unintended, as specified in the efficiency section of this report.

At the regional level, ADWA' also contributed to identifying important labour market indicators beyond the usual unemployment rates, using national statistics at a great effort over 20 years which is a positive result to be very proud of.

In Egypt, those unintended results include:

- Gender in labour law was not a focus in the project design, but it was added to the training content presented to the labour judges based on the request of NCJS.
- Ericsson's focus moved from only driving/road safety to health and safety in general after discussions between ADWA and Ericsson.
- Both projects initiated GIZ's partnership with ADWA. ILO complements the GIZ work. ILO provides the technical labour expertise and data, while GIZ has resources and funds.

Concerning Morocco, the ratification of ILO Conventions can be mentioned. During ILO Anniversary in 2019, the Government of Morocco ratified three ILO Conventions (C187 on OHS, C097 on Migration for employment, and C102 on social security). Also, project staff detected a paradigm change in the Labour Ministry, an ongoing process since 2012 when the National Employment Policy development started. The Ministry was asked to take a coordination role rather than an oversight role. Ten years of engagement led to behaviour change in the self-understanding of the Ministry's position, with ADWA's contribution since 2019.

One stakeholder was surprised when reading the survey results analysis concerning new ways of working, as outlined in the box below.

"The surveys shed light on aspects of the labour market in Morocco which were unknown to us in the Ministry before".

Source: ADWA stakeholder

In Tunisia, ADWA' is spearheading ILS and gained a true leadership role on ILS among related projects and partners in the country.

○ **Effectiveness of the intervention model and alternatives to increase the prospects of achieving the project objectives**

The ADWA' project, with its outcomes on employment (outcome 1) and labour standards (outcome 2), constitutes a very ambitious intervention model where both outcomes still need to find a way of integration and cross-fertilization in the three countries, with outcome 3 still appearing like an add on, excluding Morocco and Tunisia. There is room for improvement for opportunities to translate policy level results to the micro level, i.e., enterprises in a given sector.

At the same time, ADWA' is the only ILO project prominently addressing ILS, for example, in Morocco.

The project team successfully adapted the project to changing priorities of both the donor (addition of outcome 3) and government and other partners' priorities. The latter was essential, given that those stakeholders were not included in the project design, a significant design omission.

ADWA' reflected the adopted changes in its M&E framework, indicators, and prodoc in 2020.

The evaluation detected in Egypt that the model did not consider partners' capacities as the partners were struggling with COVID already and needed support. The project had to rely on a private service provider (ERF) to collect the data rather than CAPMAS due to the limited capacities of CAPMAS at that point in time.

In hindsight, the model lacked appropriate targeting of social partners for strategic planning in Morocco. But the government's preference and practice are to start designing strategies and consult social partners later. Social partners tend to be perceived as an obstacle rather than a driving force related to some social partners' technical capacities. Unions, for example, tend to focus on protecting existing jobs rather than future job creation, and there is a perceived lack of strategic vision. On the employers' side, the General Confederation of Enterprises of Morocco (*Confédération Générale des Entreprises du Maroc*) covers only one spectrum of employers, missing, for example, small enterprises or employers in the agriculture sector.

Overall, the evaluation finds that the project resources are spread too thinly across too many countries and across too many outcomes and outputs. **Hence, the current model seems not fit for purpose and would benefit from a reduction of its scope to deepen the engagement in fewer outcomes, outputs, and countries unless the project budget would be significantly increased.**

6. Impact orientation: are results likely to lead to systemic change?

This section analyses the *likelihood* of project results' impact. The principal data sources used in this section are the evaluation interviews.

Key findings: The likelihood of project results' impact is overall high.

- a. The evaluation identified positive changes in national stakeholders while ultimate project beneficiaries were not reached during the evaluation.
- b. Overall, needs-based action, the use of validation processes and frequent communication enhanced the likelihood of project impact in the three countries.
- c. Behaviour changes emerged in the key counterparts both in Egypt and Morocco, where the Ministry of Manpower and the Ministry of Labour respectively take on a coordination role rather than trying to closely manage all project activities with national counterparts.
- d. While about 20 positive impacts were identified, some challenges also emerged:
 - a. Coordination issues for more frequent National Steering Committee meetings in Tunisia to strengthen project ownership, its impact and sustainability among the tripartite constituents.
- e. While the broad scope of ADWA contributes to many SDGs such as SDG 1, 9, 10 and 16, its core contribution is on SDG 8, particularly targets 8.2, 8.3, 8.5 (outcome 1), 8.8 (outcome 2) and again 8.5 for outcome 3.

a. Evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries

The evaluation identified positive changes in national stakeholders due to ADWA' activities, while ultimate project beneficiaries were not reached during the evaluation. Overall, needs-based action, the use of validation processes, and frequent communication enhanced the likelihood of project impact in the three countries.

This likelihood is expressed by the changes in the behavior of the key counterparts both in Egypt and Morocco, where the Ministry of Manpower and the Ministry of Labour respectively take on a coordination role rather than trying to manage all project activities with national counterparts closely.

Figure 17 summarizes the likely impact of ADWA' interventions across the three project countries. Annex 9 presents in detail change pathways for twelve streams of ADWA' work, highlighting how ADWA' contributed to those results by technical assistance, capacity building, reporting, and analytical work.

Figure 17: Likely impact of ADWA' in project countries

Country	Outcome	Evidence
Egypt	1	CAPMAS
		1- Egypt's labour force surveys (LFS): first time to show the skills lens.
		2- Use of tablets in LFS also in other surveys like the child labour survey the tablet is due to be used.
		3- Better quality data and faster process of data collection and entry and quality check, also benefitting MoM and MoPD
		4- Improved sampling of its annual LFS and improvements to the way it presents its key labour statistics as part of its annual report, following ADWA' recommendations.
		5- Change in transparency: 100% of LFS raw data on CAPMAS website for anyone to use.
		MPED
		i. Plan to use the ESCWA macro-economic model SAM and integrate it in the planning of many units in the ministry
		GIZ
		ii. Intended to use the CAPMAS survey data in their future work
		Improved coordination between national stakeholders such as MoM, MoPD, and CAPMAS through enhanced communication.
Morocco		Statistics Office
		iii. "Compte satellite" enabling access to ILO.stat will likely impact decision making, which should be enhanced and guide public investments based on identifying sectoral multipliers
		National Labour Market Observatory:
		iv. Data on new forms of working to guide the government's decision-making. Study recommendat

		ions can influence the revision of the Labour Law or labour market programmes.
		v. Awareness raising about new forms of working among tripartite constituents as the basis for behavior change
Tunisia		Ministry of Employment - High appreciation of the support of the Ministry of Employment through its specialized structures (ANETI, ONEQ) in the development of an impact assessment of active employment policies according to the Double Difference (DD) methodology. The project has generated a significant number of studies on the employment dimension, which have fundamentally contributed to changing practices . They are: (i) Diagnosis of the state of application of International Labor Standards in Tunisia and study of opportunities for new ratifications, (ii) International Labor Standards for the development of a new model of professional and labor relations decent work in the construction and rural development sectors, (iii) Impact assessment of active employment policies
Egypt	2	Judges' awareness and knowledge about ILS application are still to be seen
		Bench book new in MoJ: The expected added value is that judges, instead of referring to the national law only, can now have a better quality of decisions and make the application of the law matching the MOJ-approved international labour standards
		MoM signed MOUs with Cesco, Orachel, and Hawawi to train youth in the recommended fields by ADWA's AI study
Morocco		ADWA's work to strengthen constituents' capacities concerning ILS consisted of small initial steps, lacking a longer-term approach to either offer more systematic capacity building on ILS or anchor training in existing national plans or initiatives.
Tunisia		Consolidation of basic knowledge of the learners and to develop the performance and the technical and management capacities of all the structures and institutions targeted. This has led to the emergence of a notable pool of prudential judges, advisers, and administrative executives (ANETI, MAS, ONEQ, etc.) able to intervene appropriately in their professional activities and sustain the achievements of the action.
Egypt	3	Ericsson is in the process of providing additional training on decent work and health and safety. Hope that changes in decent work and health and safety would be reflected across the sector and not only in Ericsson.

While Figure 17 mainly lists likely positive impacts, some stakeholders also mentioned critical issues. The latter includes the coordination challenges for more frequent National Steering Committee meetings in Tunisia to strengthen project ownership, impact, and sustainability among the tripartite constituents.

ADWA's approach to capacity building on ILS in Morocco was also controversially discussed in one interview, as expressed in the box below.

"ADWA' opened many doors for our ministry. But ADWA' intervened on too many components at the same time in Morocco. Components related to capacity development were too shallow and unsuited to meet the ongoing capacity development needs of stakeholders in an impactful manner".

Source: Government stakeholder

b. Positive contributions to the SDG and relevant targets

ADWA' provided data and analysis to inform policy makers' labour market action and enhanced awareness about ILS. The real impact of the project is likely to be assessable only several years after its finalization. Hence, at the mid-term, only the likely contribution is evaluated based on the project's Theory of Change.

While the broad scope of ADWA contributes to many SDGs, such as SDG 1, 9, 10, and 16, its core contribution is to SDG 8, particularly the following targets:

Outcome 1

- 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.

Outcome 2

- 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Outcome 3

- 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.

7. Progress towards sustainability: are results likely to last?

This section analyses the *likelihood* of sustainability of project results. The principal data sources used in this section are evaluation interviews.

Key findings: The likelihood of sustainability of ADWA' results is high, with exciting opportunities emerging to deepen its engagement in the three countries to contribute even more to transformative change.

- f. National level interest and participation is high in all three project countries for outcomes 1 and 2 but shows shortcomings for the regional component and the government engagement for outcome 3 in Egypt.
- g. ADWA' continuously communicates with its counterparts to facilitate project implementation and the maintain ownership.
 - a. In Tunisia, ADWA' is taking a strong tripartite approach, particularly since 2022, to promote ownership of social partners which is not possible in the same way in the other project countries due to political limitations or constituents' capacities and representativeness.
- h. ADWA' benefits from an exit strategy developed in 2020. However, the evaluation finds that the knowledge about that strategy among project staff is uneven and the strategy would benefit from updating in the light of COVID-19.
- i. The evaluation identified various steps to increase the perspective of sustainability of ADWA's results, including coordination and synergies, capacity building, micro level interventions, technical assistance, and feedback and results sharing.

a. Likelihood of planned results of the project likely to be sustained, scaled up, or replicated

According to the ToR, the evaluation assessed the likelihood of sustaining, scaling, or replicating planned results using the criteria of national level interest and participation, the promotion of national ownership, the robustness of the exit strategy, and concrete steps to increase the sustainability of results.

i. National level interest and participation

National level interest and participation are high in all three project countries for outcomes 1 and 2 but show shortcomings for the regional component and the government engagement for outcome 3 in Egypt.

In Egypt, the relentless engagement of the project team with the MoM, ADWA's main government counterpart, shows results, and the MoM is highly interested in continuing the work and planning phase II with the ADWA team.

The evaluation revealed that based on the data quality and findings of this year's CAPMAS national survey (employment wages and hours of work establishment survey), the MPED might be influenced to set a budget line starting next year to support that survey. CAPMAS believes that with better data quality and findings, the GOE would be interested in funding the new methodology and digital tools.

ADWA is planning to be part of the judges hiring cycle so it would be able to train all newly hired judges on the ILS. The training material is shared with all trainees. However, the trainees' commitment to apply the new learning is tricky to track or even ensure after the training.

ADWA's needs-based action and validation processes enhanced the likelihood of project impact in Morocco and its sustainability, as previously stated. Partners are committed and mainly impressed by the technical support received from the ILO.

In the case of Tunisia, the issue of employment is essentially strategic and anchored in national structures intended to guarantee their sustainability. The National Agency for Employment and Independent Work "ANETI" is well established in the country's institutional landscape and endowed with public resources to ensure a certain functioning.

ii. Promotion of national ownership

ADWA' continuously communicates with its counterparts to facilitate project implementation and maintain ownership.

In the case of Egypt, CAPMAS is responsive at the management level and shares information that shows a high level of interest and ownership. Also, MPED is continuously updated and included in revising and reviewing the work done.

For work on ILS and capacity building, ADWA chose the right entry point in working with NCJS, as training is already in its mandate. NCJS has its budget, staff (trainers), and database of trainees to sustain the training results. Training modules like gender in labour law were requested from the NCJS side. NCJS is in the process of developing the NCJS (standardized curriculum), so NCJS is under the review process of all modules. The labour committee was already formed to work on the labour material and included the ILS in the standard training material and the national law.

Ownership with Ericsson is slightly more complex, as the company already assesses the suppliers in a different channel, like the yearly audit on suppliers for decent work. The engagement could be perceived as an add-on decided at headquarters in Sweden.

In Morocco, stakeholders were involved in ADWA'-funded initiatives throughout the intervention cycle, according to their availability and capacities. One example is the digitalization of procedures in the IT Department of the Ministry of Economic Inclusion, Small Business, Jobs, and Skills.

In Tunisia, ADWA' is taking a robust tripartite approach to promote ownership of social partners. This is not possible in the same way in the other project countries due to political limitations or constituents' capacities and representativeness.

iii. Robustness of exit strategy/sustainability strategy

ADWA' benefits from an exit strategy developed by a consultant in 2020, based on the log frame and performance indicators. However, the evaluation finds that the project staff's knowledge of that strategy is uneven. Also, the exit strategy would benefit from a revision and update primarily due to COVID-19 effects on the project implementation.

ADWA' operates in the three countries based on delivering results mainly government demanded, using an implicit exit strategy. However, at this stage, the ILOs' and stakeholders' attention is on the project's phase II design rather than on ADWA's exit.

An excellent example of the project’s strategic handling of sustainability considerations is the work in Morocco with the IT Department of the Ministry of Economic Inclusion, Small Business, Jobs, and Skills. The project used software for the digitalization of procedures already in use in the Department and where service contracts with local service providers are in place. In fact, that very same service provider developed the digitalization process. The Department plans to include the funds for the maintenance contract in its own budget once the one-year warranty expires.

iv. Further concrete steps to increase the perspectives of the sustainability of the results

The evaluation identified various steps to increase the likelihood of sustainability of ADWA’s results. These comprise coordination and synergies, capacity building, micro-level interventions, technical assistance, and feedback and results sharing. While, at times, the specific issues listed below might appear as a wish list, others can contribute to transformational change. The latter ones are highlighted in light blue.

Coordination and synergies	Coordination between the different ILO offices involved in ADWA’ needs to be improved
	Administrative work needs improvement at the offices level, as it delays implementation
	Better compliance with project M&E, sticking to deadlines, and following instructions.
	<i>Egypt, Morocco, Tunisia</i> A regional steering committee is one option to share experiences and explore opportunities for collaboration
	Exchange experiences and lessons learned with ILO staff holding similar positions in other countries can be improved.
	Structured communication with other ILO projects to showcase work for more collaborations instead of the random, unstructured work between ILO projects.
<i>Egypt:</i>	Early involvement of other development players in the design of ADWA’ phase II post 2023
	Share experiences between private sectors in Egypt (Ericson and Volvo) and exchange experiences between Tunisia, Morocco, and Egypt
	MoM labour market information unit can use the CAPMAS work and experience to enhance the data quality and staff capacities in data management
	Judges need more dialogue between the court of appeal and court of cassation as those are the main guide for primary courts judges. This can be through specialized training or round tables/discussions that lead to a policy paper of a document primary court judges can use later.

Capacity building	Training needs assessment: better training targeting to invite judges who work on labour cases. Pre-training needs assessment to identify judges’ key needs and priority areas and their scope of work to allow for customizing the training material to respond to the judges’ capacities and needs.
	<i>Egypt, Morocco, Tunisia</i> Follow-up: Training refreshment is needed to reflect the changes in the agreements and the nature of cases presented to the court of cassation. Refreshment can be in the form of networking events where all trainees from different courts can meet and exchange knowledge and experience. This post-training follow-up is of significant importance.
	New topics can be added to the training, including gender, domestic labour, and disability. Also, good practices from other Arab countries can be added to the training material to enhance the local judge’s knowledge of practices and applications.
	Institutionalization of capacity building for judges to ensure the required frequency of training, to respond to the rotation of judges, and long-term follow-up on the learners to understand the training results. Options are training of trainers, e.g., in NCJS in Egypt,
	Produce training publication to be shared with the parliament members in Egypt to close the gap between the issuance authority and enforcement authority.
<i>Egypt:</i>	Bench book: Demand from NCJS to train trainers on the bench book to apply the knowledge and more training to cover more judges (courts of cassation, appeal, and primary courts).
	New models: Training is also requested by MPED to their staff on the developed new models (e.g., the SAM model).

	Outreach: MoM asked for more training for the parliament members and to include gender as a requested topic from them. Include other entities responsible for law and agreements ratification in the ILS training.
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Explore micro-level interventions	The project works well on a macro policy and institutions level. Still, it needs more focus on the micro level beyond Ericsson in Egypt, directly with youth (training on future jobs and green economy).
<i>Egypt, Morocco, Tunisia</i>	Sida supported work on economic development and SME support, implemented by IFC in the region, and its complementarities with ADWA' could be explored.
<i>Tunisia</i>	Sida supports the International Trade Center (ITC) in the textile industry, and complementarity issues with ADWA' could be explored in Tunisia.
<i>Egypt:</i>	MoM wants to be included more under outcome three, working with the private sector (middle-sized local enterprises) on OHS. Suggestion to add more sectors besides the telecom sector and conduct needs and capacities assessment of the private sector on OHS Ericsson's experience and assessment can be used as a good practice to enhance the capacities of MoM OHS unit staff to learn the assessment techniques. The OHS unit staff can also benefit from the green economy and climate change training.

Technical assistance activities	MoJ asks for a bench book covering more topics which can be helpful as well to link the national law with the international labour standards fully.
<i>Egypt</i>	NCJS recommends working on social insurance special programs, and it is needed from the NCJS side with the new law of insurances and the challenges with its application. There is a direct link between the social insurance and labour rights like work injuries and social pensions. This work has the potential to integrate gender lens as well as labour rights lens. CAPMAS requests more technical data analysis support. MoM requests further studies on climate change and AI.
<i>Morocco</i>	The Ministry of Labour and professional insertion wishes ADWA' to finalize ILO work started on child labour with a previous project. Tripartite partners participated in developing an in-depth diagnostic on the topic in early 2020. Now a road map needs to be designed before taking concrete actions, as this is the top priority for the Ministry.

Feedback and results sharing	There is a need for a Standard Operations Procedures SOP to review the studies developed and include national stakeholders at the different stages of the study development. Internal consultations with ILO quality departments and external consultations with relevant national stakeholders would allow early alignments.
<i>Egypt, Morocco, Tunisia</i>	Working with national bodies on data can be challenging and timelines can be stretched, so implementation and management teams need to be flexible and understanding of the delays ERF suggested a policy blog to summarize the report's key messages for non-technical readers, and it was published in the ERF portal for the first report, "jobs and growth." It is a good practice and is planned to be replicated for the impact of the COVID study.

In addition, the following findings emerged for Morocco and Tunisia.

At this point, no further steps emerge to enhance the likelihood of sustainability of project results under outcome 1 in Morocco, given the good progress made.

Concerning ADWA's work on outcome 2, ILS, the project provided the technical analysis and strengthened the capacities and awareness of key stakeholders. The lasting effects of those activities, further ILS ratifications, are now part of a political process beyond the reach and scope of ADWA'.

Strengthening social partners' capacities in commenting on the government's ILS reporting would require the involvement of social partners with a broader representation among workers and employers and a more systematic approach to capacity building. The latter could include ILS capacity building in relevant planned or ongoing government training initiatives or training of trainers' approach, as listed in the table above on capacity building.

The real sustainability of the instruments developed in Tunisia, including a national employment policy and its implementation strategy, is not only in their material existence but in the environment's capacity to make their tools for transformation. This process can happen by strengthening the capacity of 66 Judges in the field of International Labor Standards and their application in Tunisian jurisprudence and the development and provision of the Higher Institute of Magistracy of an online course for continuing legal education on international labor standards (CLE on ILS). The above can contribute to lasting added value in the country's socio-economic environment.

Section III: conclusions, recommendations and lessons learned

8. Conclusions

Based on the main findings summarized in the blue boxes at the beginning of the findings sections for each evaluation criterion, the following conclusions emerge. Figure 18 presents the logical flow between the main evaluation findings and conclusions.

Relevance:

ADWA' does the right thing. The project is highly relevant due to its good alignment with national strategies, the regional donor strategy, the ILO P&B, UNDAF, and SDG targets. Its needs-based nature underpins its relevance but for the supply-driven regional component under Outcome 1.

The **project design** turned out to be faulty, with difficulties in the linkages between the outcomes and assumptions at the output level where the majority don't hold, or their validity is uncertain. The involvement of tripartite constituents in the project design was sub-optimal. The evaluation concluded that the project design was gender-blind and disability-blind. Gender was subsequently included in the implementation possible. The project made significant and successful efforts to catch up with the omission of proper project M&E.

Coherence:

The external coherence of ADWA' with national and international actors is very high, showing good complementarity and good results concerning partnership-based work. However, the internal coherence shows deficiencies, as the project operates primarily in silos for the three outcomes.

Efficiency:

Overall, the project is well-managed, and the hard-working staff needs to overcome internal ILO administrative complexities and external bureaucratic hurdles. The project staffing structure would benefit from a revision to better support the CTA. ADWA' is well connected with most stakeholders in the three countries.

The current country focus on Egypt, Morocco, and Tunisia remains valid at least till the end of 2023, given the available budget. The desired move from a single funding source to a multi-donor funded project will require significant senior-level staff time.

Effectiveness:

The project was very effective, achieving nearly all expected results at the outcome level for outcomes 1 and 2, also due to its flexibility to adapt to changes. However, the results achievement for outcome 3 is below expectations.

Challenges to project implementation are largely external to the project and beyond its direct control. In this complex external context, the project team mitigated the challenges with professionalism and close engagement with stakeholders, remaining aligned to their changing priorities. The closer partners, e.g., in government, are involved in the project design and implementation, the higher the likelihood of ownership and results achievement.

Capacity building is a key element for the project's results achievement, which could be addressed more systematically in line with good practices in the ILO.

The intervention model is complex and lacks coherence with outcomes operating in disconnection. The regional component is supply-driven and lacks a regional body to use the results.

Likelihood of impact:

The likelihood of project impact is high along most of its needs-based activities. The supply-driven nature of the regional component and outcome 3 experience challenges in achieving impact.

Likelihood of sustainability:

Needs-based project design is the basis for ensuring project relevance and achieving results and their ownership and uptake.

The role of tripartite constituents for project design, implementation, and sustainability is crucial for the success of ILO projects. Still, improving their engagement in the project countries beyond Tunisia is challenging. However, tripartite engagement requires prioritization wherever and whenever possible.

Opportunities for enhancing the sustainability of project results emerge but require careful consideration to ensure action is fully aligned with the project objectives and the logframe.

9. Recommendations

The following recommendations are made based on the main findings and the conclusions. Again, the logic between the main evaluation findings, conclusions, and recommendations is transparently presented in Figure 18. The recommendations are targeted at the project team, tripartite constituents, and, in one case, directly at the CTA.

Relevance

R 1: ILO project team: *Given the limited project resources, which are spread quite thinly, it is recommended to focus the implementation of phase I on the truly needs-based components of ADWA'. Contracts for the regional component should not be extended or renewed with the view to terminate this component.*

R 2: ILO project team *At the same time, greater involvement of civil society and the media is a necessity. ADWA project should focus more on building partnerships with these organizations and the media, particularly in Tunisia and Morocco, in order to play a triggering role in the ratification of certain conventions, changes in laws and regulations concerning workers' rights. The latter would also better link outcomes 1 and 2.*

Priority: High: Next 3 months.

R 3: ILO project team and constituents: *Maintain the intention to include gender prominently in the project's design of phase II post 2023, as envisaged. Look actively for opportunities to address disability in the design of phase II.*

Priority: Medium: Next 12 months when designing phase II.

R 4: ILO project team and constituents: *Some interviewees see that ADWA' comes with fixed objectives without any consultation with those concerned and which meet the expectations of donors. Faced with this situation and for greater credibility, the ILO and donors must plan and/or program projects that respond to requests made by the country and transmitted to it for technical and financial support. It is therefore recommended to actively consult tripartite constituents in the remaining months of 2022 and 2023 in the project countries about the design of phase II post 2023. Constituents should actively participate in that process.*

Priority: High: Next 3 months when designing phase II.

Relevance and coherence

R 5: ILO project team: *The project requires a realistic design for phase II post 2023, with a ToC built on feasible assumptions.*

Priority: High: Next 3 - 6 months when designing phase II.

Efficiency

R 6: ILO project team: Revise the staffing structure and reduce the number of national officers for the three outcomes in Egypt to free up staff resources to better support the CTA. Consider moving the full-time administrative support from the Algiers CO to Rabat (50%) and Tunis (50%).

Priority: High: Next 3 months

R 7: ILO project team: Engage with the donor as a follow-up of this mid-term evaluation and agree to keep the current country focus on Egypt, Morocco, and Tunisia at least till the end of 2023.

Priority: High: Next 3 months

R 8: ILO CTA: Review the CTA's workload and identify areas for delegation to one additional support staff to free up time for the CTA to lead on reaching out to potential new donors as early as possible in 2022.

Priority: High: Next 3 months

Effectiveness:

See R 1, R 4, and lessons learned.

R 9: ILO project team: It is recommended to strengthen the project's approach to capacity building on the lessons learned concerning capacity building practices. The need shows for systematically applying training needs assessment, follow-up to capacity building, institutionalizations by involving local partners, for example through a train the trainers approach, the documentation of training and the exploration of hybrid training modalities where feasible.

Priority: High: Next 3 months

Likelihood of impact

See R 1, R 4, and lessons learned.

Likelihood of sustainability

See R 1, R 4, and lessons learned.

10. Lessons learned

The lessons learned section of evaluation reports is often the last task for evaluators to accomplish, with little time and energy left to undertake that final step. In the case of the mid-term evaluation of ADWA', the lessons learned emerging during the evaluation process repeatedly showed in interviews. While they also appear in the evaluation conclusions and recommendations, those issues are worth repeating in the lessons learned section.

Needs-based project design and implementation

ADWA' clearly shows where the project meets stakeholder needs, progress was made, and the results are being used.

The challenges in engaging MCIT in Egypt seem to indicate that ADWA's offer is not a priority for the ministry, and the project is not meeting an immediate need, which contrasts, for example, with the excellent cooperation with NCJS, where the project meets capacity building needs.

Involving tripartite constituents in project design

Several government stakeholders criticized that they were not involved in the project design, an extraordinary fact given the five-year timeframe for the project, which is long for an ILO project (and appropriate for ADWA'). The challenges with the relevance, impact, and sustainability of results of the regional component are significant due to the component using 39% of the project budget³². In this case, a disconnect between the donor priorities for regional cooperation, which does not meet a demand in the region, emerges. This seems to be the case in a region where there is not a single regional body for all project countries to use the regional project results, a shortcoming that tripartite constituents could easily have identified.

Capacity building

The evaluators learned the following lessons from the project's approach to capacity building.

- **Training needs assessment:** Rooms shows for better training targeting to invite judges who work on labour cases. The targeting includes pre-training needs assessments to identify judges' key needs and priority areas and their scope of work to allow for customizing the training material to respond to the judges' capacities and needs.
- **Follow-up:** Training refreshment is needed to reflect the changes in the agreements and the nature of cases presented to the court of cassation. Refreshment can be in the form of networking events where all trainees from different courts can meet and exchange knowledge and experience. This post-training follow-up is of significant importance.
- **New topics** can be added to the training, including gender, domestic labour, and disability. Also, good practices from other Arab countries can be added to the training material to enhance the local judge's knowledge of practices and applications.
- **Institutionalization of capacity building** for judges to ensure the required frequency

³² Source : ADWA' Financial data 17.07.2022

of training, to respond to the rotation of judges, and long-term follow-up on the learners to understand the training results. Options are training of trainers, e.g., in NCJS in Egypt or through other local partners

- **Produce training publication** to be shared with the parliament members in Egypt to close the gap between the issuance authority and enforcement authority.
- **Hybrid training modality:** consider using this modality when short training is planned to save project resources for the travel of international trainers who can deliver the training remotely. At the same time, local facilitators can engage with the trainees in a venue, as shown in Morocco.

Sustainability

Lessons concerning the sustainability of project results relate to coordination and synergy, micro-level interventions, and feedback and results sharing.

Coordination and synergies

Egypt, Morocco, Tunisia

- Coordination between the different ILO offices involved in ADWA' needs to be improved for the technical work
- Administrative work needs improvement at the offices level, as it delays implementation, making use of new IRIS access in Rabat and Tunis which reduces the dependency on the Algiers CO.
- Better compliance with project M&E, sticking to deadlines, and following instructions of the M&E officer.
- A regional steering committee is one option to share experiences and explore opportunities for collaboration
- Exchange experiences and lessons learned with ILO staff holding similar positions in other countries can be improved.
- Structured communication with other ILO projects to showcase work for more collaborations instead of the random, unstructured work between ILO projects.

Egypt

- Share experiences between private sectors in Egypt (Ericson and Volvo) and exchange experiences between Tunisia, Morocco, and Egypt
- MoM labour market information unit can use the CAPMAS work and experience to enhance the data quality and staff capacities in data management
- Judges need more dialogue between the court of appeal and court of cassation as those are the main guide for primary courts judges. This can be through specialized training or round tables/discussions that lead to a policy paper of a document primary court judges can use later.

Explore micro-level interventions

Egypt, Morocco, Tunisia

- The project works well on a macro policy and institutions level. Still, it needs more focus on the micro level beyond Ericsson in Egypt, directly with youth (training on future jobs and green economy).

- Sida supported work on economic development and SME support, implemented by IFC in the region, and its complementarities with ADWA' could be explored.

Tunisia

- Sida supports the International Trade Center (ITC) in the textile industry, and complementarity issues with ADWA' could be explored in Tunisia.

Feedback and results sharing

Egypt, Morocco, Tunisia

- There is a need for a Standard Operations Procedures SOP to review the studies developed and include national stakeholders at the different stages of the study development. Internal consultations with ILO quality departments and external consultations with relevant national stakeholders would allow early alignments.
- Working with national bodies on data can be challenging and timelines can be stretched, so implementation and management teams need to be flexible and understanding of the delays.

11. Good practice

The CTA used the end of the evaluation process to bring together the entire technical project team for a stocktaking and planning meeting. The evaluator was invited to present evaluation results and to discuss recommendations with the project team. This process facilitated the exchange among the project team across the project countries to enhance understanding of the evaluation results and the way forward for the project. The CTA's intention to meet the entire project team for all three countries at regular intervals for reflection and stock-taking of project results (e.g., 6-monthly) is likely to contribute to learning and inform planning.

Figure 18: Summary of key findings, conclusions, and recommendations

	Key evaluation findings	Conclusions	Recommendations
Relevance	ADWA' is closely aligned to the national contexts in Egypt, Morocco, and Tunisia based on the relevant national development strategies and the Tunisia DWCP, the only country with a DWCP in place.	The project is highly relevant due to its good alignment with national strategies, the regional donor strategy, the ILO P&B, UNDAF, and SDG targets. Its needs-based nature underpins its relevance but for the supply-driven regional component under Outcome 1.	<p>R 1: ILO project team: <i>Given the limited project resources, which are spread quite thinly, it is recommended to focus the implementation of phase I on the truly needs-based components of ADWA'. Contracts for the regional component should not be extended or renewed with the view to terminate this component.</i></p> <p>R 2: ILO project team <i>At the same time, greater involvement of civil society and the media is a necessity. ADWA project should focus more on building partnerships with these organizations and the media, particularly in Tunisia and Morocco, in order to play a triggering role in the ratification of certain conventions, changes in laws and regulations concerning workers' rights. The latter would also better link outcomes 1 and 2.</i></p> <p>Priority: High: Next 3 months.</p>
	Alignment shows for SIDA's MENA Regional Strategy 2021-2025, particularly objective 2 on inclusive and sustainable economic development		
	Good alignment of the project to the ILO's Strategic Objectives (Programme & Budget 2018-19 and 2020-21), relevant UNDAFs, and SDGs targets		
	ADWA' interventions were largely needs-based, and relevance to stakeholders' needs was very high, but the regional component seems to be supply driven instead.		
	Gender is partly addressed in the implementation of ADWA', with room for systematically enhancing its inclusion. Disability does only figure marginally in the project.	The project design was gender-blind and disability-blind. Gender was included in the implementation possible.	<p>R 3: ILO project team and constituents: <i>Maintain the intention to include gender prominently in the design of phase II post 2023 of the project, as envisaged. Look actively for opportunities to address disability in the design of phase II.</i></p> <p>Priority: Medium: Next 12 months when designing phase II.</p>
	Tripartite constituents were informed about ADWA' once the project was designed but did not actively participate in its design.	The involvement of tripartite constituents in the project design was sub-optimal.	<p>R 4: ILO project team: <i>Actively consult tripartite constituents in the remaining months of 2022 and 2023 in the project countries about the design of phase II post 2023. Constituents should actively participate in that process.</i></p> <p>Priority: High: Next 3 months when designing phase II.</p>

	Before the current CTA joined the project in early 2020, ADWA' operated without an M&E framework, a missing key ingredient for results-based management. The comprehensive project M&E was well developed by the end of 2020 but still with some room for process improvement.	The project made significant and successful efforts to catch up with the omission of proper project M&E.	<i>See good practice.</i>
	The expanded ToC reconstructed by the team leader clearly maps the project assumptions and shows at first sight problems with the validity of project design, particularly concerning the linkages between the outcomes and assumptions at the output level where the majority don't hold, or their validity is uncertain.	The project design turned out to be faulty.	R 5: ILO project team: <i>The project requires a realistic design for phase II post 2023, with a ToC built on feasible assumptions.</i> Priority: High: Next 3 - 6 months when designing phase II.
Coherence	National actors' activities are often mutually reinforcing with ADWA' within the given outcomes. ADWA' is uniquely addressing employment and ILS issues and many complementarities emerge with other ILO projects at the country level.	ADWA's coherence with national and international actors is very high, showing good complementarity and good results concerning partnership-based work.	<i>No recommendation.</i>
	The evaluation identified various linkages with UN and non-UN actors in Egypt and Morocco. It is challenging to find synergies between the national stakeholders to work across the different outcomes due to the nature of each outcome.	The project operates primarily in silos for the three outcomes, as the project assumptions did not hold.	<i>See R 4 and R 5.</i>
Efficiency	Given the total project budget of US\$ 6.094.220,63, the co-financing leveraged constitutes US\$ 304,161, i.e., 4,99% of the budget.	The project successfully leverages co-financing, US\$ 4.99 for each US\$ invested by Sida.	<i>No recommendation.</i>
	Disbursement:		
	Following the change of CTA, the project benefits from a robust results-based management approach, with still some room for process improvement.	Overall, the project is well-managed, and the hard-working staff needs to overcome internal ILO administrative complexities and external bureaucratic hurdles. The project staffing structure would benefit from a revision to better support the CTA.	R 6: ILO project team: <i>Revise the staffing structure and reduce the number of national officers for the three outcomes in Egypt to free up staff resources to better support the CTA. Consider moving the full-time administrative support from the Algiers CO to Rabat (50%) and Tunis (50%).</i> Priority: High: Next 3 months
	The project with nine staff might appear heavy on staffing, but this is partly related to the operational structure of the ILO in North Africa with the given roles of COs in Algiers and Cairo and very high bureaucratic barriers to overcome in the project countries, particularly Egypt, which requires significant staff time. However, using three national officers for the three outcomes in Egypt might benefit from a revision.		
	Administrative project arrangements delay the implementation in general, and coordination with other offices under the regional component is also challenging. ADWA' benefits from the hands-on technical support of technical specialists from the Cairo Decent Work Team.		
	From a management perspective, the project structure with two overlapping phases agreed upon between Sida and the ILO is rather unusual for Sida, and operating a project with two budgets seems not very efficient.		
The complex project arrangements which the current CTA inherited also affect the understanding of roles and responsibilities of different project stakeholders in the ILO.			

Effectiveness	High level of quality in the relationship between the project and its government counterparts in the three countries due to frequent meetings and overall good communication.	ADWA' is well connected with most stakeholders in the three countries.	
	ADWA' phase II: expanding the project's country coverage (Lebanon and Jordan) and at the same time moving into a new ILO region (Arab States with Beirut CO as responsible regional office) seems unfeasible, as Sida is not in a position to guarantee funding beyond 2023.	The current country focus on Egypt, Morocco, and Tunisia remains valid at least till the end of 2023, given the available budget.	<i>R 7: ILO project team: Engage with the donor as a follow-up of this mid-term evaluation and agree to keep the current country focus on Egypt, Morocco, and Tunisia at least till the end of 2023.</i> Priority: High: Next 3 months
	Sida's vision of the diversification of ADWA' donors requires a joint donor project design post-2023 and the need to start reaching out to potential new donors as early as possible in 2022. This process will likely take a significant amount of time for an already stretched CTA in the remaining months of 2022 and 2023.	The desired move from a single funding source to a multi-donor funded project will require significant senior-level staff time.	<i>R 8: ILO CTA: Review the CTA's workload and identify areas for delegation to one additional support staff to free up time for the CTA to lead on reaching out to potential new donors as early as possible in 2022.</i> Priority: High: Next 3 months
	Positive results at mid-term for outcome 1 (achievement of 78% of indicators fully on track and 22% on track) and outcome 2 (25% of targets for indicators exceeded, 42% fully on track, and 25% on track). Outcome 3: 71% of targets for outcome indicators are off track.	The project was very effective, achieving nearly all expected results at the outcome level for outcomes 1 and 2, also due to its flexibility to adapt to changes. However, the results achievement for outcome 3 is below expectations.	<i>No recommendation</i>
	Policy change: change from shaping idea to behaviour change of constituents and impact concerning improved skills and institutional capacities for 43% of the interventions for outcome 1 and 50% for outcome 2 out of ten interventions analysed,		
	Factors contributing to project progress: Stakeholders' buy-in and alignment to national strategies, priorities, and mandates, high-quality project management, and donor's flexibility.	Challenges to project implementation are largely external to the project and beyond its direct control. In this complex external context, the project team mitigated the challenges with professionalism and close engagement with stakeholders, remaining aligned to their changing priorities.	<i>See R 1 and R 4.</i>
Challenges for project progress: Political challenges, the effects of COVID-19 and related restrictions to movement, the accessibility of data, and high levels of bureaucracy affecting the engagement with government counterparts. Internally, the regional level cooperation is challenging for the ILO mainly due to its operational structure.			
Other factors outside the project's control affect its performance: <ul style="list-style-type: none"> ○ The government shut down the automotive sector in Algeria ○ Political instability in Tunisia and staff turnover in Egypt ○ Parliament shut down in Tunisia ○ Access and quality of data from national Statistics Offices, particularly in Morocco 			
Mitigation of COVID-19: flexible adaptation of project team by shifting project priorities and project resources, reprioritization while experiencing implementation delays.			

	Partners' ability to use project results: close involvement from the design of activities to their finalization enhanced ownership and the use of results.	The closer partners, e.g., in government, are involved in the project design and implementation, the higher the likelihood of ownership and results achievement.	
	Effectiveness and appropriateness of training: high satisfaction but room for improvement concerning training duration and absence of follow-up. Opportunity for using hybrid training modality.	Capacity building is a key element for the project's results achievement, which could be addressed more systematically in line with good practices in the ILO.	R 9: ILO project team: It is recommended to strengthen the project's approach to capacity building on the lessons learned concerning capacity building practices. The need shows for systematically applying training needs assessment, follow-up to capacity building, institutionalizations by involving local partners, for example through a train the trainers approach, the documentation of training and the exploration of hybrid training modalities where feasible. Priority: High: Next 3 months
	Promotion of gender equality and disability inclusion: did not figure in the project logframe, gender included where possible as an add-on.	See conclusion on gender and disability under <i>relevance</i> .	<i>See R 3 on gender</i>
	Unintended results: Rapid Labour Force survey of COVID 19 impact, co-financing for the three countries	See conclusion on co-financing under <i>efficiency</i> .	<i>No recommendation.</i>
	Effectiveness of the intervention model: very ambitious, outcomes 1 and 2 still need to find a way of integration and cross-fertilization in the three countries, with outcome 3 still appearing like an add-on and a supply-driven regional component.	The intervention model is complex and lacks coherence with outcomes operating in disconnection. The regional component is supply-driven and lacks a regional body to use the results.	<i>See R 1, R 4, and R 6.</i>
Likelihood of impact	The evaluation identified positive changes in national stakeholders while ultimate project beneficiaries were not reached during the evaluation	The likelihood of project impact is high along most of its needs-based activities. The supply-driven nature of the regional component and outcome 3 experience challenges in achieving impact.	<i>See R 1, R 4, and R 6.</i>
	Needs-based action, the use of validation processes, and frequent communication enhanced the likelihood of project impact in the three countries		
	Behaviour changes emerged in the key counterparts both in Egypt and Morocco. 20 positive impacts were identified, along with coordination challenges for more frequent National Steering Committee meetings in Tunisia		

	While the broad scope of ADWA contributes to many SDGs, such as SDG 1, 9, 10, and 16, its core contribution is to SDG 8, particularly targets 8.2, 8.3, 8.5 (outcome 1), 8.8 (outcome 2), and again 8.5 for outcome 3.		
Likelihood of sustainability	National level interest and participation are high in all three project countries for outcomes 1 and 2 but show shortcomings for the regional component and the government engagement for outcome 3 in Egypt.	Needs-based project design is the basis for ensuring project relevance and achieving results and their ownership and uptake.	<i>See R 1, R4, and R 6.</i>
	ADWA' continuously communicates with its counterparts to facilitate project implementation and maintain ownership. In Tunisia, ADWA' is taking a robust tripartite approach, particularly since 2022, to promote ownership of social partners which is not possible in the same way in the other project countries due to political limitations or constituents' capacities and representativeness.	The role of tripartite constituents for project design, implementation, and sustainability is crucial for the success of ILO projects. Still, improving their engagement in the project countries beyond Tunisia is challenging. However, tripartite engagement requires prioritization wherever and whenever possible.	<i>See R 4.</i>
	ADWA' benefits from an exit strategy developed in 2020. However, the evaluation finds that the knowledge about that strategy among project staff is uneven, and the strategy would benefit from updating in the light of COVID-19.		
	The evaluation identified various steps to increase the sustainability perspective of ADWA's results, including coordination and synergies, capacity building, micro-level interventions, technical assistance, and feedback and results sharing.	Opportunities for enhancing the sustainability of project results emerge but require careful consideration to ensure action is fully aligned with the project objectives and the logframe.	<i>See lessons learned concerning the sustainability of project results concerning coordination and synergy, micro-level interventions, and feedback and results sharing.</i>

Annexes

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Annex 1: Terms of Reference



Terms of Reference
Independent Mid-term Evaluation
Advancing the Decent Work Agenda in North Africa project (ADWA')
Version 23 March 2022

ILO Project Code	RAF/18/50/SWE and RAF/18/01/SWE
Project Country	Regional- Egypt, Tunisia, Morocco, Algeria
Administrative Unit in charge of the Project	DWT/CO Cairo
Technical Backstopping Unit	DWT/CO Cairo
Type of Evaluation	Independent Mid-term Evaluation
Project Period	5 years (November 2018- November 2023)
Total Project Budget	\$ 5,524,938 / 55 million SEK
Funding Agency	Sweden, Swedish International Development Cooperation Agency (SIDA)
Evaluation Manager	Inviolata Chinyangarara

1. Introduction:

The ‘Advancing the Decent Work Agenda in North Africa’ (ADWA’) project is a partnership between the Government of Sweden - through the Swedish International Development Agency (Sida) - and the International Labour Organization (ILO) to advance the Decent Work Agenda in North Africa. It is a five-year project (2018-2023), which takes an innovative approach to promote evidence-based policies for full employment and effective access to International Labour Standards (ILS), including at the workplace level. It builds on the successful pilot phase which ran from August 2017 to November 2018. The pilot phase was subject to an internal evaluation concluded in 2019.

The project is intervening both at regional and at national levels. The country focus is on Egypt, Morocco and Tunisia, with some specific activities carried out in Algeria (ILO SCORE programme) in the context of a PPP signed between the ILO and Volvo in 2019.

In line with the donor agreement and ILO’s evaluation policy, this project is subject to an independent midterm evaluation on the third year of project evaluation.

The evaluation will be conducted as an independent evaluation managed by an ILO/EVAL certified official as an evaluation manager, with final approval by EVAL, and conducted by an external evaluation team to be, selected through a competitive process. Key stakeholders, relevant ILO constituents, partners and the donor will be consulted through the evaluation process.

2. Description of the Project Strategy:

A key specificity of the Project is the work at upstream and policy-making level to support evidence-based decisions on different dimensions of the Decent Work Agenda. The focus of the Project, and its main value added, is to address together issues related to job rich growth and the implementation of ILS: two fundamental aspects for the development of the region and essential to advance towards the realization of the Sustainable Development Goals.

The demand from national stakeholders for technical assistance and development cooperation, gaps in international funding, and the prominence given to Decent Work and employment in national development frameworks have been particularly considered in the development of the project strategy.

The project interventions are designed strategically to address two main points: a) Providing more jobs, and b) Making sure those jobs are better jobs:

2. More jobs:

From an economic perspective, the policy agenda in North Africa focuses largely on maintaining macroeconomic stability, as well as on improving the business environment. Ministries in charge of the economy and public finances have set up, with the support of World Bank and the International Monetary Fund, solid intelligence systems to preserve macroeconomic balances. Cutting red tape and making easier for businesses to operate has also focused much government work.

But these economic recipes on their own have proven short in delivering job-rich growth; in promoting the sustainable sort of growth that makes good use of a country’s assets – starting with its workforce. Public action in North Africa needs, therefore, to pursue much more proactively a job-rich growth agenda. This is the work of the project under its Outcome 1 which is being implemented in Egypt, Tunisia and Morocco.

3. Better Jobs:

The decent work challenge is not going to be met with success only on the economic front. Workers and employers are right holders, and a job is not merely an economic function, but a place in society and a large part of an individual's ambitions and hopes. In reference ILS, while the North African countries have a good record of ratification of key ILO conventions, the de facto application of ILS remains a patchy picture. The Project is designed to work along four complementary streams to further promote the effective application of ILS that are intrinsic to the promotion of the Decent Work Agenda. Those streams include collaboration with National Parliaments to promote and facilitate ILS ratifications, expert-review of national laws alignment with ILS, working on national jurisprudence and provide guidance for it to refer directly to relevant ILS. Finally, to engage with the "fourth power" to enhance the understanding of ILS among the media and key civil society organisations and enrich the public discourse in these areas. This is the work of the project under its Outcome 2 which is being implemented in Egypt, Tunisia and Morocco.

4. **Partnering with the Private Sector:**

As a linkage between Outcomes 1 and 2, and towards a de facto application of Decent Work, the ADWA' project is partnering with Swedish enterprises to illustrate that improved adherence to ILS and improved working conditions can promote private sector profitability and could influence economic policy development. The work is carried out through separate PPPs in Egypt with Ericsson and in Algeria with Volvo. This third Outcome of the project was added in 2019 only and is part of the innovative approach taken by Sida and ILO.

Project Linkages:

ILO Strategic Policy Outcome: ILO P&B Outcomes 2, 3, 4 and 7
 ILO Country Programme Outcome: EGY: 108, 826,106; TUN: 102, 826, 901; MAR: 176, 826, 151 ALG: 103
 Sustainable Development Goal: 8, as well as 1, 9, 10 and 16
 UNDAF Outcome: EGY: 1.1, 1.2, 1.4; TUN: 3.1, 3.2; MOR: 5.3; ALG: 1.1
 Related project(s): The Sida-ILO Partnership Programme 2018-2020

Project Outcomes:

The project has three main outcomes as described above. Corresponding outputs and activities have been developed under each Outcome and were contextualized at country level.

Outcome 1: Improved Data Collection, Data Analysis, and Data Use for Economic Policy Reforms to Steer Towards Job-rich Growth in Target North African Countries

Outcome 2: Improved Ratification, Reflection in National Jurisprudence, Enforcement and Knowledge of ILSs in Target North African Countries

Outcome 3: Enhanced Engagement of the Private Sector to Achieve Decent Work in Telecomm and Automotive Sectors in Target North African Countries

3. Project Management Arrangements

This Project is implemented under the responsibility of the ILO Decent Work Team for North Africa in Cairo, in close collaboration with ILO Office in Algiers, responsible for the Maghreb countries (Algeria, Libya, Morocco, Tunisia and Mauritania). The Project staff is based in Cairo, Tunis, Rabat and Algiers.

The Director of ILO Cairo is responsible for the Project, with support from the main technical backstopper, the Employment Specialist for North Africa. Other regional specialists based at ILO Cairo and Algiers also contribute technical assistance, advice and facilitate cooperation with respective authorities and stakeholders: enterprise development, standards, occupational safety and health, workers organisations, employers' organisations. Project planning, procurement, HR, evaluation and other core functions are under the scrutiny of the core programming, finance and administrative unit at DWT/CO-Cairo.

The Project is managed by an internationally recruited Chief Technical Adviser. Given the technical breadth of a Project, a multi-disciplinary team of high-level national experts is working under his/her lead. The team's main location will be in Cairo. The work in Algeria, Tunisia and Morocco requires presence at the national officer level. following table presents the functional and geographic distribution of the team:

Position	Location
Chief Technical Advisor	Cairo
National officer (M&E, reporting and Ericsson)	
National officer - Employment	
National officer - ILS	
Finance & Administrative Assistant	
Office Support Assistant	
National Project Coordinator	Tunis
Finance & Administrative Assistant – 50% - vacant	
National Project Coordinator	Rabat
Finance & Administrative Assistant	Algiers – supporting both Tunis and Rabat

As per the PRODOC, the ADWA' project holds annual review meetings with Sida for Technical Progress Report review.

4. Project Key Results by February 2022 – As Reported By The Project:

Outcome 1:

- ii. Launch of the first Regional Jobs and Growth Report which studies the relation between jobs, employment and economic growth in North Africa (covering Egypt, Tunisia, Algeria and Sudan) in 2021
- iii. Launching a study on Artificial Intelligence and the Future of Jobs in Egypt in 2020
- iv. Conducting COVID-19 Monitor Rapid Labour Force phone survey on firms and households in 2021 covering the three targeted countries to be published at a comparative level in May 2022

- v. Support the improvement of management and information system of Ministry of Labour of both Tunisia and Morocco aiming at improving the institutional capacity and the effectiveness of the ministries in monitoring the labour market policies they undertake.
- i) Also in Morocco, a study on "COVID-19 Impact on Employment and Micro and SMEs" was carried out by the ADWA' project during 2020, an Infographic report and a policy brief were also prepared during 2021. The two documents have been widely disseminated and taken as a reference by the head of government.

Outcome 2:

- i. Hold first briefing session on ILS for 19 Egyptian Parliamentarians in 2021
- ii. Institutionalization of ILS training in the basic training of newly recruited judges in 2021 both in Egypt and Tunisia
- iii. Provision of ILS training for labour specialized judges in Primary Courts with a special focus on gender in 2021 in Egypt
- iv. In Morocco, the project carried out an important study on the legal gap between the prerogatives of C-190 and the national legislation. The study also proposed areas of intervention to promote the ratification of the C-190.

Outcome 3:

- i. In Egypt, the project finalized the two assessments of telecommunication sector:
 - a. Assessment of OSH and working conditions among Ericsson suppliers
 - b. Telecommunications supply chain analysis to map the sector and its interrelations with a specific focus on employment and working conditions
- ii. In Algeria, the project had planned a collaboration with Volvo to enhance working conditions in the Algerian automotive sector using the ILO's SCORE methodology. In the course of last year Volvo had to shut down the plant for an undetermined period, until they can fulfil new conditions imposed by the Government on increasing the use of locally produced parts in their production. The ILO-Volvo Memorandum of Understanding had therefore to be terminated.

5. Evaluation Background:

ILO considers evaluation as an integral part of the implementation of technical cooperation activities towards learning, project management and accountability for all stakeholders. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. This project is subject to a Mid-term independent evaluation as per ILO evaluation policy and procedures.

ILO applies the evaluation criteria established by the OECD/DAC Evaluation Quality Standard and the UNEG Code of Conduct for Evaluation in the UN System.

6. Purpose of the Evaluation:

The independent evaluation serves multiple purposes as follows:

- a. Assess the relevance and coherence of project's design regarding countries needs and how the project is perceived and valued by the target groups.
- b. Identify the contributions of the project to DWCP or similar national frameworks, the SDGs, the countries UNDAF, the ILO P&B objectives and Countries outcomes and its synergy with other projects and programs
- c. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).
- d. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
- e. Asses the implementation efficiency of the project.
- f. Review the strategies for outcomes' sustainability and orientation to impact.
- g. Identify lessons learned, potential good practices and lessons to be learned for the key stakeholders.
- h. Provide strategic recommendations for the different key stakeholders to improve achievement of project results and attainment of project objectives.

7. Scope of the Evaluation:

The independent evaluation covers the entire life and aspects of the project until the date of the evaluation start.

For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation will integrate gender equality and non-discrimination (e.g. people with disabilities) as a crosscutting concern throughout its deliverables and process. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be taken into account.

8. Evaluation Criteria and Questions:

The evaluation will cover the following evaluation criteria:

- b. Relevance and strategic fit of the program (including validity of the Project design)
- c. Coherence and strategic fit adopted by the program

- d. Project progress and delivery of results
- e. Organisational management arrangements
- f. Impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation

Key Evaluation Questions:

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project. Furthermore, the evaluator will use the indicators in the logical framework of the project. The evaluator shall examine the following key issues:

Relevance and strategic fit

- Is the project relevant to the achievements of the governments' strategy, policy and plan, the DWCPs, SIDA's MENA Regional Strategy priorities as well as other relevant regional and global commitments such as the UNDAFs, SDGs targets and ILOs strategic Objectives (Programme & Budget 2018-19 and 2020-21)?
- Is the project relevant to the felt needs of the national stakeholders and final beneficiaries? To what extent were the problems and needs adequately analysed? Are there any gaps that need to be addressed (e.g., gender, youth, etc.)?
- Does the project have a clear theory of change that outlines the causality? Can the ToC be improved?
- Has the design clearly defined achievable outcomes and outputs? How can their design be optimised within the Project timeframe?
- Have external factors/assumptions identified at the design stage proven to be true?
- Has the project planning included a useful monitoring and evaluation framework including outcomes indicators with baselines and targets?
- Did the project design include an exit strategy and a strategy for sustainability?
- Is the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage? To what extent has the context changed since Project inception and has the Project design evolved accordingly?
- Has the project addressed gender and disability inclusion related issues in the project document?
- Were the ILO tripartite constituents involved in the design of the project?

Coherence

- To what extent are various Project partners' activities complementing each other? How can this be improved?
- To what extent are ADWA' activities complementing other ILO projects (e.g., SCORE in Algeria) in the countries of implementation? How can this be improved?
- What links are established so far with other activities of the UN or non-UN international development aid organizations at local level and/ or Government partners?

Effectiveness

- To what extent has the project is likely to achieve its results at outcome and output levels, with particular attention to the project objectives?

- How have positive and negative factors outside of the control of the Project affected results and how has the Project dealt with these external factors? Going forward, how can these be optimised/replicated?
- What, if any, unintended results of the project have been identified or perceived?
- What have been the main contributing and challenging factors towards project's success in attaining its targets?
- How well are Project partners (in particular Government, Parliament and Judiciary partners) able to fulfil the roles expected in the project strategy? How can this be improved?
- How effective and appropriate is the training and guidance provided to Project partners (in particular Government, Parliament and Judiciary partners) by the Project? Other areas that need to be covered?
- Did the project effectively use opportunities to promote gender equality and disability inclusion and strategic needs within the project's result areas?
- To what extent is the COVID-19 Pandemic influencing project results and effectiveness and how the project has addressed this influence and has been/is ready to adapt to changes? How can it be better overcome/mitigated?
- Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

Efficiency

- Are the financial and human resources being used efficiently in the target countries to achieve outputs? Are there opportunities to improve efficiency?
- Have there been resources leveraged (monetary or in-kind) by Project partners (e.g., by collaborating with other ILO initiatives and other Projects; as well as through National-level stakeholders) to support the implementation of activities? Are their opportunities for this to be improved?
- To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why?
- Has the management and governance arrangement of the project facilitated project results? Is there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring?
- Has the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)?
- Has the project created good relationship and cooperation with relevant national and, regional stakeholders to implement the project?
- Is the project receiving adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (DWT/CO Cairo and CO Algiers and other ILO offices as relevant)?

Impact orientation

- To what extent there is evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries
- Are there positive contribution to the SDG and relevant targets explicitly or implicitly, which SDGs and targets?

Sustainability

- Has national ownership been promoted? How can this be further improved?
- How effective has the Project been at stimulating interest and participation in the Project at national level?
- To what extent are the Project's positive changes likely to continue after its end? What socio, economic and institutional changes are likely to be sustained beyond the Project lifetime?
- What concrete steps should be taken to ensure sustainability?
- Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic
- Does the project developed and start implementing an exit strategy?

9. Methodology:

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations. Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of 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 (version March 25, 2020)

The evaluation will be conducted by an international consultant virtually (home-based) with support of a national consultants based in Cairo and another one in Tunis.

In the case that the COVID-19 situation improves in the project countries and it is feasible, national consultants and the international consultant will conduct selected field visits to the project countries. This will be discussed when the situation would arise.

The methodology will comprise of the following elements:

a. Inception Phase

The Evaluation team will review the project document, work plans, project monitoring plans, progress reports, documents on the project from the ILO and donor, government documents, meeting minutes, policy frameworks and other relevant documents that were produced through the project or by relevant stakeholders. In addition, the Evaluator will conduct initial electronic or telephone interviews with the evaluation manger first and then with the project coordination team and with the donor to understand expectations.

The inception report should follow the corresponding EVAL checklist (see Annex I).

Upon approval by the evaluation manager of the Inception report, the evaluation team will move to the next phase.

b. Data Collection Phase

The current COVID-19 pandemic may restrict mobility for country and field visits to international consultants. In line with these restrictions, the evaluation data collection methodology will combine remote/virtual (evaluation team leader) and field work data

collection (evaluation team members). This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these virtual interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

It is suggested that the evaluation team develops an initial survey questionnaire as part of the initial data collection to guide the interviews (including ensure consistency in interviews across the project outcomes in the four target countries). This will help the evaluator to identify knowledge gaps that need to be verified and validated through interviews.

Interviews with ILO Staff

A first meeting will be held with the ILO Cairo and Algiers CO Directors and the Project Team. The evaluator will undertake group and/or individual discussions with project staff. The evaluator will also interview project staff of other ILO projects, and ILO staff responsible for financial, administrative, and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the CTA in consultation with the Evaluation Manager.

Interviews with key stakeholders in project locations

The evaluation team will meet relevant stakeholders. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluator will select the field visit locations, based on criteria defined by her/him. The criteria and locations of data collection should be reflected in the inception report mentioned above.

Stakeholders' workshop for presenting preliminary results

At the end of the data collection, the evaluation team leader will organize, with logistic support from the project, a stakeholders' virtual workshop to present the preliminary findings of the evaluation to key stakeholders including the donor (interpretation to Arabic will be provided)

c. Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the evaluators will draft the evaluation report. The draft report will be sent to the Evaluation Manager, who after a methodological review, will share the updated draft report with key stakeholders for their

inputs/comments. The Evaluation Manager will consolidate all comments and will then share them with the Evaluator for consideration in finalizing the report.

10. Evaluator's Responsibilities:

The evaluator will have the following responsibilities:

- a. The design, planning and implementation of the evaluation and the write-up of the evaluation report, using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline.
- b. Consulting and liaising, as required, with ILO, stakeholders, and partners to ensure satisfactory delivery of all deliverables; and
- c. Making herself/himself available, if required, to take part in briefings and discussions, online or, if deemed necessary, at the ILO Office or other venue, on dates to be agreed, in line with the work outlined in these ToRs, details of which will be worked out by the end of the inception phase.

11. Evaluator's Deliverables:

1. Inception report (with detailed work plan and data collection instruments – see Annex)

The inception report should, following EVAL Checklist 3, detail the Evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables. The evaluation methodology should include a description of an analytical approach to assessing the project across the three outcomes and target countries.

2. A concise draft and final Evaluation Reports (maximum 30 pages plus annexes and following EVAL Checklists 5 and 6 -see Annex I) as per the following proposed structure:
 - Cover page with key project and evaluation data (using ILO EVAL template)
 - Executive Summary
 - Acronyms
 - Description of the project
 - Purpose, scope and clients of the evaluation
 - Methodology and limitations
 - Clearly identified findings for each criterion
 - Conclusions
 - Recommendations
 - Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
 - Annexes:
 - TOR
 - Evaluation questions matrix
 - Data Table on Project Progress in achieving its targets by indicators with comments
 - Evaluation schedule

- Documents reviewed
- List of people interviewed
- Lessons learned and good practices (using ILO-EVAL template)
- Any other relevant documents

3. Evaluation Summary using the ILO template.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

12. Work Plan and Time Frame:

The total duration of the evaluation process is estimated to be 30 working days for the team leader and 17 working days for the national evaluators in May-June 2022. For more details see the table below:

Phase	Task	Responsible Person	Timing	Days Proposed Team leader	Team member A	Team member B
i.	Preparation of ToR	Evaluation Manager	1-18 March 2022	0	0	0
ii.	Identification of independent international evaluator. Entering contracts and preparation of budgets and logistics Contracts signed	Evaluation Manager	21 March – 29 April 8-19 May	0	0	0
iii.	Inception phase: Desk review, initial briefing with Evaluation Manager, internal briefings with CTA and Project Coordinators, development of a draft inception report and agenda for meetings Feedback inception report Finalization of inception report	Evaluators	22 - 28 May 30 May 31 May	7 days	3 days	3 days

iv.	Data collection phase: Meeting with key stakeholders, facilitate stakeholders' meetings and interviews, Field visit to Morocco and debriefing with ILO CO- Cairo Field Office	Evaluators	31 May - 24 June 13 – 17 June or 20 - 24 June	15 days	10 days	10 days
v.	Report writing phase: Draft evaluation report based on desk review and consultations from visits	Evaluators	4-15 July	7 days	3 days	3 days
vi.	Circulate the draft evaluation report to project stakeholders and consolidate comments of stakeholders and send them to Evaluator	Evaluation Manager	18-25 July	0 -	0	0
vii.	Finalize report including explanations on comments not included and preparing Evaluation Summary	Evaluators	26 - 31 July	1 day	1 day	1 day
viii.	Approval of report by EVAL	EVAL	1 – 5 August	-		
ix.	Submission of final approved report to: <ul style="list-style-type: none"> The donor and stakeholders through Project Office 	Country Office	12 August	-		
Total				30	17	17

13. Management Arrangements and Evaluation Team Responsibilities:

Evaluation team leader responsibilities
a. Desk review of programme documents
b. Briefing with ILO/ Evaluation Manager
c. Preliminary interviews with the project manager and the donor
d. Development of the Inception report including the evaluation instrument
e. Undertake interviews with stakeholders (skype, telephone, or similar means)
f. Facilitate the virtual stakeholders' workshop
g. Draft evaluation report
h. Finalise evaluation report

Evaluation team member responsibilities
a. Support the desk review of programme documents
b. Undertake interviews with stakeholders (skype, telephone, or similar means)
c. Field visits
d. Support the facilitate the virtual stakeholders' workshop
e. Provide inputs in the draft and final evaluation report versions

The evaluator will report to the evaluation manager and should discuss any technical and methodological matters with the evaluation manager, should issues arise.

For this independent midterm evaluation, the final report and submission procedure will be as follows:

- b. The Evaluation team leader will submit a draft evaluation report to the Evaluation Manager
- c. After reviewing compliance with the TORs and accuracy, the Evaluation Manager will share it with all stakeholders (national stakeholders, ILO, donor, etc.) for comments and factual check;
- d. The Evaluation Manager will consolidate the comments and send these to the Evaluation Consultant.
- e. The Evaluation team will finalize the report, incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the Evaluation Manager.
- f. The Evaluation Manager will forward the report to EVAL for review and approval. Feedback from EVAL on corrections required before approval could take place.

Once approved, EVAL publishes the report in i-eval Discovery and informs the ILO responsible official for the submission of the approved report to the national stakeholders and the donor.

Profile of Evaluation team

The Evaluators should have the following qualifications:

International Team Leader

- Advanced university degree in social sciences or related graduate qualifications;

- A minimum of 8-10 years of professional experience in evaluating social development projects initiatives including the gender dimension; including role of sole evaluator or team leader experience in the area of decent work (e.g. legislation and policies) will be an added advantage;
- Proven experience with logical framework and theory of changes approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken English and French is required. Arabic will be an asset.
- Experience in facilitation of multi-stakeholders' workshops
- Knowledge of the UN System in general and ILO's roles and mandate and its tripartite structure in particular (experience is an asset);
- Understanding of the development context of the Project countries is an advantage;
- Excellent consultative, communication and interview skills;
- Demonstrated ability to deliver quality results within strict deadlines.

Team Members (national consultants -Cairo and Tunis based)

- University degree in social sciences or related graduate qualifications;
- A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research including gender dimension; as team member (i.e. data collection and analysis, on the area of decent work will be an added advantage;
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken Arabic (and or French for Tunisia) and good knowledge of English required.
- Knowledge of the UN System in general and ILO's roles and mandate and its tripartite structure in particular (experience is an asset);
- Understanding of the development context of the Project Country is an advantage;
- Excellent communication and interview skills;
- Demonstrated ability to deliver quality results within strict deadlines.
- Based in Cairo and Tunis respectively

14. Required Resources for this Independent Mid-Term Evaluation:

The following resources are required:

- b. Consultant fees for 30 workdays for International Team leader
- c. Consultant fees for 17 days each for national consultants based in Cairo and Tunis respectively
- d. DSA payment and transport for travel to selected project sites will be based on ILO Rules and Regulations
- e. Stakeholders' workshop logistics, including interpretation

ANNEX 1: All relevant ILO evaluation guidelines and standard templates

1. Evaluator's Code of Conduct
[Evaluators code%20of%20conduct Final EVAL 7.11.18.doc \(ilo.org\)](#)
2. Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluation
[Protocol for decentralized evaluations \(ilo.org\)](#)
3. Guidance Note 3.1. Integrating gender equality in monitoring and evaluation of projects
[wcms_746716.pdf \(ilo.org\)](#)
4. Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate
[wcms_746717.pdf \(ilo.org\)](#)
5. Checklist No. 4.8 Writing and inception report
[wcms_746817.pdf \(ilo.org\)](#)
6. ILO Lessons learned Template
[wcms_746820.pdf \(ilo.org\)](#)
7. ILO Good Practices Template
[wcms_746821.pdf \(ilo.org\)](#)
8. SDGs Related References
[Evaluation & SDGs \(Evaluation Office\) \(ilo.ch\)](#)
9. Checklist No. 5 Preparing the evaluation report:
http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf
10. Writing the evaluation report summary
http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm

Annex 2: List of persons consulted

Egypt

#	Name	Organization	Gender
1	Marwa Elfeky	ILO	Female
2	Riham Madbouli	ILO	Female
3	Jaida Sakr	ILO	Female
4	Radwa Abdel Raouf	GIZ	Female
5	Yasmine Faheem	ERF	Female
6	Abd elfattah Khalaf	CAPMAS	Male
7	Haitham Hegazi	NCJS	Male
8	Aziz Rafaat	Ericcson	Male
9	Sherif ElNaggar	MoJ	Male
10	Doaa Hussine	Head of cassation court Alexandria	Female
11	Wessam Badran	Head of labour group – technical team court of cassation – Cairo	Male
12	Wael faird	Deputy of court of cassation – Cairo	Male
13	Mohamed Mostafa	Head of prosecution – labour group – court of cassation	Male
14	Amal Abd Elmawgod	Head of international relations MoM	Female
15	Omneya abd Elhamid	Minister office technical team MoM	Female
16	Rasha abd Elbaset	International organizations unit MoM	Female
17	Hanan Nazir	MoPED head of labour unit	Female
18	Ola El-Marsafawi	Head of Court of Appeal	Female
19	Ahmed Safwat	Head of Court of Appeal	Male
20	John Wagdi Willian	Head of North Cairo Labour court	Male
21	Ahmed Ahmed Al-mashad	Head of South Cairo Labour Court	Male

Morocco

01	M	Samir Ajaraam	Directeur d' Emploi	Ministère de l'inclusion Économique, de la petite entreprise, de l'emploi et des Compétences
02	F	Mme Hadija,	Chef der service de auto emploi	Ministère de l'inclusion Économique, de la petite entreprise, de l'emploi et des Compétences
03	F	Salima Admi	Directrice du Travail	Ministère du Travail et de l'insertion professionnelle
04	M	Hazim Mohamed	Directeur	Observatoire national du marche du travail
05	M	Mustapha Yafri	Directeur de la compatibilité nationale	Haute Commissariat du Plan

06	F	Bahija Nali	Direction de la compatibilité nationale	Haute Commissariat du Plan
07	M	Mourad Zaki Zyat	Chef de la Division IT	Ministère de l'inclusion Économique, de la petite entreprise, de l'emploi et des Compétences
08	M	Brahim Bouchan	Chef du service reseau de development des systems informatiques	Ministère de l'inclusion Économique, de la petite entreprise, de l'emploi et des Compétences
09	F	Maryem Rhaoui	Ingénieur Informatique	Ministère de l'inclusion Économique, de la petite entreprise, de l'emploi et des Compétences
10	M	Nizar Terzi	Consultant, experts principal de digitalization MEPIC	Consultant indépendant
11	M	Rashid Filali Meknes	BIT Comité des experts	Profesor en retraite
12	F	Samia Ouzgane	NPO	BIT Maroc
13	F	Valentine Offenloch	CTA	BIT Le Caire

Tunisia

N°.	Genre	Nom complet	Pays	Institut / Entreprise	Position
01	Mme	Offenloch, Valentine		BIT	Chief Technical Advisor ADWA' Project
02	M	Med.Selim El Oueslati	Tunisie	BIT	Coordinateur national Projet ADWA
03	Mme	Hayet Ben Ismail	Tunisie	Ministère des affaires sociales	Présidente COFIL ADWA' - Présidente de la haute instance du travail et des relations professionnelles
04	M	Karim Trabelsi	Tunisie	UGTT	Secrétaire Adjoint/ Coordinateur de la coopération internationale
05	M	Sami Silini	Tunisie	UTICA	Directeur des Affaires Sociales
06	M	Fakher Zaïbi	Tunisie	Observatoire Nationale des Emplois et des Qualifications – ONEQ	Directeur général
07	M	Rahmani Med El Kefi	Tunisie		
08	M	Troudi Walid	Tunisie		
09	Mme	Jihen	Tunisie		

10	M	ISSAM LAHMER	Tunisie	Ministère de la justice :	Juge
11	M	Habib Houij	Tunisie	Ministère des finances	Directeur général
12	M	Hichem Boussaid	Tunisie	Agence Nationale pour l'Emploi et le Travail Indépendant	Directeur Central
13	M	Brahim Ammar	Tunisie	Institut Supérieur de la Magistrature :	Directrice
14	M	Med Ali Zamouri	Tunisie	Ministère des affaires sociales	Directeur général

Project team and donor

01	M	Eric Oechslin	Director	ILO Country Office Cairo
02	F	Valentine Offenloch	CTA	ADWA' ILO Cairo
03	F	Marwa Elfeky	NPO	Regional component, ADWA' ILO Cairo
04	F	Jaidaa Sakr	NPO	M&E, ADWA' ILO Cairo
05	F	Sarah Sabri	Senior Programme Officer	ILO Cairo
06	M	Luca Fedi	Employment Specialist	DWT/CO-Cairo
07	M	Coen Kompier	Senior Standards Specialist	DWT/CO-Cairo
08	F	Elma Meijboom	Junior Professional Officer	PARDEV, ILO HQ
09	M	Halim Hamzaoui	Technical Spec, Occupational Safety and Health	ILO HQ
10	F	Wafaa Abdelkader	Spec, Workers' Activities	DWT/CO-Cairo
11	M	Farid Hegazy	Sr Spec, Employers' Activities	DWT/CO-Cairo
12	F	Carmen Lopez-Clavero	Regional Programme Manager, Economic Integration and Trade, Environment/Climate Change	Sida, Jordan

Annex 3: Documentation reviewed

ILO, 2022: ADWA' delivery report. Current year 2022. 17.07.2022

ILO, 2022: ADWA' delivery report. Total. 17.07.2022

ILO, 2022: ADWA' key stakeholders' survey report. Round 2, June 2022

ILO, 2022: ADWA' Data collection sheet. Egypt

ILO, 2022: ADWA' Stakeholder contact list. 14 March 2022

ILO, 2022: ADWA' Annual Technical Progress Report 2021

ILO, 2022: ADWA' Work Plan 2022

ILO, 2021: ADWA' Data collection sheets. Performance tracking. December 2021

ILO, 2021: ADWA' Work Plan 2021

ILO, 2021: ADWA' Organigramme. Phase II

ILO, 2021: ADWA' Advancing the Decent Work Agenda in North Africa and the Levant – Phase II

ILO, 2021: ADWA' Minute Sheet. Termination of the MoU with Volvo Under ADWA' Project

ILO, 2021: ADWA' Progress Report 2020

ILO, 2020: Project document. ADWA'

ILO, 2020: ADWA' key stakeholders' survey report. Round 1

ILO, 2020: ADWA' Monitoring and Evaluation Framework

ILO, 2020: ADWA' Evaluability Assessment. Final Evaluability Report

ILO, 2020: ADWA' Exit Strategy

ILO, 2020: ADWA' Progress Report 2019

ILO, 2019: Memorandum of Understanding Ericsson and ILO. Enhancing occupational safety and health and work standards in the ITC sector in Egypt

ILO, 2019: Memorandum of Understanding ILO AB Volvo for the implementation of the project "supplier development initiative in the automotive sector in Algeria"

ILO, 2019: Technical Cooperation Progress Report. RAF1801SWE

ILO, 2018: Project proposal. ADWA'

ILO, undated: ADWA' Logic model

ILO, undated: ADWA' Performance Measurement Framework

ILO, undated: Annex D. Output based budget. ADWA'. Phase II

ILO/Sida, 2018: Agreement between Sweden and the ILO on support to ADWA'. RAF1801SWE

ILO/Sida, undated: Second Amendment to the Agreement on support to ADWA'

Annex 4: Country results summary Egypt

Relevance and strategic fit

1. Are the project targets and activities sufficiently relevant/strategic as per the national contexts?

Indicators:

- i) *Relevance to the achievements of the governments' strategy, policy, and plan, the DWCPs, SIDA's MENA Regional Strategy priorities*
- ADWA relevance with the above-mentioned strategy is through alignment with the partners mandate and strategies. The relevance is also based on discussions with national partners and hence interventions are based on their priorities. Most of the activities fall under the economic pillar of Egypt vision 2030.
 - ADWA work **under outcome 1** was aligned with CAPMAS National Strategy for the Development of Statistics (NSDS)³³. Interventions are based on CAPMAS requests as they specified the reports and studies, they want support with, and ADWA provided the needed support.
 - ADWA work with the Ministry of Planning as well fall under Egypt vision 2030 and based on discussions with the ministry and joint work plans. ADWA worked on labour productivity study based on the request of the minister deputy and currently work on macroeconomic analysis tool based on the ministry request.
 - **Outcome two activities:** MoM study about AI falls under Digital Egypt strategy and matched the agenda of MoM and priority topics of interest. ADWA activities match the agenda and priorities of the MoM such as the future jobs and the capacities enhancement on ILS either among parliament members or Judges
 - NCJS interventions under outcome two are aligned with MoJ strategy and NCJS strategies focus on the capacity enhancement of judges, besides, national strategy for human rights has labour and women focus which is also aligned with the activities.
 - **Outcome three** work on the telecommunication sector matches the Ministry of Communication strategy that focus on enhancing the telecommunication services (MCIT national strategy). Also, Egypt's structure reform plan included telecom sector as a priority sector to be address by the structural reform.
- ii) *Relevance to other relevant regional and global commitments such as the UNDAFs, SDGs targets, and ILOs Strategic Objectives (Programme & Budget 2018-19 and 2020-21)*
- ILO Egypt doesn't have ILO Decent Work Country Programme.

2. To what extent does the project consider the needs of beneficiaries and stakeholders?

Indicators:

- i) *Relevance to the felt needs of the national stakeholders and final beneficiaries*
- Some of the delivered assistance was based on the request of the national stakeholders such as:
 - MOM AI study (outcome 2)
 - MPED Labour productivity study (outcome 1)
 - MPED Macro-economic analysis model (outcome 1)
 - CAPMAS Surveys to advance their data quality and methodology (outcome 1)
 - NCJS added gender in labour law as a training topic (outcome 2)
 - Other partners like Ericsson work matches their strong requirement to source other companies to do the construction work, and was based on a needs assessment conducted for Ericsson's network of suppliers
 - The project also stayed relevant to the needs of national stakeholders during COVID pandemic as ADWA work with ERF was adapted to the COVID by reflecting on the situation on time and do the needed

³³ The strategy aims to determine and assess the development of the national system of statistics in order to strengthen its capacities to produce quality, inclusive and timely data to help the Government in achieving its development goals, namely Egypt's vision 2030 and Agenda 2063: Africa.

study on the impact of COVID. It was very timely, and highly needed. ADWA launched a series of rapid labour market surveys in Egypt, Tunisia and Morocco to monitor and assess the effect of the crisis from a socio-economic perspective. The questionnaire was designed to obtain data on the impact of the pandemic on households, workers, firms, and farmers. A series of country-specific highlight reports is published after each wave on both ILO/ADWA' webpage and the ERF/ADWA' webpage on ERF portal. The survey included four waves on households and three waves on firms and hence a total of 20 reports were produced. Micro data are also made publicly available.

- **CAPMAS determined their technical and financial needs and ILO responded to the identified needs and provided the needed support.**

ii) Adequacy of analysis of problems and needs

- Under **outcome one**, MPED has data gaps, and this is a priority area (link between demand and supply, CAPMAS work update is great to respond to those gaps. MPED needs this activity and MPED is included in the feedback cycle. This work will be integrated into the outlook.
- Under **outcome two**, ADWA conduct annual meetings with National Council for Judiciary Studies NCJS to plan the training work, targets, and annual work plan. Moreover, frequent meeting with MoM were conducted to have common understanding of the need and updates on the three outcomes progress.
- Under **outcome two**, Providing CB to parliament members on ILS was a need by MoM as we needed the parliament members to have a good understanding of the ILS which ease the discussions with them later to support our suggestions and edits of the labour law. Now we all share the same understanding and knowledge. **MoM did not** have parliament members training before. We usually have meetings with the parliament members but to train them on ILS was the first time to be implemented and it was highly needed from MoM side and highly appreciated by MoPA and the parliament members.
- The AI study as well was relevant to MoM needs as we wanted to learn about the future jobs and the study recommendations was very beneficial and added value to MoM. MoM is **currently discussing with ADWA phase II design to ingrate gender and green economy which is also matching the agenda of MoM.**
- Under **outcome three**, ADWA conducted assessment of telecom supply chain and suppliers (survey of companies was conducted early 2020) to know their needs and capacities related to DW / occupation safety and health and based on the survey findings the project planned the scope of the studies and training topics.
- Ericsson had multiple discussions with ILO, SIDA at the kickoff of the project. We explained our role in the business sector. Ericsson were included from the beginning. The framework was well established. The proposals of interventions came after discussions and common understanding of Ericsson deployment of health and safety to better serve their needs.
- The large number of research products conducted by ERF was mainly directed to MoM in the targeted countries. ERF deliver different products to respond to the needs of different stakeholders. For example, decision makers receive the policy briefs while researchers can receive the detailed report and the raw data sets are available.

iii) Inclusion of gender and disability inclusion-related issues and any gaps that need to be addressed (e.g., gender, youth)?

- **Under outcome one:** the labour productivity study with MPED had a gender lens. Also, ERF had a gender focus in the developed studies as the Impact of COVID on women participation (care for children and elderly and household workload) was included in the studies. ERF also recommended gender sensitive policies to respond to COVID complications. The report on jobs and growth as well had a gender lens looking at women participation in the labor market. Disability is included in the data collected for the COVID monitor and this will be reflected in the Impact of COVID report. Disability group in the jobs and growth report could not be included as the data came from the national statistics centres which is limiting to have a full depth understanding of the

disabled situation. Unlike the COVID study ERF were responsible for the primary data collection, so they had the chance to look at gender and disability deeply. CAPMAS added module in one of the quarters surveys for the differently abled groups and women data are embedded in the data.

- **Under outcome two**, gender in labour workshop were delivered. Judges' awareness was raised about women challenges in the workplace. Conventions on gender rights and disability conventions are included in the bench book manual and included in the workshops delivered in 2019. Disability is included in the national law and have their own national law. But the judges were trained on it as part of the ILS not the national law. We talked about discrimination and part of it was disability.
- **Under outcome three**, telecom sector in its nature is male dominated sector (field work telecom), so organically it is not part of what we tackle. We try to cover it in the training (gender wage equality), but it is not really our focus.

iv) Involvement of ILO tripartite constituents in the project design

- **Under outcome 1**, ADWA don't have tripartite structure while doing the outcome activities because in Egypt the tripartite structure is very challenging as trade union in Egypt are not very strong like the case in Tunis for example and Unions don't have the knowledge on macroeconomic tools for example or the nature of outcome 1 activities. (ILO Staff)
- Tripartite constituents are not under **outcome two** in Egypt as well. ADWA raise awareness about ILO tripartite but did not approach the constituents under outcome two.
- **For outcome three**, ADWA worked on the tripartite aspect as ADWA did the assessment of the supply chain and interviewed workers organization and federation industries for telecom and private sector. Also, training will be attended by managerial level and workers of the company. For telecom sector here in Egypt only one company has a union representation, so that is a bit limiting and we will work on it in the sectoral dialogue to enhance the representation of companies in workers' unions. Ericsson found the Supply chain analysis for the telecommunication sector in Egypt from an interrelations perspective, with a focus on the working conditions" was very useful as it had different representatives from different partners the government and Ericsson and ADWA. The knowledge sharing was good. It was a one round table discussion Ericsson attended in 2020. the government was represented by the Information Technology Industry Development Agency (ITIDA).

3. To what extent was the project design valid?

Indicators:

- i) Clarity of theory of change that outlines the causality (validity of external factors/assumptions, identification of risks, changes in country contexts, and in response to project's adaptive management)*
- The project approach is valid since it is serving the overall impact of the project, yet linkages between the different outcomes is not always emphasized in terms of activities. outcomes under the project are well built and solid. Some ADWA staff can see the link between the three outcomes and interrelations. As ADWA staff explained the data generated from outcome 1 will support the creation of decent jobs under outcome 2 and outcome 3 ensure the on-ground implementation of labor standards with the employers.
 - TOC is building block and complement one another but as other ADWA staff explained the linkages is not necessarily very clear. Outcome one work on economic policy, while outcome two is more into the legal system supporting decent work and outcome three is what is being

implemented in the workplace. Outcome two has a clearer link to outcome three than outcome one for example but the project is covering a wide scope which makes linkages harder to spot.

ii) Clearly defined achievable outcomes and outputs and potential for optimization

- Adding outcome 3 as a separate outcome instead of part of outcome two added value to the project's design and enhanced the project coherence and robustness.

iii) Utility of M&E framework with outcomes indicators containing baselines and targets, collecting, and using data disaggregated by sex, disability, and other relevant criteria

- Indicators was a bit challenging. Having a measurable, yet reflective indicators is hard, and the quality of indicators is not fully reflective. Number of trainees for example is not reflecting the quality of activity.

iv) Inclusion of an exit strategy and strategy for sustainability

- ADWA Egypt have draft exit strategy (M&E consultant developed it) based on the log frame and performance indicators, but it needs revisions and updates especially after COVID.

Coherence

4. To what extent does the project support or undermine other interventions, particularly policies and vice versa in advancing the decent work agenda in North Africa? How can this be improved?

Indicators:

i) Complementarity of project partners' activities, being mutually reinforcing

- It is hard to coordinate and built synergies between the national stakeholders and have the political will and find common ground between all stakeholder working across the different outcomes due to the nature of each outcome.

ii) Complementarity with other ILO projects such as SCORE in Algeria

- In general, the project somehow works on its own, as there are few similar projects with EMP focus
- The project had good collaboration with ACCELL (child labor project) work related to CAPMAS (under outcome 1) and DWW (decent work for women project) worked on national action plan for women at work, ADWA team used the action plan as a reference for ADWA phase II.
- Outcome 2 worked with ACCELL Africa on domestic work convention, consultation meeting was conducted to include the domestic workers in the labor law in Egypt. ADWA Egypt are trying to form a steering committee with all relevant stakeholders to proceed with the discussion about domestic work.
- Complementarity with other ILO projects under outcome 3 was through co-financing with ILO HQ department of multinational enterprises as they supported the supply chain study.
- ACELL project will receive an orientation workshop on the M&E declaration (ILO document).

iii) Linkages established with other activities of the UN or non-UN international development aid organizations at the local level and/ or Government partners

- A series of technical discussions is conducted with the United Nations Economic and Social Commission for Western Asia (UNESCWA) to unify efforts on improving MPED's macroeconomic instruments. UNESCWA are developing the model based on the data ADWA provided to them.
- ADWA worked with international partners like GIZ through the Labour market information system task force which align the work of 20 entities (gov and non-gov) work on data provision from demand and supply sides in the labour market and check synergies and collaboration opportunities between different players. The task force is a platform to coordinate the work of different players and enhance the research processes by identifying the relevant stakeholders. ADWA provide technical input whenever needed (inputs to task force concepts).

- Another collaboration between GIZ and ADWA is the enhancement of the employment wages and hours of work survey EWHW survey for CAPMAS. ADWA already was working with CAPMAS on the enhancement of the survey methodology, questions (add needed skills questions), and sampling framework (adding more private sector to the sample). GIZ co-financed the implementation of EWHW survey along with the ADWA after a meeting in Feb 2022 to make the survey digital via tablets to enhance the quality of data.
- There is a lot of information sharing between GIZ and ADWA. Cairo team in ADWA is open and transparent and share a lot of experience working with the national entities. Both are currently discussing the topic of green jobs and green skills preparing for ADWA new phase and it is matching GIZ coming phase as well, so we see common area to work on together.

Project results and effectiveness

5. *To what extent is the project likely to achieve its results at outcome and output levels, with particular attention to the project objectives? How can this be improved?*

Outcome 1 indicators status:

Indicator: # of macroeconomic analysis tools/instruments enhanced/developed, by country and category of stakeholder – Ministry of statistics actual 4 - Target 7 end of project.

MoM target is a bit optimistic (6), while we conducted only 1 so far, MoF (one study target and it is already on progress) , CAMPAS target is realistic

of studies and/or surveys conducted, by country – Egypt actual 3 - Target 8 end of project (This target is feasible but we need to check for duplicates between this indicator and the earlier one)

of government officials provided technical assistance [1] on macroeconomic analysis and/or policy diagnostics, by country and gender – we did not start the CB activities yet – Target 20 end of project (still thinks it is feasible)

Outcome 2 indicators status:

1210-#24 # of reports / studies / diagnostics / communication tools on ILS completed and shared, by country (target 1) – the study is on progress and expected to be fully delivered by this year (October 2022) once the MoM approve it and present it to the Parliament.

Indicator : 1210-#25 # of national parliament and government officials trained on ILS, by country and gender – Egypt actual 25 (16 male, 11 female) – researcher and staff of MoM along with the 19 parliament members – target 103 (end of project) – best case scenario we will be able to deliver two more training cycles targeting 50 more trainees so 103 might not be fully achieved mainly due to the delays in approvals from MoM and Ministry of parliamentary affairs.

Indicator: # of judges or other judiciary stakeholders trained on ILS and its enforcement, by country and gender – Egypt actual 308 (no gender disaggregates in the performance tracking sheet) - Target 300 end of project. Already achieved. Yet, they are planning to do more training to judges in 2022 already 120 judges got trained and 280 judges are also targeted to be trained in 2022 as well.

of handbooks / guides / communication materials developed and disseminated regarding the national application of ILS, by country (target 2) – bench book is in on progress (final draft submitted) and dissemination plan was set with NCJS.

Outcome 3 indicators status:

Indicator: # of assessments / analyses carried out in the telecomm sector – Egypt actual 2 - Target 3 (end of project). The third study was planned to assess Ericsson OSH but we already have the needed information now from our meetings and consultations with Ericsson, so we do not plan to do a sperate assessment for it. Maybe the post-training assessment of the companies can replace the initially planned Ericson assessment.

Finalized (or existence of a) OSH capacity enhancement programme for the telecomm sector (this was completed in 2022, training material is there and ready)

of individuals trained in OSH capacity enhancement in the telecomm sector, by gender (TARGET 42). We are already in the process of providing training. we plan to train around 40 participants. Target is realistic.

and % of private and public agencies attending roundtable events on OSH and decent work standards. Number can not be identified at this point of time. Sectoral dialogue events (not clear on its implementation plan till they receive GOE support from Ministry of Communication)

Indicators:

- i) Main contributing and challenging factors toward the project's success in attaining its targets, including COVID 19*

Contributing factors:

- Political will and alignment with the national stakeholder’s mandate and priorities
- Availability of the project’s resources
- Complementarity with national strategies
- CTA successfully managed to connect outcomes
- CTA gives staff a lot of credibility, motivates staff, clear internal coordination for each outcome,
- ILO high quality technical assistance
- ADWA strong professional team
- Evidence based decision making is very supported by the government and decision makers.
- Coordination and close communication between ADWA and MoM.

Challenging factors:

- Economic crises: this is going to be our challenge in the coming period, and it will affect the resources
- ILO: in the region and HQ , currently we have this issue collaborating on regional level (under the regional component) and not everyone is very helpful and collaborative
- Crises: e.g. COVID creates opportunities and challenges as GOE keeps changing their priorities and we need to adapt to the changes, but create opportunities as it gives us edge and enable us to work with new partners.
- Data availability: ADWA was challenged to get the CGE model data from the ministry of planning and development at first (data availability, not data accessibility), but now we have access to the data, and we are developing the tool and planning to present it to the ministry next week.
- High level national stakeholders: The activities with Minister of Parliamentary Affairs/ Ministry of Manpower are challenged as the diagnostic study (delayed but now in progress and planned to finish by July 2022) and CB (awareness sessions) are delayed now (we managed to have one briefing session for 19 parliament members). Delays are mainly because of the long process of approvals from MoM and Parliament elections.
- Internal communication between consultancy firms and NCJS and communication with NCJS due to change in NCJS board
- Change in the NCJS board and parliament elections which caused delays
- Resistance from the companies to implement what the studies are recommending due to high cost, principal resistance, especially for national small companies.
- National stakeholders’ feedback on products is not addressed (MPED feedback on the need for policy recommendations from the labour productivity study).

ii) Mitigation of COVID-19 effects and project's readiness to adapt to changes

- COVID influenced the project priorities shifting project resources. ADWA adapted its priorities to respond to the constituents needs. ADWA had to reassess and revisit the project workplan in terms of activities, cutting budget from activities shifting to new intervention in relation to COVID-19. In response to the delay in implementing some project activities, the project has promptly responded to the crisis through the elaboration of the Rapid Labour Force survey of COVID 19 impact" reports. Also, For CAPMAS work COVID situation made us use different methodology as we had a phone survey instead of the face-to-face survey, this reduced the survey questions and we added COVID questions to the labour force survey. We had a downsize in the labour force in CAPMAS and reduced the meetings (online meetings mainly) (**outcome 1**)
- **Outcome 2** activities (CB) was hit hard by COVID. ADWA tried to focus on the studies more, but the parliament kept delaying the process which added a new layer of challenges. Approval from MoM on the study got delayed as well because of the approvals. The training component with NCJS specifically got delayed, NCJS had to stop the training till they were able to go back to training face-to-face. NCJS already do online training right now for other programmes and NCJS would have supported ILO to do the online training if it was proposed. A platform could have been created, with the material uploaded, short videos and attracting the trainees and have sustainability manner. Unlike the physical training. NCJS did not have this idea before or discuss it with ADWA.
- COVID dictated a remote work mood. **Outcome three** managed to keep the work going and conducted the assessment in a non-physical modality. The surveying of the companies instead had to be physical.

iii) Ability of Project partners (in particular Government, Parliament, and Judiciary partners) to use ILO's technical assistance and products for fulfilling the roles expected in the project strategy

- Overall, all national stakeholders were highly satisfied from the provided technical assistance and products from ADWA.
- NCJS benefited from ILO technical support in introducing ILS as part of the general programme provided to all judges and the bench book development.
- CAPMAS have different technical expertise provided by ILO ADWA. They are very happy with the experts as they bring the international standards and indicators and integrate them in our work.
- **As for MoM, all received technical support was very good and we are highly satisfied with the AI study and the diagnostic study MoM choose the expert.**
- **MPED also is highly satisfied from the technical assistance and products received from ADWA.**

iv) Effectiveness and appropriateness of the training and guidance provided to Project partners (in particular Government, Parliament, and Judiciary partners) by the Project

- Training provided by the ILO expert to NCJS judges was good, but NCJS needed to adopt the material to the audience (judges and not politicians)
- Three FGDs were conducted with judges from the primary court, court of appeal and court of cassation to share their experience about the received training on ILS under ADWA. All judges were trained on national labour law along with the ILS and trafficking. Judges from the court of cassation usually stay in their position/ specialization, while judges of court of appeal and primary court have high rotation plan, so they are not necessarily stay relevant to labour cases.
- All judges from the three FGDs liked the international consultant input during the training and found his session engaging and translation was not an issue. All judges liked the practical cases included in the training and requested more cases. Judges clarified that the training allow a dialogue between judges from different courts which is beneficial and enable common understanding of cases and law gaps. The topics in general and the ILS topic specifically was interesting for the judges to learn about. Some of the judges did not hear about ILO or ILS before this training.
- All judges complained about the short duration of the training and absence of follow-up

afterwards. Judges added that the training was delivered 3 years ago and they need refreshment training as Labour law is dynamic and they need more training to reflect the new cases the judges receive. Judges added other topics they need to be trained on like gender and disability in the labour law.

- As for the knowledge usage, judges clarified that their key reference is the national law and employers' bylaws and 95% of the cases are addressed and covered under the national law so the judges don't need to refer to the ILS. Very rare cases request ILS referral and none of the interviewed judges faced those cases since they received the training.
- Judges of court of cassation added that even without applying the knowledge on ILS they benefited as it provided them with needed knowledge to keep in the back of their mind and use it whenever needed. Judges now know about the international agreements and can guide their work indirectly.
- Key threads are the nature of the cases in the court of cassation dictates the usage of the ILS knowledge. Judges explained that they managed to apply the national labour content in their work, while they did not get the chance to apply the ILS knowledge due to the nature of the cases presented to the court of cassation.
- Also, Primary court judges have rotation system, and they move from one location to another. Courts outside the big cities does not have a labor specialized unit so if they got moved to a different court in a different location, they might not be able to apply the knowledge. For one of the judges this was their first year as a labour court head while he used to be at civil court for the last 12 years.
- Beside the general topics, there was a need for the gap's identification in the national law so the experienced and senior trainees can share their experience about those gaps and cases with the less senior trainees. More practical cases can allow discussion and share experiences.

v) Use of opportunities to promote gender equality and disability inclusion and strategic needs within the project's result areas

Already addressed under Inclusion of gender and disability inclusion-related issues and any gaps that need to be addressed (e.g., gender, youth)?

6. How have positive and negative factors outside of the control of the project affected results, and how has the project dealt with these external factors? Going forward, how can these be optimised/replicated?

- **Delayed data sharing:** ADWA signed MOU with MoF (diagnostic study to provide evidence for policy makers to benchmark government spending on education against the needs of labour market needs) we were challenged by security clearance and two weeks ago MoF started sharing data, but study is not finalized yet due to security issues. Data accessibility and data quality: from governmental entities is a key challenge and cause us a lot of delays especially in Morocco as national statistics unit did not provide the data. And data quality is also an issue.
- **GOE management change and high turnover:** Change in the management of NCJS caused delays. In 2020 a new administration was assigned to NCJS. The NCJS new administration has decided to establish a committee to review and harmonize the different chapters submitted by the ILO and the national consultants. NCJS changed the agreement signing process which delayed the bench book a bit
- **Parliament elections:** Change in parliament members: just reintroduced the activities and got the new member buy-in.
- **Slow response from end-beneficiaries:** local companies who will receive the training under outcome three are slow responders and this is challenging and slow down the progress and need a lot of follow-ups, but we must deal with it. Min of Manpower: slow in general, slow response rate even without having valid reasons
- **Unclear roles and responsibilities:** Min of Manpower, coordinating agency, some turbulences, wanted to micromanage at the beginning, caused delays, now the Ministry is OK to just oversee overall workplan of the project
- **COVID** was a challenge of course for the data collection.

7. What, if any, unintended project results have been identified or perceived?

- Rapid Labour Force survey of COVID 19 impact surveys under the regional component was unintended
- Gender in labour law was not the project focus from the project design, but we decided to add it to the training content presented to the labour judges based on the request of NCJS.
- M&E declaration co-financing was not intended but a positive spill over.
- Ericsson focus moved from only driving to health and safety in general after discussions between ADWA and Ericsson.
- GIZ partnership with ADWA was initiated by the both projects. ILO complement the GIZ work. ILO is the technical labour experts and information while GIZ have resources and funds. GIZ was administrative and financial and organize the labour taskforce.
- CAPMAS added new labour market indicators to surveys, particularly when it comes to the demand side of the labour market, which is much needed.

8. Does the (adapted) intervention model used/to be used in the project suggest an intervention model for a similar crisis response? Are there alternative/additional strategies that could increase the prospects of achieving the project objectives?

- ILO staff believe the adapted model was very successful and could be followed as an example in the future in response to any crisis or any unforeseen event. We delivered what we promised (products) and now we have built up interventions based on this added work from the intervention model. The products were helpful and used by partners
- The model did not take the capacities of partners into consideration as the partners were struggling with COVID already and needed support. We had to rely on private company for example (ERF) to collect the data rather than CAPMAS due to the limited capacities of CAPMAS at this point of time.
- Consultation with diff national stakeholders were conducted to see if they are interested in taking part in our COVID response activities.
- ADWA reflected the adopted changes in our M&E framework, indicators and prodoc 2020.

Efficiency³⁴

9. How are the financial and human resources being used in the target countries to achieve outputs? Are there opportunities to improve efficiency?

Indicators:

- i) Leverage of resources (monetary or in-kind) to support the implementation of activities*
- ii) Disbursements and project expenditures in line with expected budgetary plans?*
- **At some point the study spending gets delayed because the study approval process is long and take time, so the expenditure needs to be delayed.**
- iii) Robustness of management and governance arrangement*
- iv) Clarity of understanding concerning roles and responsibilities by all parties involved in implementation and monitoring*
- **Internally, the roles and responsibilities based on my role as M&E person I struggled to share the roles and what is requested from the other teams under ADWA. Data collection and internal data reporting was challenging.**
- **Externally, MoM role at the beginning was not very clear, but after multiple meetings with ADWA team presenting their different outcomes and updating MoM on the project's progress, MoM role**

³⁴ The original evaluation question "Has the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)" is subsumed under the new evaluation question 3.iii

and involvement is clearer. MoM identified their role as coordination and facilitation between different partners on the project, approval of studies and provision of technical assistance whenever needed.

- *NCJS role at first was not very clear as it was not included in the contracting process of trainers, after discussions with ADWA team and referring to internal communication between ADWA and NCJS their role is now clearer. The roles were not fully aligned at the beginning as NCJS had to contract the trainer and not ADWA. Signed MoU was from the 2017 and to some extent it showed the roles and responsibilities for the training component and not the bench book added component. No updated MOU was introduced in 2019 when the bench book was introduced. Now NCJS do exchange of letters and solve this unclarity of roles. No current issues to report.*
- *MPED and CAPMAS did not find overlap between the roles and responsibilities of ADWA and GIZ in the shared delivered work. GIZ clarified that Communication with CAPMAS is inclusive of both GIZ and ADWA so both are on the top of things and follow each other work to align and coordinate.*

v) *Quality of relationship and cooperation with relevant national and regional stakeholders*

- *MoM have a close relation with ADWA team. We meet frequently and discuss the project's activities. They gave us three sperate sessions to inform us on the progress under each outcome, even outcomes where we don't have direct involvement like outcome three.*
- *Under outcome one, MPED is in a regular communication with ADWA team and share their feedback on the design and outputs of all assistance provided by ADWA. Same for CAPMAS.*
- *Under outcome two, the project has succeeded in building strong partnerships with many sovereign authorities and institutions that are not very easy to reach or to deal with (like the Ministry of Parliament affairs and judges including labour Judges). The project has also managed to approach new institutions (like Ministry of Justice advisor for the international cooperation affairs) and ensure their understanding of the project and their willingness to support the implementation of its different activities. Moreover, The diagnostic study would enhance the relation between ILO ADWA and MoM as now they can use the diagnostic study as a communication tool allowing discussions between both entities.*
- *Under outcome three, ADWA tried to approach MCIT several times and shared concept note for MOU, but it is taking very long time to get their response.*

vi) *Adequacy of administrative, technical, and - if needed - policy support from the ILO office and specialists in the field (DWT/CO Cairo and CO Algiers and other ILO offices as relevant*

- *ADWA admin team is bureaucratic and delays the implementation in general and coordination with other offices under the regional component is also challenging.*

Impact orientation

10. *To what extent is there evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries?*

- *Outcome 1*
 - i) *CAPMAS has a highly positive impact as the surveys are now improved and CAPMAS are satisfied and have high ownership. It is a success story and CAPMAS are highly involved and request new support. First time to show the skills lens in Egypt's labour surveys. CAPMAS moved from paper survey to tablet survey as well. This saved CAPMAS time for data entry and saved the country's resources, the quality check is now faster and enhanced the quality of data.*
 - ii) *CAPMAS now use the tablets in the surveys like the child labour survey is planned to be collected using the tablet. But not all surveys can use the tablet only as some cases the interviewee need to fill data in a hard copy but in general the data entry is now faster either they use the tablet in data collection or not.*
 - iii) *CAPMAS has made use of the project's recommendations as far as improving the sampling of its annual LFS and made improvements to the way it presents its key labour statistics as part of its annual report. The new methodology and questionnaire were already used in the data collection cycle for the survey.*
 - iv) *There is a change already based on the support of the ILO. Now CAPMAS has better quality data and faster process of data collection and entry and quality check. The data analysis is*

now easier and that reflects the better quality of received data. We share 100% of the raw data of labour force on our website for anyone to use.

- v) *MPED is still at early stage and things are not fully materialized so the macro-economic policies and tools will lead to better and more positive impact on their work. The labour productivity study needed to include actionable recommendations to add value to the MPED.*
 - vi) *MPED has the plan to use the ESCWA macro-economic model SAM and integrate it in the planning of many units in the ministry. COVID crisis for example highlight needed the SAM model and could have added huge value. This will support the mandate of planning as MPED with evidence-based models. Outlook as well is highly needed and will advise MPED policy related to future jobs and skills.*
 - vii) *The new COVID impact studies include policy briefs which shall add value to the policy makers audience. ERF tracks the data usage through their portal, and they received data requests of the primary data of the COVID impact reports from different entities, independent researchers, and international organizations like WB.*
 - viii) *GIZ is intended to use the CAPMAS survey data in their future work which is very useful for development organizations and on the national level.*
 - ix) *the CAPMAS survey to be digital will improve the quality of data which will benefit CAPMAS and MoM, MoPD*
 - x) *ILO did the cross check (module in the survey about the skills) on both CAPMAS surveys (demand and supply sides) and this would allow better analysis later.*
 - xi) *Bringing different ministries together is good and allow communication and coordination between the national stakeholders.*
- **Outcome 2**
 - i) *Studies are still in progress and not published yet to identify positive change.*
 - ii) *ADWA team agreed on manual dissemination plan with the NCJS and this manual will be distributed to all judges.*
 - iii) *A significant effect has been made building relations and common grounds with stakeholders, such as judicial authorities who are all very excited in pursuing the cooperation with the project and who are suggesting further types of activities for more collaboration with the project.*
 - iv) *Change that can be anticipated from the training conducted so far is the awareness on the ILS is something that is added to the judges. The change in knowledge is there. Application is a different story. Workshops is a platform to enable discussions between the judges and form different ideas about the same legislation.*
 - v) *NCJS had training evaluation system (satisfaction survey of the training and pre-posttest on the knowledge change). (Survey findings) In Egypt, from the Ministry of Justice, the stakeholders highlights that their participation in ADWA' workshops improved their knowledge of ILS and how it compares to and complements the national labour law.*
 - vi) *The bench book is new to MOJ. First time for the MoJ and we like it so much as we now can present to the judges a document that links the national law with the national standards we approved. The link between the national law and the ILS is a game changer for us and will be great for our judges. The expected added value is now the judge instead of referring to the national law only they can now have a better quality of the decision and make the application of the law matching the international standard for everyone to valid and ease the investment attraction as now the judges can show the relevance to the ILS.*
 - vii) *I saw judges interacting very well inside the training room and high engagement and ask a lot of questions.*
 - viii) *MoM received positive feedback from the parliament members on the received training which is clear form their satisfaction survey after the training*
 - ix) *MoM AI study is already in use The AI study findings and recommendations were already shared internally with other relevant units and they started using it. For example, the study was shared with the central employment unit to identify the future jobs, communicate it with the employers and include it in the training material. Also, MoM signed MOUs with Cesco, Orachel and Hawawi to train youth on the recommended fields by the study.*

- **Outcome 3**

- i) *Up to this point the study's results is not clear. Once we address the companies and have two-way feedback it may be clear.*
- ii) *Ericsson clarified that the survey with the supplier was a fresh eye to make sure that Ericsson monitoring of subcontractor is correct (validation of what we know). Nothing in the findings was shocking for us, it matched what we already know. The recommendations in the report presented by ILO were helpful to consider some actions to respond to identified weaknesses.*
- iii) *Ericsson added that the change will be reflected across the sector and not only Ericsson. Now we had the survey about the supplier, and we are in the process of providing additional training on decent work and health and safety.*

11. Are there positive contributions to the SDG and relevant targets explicitly or implicitly? If affirmative, which SDGs and targets?

- Yes SDG 8 - Decent work and economic growth also 1, 9, 10 and 16

Progress towards sustainability³⁵

12. To what extent are planned results of the project likely to be sustained (socio, economic and institutional changes) and/or scaled up and replicated by stakeholders?

Indicators:

i) National level interest and participation

- MoM is highly interested in continuing the work and plan phase II with ADWA team.
- Under **outcome one**: A good example of collaboration led to sustainability is ADWA and GIZ to fund the CAPMAS national survey (employment wages and hours of work establishment survey) this year. It was also decided that based on the data quality and findings of this year survey the MPED might be influenced to set budget line starting next year to support the employment wages and hours of work establishment survey and the relevant ministries are now aware of the survey and willing to use it. CAPMAS believes that GOE is very much interested in advancing the survey and supporting it. CAPMAS believe that with the better data quality and findings, the GOE will be interested in funding the new methodology and digital tools.
- **Under outcome two**: ADWA is planning to be part of the judges hiring cycle so it would be able to train all new hired judges on the ILS. The training material is shared with all trainees, but commitment of the trainees after the training is tricky, we cannot ensure that.
- The bench book after its release I believe it will be replicated by MoJ as now we have the model on how to do the bench book. Having a document in place is sustainability item on its own judges can refer to it and refresh their knowledge.

ii) Promotion of national ownership

- **(Outcome one)** CAPMAS is responsive at the management level and share information which shows high level of interest and ownership. Also, MPED is always updated and included in the revision and review of the work done
- **(Outcome two)** Training is already in our mandate as NCJS, we have our own budget, staff (trainers) and database of trainees to sustain the training results. Training modules like gender in labour law was requested from the NCJS side. NCJS is in the process of developing the NCJS (standardized curriculum) so NCJS is under the review process of all modules. The labour committee was already formed to work on the labour material and included the ILS into the standard training material along with the national law.
- **(Outcome three)** Ericsson on the other hand, already assess the suppliers but in a different channels like yearly audit on suppliers for decent work. random assessment of some of the suppliers. Performance monitoring system and governance meetings is doing the monitoring

³⁵ The ToR state sustainability as a criterion. However, given that this is a mid-term evaluation, the team leader proposed to use the criterion "progress towards sustainability."

monthly for our suppliers. The third part idea was for me a checkpoint. We have a global audit and already go through a long process of audit and do side visit for the supplier to audit the activity.

iii) Robustness of exit strategy/sustainability strategy

- ADWA Egypt have draft exit strategy (M&E consultant developed it) based on the log frame and performance indicators, but it needs revisions and updates especially after COVID.

13. What further concrete steps could be taken to increase the perspectives of the sustainability of the results?

Recommendations:

Coordination and synergies:

- Coordination between the different ILO offices needs to be improved. Admin work needs improvement on the offices level, it delays and hurdles the implementation. For the M&E we need better alignment internally and sticking to deadlines and follow instructions.
- Improve regional aspect on the ILS and Private sector levels. We want to share experiences between private sectors in Egypt (Ericson and volvo) and exchange experiences between Tunis, Morocco and Egypt work. Besides, exchange experiences and lessons learned with ILO staff holding similar positions in other countries can be room of development. Regional steering committee is needed to share experience and explore opportunities of collaboration.
- We can benefit from better communication and showcasing of work with other ILO projects and open opportunities for collaborations. Structured communication with other ILO projects would allow for more collaborations instead of the random unstructured work between ILO projects.
- Early introduction of ADWA work to other development players at early implementation stages could have allowed deeper collaboration and more added value to the outputs.
- MoM labour market information unit can use the CAPMAS work and experience to enhance the data quality and staff capacities in data management.
- Judges need more dialogue between the court of appeal and court of cassation as those are the main guide for primary courts judges. This can be through specialized training or round tables/discussions that lead to a policy paper of a document primary court judges can use later.

Capacity building activities:

- More frequent CB activities to judges to respond to the rotation of judges and long-term follow-up on the learners to understand the training results is needed. Also, New topics can be added to the training including gender, domestic labour and disability. Also, good practices from other Arab countries can be added to the training material to enhance the local judge's knowledge on practices and applications.
- Training refreshment is needed to reflect the changes in the agreements and the nature of cases presented to the court of cassation. Refreshment can be in the form of networking event where all trainees from different courts can meet and exchange knowledge and experience.
- Better training targeting to invite judges who work on labour cases. An early need assessment can be shared with the judges before the training to identify their key needs and priority areas and their scope of work and customize the training material to respond to the judges' capacities and needs. Trainees can be grouped based on age, experience, background and specialization. Customized material and relevant trainers can be selected to deliver the training reflecting the trainees' profiles. Some of the training topics were basic for experienced judges. Some trainers were junior to deliver training to senior judges (internal sensitivities).
- The training can be resulted in a tangible document to be shared with the parliament members to close the gap between the issuance authority and enforcement authority.
- NCJS asked for TOT on the bench book to apply the knowledge and more training to cover more judges (courts of cassation, appeal, and primary courts)
- Training is also requested by MPED to their staff on the developed new models (e.g., SAM model)
- MoM asked for more training to the parliament members and include gender as a requested topic from them. Include other entities that are responsible for law and agreements ratification in the ILS training.

Explore micro-level interventions

- The project works well on a macro policy and institutions level but need more focus on the micro level beyond Ericsson, directly with youth (training on future jobs and green economy).
- MoM wants to be included more under outcome three working with the private sector (local middle-sized enterprises) on H&S. add more sectors besides telecom sector and conduct needs and capacities assessment of the private sector on H&S.
- Ericsson experience and assessment can be used as a good practice to enhance the capacities of MoM H&S unit staff to learn the assessment techniques. The H&S unit staff can also benefit from green economy and climate change training.

Technical assistance activities:

- MoJ asks for more bench book covering more topics which can be helpful as well to fully link the national law with the international labour standards.
- NCJS recommends working on social insurance special programs, and it is needed from NCJS side with the new law of insurances and the challenges with its application. There is a direct link between the social insurance and labour rights like the work injuries and social pensions. This work has the potential to integrate gender lens as well as labour rights lens.
- More technical data analysis support is requested by CAPMAS.
- Further studies on climate change and AI are requested by MoM.

Feedback and results sharing:

- There is a need for a Standard Operations Procedures SOP to review the studies developed and include national stakeholders at the different stages of the study development. Internal consultations with ILO quality departments and external consultation with relevant national stakeholders would allow early on alignments.
- Policy blog was suggested by ERF to summarize the reports key messages for non-technical readers, and it was published in the ERF portal for the first report “jobs and growth”. It is a good practice and planned to be replicated for the impact of COVID study.
- Working with national bodies on data can be challenging and timelines can be stretched so implementation and management teams need to be flexible and understanding of the delays

Project's SWOT

Strength

- Good relations with national stakeholders
- Buy-in of national stakeholders and high relevance to national priorities
- ADWA flexibility and adaptability within the project's scope
- Working on the policy level and especially on ILS
- Strong technical and knowledge contribution of the ILO experts

Weakness

- Data availability from national stakeholders
- Security clearance
- The challenge of working with sovereign authorities and the risk of changing their administration or change of national strategies/orientations
- Long process of approvals.
- Studies recommendations won't match the policy makers expectations (MPED labour productivity study)

Opportunities

- Synergies with other ILO projects and other countries
- Gender mainstreaming and disability
- Synergies between partners (Gov and Non-Gov)
- Ministry of Justice and the Judges in general are highly interested in adding a gender component to the bench book and other training topics and Sharing experiences with other countries.

- Knowledge exchange between players (private sector and other ILO country offices with the same focus/mandate)
- Translate policies to the micro level in phase II
- Increasing the visibility of ADWA products, more work on the private sector side (link outcome 1 to outcome 3)

Threats

- Coming economic crisis
- Change in GOE buy-in
- Political crisis (Ukraine war)
- Change in the board of GOE and priorities
- Maybe a new health hazard could cause challenges to the project
- Resistance to adopt DW aspects through different stakeholders (national small companies)
- Difficulty of applying tripartite principles due to political sensitivities (on ADWA level) labour unions in Egypt is sensitive and hard to be involved in national dialogues.

Annex 5: Country results summary Morocco

Relevance and strategic fit

14. Are the project targets and activities sufficiently relevant/strategic as per the national contexts?

- i) Relevance to the achievements of the governments' strategy, policy, and plan, the DWCPs, SIDA's MENA Regional Strategy priorities*

ADWA' is closely aligned to **government priorities** in Morocco with its focus on empowering the regions, women and employment. With the Statistic Office, for example, ADWA' was closely aligned to the national employment strategy.

The program's engagement with the National Labour Market Observatory (Observatoire national du marche du travail), the Works Directorate (Directrice du Travail) and the National Directorate for Compatibility (Direction de la compatibilite nationale) was based on the counterparts mandates. National stakeholders provided a median of 6 (very highly relevant, n=9), which coincides with the perception of the NPO and two consultants.

“We developed the National Employment Strategy 2015 to 2025 with the ILO, which is the basis basis for a number of international projects, including GIZ, the French and Spanish Development Cooperation and the ILO, including ADWA'”

Source: MInstere de l'inclusion Economique, de la petite entreprise, de l'emploi et des Competences, Directeur d'emploi

Concerning the **Decent Work Country Programme**, employment was the first priority of the draft DWCP. However, the draft DWCP, which was ready for signature in March 2020 was not signed due to COVID-19 and the DWCP development process has now to restart.

- ii) Relevance to other relevant regional and global commitments such as the UNDAFs, SDGs targets, and ILOs Strategic Objectives (Programme & Budget 2018-19 and 2020-21)*

See main evaluation report

15. To what extent does the project consider the needs of beneficiaries and stakeholders?

Overall, the programme took a needs-based approach in Morocco, which national stakeholder highly appreciated.

ADWA' works in Morocco with people it should be working with. Probably ADWA' works with too many partners and there is need for some consolidation of work. Disability does not figure in ADWA', as this would stretch the project too much.

Source: ILO stakeholder

i) Relevance to the felt needs of the national stakeholders and final beneficiaries

Interviews with the five government counterparts engaged in the five main ADWA' interventions in Morocco showed that for four counterparts, ADWA' fully met their needs which are closely aligned to their mandates. Only in one case, some of the counterpart's needs and priorities (in the area of child labour) seem to be outside the scope of ADWA'.

The evaluation did not meet final beneficiaries, hence, ADWA's relevance for this group cannot be assessed.

“The ILO's work on ILS in Morocco is really important and ADWA' does the right thing. It indirectly addressed the need for public sector reform. However, the informal economy is **the** main problem in the country, beyond the ILS but that's outside the remit of ADWA' ”.

“The ILO's engagement with unions in Morocco is challenging. The unions' main clientele is in the public sector, financed by the State and this results in an issue of representativeness of those unions”.

Sources: ADWA' stakeholders

ii) Adequacy of analysis of problems and needs

Overall, the ILO's analysis of problems and needs for ADWA' seems to be appropriate with employment (outcome 1) being at the heart of the government's national development plan, combined with a lack of statistical capacities, and the clear need for Morocco to improve ILS reporting (outcome 2), with x% of reports outstanding before ADWA' engaged in the country

One question arising is how to thematically connect outcome 1 with outcome 2, which is a valid question beyond the case of Morocco. From a government perspective, one NPO coordinates both components in Morocco (and Tunisia). ADWA' benefitted from the NPO's previous involvement in ILO projects, which significantly facilitated the use of exiting contacts and insight knowledge to contribute to the problem and needs assessment.

“For the work on platform workers, we congratulate the ILO for its very good problem analysis using a survey and thanks to a close tripartite constituents' involvement from the start of the activity”.

Source: National stakeholder.

iii) Inclusion of gender and disability inclusion-related issues and any gaps that need to be addressed

Women employment is critical in Morocco's national employment strategy 2015-2022, with employment rates of women decreasing and particular challenges for rural female employment. While ADWA' consciously pushing forward gender issues, project staff want to do more and strengthen the gender focus in phase II in the context of women and green employment. Disability does not figure in ADWA' activities in Morocco.

As the number of platform workers and interest in part-time employment increases to enhance labour market flexibility, the activities with the *Observatoire national du marche du travail* were also highly relevant, with particular relevance for women.

iv) Involvement of ILO tripartite constituents in the project design

ADWA' primarily works with government stakeholders in Morocco. After the project was designed, relevant government stakeholders were involved in a consultation process. Some government stakeholders commented critically on the consultation process, which was perceived as informal or insufficient.

“Our Directorate was not consulted in the programme design. The ILO presented the finalized ADWA' design to us and asked about our needs in the given scope. This resulted in ADWA' being unable to finalize ILO project work started on child labour with a previous project, where tripartite partners participated in developing an in-depth diagnostic on the topic in early 2020. Child labour was out of the scope of ADWA'.

Source: National stakeholder

16. To what extent was the project design valid?

The ADWA' Logframe had already been developed at the time the NPO joined. The evaluability assessment in 2020 identified areas in need of improvement, which were subsequently addressed in a revision of ADWA's M&E framework by an external expert. The revision enhanced the programme coherence and improved reporting to CTA and partners, for example in Morocco. The NPO in Morocco uses the workplan for monitoring to track the achievement of results.

In hindsight, it would have been interesting to check the relevance of outcome 3 on the private sector engagement, with Swedish companies operating in Morocco and Tunisia.

As a sustainability strategy, it would have been important to agree some kind of financial commitment in the MoU with the private sector to ensure ownership, rather than being perceived as a donor-driven add on to the programme. Otherwise, the project's overall sustainability strategy seems rather implicit.

Overall relevance

The evaluation finds that the overall relevance of ADWA' in Morocco was very high, as confirmed during interviews by eight out of nine government stakeholders. Practically all activities were needs-based and aligned to the mandates of government counterparts. One shortcoming comprises the tripartite constituents' consultations in Morocco only after the design of ADWA', engaging largely the government in an informal manner.

Coherence

17. To what extent does the project support or undermine other interventions, particularly policies and vice versa in advancing the decent work agenda in North Africa? How can this be improved?

Indicators:

iv) Complementarity of project partners' activities, being mutually reinforcing

The evaluation finds that partner activities are often mutually reinforcing with ADWA'. One example includes the digitalization of procedures of the *Minister de l'inclusion économique, de la petite entreprise, de l'emploi et des compétences* where ADWA' used existing software solutions. The latter includes the use of established local service providers. Another example is the evaluation of the National Employment Strategy under ADWA' while the strategy development was supported under another ILO project before 2015.

v) Complementarity with other ILO projects

For ADWA', exploring complementarities with other ILO projects and the wider development cooperation in general is important, given the relatively small country budget for Morocco. Complementarities include cooperation on STED and IML Stat. For the ILO's agriculture and nutrition project ProAgro, ADWA' covers the collective bargaining angle and also statistics issues related to the Haut Commissariat du Plan.

Besides, engagement continues following the National Employment Plan formulation, with 2 ILO migration projects on training about data collection.

vi) Linkages established with other activities of the UN or non-UN international development aid organizations at the local level and/ or Government partners

UN

ADWA's engagement on Convention 190 included some follow up funded by UNWOMEN projects in Morocco, with a more prominent cooperation envisaged for phase II of ADWA'.

The work related to COVID-19 entailed a cooperation with the WHO and UNIDO on sensibilisation issues

Non-UN international development aid organizations

In 2020, ADWA' cooperated with the African Development Bank on a study of COVID-19 impact on employment and small enterprises.

The evaluation noted that in the case of the *Observatoire national du marché du travail*, the ADWA' activities were linked with the Millennium Challenge Cooperation's Millennium Challenge Account Morocco concerning a business survey about their needs feeding into a digital labour market platform using big data), as well as a related GIZ project.

Government partners

ADWA's efforts to enhance the digitalization of procedures of the *Minister de l'inclusion économique, de la petite entreprise, de l'emploi et des compétences* complements work of *Agence de Développement Digital*, which focuses on external user interface and the inter-ministerial work.

Project results and effectiveness

18. To what extent is the project likely to achieve its results at outcome and output levels, with particular attention to the project objectives? How can this be improved?

The following table summarized the key results of ADWA' in Morocco.

Outcome 1: Economic policy reforms in North Africa steer towards job-rich growth
1.1. Key decision makers and stakeholders' capacities are built to promote quality job creation and sustainable economic growth Data analysis of the studies on new forms of employment feeds into a national labour market information system to study trends and forms of employment. The aim is to enable policy change or specific labour market interventions.
1.2 Governments officials' macroeconomic analysis and policy diagnostic capacities improved Under this output, two main results emerge: <ul style="list-style-type: none"> • Capacity building of the Ministry on the analysis of labour market information (joining the ilo.stat platform) • Evaluation of Morocco's national employment strategy (2015-25) with a view to formulating a new employment policy with a focus on gender and green jobs
1.3. Capacities enhancement for the staff of the Ministries of Employment/Labour to fulfil more effectively their roles One concrete results concerns the <i>Minister de l'inclusion économique, de la petite entreprise, de l'emploi et des compétences</i> , Division IT and the digitalization of procedures. The digitalization has been finalized and some elements have started to function, such as the contract registration with foreign service providers and demands to continue working after having reached retirement age. The evaluator also saw evidence that the Inspector General uses the digitalized procedures for audit purposes. The Ministry's IT Division commented on the benefits of the digitalization, such as enhanced traceability of business processes, the automatic storage of data, avoiding disruptions, for example, in cases of staff turnover. Besides, a dashboard highlights key data which. Is systematically available in the database. Time savings are expected but still to be systematically validated.
Outcome 2. Decision makers and influencers make better use of policy evidence to promote International Labour Standards
2.1. National parliaments and Governments in target countries are more knowledgeable on ILS In addressing outcome 2, ADWA's focused on output 2.1. with multiple results. Those results include the implementation of a capacity building program on ILS reporting for: <ol style="list-style-type: none"> officials of the Ministry in charge of employment, with training Heads of Services undertaken in late 2019 in Turin focal points from other ministerial departments the social partners The evaluation finds that ILS reporting significantly improved in 2022 compared to previous years. While seven reports on conventions ratified by Morocco were not sent in 2020, this number increased to 26 reports in 2021, while for 2022, all reports were submitted, according toe. The ILO's database on Reporting Obligations (ilo.org).

While this quantitative result is impressive, one government stakeholder commented on the still weak capacities of social partners to comment on government reports, despite training under ADWA'.

On the side of the Confédération Générale des Entreprises du Maroc, 17 persons were trained in 2020 and 15 persons in 2021.

Besides, the following results were achieved:

- Study "the legal gap between the prerogatives of C. 190 and national legislation"
- Realization of the study "Practice of collective bargaining, including wage negotiation". However, the government counterpart was unsatisfied with the study and comments insufficiently included in the revised draft. As a result, the study was not validated.
- Organization of a tripartite capacity building workshop on "collective bargaining based on economic indicators". However, the government counterpart was hesitant to scale up the work to other regions, because the content was very specific on salary negotiations, while the negotiation needs were broader.
- Preparation of a guide/manual on 'collective bargaining based on economic indicators'

Training of Parliamentarians is scheduled for the last quarter of 2022 with the ITC. Two groups of about 20 persons would be training during one to two days in Rabat.

2.2. ILS is better reflected in the national jurisprudence of focus countries

This output was not targeted during the first phase of the project and will be addressed in its second phase.

2.3. The media and civil society are more knowledgeable of ILS and decent work and enrich the national discourse

After the Parliamentarian's training on ILS, the project plans to use the same tools for a second target group.

i) Main contributing and challenging factors toward the project's success in attaining its targets, including COVID 19

The implementation of ADWA' faced the following main challenges common to all three implementation countries: political challenges, the effects of COVID-19 and related restrictions to movement, the accessibility of data, and high levels of bureaucracy affecting the engagement with government counterparts. In the case of Morocco, the NPO's knowledge of local context and of partners personally, helped to mitigate bureaucratic limitations.

ii) Mitigation of COVID-19 effects and project's readiness to adapt to changes

The national lockdown affected ADWA's work in Morocco in various ways, from slowing down implementation of all activities to the point where work actually had to be restarted with the Direction de la compatibilité nationale.

During the lockdown, work largely continued remotely, with the ILO and government counterparts getting used to teleworking. Also, the CTA had to operate remotely supporting the NPOs in Morocco and Tunisia and the first field visit took place in June 2022, following an initial meeting in Cairo in March 2020.

In the case of the digitalization of procedures for the Ministère de l'inclusion économique, de la petite entreprise, de l'emploi et des compétences, COVID-19 accelerated the urgency to advance with the work.

iii) Ability of Project partners (in particular Government, Parliament, and Judiciary partners) to use ILO's technical assistance and products for fulfilling the roles expected in the project strategy

ADWA' involved government partners' according to their availability in the implementation of activities. A close involvement from the design of activities to their finalization enhanced ownership and the use of results.

In the case of the Minister de l'inclusion économique, de la petite entreprise, de l'emploi et des compétences and the digitalization of procedures, the ministry showed leadership from the outset and addressed any resistance to change through dialogue and explaining the process to staff. As a result, management was able to explain, for example, that confidentiality issues which were raised by some staff were addressed by secure access and personalized passwords. Besides, ADWA' addressed capacity needs through training. Finally, the ministry decided to shut down the analogue procedures and leave the digital ones only to conclude the migration to digital work. The latter measure ultimately enabled the use of digital procedures funded under ADWA'.

iv) Effectiveness and appropriateness of the training and guidance provided to Project partners (in particular Government, Parliament, and Judiciary partners) by the Project

In Morocco, ADWA' undertook online trainings since training in person was no longer possible after March 2020. Since the end of 2021 the project team applied the modality of hybrid sessions with international experts giving training remotely to participants attending the training in a venue with local experts facilitating the event. The hybrid modality seems to have the advantage over online training that direct human contact still can take place between the participants and local experts and people tend to attend the event for longer periods. However, the number of participants reached for short 1-day online training seems to be higher at a lower cost per participant compared to the hybrid modality.

The Observatoire national du marché du travail noted that for the studies on part-time work and platform workers, the involvement of four government staff throughout the entire project was highly beneficial for strengthening capacities through learning by doing and creating awareness and ownership. A capacity building element including training in Turin was targeted as senior cadres as an additional incentive.

The evaluation identified the following good practice, valid also for ILO interventions beyond ADWA', as stated in the box below.

Option for a default partner engagement strategy:

Always aim to combine the achievement of project objectives with knowledge and skills transfer. To accomplish this aim, involve a core group of staff from constituents in the project from ToR development to project implementation, finalization and dissemination. Learning by doing and learning by engaging with ILO and expert consultants complements more formal approaches to capacity building.

v) *Use of opportunities to promote gender equality and disability inclusion and strategic needs within the project's result areas*

As mentioned under the relevance section, ADWA' did not have a specific gender focus in Morocco, a reason for sharpening this approach for phase II of the programme. Data was disaggregated by gender, for example for the surveys on new forms of employment (platform work and part-time work) and the participation of women in trainings encouraged.

Disability did not figure in ADWA's work in Morocco.

19. How have positive and negative factors outside of the control of the project affected results, and how has the project dealt with these external factors? Going forward, how can these be optimised/replicated?

The donor Sweden allowed for flexibility in the project implementation, understanding the need to adapt to changing requirements of ministries. The NPO closely engaged with the relevant ministries to stay informed about any changing priorities. One example includes the training on collective bargaining using economic indicators, which was not rolled out in the regions as originally envisaged given challenges with the social partners' absorption capacity.

Also, ADWA' tried to accommodate stakeholder needs to the extent possible under the project.

Negative factors affecting the performance of ADWA' comprised the inability of the National Statistics to share micro data from survey such as household surveys and their trimestral actualization on enterprises and employment, even if data is anonymized due to long-standing operational practices. There seems also to be the general reluctance across many countries in North Africa to share data, as its interpretation could diverge from the official governments' positions.

ADWA' tried to mitigate this bottleneck by using a consultant to access data in the Statistics Office rather than ILO taking the data and offering the co-publication of results. When those measures did not yield the expected results, official complaints were launched to the Ministry, again with few results.

Besides, the evaluation noted that initially, the Ministry of Labour aimed to play a control function for program related activities rather than a coordination role. However, this limitation was successfully mitigated through a close engagement with the ministry.

20. What, if any, unintended project results have been identified or perceived?

The evaluation did identify some unintended project results. During ILO Anniversary in 2019, the Government of Morocco ratified three ILO Conventions (C187 on OHS, C097 on Migration for employment and C102 on social security). Also, project staff detected a paradigm change of Labour Ministry, a process ongoing since 2012 when the National Employment Policy development started and the Ministry was asked to take a coordination role rather than an oversight role. Ten years of engagement led to behaviour change, achieving also through ADWA' since 2019 systemic change of the self-understanding of the Ministry's position.

One stakeholder identified a surprise when reading the analysis of survey results concerning new ways of working, as outlined in the box below.

"The surveys shed light on aspects of the labour market in Morocco which were unknown to us in the Ministry before".

Source: ADWA stakeholder

21. *Does the (adapted) intervention model used/to be used in the project suggest an intervention model for a similar context? Are there alternative/additional strategies that could increase the prospects of achieving the project objectives?*

The ADWA' project with its outcomes on employment (outcome 1) and labour standards (outcome 2) constitutes a very ambitious intervention model where both outcomes still need to find a way of integration and cross-fertilization in Morocco. At the same time, ADWA' is the only ILO project prominently addressing ILS in the country.

In hindsight, the model lacked appropriate targeting of social partners for strategic planning. But the government's preference and practice are to start designing strategies and consult social partners at a later stage. Social partners tend to be perceived as an obstacle rather than a driving force, which is related to some social partners' technical capacities. Unions, for example, tend to focus on protecting existing jobs rather than future jobs creations and there is a perceived lack of strategic vision. On the employers' side, the Confédération Générale des Entreprises du Maroc covers only one spectrum of employers only, missing, for example, small enterprises or employers in the agriculture sector.

Overall, the evaluation finds that the project resources are spread too thinly across too many countries and across too many outcomes and outputs. Hence, the current model seems not fit for purpose and would benefit from a reduction of its scope to deepen the engagement in fewer outcomes, outputs and countries unless the project budget would be significantly increased.

Efficiency

22. *How are the financial and human resources being used in the target countries to achieve outputs? Are there opportunities to improve efficiency?*

i) Leverage of resources (monetary or in-kind) to support the implementation of activities

See co-financing table in main report

ii) Disbursements and project expenditures in line with expected budgetary plans

ADWA' is largely on course with disbursements and project expenditures but needed to be flexible, for example, when validation by ministries takes longer than expected

iii) Robustness of management and governance arrangement

The CTA is involved hands-on in the daily management which helps to efficiently implement the project. The previous CTA was less engaged in project management, as witnessed, for example, by the absence of a M&E system for the project but focused on technical issues instead.

iv) Clarity of understanding concerning roles and responsibilities by all parties involved in implementation and monitoring

The complex project arrangements which the current CTA inherited also affect the understanding of roles and responsibilities of different project stakeholders in the ILO. For the project team in Rabat, the exact roles of project staff in Cairo remain unclear. The exchange between the project countries could be enhanced with more regular interchange required to mitigate this shortcoming.

v) Quality of relationship and cooperation with relevant national and regional stakeholders

The evaluator witnessed during the field visit to Morocco a high level of quality in the relationship between the project and its government counterparts which seemed built on trust and many years of cooperation, well before the start of ADWA'.

At the same time, the evaluator noted that there are no specific regional stakeholders for ADWA' to engage in, as the three project countries don't belong to a single regional body.

vi) Adequacy of administrative, technical, and - if needed - policy support from the ILO office and specialists in the field (DWT/CO Cairo and CO Algiers and other ILO offices as relevant)

At the political level, the Algiers CO represents AWDA' in Morocco while the Cairo CO provides financial support, including IRIS operations. Those arrangements which are in line with the ILO's rules and procedures are perceived as cumbersome. The administrative support staff for ADWA' in Morocco is based in the Algiers CO, where the post is shared with ADWA' in Tunisia. Overall, those complex arrangements with support offices operating also on different working days constitute a bottleneck rather than a support function accelerating project performance.

Impact orientation

23. To what extent is there evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries?

The evaluation identified positive changes in national stakeholders while ultimate project beneficiaries were not reached during the evaluation. Overall, needs-based action and the use of validation processes enhanced the likelihood of project impact in Morocco.

As stated before, the Ministry of Labour changed its behaviour after 10 years of change process related to the development of the National Employment strategy, starting in 2012 and now embraces a coordination rather than oversight and active management role.

The Statistics Office's "compte satellite" enabling access to ILO.stat is likely to impact on decision making which should be enhanced and guide public investments based on the identification of sectoral multipliers.

The Observatoire national du marché du travail judges that the statistical information concerning new forms of working should guide government's decision making and study recommendations can influence the revision of the Labour Law or labour market programmes. As the observatory is part of the Ministry of Labour, it is in a good position to influence government's decision making.

Importance emerges that the study results were discussed as part of tripartite constituent's social dialogue, which also created new knowledge and can enable behaviour change among constituents.

However, ADWA's work to strengthen constituents' capacities concerning ILS consisted of small initial steps, lacking a longer-term approach to either offer more systematic capacity building on ILS or to anchor trainings in existing national plans or initiatives.

"ADWA' opened many doors for our ministry. But ADWA' intervened on too many components at the same time in Morocco. Components related to capacity development were too shallow and unsuited to meet the ongoing capacity development needs of stakeholders in an impactful manner".

Source: Government stakeholder

24. Are there positive contributions to the SDG and relevant targets explicitly or implicitly? If affirmative, which SDGs and targets?

ADWA' provided data and analysis to inform policy makers labour market action. The work on new forms of work, for example, contributes to SDG 8, decent work and economic growth and the following 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

ADWA's work on ILS contributes to SDG target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Progress towards sustainability

25. To what extent are planned results of the project likely to be sustained (socio, economic and institutional changes) and/or scaled up and replicated by stakeholders?

i) National level interest and participation

As previously stated, ADWA's needs-based action and the use of validation processes enhanced the likelihood of project impact in Morocco and also its sustainability.

ii) Promotion of national ownership

Stakeholders were involved in ADWA'-funded initiatives throughout the intervention cycle, according to their availability and capacities. One example is the digitalization of procedures in the IT Department of the Ministry of Economic Inclusion, Small Business, Jobs and Skills.

iii) Robustness of exit strategy/sustainability strategy

ADWA' operates in Morocco based on delivering results which mainly government demanded, using an implicit exit strategy. However, at this stage the ILO's and stakeholder's attention is on the design of the project's phase II rather of ADWA's exit from Morocco.

A good example of the project's strategic handling of sustainability considerations is the work with the IT Department of the Ministry of Economic Inclusion, Small Business, Jobs and Skills. The project used software for the digitalization of procedures which was already in use in the Department and where service contracts with local service providers are in place. In fact, that very same service provider developed the digitalization process. The Department plans to include the funds for the maintenance contract in its own budget once the one-year warranty expires.

26. What further concrete steps could be taken to increase the perspectives of the sustainability of the results?

Concerning ADWA's work on ILS, the project provided the technical analysis and strengthened capacities and awareness of key stakeholders. The lasting effects of those activities, further ILS ratifications, are now part of a political process which is beyond the reach and scope of ADWA'.

Strengthening social partners' capacities in commenting on government's ILS reporting would require the involvement of social partners with a wider representation among workers and employers and a more systematic approach to capacity building. The latter could comprise the inclusion of ILS capacity building in relevant planned or ongoing government training initiatives or a training of trainers' approach.

Annex 6: Country results summary Tunisia (in French)

Table des acronymes et abréviations

ADWA	Projet de promotion de l'Agenda du travail Décent en Afrique du Nord
ANETI	Agence Nationale de l'Emploi et du Travail Indépendant
BIT	Bureau International du Travail
BTP	Bâtiment et Travaux Publics
CLE	Comprendre l'Entreprise
CTP	Coordinateur Technique de Projet
DD	Double Différence
GIZ	Coopération technique allemande
ISM	Institut Supérieur de Magistrature
ILS	International Labour Standards
MAS	Ministère des Affaires Sociales
MJ	Ministère de la Justice
MENA	Middle East and North Africa
NIT	Normes Nationale du Travail
ODD	Objectif du développement Durable
OIT	Organisation Internationale du Travail
ONEQ	Observatoire National de l'Emploi et Qualification
PAMT	Programme d'apprentissage en milieu de travail
PAN-TN	Plan d'Action National de lutte contre le travail des enfants
PNUD	Programme des Nations Unies pour le Développement
PSD	Plan Stratégique du Développement
PPTD	Programme Par Pays du promotion du Travail Décent en Tunisie
PQD	Plan Quinquennal du Développement
SI DA	Agence Suédoise de coopération
UNDAF	Cadre des Nations Unies pour l'Assistance au Développement
IDEMA	Initiative pour une Décentralisation Efficace et des Municipalités Attractives
UGTT	Union Générale Tunisien du Travail
UNDG	Groupe des Nations Unies pour le Développement
UTICA	Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat

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Je tiens à remercier toutes les personnes qui ont contribué de leur temps, leurs connaissances et leurs perspectives afin de me permettre de mener à bien mes travaux.

L'accueil, le professionnalisme et l'ouverture d'esprit qui nous ont été manifestés sans exception méritent d'être soulignés.

Le Consultant

I. METHODOLOGIE DE L'ÉVALUATION A MI-PARCOURS ET LIMITES

1.1 METHODOLOGIE

L'évaluation à mi-parcours a utilisé les méthodes et les techniques correspondant aux besoins spécifiques d'information, aux questions à la disponibilité des ressources et aux priorités des acteurs. Nous étions appelés à analyser toutes les sources d'information pertinente, telle que le document du Projet intégrant le cadre logique de résultats et de ressources afférent, les rapports de progrès, les rapports d'activités, les livrables clés et tout autre document susceptible d'apporter des informations permettant d'émettre des jugements. Pour ce faire, la triangulation de toutes les convictions a servi de bases aux conclusions et recommandations qui sont établies à partir de la combinaison comparative des différentes sources d'information, en particulier, la revue documentaire, les entretiens avec les parties prenantes au projet : BIT, Entités

gouvernementales et administratives du pays, Représentants des employeurs et Représentants des travailleurs.

La dimension genre est prise en compte dans cette approche.

a) Revue documentaire

Il s'est agi d'exploiter les documents sur les priorités nationales dans le secteur de la promotion du travail décent, les documents de politiques et stratégies dans les domaines clés et leurs plans d'action, les rapports périodiques du Projet, les rapports annuels du Projet, les Plans de Travail, le Cadre des Résultats, les rapports des études menées dans le cadre du Projet.

L'exploitation de ces documents a donné une première visibilité sur le projet et son opérationnalisation, et permis par après une approche efficace des sources primaires, en application du tripartisme qui est à la base du projet.

b) Les entretiens

L'option du ciblage par catégorie de partenaires (institutions, syndicats, etc.) au niveau des différentes interventions est adoptée. Ainsi, sont ciblés tous les agents et acteurs impliqués dans la mise en œuvre des activités du Projet ADWA, le BIT et partenaires potentiels et actifs (voir Annexe n° 2: liste des personnes interviewées).

La phase pratique de l'évaluation s'est déroulée entre le 16 juin jusqu'au 29 juin 2022. Etant donné que les documents du projet nous ont été fournies pendant et après la phase des entretiens avec les différents partenaires du Projet, la revue documentaire a eu lieu effectivement durant la phase pratique de l'évaluation et après.

Les rencontres avec les différents partenaires du projet se sont faites dans la transparence et chacun a pu s'exprimer librement au cours de ses rencontres directes.

Nous avons fait en sorte que les voix, les opinions et les informations données par les bénéficiaires ciblés par le projet aux niveaux des différentes institutions et structures concernés par le projet soient prises en compte. Outre l'équipe du BIT, les entretiens au niveau des institutions, des partenaires sociaux ont touché 12 personnes (03 femmes et 11 hommes). Profitant de la tenue de la 3^{ème} réunion annuelle d'examen SIDA-ADWA durant notre mission qui nous a permis de nous donner une image réelle sur la collaboration entre SIDA et ADWA.

En suivant cette méthodologie, nous avons adopté une approche axée sur les résultats, basée sur les droits humains et sensibles au genre. Pour adresser le thème de genre on a eu des entretiens avec des responsables femmes au niveau des institutions partenaires (MAS, Emploi). Nous nous sommes référé sur les normes spécifiques du BIT en matière d'évaluation en tenant compte des standards de l'évaluation du Groupe des Nations Unies (UNDG) ainsi que ceux de l'OECD/DAC pour réaliser des évaluations de qualité.

1.2 LES LIMITES DE L'ÉVALUATION

La première limite rencontrée est le temps disponible: l'évaluation est conduite sur une période de 2 mois, avec un nombre de jours de prestation assez restreint. En plus une partie des entretiens est menée à distance, avec toutes les difficultés que cela comporte en termes de disponibilité des personnes et obtention des rendez-vous. Les interviews reposent sur un échantillonnage, et les résultats ne peuvent donc pas rendre compte de la totalité des actions menées par le Projet pendant 37 mois.(15/11/2018 au 31/12/2021)

La seconde limite est liée au manque de certains documents de synthèse sur les résultats obtenus et quelques actions réalisées par le programme: le consultant a dû, avec l'aide très appréciée du coordinateur du projet en Tunisie et le Bureau du Caire (Mme Valentine), tenter de récapituler les grandes étapes et les résultats obtenus au cours des 37 mois de travail. Ce travail de

recherche et de synthèse a été assez fastidieux et consommateur de temps, au détriment sans doute de l'approfondissement de certains points de réflexion.

Le temps trop court d'une part et le contexte Covid-19 d'autre part n'ont pas permis d'insérer dans le planning la rencontre de certains acteurs clés (particulièrement des autres agences onusiennes et agences de développement actives dans le champ du travail décent, exemple PNUD, GIZ.)

Devant cette situation, le consultant a intégré différentes méthodes pour cette évaluation. Elles sont adaptées aux divers types d'interlocuteurs et à l'information que le consultant a crue nécessaire de collecter afin de fournir des réponses solides à toutes les questions d'évaluation et représenter les points de vue des interlocuteurs à différents niveaux. Il a intégré un mélange de trois méthodes clés (Analyse de la documentation disponible, les entretiens et l'observation) qui nous ont permis d'analyser les données de façon triangulaire.

1.3 ETHIQUE ET RESPONSABILITE

Le Consultant s'est entièrement conformé aux prescriptions éthiques et professionnelles du Groupe des Nations Unies pour l'Evaluation, avec acception totale et respect de son Code de conduite y afférent, à travers notamment les comportements ci-dessous :

- Egal respect des parties prenantes interviewées
- Respect de la liberté de parole des interlocuteurs
- Respect de la diversité des acteurs et reflet de cette diversité à travers un échantillonnage inclusif
- Positionnement dans une neutralité et une transparence entières entre les différentes parties prenantes pour recueillir leur feedback avec professionnalisme et confidentialité si nécessaire
- Rejet de toutes pratiques prohibées par le droit et la morale

II. PRESENTATION DES RESULTATATS DE L'EVALUATION A MI-PAROURS

Les données collectées ont fait l'objet d'une analyse basée sur les critères d'évaluation visés dans les termes de référence de la mission : la *pertinence*, l'*efficacité*, l'*efficience*, la *durabilité*, et l'*impact*, mais aussi la prise en compte des thématiques stratégiques transversales, en fonction de leur pertinence dans le projet, mais le genre en tout état de cause. Elle débouche sur des *constats et leçons clés*, et des *recommandations*, dans une logique d'*apprentissage* en perspective d'un nouveau cycle de programmation sur la promotion du travail décent en Tunisie.

2.1 PERTINENCE

a) Alignement sur les priorités nationales du pays et du SNU

Le projet ADWA montrait une bonne pertinence stratégique en étant notamment aligné sur les priorités nationales de la Tunisie, sur le Plan cadre d'aide au développement Tunisie (2015-2019) du Système des Nations Unies, aux objectifs de développement durables (ODD). Ainsi, le Plan Stratégique de Développement (PSD) (2017-2021) offrait un bon ancrage au Projet à travers ses cinq axes stratégiques portant sur: (i) une bonne gouvernance et réformes structurelles (ii) une économie à faible coût à un hub économique (iii) un développement humain et inclusion sociale (iv) une concrétisation des ambitions des régions (v) une économie verte et développement durable.

Aussi, l'analyse documentaire menée a démontré que d'une manière globale le Projet ADWA est aligné aux priorités nationales du pays exprimés dans la note d'orientation et les documents du Plan Quinquennal du Développement (contenu global, sectoriel et régional).

L'alignement des résultats du Projet ADWA et ses produits avec les priorités et objectifs du PQD, tel qu'il est décrit dans le rapport, ainsi que leurs concordances est quasiment total, à l'exception des dimensions et composantes liées à la prévention et la gestion d'une manière mieux coordonnée et plus efficace les crises humanitaires et les catastrophes, qui ne sont pas suffisamment visibles dans les documents du PQD.

Le Projet ADWA s'inscrit dans l'Agenda 2063 de l'Union Africaine pour le développement de l'Afrique à travers son aspiration à une « Afrique prospère basée sur une croissance inclusive et un développement durable », notamment ses Objectifs 1 « Un niveau de vie, une qualité de vie et un bien-être élevés pour tous les citoyens » et 5 : « Des économies transformées et des emplois ».

Le Projet ADWA était parfaitement ancré dans l'Agenda du Travail décent en Afrique 2007-2015, dont le portefeuille de mesures de mise en œuvre comportait les 3 Axes prioritaires ci-dessous, « Plein emploi productif et le développement des entreprises » ; « Protection sociale pour tous » ; et « Amélioration de la gouvernance dans le monde du travail et sur le marché du travail ».

Enfin, Le projet ADWA vient en complémentarité et en cohérence avec les autres programmes ou projets tels que le plan Cadre d'Aide au Développement (UNDAF) en Tunisie qui est conçu autour de trois axes stratégiques : Gouvernance démocratique, Modèle économique, inclusif, durable et résilient, protections sociales d'accès équitable aux services sociaux de qualité. Un objectif a été fixé que « Les groupes vulnérables ayant des besoins spécifiques jouissent d'une protection sociale et juridique conforme aux engagements purs par la Tunisie dans le cadre ses conventions et traités internationaux des droits de l'homme et de l'Egalité Genre »¹. Dans ce contexte, la Tunisie a développé, selon un processus tripartite et participatif, un Plan d'Action National de lutte contre le travail des enfants (PAN-TN) qui a été adopté en janvier 2016. Ce Plan constitue le cadre national de référence pour la lutte contre le travail des enfants dans le pays. Le projet «Faire progresser l'Agenda du travail décent en Afrique du Nord - Projet ADWA» s'intègre bien dans le Plan Quinquennal de Développement 2020-2025 par l'intégration de la SNE dans ses domaines d'intervention. Selon certains interviewés, le Projet ADWA traduit l'engagement de l'organisation (BIT) et ses partenaires Tripartites à appuyer le développement du pays conformément à des priorités et des objectifs discutés et approuvés en commun. A ce titre, il est, de ce fait, un accord dont découle une obligation de résultat de part et d'autre.

Le Projet ADWA s'inscrit dans la volonté de l'Etat tunisien de développer une économie plus équilibrée et solidaire par une croissance durable, basée sur le développement social, la création d'emplois décents et la lutte contre la pauvreté. La plupart des interviewés soumettent l'idée à l'évaluateur que la problématique du Projet s'inscrit parfaitement dans les priorités de l'état tunisien.

Ceci est conforté, souvent lors des entretiens de la mission d'évaluation, les discussions glissent souvent sur plusieurs mesures qui ont été prises pour la promotion du travail décent et les droits fondamentaux des travailleurs et des couches vulnérables par la mise en œuvre Mise en place d'un système de suivi des projets de coopération internationale pour le ministère de l'Emploi, un protocole d'évaluation des PAMT en cours de réalisation avec l'ONEQ et l'ANETI, signature d'une convention cadre d'échange de données entre le MAS et le ministère de l'emploi permettant plus d'efficacité, plus de transparence et l'élaboration de politique fondée sur une

¹Plan Cadre d'Aide au Développement (UNDAF) en Tunisie- 2015-2019 - Effet 3 de l'axe stratégique de protection sociale.

meilleure qualité de données, signature d'une convention cadre de partage instantané de données numériques entre l'ANETI et le Travail Indépendant permettant une meilleure intermédiation sur le marché du travail et un renforcement de la disponibilité des statistiques et le renforcement des capacités des cadres supérieurs ONEQ et ANETI

- Développement des compétences de 6 cadres supérieurs en suivi et évaluation

Ainsi, le projet ADWA Tunisie apparaît pertinent car les moyens et activités déployés sont en adéquation avec le contexte de nécessité d'amélioration de la production de services publics dans les domaines de l'emploi, de la protection sociale, ainsi que pour l'appui institutionnel et de renforcement du cadre juridique en matière de gouvernance et de promotion du travail décent.

b) Pertinence logique : qualité du cadre de performances

L'analyse du cadre logique du projet montre globalement de mauvaises correspondances techniques entre les résultats attendus et les produits qui devraient contribuer à les réaliser, mais aussi des liaisons insuffisantes entre ces produits opérationnels et les indicateurs de mesure des résultats. Il est aussi observé souvent une lacune au niveau des dits indicateurs de performance, dont les situations de référence (ligne de base) ne sont pas déterminées dans le document de projet.

Les indicateurs du projet ont été conçus d'une manière ambitieuse et sont difficilement réalisables par le projet avec ces moyens limités. Certains indicateurs sont des indicateurs d'impact. Un nombre important d'indicateurs du cadre logique ne répondent pas aux critères de qualité d'un bon indicateur. En effet, certains indicateurs ne sont pas précis et leur mesure pourrait être difficile à effectuer. Ils ne sont pas bien formulés et ne répondent pas aux normes de qualité d'un bon indicateur à savoir « spécifique, mesurable, atteignable, réaliste, inscrit dans le temps ». Exemple Indicateur de l'activité 18.02.01. : « *Élaborer un dossier de sensibilisation sur les NIT et le travail décent s'adressant à différents publics employeurs, syndicats, médias et société civile en Tunisie* ».

Le cadre logique du projet est mal fait, il mérite d'être revu et refait.

c) Pertinence opérationnelle ou pertinence des résultats

Les résultats attendus et planifiés du Projet ADWA ont été déclinés en produits dans un contexte de transition politique et démocratique difficile à mettre en œuvre, d'une réalité économique et social fragile et complexe sur un fond d'évolutions accélérées des transformations et mutations sociales. De ce fait, ils ont été globalement pertinents et à même de répondre convenablement aux grandes priorités du pays et aux besoins et attentes du Gouvernement. Du fait qu'ils couvrent la période 2018-2023, les contenus de ce Projet ADWA peuvent servir de fondement pour l'Agenda 2030 du pays.

Également, le Projet a considéré d'une manière globale les conclusions du contrat social signé en 2013, suite à une analyse approfondie des problèmes et des priorités en matière du développement, de protection sociale et promotion du dialogue social.

La formulation large des résultats attendus du Projet ADWA a eu le mérite de favoriser cette flexibilité souhaitée dans la conception et la mise en œuvre des activités et de permettre, par voie de conséquence, leur contextualisation et alignement par rapport aux priorités nationales et/ou régionales, sans cesse en évolution, aux ODD et à nécessaire prise en compte des problèmes émergents.

Deux années après le début de leur mise en oeuvre, ces résultats sont toujours pertinents, valides et d'actualités, compte tenu essentiellement de l'évolution générale du pays. Ainsi, pour ces différentes considérations, le Projet ADWA a été et demeure le cadre de références le plus approprié et pertinent pour le BIT et pour le Gouvernement.

Enfin, à la question de savoir, dans quelle mesure les résultats des activités menées sont compatibles avec la finalité du Projet, il est possible d'affirmer que les résultats cadrent globalement avec les priorités de l'Etat tunisien et ses partenaires sociaux. L'analyse plus ou moins détaillée de cet aspect est traitée dans les paragraphes suivants de ce rapport.

ENCADRE N°2

A l'opposé de certains programmes ou document de stratégie pays initiés sans aucune concertation avec les différents partenaires au contenu non négociable, le «**Faire progresser l'Agenda du travail décent en Afrique du Nord - Projet ADWA**» est un projet régional, conçu à partir de la vision des différents mandants concernés par la thématique de promotion du travail décent et mis en œuvre par le BIT en partenariat avec des structures publiques et privées au niveau du pays.

Un projet conçu et mis en œuvre de cette manière est potentiellement pertinent. La réponse d'un interviewé à la question « Le projet s'aligne-t-il aux priorités du Gouvernement, répond-il aux besoins des institutions partenaires et des groupes cibles ? Confirme bien la pertinence de ce projet« *Absolument, puisqu'il s'introduit dans la stratégie nationale de l'emploi et de protection des droits des travailleurs*».

Mais la pertinence opérationnelle du projet doit aussi être évaluée de point de vue de son utilité: Dans quelle mesure les contenus pratiques donnés au projet dans la mise en œuvre ont-ils été adaptés? Une telle question a été posée aux parties prenantes et la synthèse des opinions recueillies est limpide : Les activités opérationnelles menées ressortent de grande valeur ajoutée pour le pays. Les appuis techniques ont contribué à aider le pays à se doter de moyens institutionnels et stratégiques accrus pour mieux gérer le secteur de l'emploi : plusieurs mesures ont été mises en place dans ce cadre :

- Mise en place d'un système de suivi des projets de coopération internationale pour le ministère de l'Emploi
- Le protocole d'évaluation des PAMT est en cours de réalisation avec l'ONEQ et l'ANETI
- Signature d'une convention cadre d'échange de données entre le MAS et le ministère de l'emploi permettant plus d'efficacité, plus de transparence et l'élaboration de politique fondée sur une meilleure qualité de données
- Signature d'une convention cadre de partage instantané de données numériques entre l'ANETI et le Travail Indépendant permettant une meilleure intermédiation sur le marché du travail et un renforcement de la disponibilité des statistiques
- Développement des compétences de 6 cadres supérieurs ONEQ et ANETI en suivi et évaluation
- Le renforcement des capacités de 28 directeurs des Bureaux d'Emploi et Travail Indépendant en matière du Code du Travail et Relations Professionnelles.

2.2 EFFICACITE DU PROJET

a) Degré d'atteinte des résultats

L'analyse des principaux résultats mène à la conclusion que le projet s'est montré efficace par rapport à la réponse aux priorités du pays liées: (i) Politiques économiques, (ii) Politiques du marché du travail et protection sociale (iii) Relations professionnelles et travail décent, (iv) Employabilité et (v) une

croissance plus inclusive et riche en emplois. Il a été également efficace en termes de renforcement des capacités des mandants.

A la date de l'évaluation, l'efficacité a été analysée sur la base des données secondaires, des documents de formulation du projet, du plan de mise en œuvre et progrès du projet au 31 décembre 2021. Les informations ont été triangulées au cours des entretiens avec les différents mandants et l'équipe BIT.

A travers les entretiens et les rapports d'activités, l'évaluateur a pu vérifier que les résultats du projet sont connus par les partenaires nationaux et les partenaires sociaux.

Globalement les résultats du projet semblent être atteints à la fin du projet. Les retards observés dans la mise en œuvre de certaines activités sont dus essentiellement aux arrêts d'activités suite à l'instauration par le gouvernement dans le pays, des mesures de distanciation sociales liées au Covid-19.

L'analyse de l'efficacité est décrite par résultats du projet dans le tableau « Niveau de réalisation des produits » en annexe 1.

Lorsqu'on considère les activités prévues à mi-parcours dans le détail et sans pondération, plus de 53% d'entre eux ont été exécutées ou sont en cours d'exécution, avec un pic de 100% pour la plupart des activités des deux résultats 1.10.1, 1.10.2, 1.11.2, 2.2.3, 2.5.1, 2.9.1, 2.9.2 et 17.2.1. Ces activités ont permis d'obtenir des résultats probants comme la disponibilité de rapports d'études (Diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications, Des Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural etc...), les capacités renforcées des partenaires, la mise à disposition d'experts au bénéfice des mandants. Les activités non réalisées sont aussi importantes du point de vue stratégique. Le taux d'exécution physique du projet, à mi-parcours, dans sa totalité est respectivement 53% pour Résultat 1 et 56% pour Résultat 2.

Dans l'ensemble et dans ce contexte de crise sanitaire Covid-19 d'une part et politique d'autre part, la tendance est bonne et laisse espérer que les activités qui n'ont pas encore été réalisées les seront bien avant la fin du projet.

On note des retards dans certains résultats attendus. Pour faire face à cette situation critique, le projet a été rendu possible par le renforcement de l'équipe projet par un appui par plusieurs autres compétences tels qu'une assistance technique du BIT, et des experts internationaux et nationaux. Ceci a pu faire avancer certaines activités en parallèle et amorcer le plan d'action. Cependant, nous pouvons citer à titre d'exemple quelques activités que le projet doit faire plus d'effort pour les finir avant la fin du projet:

(i) Fournir un appui technique à l'ONEQ pour mener une enquête sur les besoins en compétences des entreprises du secteur privé; (ii) Préparer et publier une étude en collaboration avec l'ONEQ sur les besoins en compétences du marché du travail à partir des données de l'EPA; (iii) Mener une étude sur les aides publiques à l'emploi dans une perspective régionale; (iv) Organiser des formations de renforcement des capacités pour les partenaires sociaux en charge de l'élaboration, de la mise en œuvre et de l'exécution des programmes d'emploi ; (v) Elaboration d'un kit de communication sur les NIT en collaboration avec le Ministère de la Justice; (vi) Développer un module de formation des universitaire sur l'ILS; (vii) ; Développer des outils de communication sur : NIT, code du travail et inspection du travail (viii) Organiser une formation ILS pour les professionnels des médias en coopération avec l'ITC.

Toutefois, au niveau de la production et la gestion des connaissances, la contribution du BIT à la réalisation des activités du projet a été dense et variée. En effet, de nombreuses réalisations (détaillées en annexe 01) montrent que cette dimension de la contribution du BIT au

développement a concerné l'ensemble des produits et a consisté surtout à appuyer le partenaire national à produire de la connaissance en vue d'appuyer ses politiques et ses programmes. Les principales réalisations à ce niveau ont consisté surtout à concevoir et mettre en oeuvre les instruments suivants :

- Réalisation et publication d'un diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications;
- Mise en place d'une stratégie d'évaluation des PAMT;
- Mise en place et développement d'un système de suivi des projets de coopération internationale au profit du Ministère de l'Emploi et de la Formation Professionnelle baptisé « IDEMA » (idema.mfpe.gov.tn) ;
- Evaluation d'impact des programmes KARAMA et CSC encourus; Etc.

Comme mentionné dans le paragraphe relatif à l'appréciation des incidences des efforts denses menés pour le renforcement de capacités réalisés au profit des partenaires nationaux, la contribution du BIT relative à la production et à la gestion efficace des connaissances, reconnue et avérée dense et qualitativement importante (on note ici l'exemple du renforcement de l'ANETI par la formation de 50 conseillers d'emploi en matière du Code du Travail et Relations Professionnelles, de 6 cadres en suivi-évaluation, l'appui du ministère de la justice par le renforcement des capacités de 66 juges sur les NIT et le renforcement de 30 prud'hommes de l'UTICA sur les NIT.

ENCADRE N°1

PRINCIPALES REALISATIONS AU NIVEAU DES DEUX RESULTATS

Les réalisations au niveau du Projet, pour cette période 2017/2022, ont concerné les politiques nationales de la protection sociale, de la formation professionnelle, de l'emploi et du dialogue social. Elles ont focalisé sur l'élaboration participative et sur la base de données et évidences probantes des contenus des politiques à mettre en oeuvre. Ces réformes sont toutes alignées aux priorités nationales. Elles ont comporté les réalisations essentielles suivantes :

Résultat 1 (53%)

Les réformes des politiques économiques en Afrique du Nord orientent vers une croissance riche en emplois

- Mise en place d'un système de suivi des projets de coopération internationale pour le ministère de l'Emploi et de la Formation Professionnelle baptisé « IDEMA » (idema.mfpe.gov.tn).
- Le protocole d'évaluation des PAMT est en cours de réalisation avec l'ONEQ et l'ANETI
- Signature d'une convention cadre d'échange de données entre le MAS et le ministère de l'emploi permettant plus d'efficacité, plus de transparence et l'élaboration de politique fondée sur une meilleure qualité de données
- Signature d'une convention cadre de partage instantané de données numériques entre l'ANETI et le Travail Indépendant permettant une meilleure intermédiation sur le marché du travail et un renforcement de la disponibilité des statistiques
- Développement des compétences de 6 cadres supérieurs ONEQ et ANETI en suivi et évaluation
- Le renforcement des capacités de 50 directeurs des Bureaux d'Emploi et Travail Indépendant en matière du Code du Travail et Relations Professionnelles
- Une expertise internationale a été mise à la disponibilité de l'ONEQ

- Evaluation d'impact des programmes KARAMA et CSC encourus
- Mise en place d'une stratégie d'évaluation des PAMT

Résultat 2 (56%)

Les décideurs et les influenceurs font un meilleur usage des preuves politiques pour promouvoir les normes internationales du travail

- Prud'hommes formés aux NIT de l'UTICA (30) , y compris leur application effective dans les jugements.
- Deux séances d'information ont été tenues au profit d'une commission parlementaire
- Réalisation et publication d'un diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications
- Réalisation d'une étude conjointement avec un autre projet de l'OIT ayant pour intitulé : «Des Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural. »
- Elaboration et mise à disposition de l'Institut Supérieur de Magistrature d'un cours en ligne de formation juridique continue sur les normes internationales du travail (CLE on ILS)
- Renforcement de capacité de 24 Juges prud'hommes en matière de Normes Internationale de Travail et dans leur mise en application dans jurisprudence Tunisienne
Formation juridique continue sur les normes internationales du travail (En ligne) suivie par 42 juges
- Soutien à la numérisation et au développement des compétences des inspecteurs du travail en réponse au COVID-19
- Le renforcement des capacités de 27 inspecteurs de travail (Nord) en matière de Politiques d'Emploi des Programmes Actif du marché du Travail et des relations avec l'Entreprise

Le renforcement des capacités de 22 inspecteurs de travail (Sud) en matière de Politiques d'Emploi des Programmes Actif du marché du Travail et des relations avec l'Entreprise

b) Efficacité du dispositif de gestion

Outre le ministère des affaires sociales (MAS), qui assure le lead, des représentants des différentes institutions engagées sur le thématique emploi au niveau du pays ainsi que des organisations syndicales et patronales.

Deux niveaux structurels distincts au niveau du pilotage du projet mais complémentaires sont mis en place : un Comité de pilotage du projet tripartites et une Unité gestion du projet. La coordination et les échanges d'information sont également normés pour une plus grande efficacité de l'action

❖ **Comité de Pilotage du Projet**

Ce comité basé au niveau du pays permettra de renforcer l'adhésion et l'appropriation pour la mise en place et le suivi des activités du projet. L'objectif principal de la mise en place de ce comité de suivi est l'appropriation des acteurs et l'adhésion des responsables sectoriels, d'inscrire les résultats dans la durabilité et de développer les compétences des acteurs nationaux.

Pour ce Projet, les dispositifs de gestion facilitent le déroulement d'un processus bien mené. En fait, c'est le BIT qui assure la mise en œuvre du projet et en coordination avec le Ministère des Affaires Sociales (MAS) qui assure le leadership et le pilotage d'une manière transparente et ouverte à travers le Comité de Pilotage, en impliquant le plus que possible les différents parties prenantes.

Toutefois, le principal constat en ce qui concerne le fonctionnement du comité qui n'a pas pu se tenir conformément à la régularité convenue à partir de l'adoption des TdR de cet organe de gouvernance, et qui est au minimum deux réunions par an.

Tableau 1: Degrés de réalisation des réunions du Comité de Pilotage

Réunions COPIL	2018		2019		2020		2021	
	Prévue	Réalisée	Prévue	Réalisée	Prévue	Réalisée	Prévue	Réalisée
	2	0	2	0	2	0	2	2

Cependant, plusieurs réunions ont été organisées en comité restreint selon les thèmes propres à chaque structure. Ceci est observé notamment au niveau des structures du ministère de l'emploi.

❖ **L'équipe du projet**

Depuis son commencement réel en Tunisie en décembre 2019, le projet ADWA s'est doté d'une structure de gestion du projet en Tunisie supervisée par un CTP basé au Caire, et qui a à se déplacer continuellement au pays. Le coordonnateur national avait pour mission de gérer les activités du projet dans le pays, d'assurer l'organisation et le suivi des activités et de s'occuper des relations avec les institutions de l'Etat et des autres parties prenantes. Il travaille pour le projet à plein temps avec l'appui d'un assistant administratif et financier depuis octobre 2020 jusqu'au décembre 2021 et depuis c'est le coordinateur lui-même qui assure les activités administratives et financières.

Toutefois, cette structure a permis, comme même, une bonne gestion du projet. Elle a également permis que le management du projet soit mené dans les règles de l'art : documentation, diffusion, transparence, implication et prise en compte des observations, ce qui a favorisé le partage des connaissances par le biais d'ateliers notamment, et par le partage des rapports des experts.

Cependant, il est recommandé de recruter un assistant administratif et financier pour libérer le coordinateur aux activités techniques.

❖ **Coordination avec le BIT**

Le BIT n'étant pas présent sur place en tant qu'agence résidente, la Tunisie a régulièrement reçu une assistance technique en provenance du Bureau du Caire de l'équipe d'Appui au travail Dégénéré basé au Caire. Le Centre de formation de Turin, Italie, a également porté cette assistance au profit des représentants de mandants dans le cadre de processus de renforcement de capacités (cadres, juges prud'hommes, conseillers Prud'hommes) sur les NIT et le suivi-évaluation.

❖ **Coordination avec le bailleur du fond**

Outre son siège à Stockholm, l'Agence suédoise de coopération pour le développement (SIDA) pour les régions MENA dispose d'une représentation à Amén (Jordanie). En principe, l'équipe du projet est censée faire des rapports annuels à l'agence sur ses activités dans le pays via le bureau de l'agence censé exclusivement la représenter d'une part et l'organisation d'une réunion annuelle d'Examen.

❖ **Le renforcement des capacités des partenaires nationaux**

Pour la mise en place des différentes formations, études et ateliers de travail au niveau du projet ADWA a eu recours à différents experts et consultants. Selon les thèmes abordés et tout dépendant de la disponibilité d'une expertise nationale, il y a eu recours à des intervenants internationaux ou nationaux. En effet, en Tunisie, il existe une expertise nationale concernant les thèmes liés à l'exercice d'activité du projet.

La contribution du BIT au niveau du renforcement des capacités nationales au niveau des deux résultats et par rapport à ses produits a été dense et variée et a constitué une part très importante des réalisations. Ces dernières ont ciblé divers acteurs publics et syndicales concernés provenant des différents secteurs et opérateurs impliqués dans la réalisation des produits du Projet, à savoir :

- L'Administration et les établissements publics des divers secteurs de l'intervention de l'Etat au niveau central (MAS, ISM, ONEQ, MJ)
- Le parlement
- Les partenaires sociaux (UGTT et UTICA)

Ces actions de renforcement de capacités ont été, pour la plupart, des réponses aux besoins exprimés par la partie nationale dans le cadre de la réalisation des contenus des produits du Projet. Elles ont été effectuées selon les standards internationaux et les normes connues en matière des droits humains et en s'inspirant, surtout par rapport aux dimensions et thématiques nouvelles mises en œuvre par les partenaires nationaux, des bonnes pratiques à l'échelle internationale.

Le projet ADWA a eu recours à 15 consultants et experts au cours du déroulement du projet pour la dispense des formations et des études. Parmi ces consultants, dix nationaux et sept autres étaient des intervenants internationaux. Le projet ADWA a également mobilisé de l'expertise interne, via le recours aux spécialistes techniques du BIT tout au long du développement des activités. Particulièrement, quatre spécialistes (entreprise, employeur, employé..) du bureau du Caire et un spécialiste en sécurité/santé/travail à Genève (en ligne) (Voir annexe N° 03).

En plus, la présence d'actions de formation des juges prud'hommes et conseillers dans les structures publiques et au sein des divers organes concernés a été une autre satisfaction constatée dans l'évaluation de cette dimension importante de la contribution du BIT dans le

projet pour la Tunisie et ceci par la formation de 28 conseillers Prud'hommes représentants de l'UTICA aux Normes Internationales du Travail et 66 juges.

Contrastant avec leur fréquence et importance stratégique et opérationnelle, effectivement positives, les incidences des actions de renforcement de capacités réalisées au profit des partenaires nationaux, bien qu'elles n'ont pas été objectivement et systématiquement évaluées notamment en termes d'appréciation des améliorations effectives des performances institutionnelles et comportementales des bénéficiaires de ces formations, ont été considérées, quasi-unaniment par les personnes interviewées au cours de cette évaluation à mi-parcours, comme étant fructueuses, car elles ont été intégrées effectivement dans des démarches réelles de changement institutionnel souhaité et planifié.

Enfin, certains interviewés glissent certains nouveaux besoins en formation tels que la gestion axée sur les résultats et les normes de production.

❖ **Approche participative, création de partenariats.**

Le projet a eu pour objectif de travailler et d'agir sur toutes les entités existantes au sein du pays afin d'obtenir un effet maximum : sur les administrations, sur les institutions chargées de l'emploi et du développement social, mais aussi sur les syndicats.

Le Projet a développé une démarche participative permettant l'implication de toutes les parties prenantes et a utilisé un ensemble de méthodes, d'outils et de techniques qui ont permis de répondre aux attentes des partenaires. (Diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications, Des Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural, etc.). Des enseignements peuvent être tirés de cette approche, ce qui induit :

- Qu'un effort significatif ait été fait pour promouvoir un climat constructif de communication et d'échanges entre les différents partenaires du projet: création d'espace favorable de communication et d'échanges ;
- Que ces acquis et l'efficacité de ces pratiques ont été structurées et visibles auprès de la plupart des parties prenantes ;

Les partenariats et les réseaux créés par le projet incluent des partenariats avec :

1. Les Institutions gouvernementales et particulièrement les ministères des affaires sociales, ministère de la justice, le ministère de l'emploi et le ministère des finances
2. Le parlement
3. Les syndicats des travailleurs (UGTT)
4. L'union des employeurs (UTICA)

Cependant il est à noter que le projet n'a pas suffisamment mis l'accent sur des partenariats avec :

-Les médias qui pourraient également jouer un rôle de sensibilisation et de pression sur ces questions et sur ces thèmes (partenariat mais également formation des gens du monde des médias et des journalistes.)

- Les ONGs

Cette approche participative de mise en œuvre du Projet ADWA se découvre particulièrement pertinente au regard du ratio de plus de 53% de réalisation de l'ensemble des activités et ceci dans un contexte sanitaire difficile d'une part et l'instabilité politique (changement fréquent du gouvernement) d'autre part.

❖ **Mécanismes de suivi et d'évaluation**

Les mécanismes de suivi et d'évaluation utilisés par le projet incluent :

- 6- Un système de suivi-évaluation des activités du Projet conçu par l'équipe du projet au Caire, permettant au coordinateur national de suivre la mise en œuvre des activités du projet
- 7- Un cadre logique conçu lors de la conception du programme. Le cadre inclus de nombreux indicateurs pour le suivi des activités du projet avec beaucoup des limitations dans la formulation (Voir annexe n°1: Niveau de réalisation des produits)
- 8- Les rapports « Plan de mise en œuvre du Projet et progrès »
- 9- Les comptes rendus des réunions du Comité de Pilotage

❖ **Capacité du projet à aborder les contraintes et les obstacles**

Un des principaux obstacles résidait dans l'impact négatif de la crise de la pandémie COVID-19 sur le calendrier initial de mise en œuvre des activités du Projet. Devant cette situation critique, le gouvernement a été appelé à apporter des réponses rapides à la crise, dont certaines sont relatives à la protection des droits des travailleurs et des couches vulnérables (femmes rurales). Des besoins de données précises et suffisamment désagrégées, d'une approche cohérente d'intervention ainsi que des services publics opérationnels sont nécessaires à cette fin.

Les représentants des mandants ont exprimé ainsi des besoins spécifiques notamment la production de certaines données liées à l'impact de la crise COVID-19 sur les travailleurs. Cela a représenté une opportunité pour adapter certaines études qui étaient (en cours/prévues). A titre d'exemples, les ajustements suivants ont été opérés :

- vi. Soutien à la numérisation et au développement des compétences des inspecteurs du travail en réponse au COVID -19
- vii. Formation juridique continue sur les normes internationales du travail (En ligne)
- viii. Formation des cadres du ministère de l'emploi sur le suivi-évaluation (En ligne)

Autre obstacle de nature politique : Les changements politiques, notamment la dissolution du parlement, le changement du gouvernement ou au niveau de rattachement de certains départements, restent fréquents. Par exemple, la composition de la nouvelle commission supérieure de justice. Cela peut nécessiter des temps d'adaptation des départements techniques partenaires. Pour faire face à ce problème et avancer sur la mise en œuvre, les mesures suivantes ont été préconisées : i) une certaine flexibilité lors de la mise en œuvre en avançant sur les activités jouissant d'un consensus des mandants, ii) assurer une communication fluide et continue avec les premiers responsables techniques des départements concernés (administration, UGTT, UTICA).

Devant ses contraintes et obstacles liées au contexte du pays, le BIT a pris en compte la nécessité de réajuster à chaque fois le plan du travail, en étroite collaboration avec les membres du Comité de Pilotage Tripartite du Projet. A titre d'exemple, avec le contexte de la Covid-19, il a donné la priorité aux activités qui ne nécessitaient pas des rencontres physiques, notamment les études, en faisant le suivi et les réunions des comités de pilotages de ces activités, à travers le cadre virtuel et cela s'est révélé très efficace en terme de gestion de temps.

❖ **Cohérence avec les autres projets**

Les objectifs, produits et activités du projet ADWA sont en cohérence et complémentaires avec d'autres projets des institutions, et programmes du BIT d'après les propos de la plupart des interviewés. Certaines études ont été lancées conjointement avec d'autres projets :

- Réalisation d'une étude conjointement avec un autre projet de l'OIT ayant pour intitulé : «Des Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural. ».

Toutefois, certains interviewés, notamment au niveau de l'emploi (ONEQ) , voient que ses projets viennent avec des objectifs figés sans aucune concertation avec les concernés et qui répondent aux attentes des bailleurs de fonds. Devant cette situation et pour plus de crédibilité, le BIT et les bailleurs de fonds doivent planifier et/ou programmer des projets qui répondent à des requêtes formulées par le pays et qui lui ont été transmises pour un appui technique et financier.

❖ Visibilité et communication

Le projet n'accorde pas une attention particulière pour communiquer sur sa logique d'intervention, notamment par le développement de supports spécifiques (dépliants, film vidéo, etc.) et la publication de son plan de travail et en s'assurant d'une couverture médiatique adéquate lors des événements importants du projet.

Par contre, il est à noter que le projet ADWA a réservé au cours de sa phase de démarrage des actions de sensibilisation et de vulgarisation avec les représentants des mandants et les parlements sur le contenu du Projet et ses objectifs innovants. L'unique projet qui a touché le corps judiciaire sur les NIT.

Enfin, lors des entretiens, la mission d'évaluation a souvent été amenée à prendre acte du sentiment de déception de certaines parties prenantes par rapport à la visibilité du projet et sa flexibilité pour s'adapter à la situation conjoncturelle actuelle du pays depuis le 25 juillet 2021, on a pu noter le propos suivant « *devant la dissolution du Parlement, le projet devrait viser un autre partenaire de taille et d'influence, à mon avis, comme la Société Civile, l'ordre nationale des avocats, l'institut supérieur des avocats etc.* ».

2.3 EFFICIENCE DES RESSOURCES UTILISEES

4.4.1 Budget et financement du projet

Le projet a été conçu pour une période de cinq ans. Un budget de 6 094 220,63 USD a été alloué au projet financé par la coopération Suédoise « SIDA ». Il a officiellement été lancé en mi-novembre 2018 mais réellement en décembre 2019 avec le recrutement du Coordinateur national et le recrutement d'un assistant administratif à mi-temps en octobre 2020 et qui a résilié son contrat en décembre 2021.

Le calcul de la performance du projet par rapport aux ressources allouées est difficile, en prenant en considération le fait que ses bénéficiaires et ses effets sont plutôt non-matérialisés. Cependant par rapport aux enjeux et aux objectifs stratégiques à atteindre, l'investissement en ADWA est important et c'est un placement dans l'avenir ou la rente du montant investi (Value for Money) ne pourra pas être mesurée dans l'immédiat.

Toutefois, l'efficacité s'apprécie en lien avec les capacités d'exécution mais également de mobilisation de ressources, du bon usage de ces ressources. L'efficacité suppose l'adaptation des moyens et activités aux réalités et résultats à atteindre. Quelle est la rationalité de la réalisation des résultats escomptés et quelle est l'efficacité dans l'utilisation des moyens mis en œuvre ?

Au 31 décembre 2021, l'évaluateur n'a pas eu des données sur le budget alloué à la Tunisie, ce qui lui laisse dans l'impossibilité d'analyser l'efficacité des ressources financières allouées par rapport à la réalisation physique

a) Efficacité de délivrance à temps.

En termes de produits, il est avéré que le projet, et ce malgré les retards du début et le contexte COVID-19, a pu réaliser la plupart des activités prévues dans le document de projet (plus de 53%). Ceci a été rendu possible par le renforcement de l'équipe projet par un appui par plusieurs autres compétences telles qu'une assistance technique du BIT, et des experts internationaux et nationaux. Ceci a pu faire avancer certaines des activités en parallèle et amorcer le plan d'action.

Cependant, la complexité des procédures du BIT engendre parfois des délais de réponse très longs qui peuvent entraver le déroulement des activités, notamment en relation avec les agendas des hauts responsables institutionnels du pays.

2.4 ORIENTATION VERS L'IMPACT ET LA DURABILITE

a) Impact

Ce Projet est en cours d'exécution, les impacts finaux n'émergent que suite à plusieurs années. Toutefois, il est intéressant de s'interroger sur la mesure dans laquelle on s'achemine vers ces impacts finaux, à travers des effets intermédiaires (qualité des actions, appropriation des actions, changements de comportements, émergence de changements même d'un point de vue embryonnaire auquel on aurait pu être en droit de s'attendre avec un tel délai). Ce chapitre permet du même coup de voir la dynamique de progression depuis la réalisation des activités vers les effets recherchés :

- ✓ **Impact en termes de renforcement des capacités :** Les formations dispensées, constituant l'un des volets les plus importants de ce projet ont permis de consolider les connaissances de base des apprenants et de développer à des niveaux divers, les performances et les capacités techniques et de management de toutes les structures et institutions ciblées par le projet. Ceci a induit l'éclosion d'un pool notable de juges de prudence, de conseiller et cadres administratifs (ANETI, MAS, ONEQ, etc.) à même d'intervenir convenablement dans leurs activités professionnelles et de perdurer les acquis de l'action.

- ✓ **Impact par rapport à l'emploi :** Le projet s'est attelé autant à appuyer le ministère de l'emploi à travers ses structures spécialisées (ANETI, ONEQ) dans l'élaboration d'une évaluation d'impact des politiques actives d'emploi selon la méthodologie Double Différence (DD) qui a été très appréciée par les différents interviewés concernés.
Le projet a engendré un nombre appréciable d'études sur la dimension emploi qui ont contribué de manière fondamentale dans le changement des pratiques. Ils sont : (i) Diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications (ii) Des Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural: (i) Evaluation d'impact des politiques actives d'emploi
Le principal message qui ressort de ce qui précède (surtout au niveau NIT), est qu'il ne s'agit pas d'apporter quelques réponses isolées, mais qu'il y a affirmation de la nécessité d'une véritable réforme du système de la promotion de l'emploi dans le pays.

b) *Appropriation du Projet par les mandants*

La question se pose de savoir si les mandants se sont appropriés suffisamment ou non le projet ADWA ? L'analyse des faits suivants permet de réunir des éléments pour répondre à cette question. D'abord, on note que malgré l'engagement fort du ministère des Affaires Sociales (Secrétariat) dans la coordination et le suivi du projet ADWA. Des difficultés de coordination

persistent et qui se sont traduites par le faible nombre de réunions du comité de pilotage (02 seulement pendant toute la durée du projet (2018-2021).

Malgré cela, des réunions et ateliers de travail se sont déroulés au cours desquels ont eu lieu des échanges pour de meilleures pratiques et des discussions constructives entre les instances tripartites au niveau des NIT.

En définitive, le niveau d'appropriation De ADWA (contenus : résultats, produits et indicateurs) est fort chez les partenaires gouvernementaux directement concernés: Le Ministère des affaires sociales, le Ministère de l'emploi, le Ministère de la justice et de l'Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat. Des convention cadre d'échange de données entre le MAS et le ministère de l'emploi permettant plus d'efficacité, plus de transparence et l'élaboration de politique fondée sur une meilleure qualité de données ont été signées entre le Ministère des affaires sociales et le ministère de l'emploi et signature d'un protocole d'accord avec le ministère de la Justice et l'Institut supérieur de la magistrature pour institutionnaliser la formation NIT aux juges, y compris par le biais d'un cours en ligne.

Enfin, le niveau d'appropriation d'ADWA (sa philosophie et ses contenus) est fort chez les partenaires gouvernementaux directement concernés: Le Ministère des affaires sociales, le Ministère de l'Emploi et le Ministère de la Justice du ministère de la jeunesse et l'intégration professionnelle. Il a été constaté dans les entrevues menées avec les parties prenantes concernées que les actions de formation et de renforcement des capacités des acteurs et intervenants institutionnels ont contribué à améliorer les performances globales attendues.

c) Progrès vers la durabilité

Les acquis de la Tunisie dans la problématique de l'emploi sont essentiellement de nature stratégique et ancrés dans des structures nationales qui ont vocation à en garantir la pérennité. L'Agence Nationale de l'Emploi et du Travail Indépendant « ANETI », est bien installé dans le paysage institutionnel du pays, et dotés de ressources publiques pour s'assurer un certain fonctionnement.

Les outils de pilotage à la production desquels sont, notamment : une politique nationale d'emploi et sa stratégie de mise en œuvre (une stratégie nationale d'emploi), des études de Diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications, une étude sur les Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural et une étude sur l'évaluation d'impact des politiques actif d'emploi selon la méthode DD.

La véritable pérennité de ces instruments n'est pas uniquement dans leur existence matérielle, mais dans la capacité de l'environnement à en faire des outils de transformation de la réalité par le renforcement de capacité de 66 Juges en matière de Normes Internationale de Travail et dans leur mise en application dans jurisprudence Tunisienne et l'élaboration et la mise à disposition de l'Institut Supérieur de Magistrature d'un cours en ligne de formation juridique continue sur les normes internationales du travail (CLE on ILS) donnent une valeur ajoutée durable dans l'environnement socio-économique du pays.

d) Genre

Quant à la prise en compte du genre, bien que ne soit pas bien mentionné explicitement dans le cadre logique du Projet. Les réalisations des produits pour les années 2018/2021, telles qu'elles apparaissent dans la revue effectuée dans le cadre de cette évaluation à mi-parcours (voir annexe n°2), permettent d'affirmer de la prise en compte dans la plupart des réalisations de ce principe essentiel celui des droits de l'homme, l'égalité du genre et l'autonomisation des femmes. D'ailleurs, le projet en favorisant la participation des femmes dans la plupart des produits du projet et à certains niveaux de décision, a permis de fissurer chez les structures et institutions impliquées dans le projet, les pesanteurs sociologiques liées à la place de la femme dans le marché du travail. On peut citer à titre d'exemple 81% des femmes juges qui ont participé à la formation aux Normes Internationales du Travail, 23% inspectrices du travail ont suivi la formation sur les Politiques d'Emploi des Programmes Actif du marché du Travail et des relations avec l'Entreprise et 43% participantes femmes au module de formation sur le Code du Travail et Relations Professionnelles. Ajoutons à tout ce qui précède la présidence du comité de pilotage par une femme.

Il est à noter qu'au cours de la mise en œuvre des activités du Projet la dimension genre est prise en compte ; car dans le Comité de Pilotage du Suivi du projet, la femme est représentée. En effet, à titre d'exemple, le Ministère des Affaires Sociales est représenté par une femme qui a pris part activement en tant que présidente de ce comité à toutes les activités du projet.

Il ne faut pas nier aussi, que la Tunisie dispose d'un cadre légal incitatif pour la participation politique et économique des femmes. Un quota de 40% de femmes au niveau du gouvernement formé en décembre 2021 et l'attribution du portefeuille stratégique de la cheffe du gouvernement à une femme témoigne cependant d'un réel progrès dans la participation des femmes à la vie politique, économique et à la prise de décision.

III. CONCLUSION

La mission d'Evaluation a ressenti une parfaite motivation de l'équipe à tous les niveaux et une parfaite cohésion entre l'équipe de gestion du projet, les services étatiques, les partenaires sociaux (UGTT, UTICA). Il est certain que cette entente a été un facteur de réussite du projet quant à l'atteinte de son objectif. Au terme des 37 mois d'exécution du projet « **Faire progresser l'agenda du travail décent en Afrique du Nord** » (ADWA) », les résultats sont visibles malgré les retards accusés dans sa mise en œuvre d'une part et la situation sanitaire Covid-19 d'autre part.

Validité de la conception du projet, pertinence du projet et adéquation stratégique.

Le projet a pu faire bénéficier les institutions nationales de l'expertise et des outils de l'OIT pour approcher et traiter des sujets / questions relatives au monde du travail (notamment en matière de NIT/ études et recherches en lien avec l'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications, le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural et l'évaluation d'impact des politiques actif d'emploi (en cours).

Le projet a également pu faire bénéficier les partenaires nationaux du réseau important des experts nationaux et internationaux externes pour la conduite des activités de renforcement de capacités techniques sur les NIT et le suivi-évaluation.

Pertinence

Le projet apporte un appui à la réalisation des priorités des partenaires sociaux tripartites telles que prévues par le contrat social et le PPTD (Programme Pays du Travail Décent) relatif à la Tunisie (2017- 2022), notamment en ce qui concerne :

- Signature d'une convention cadre d'échange de données entre le MAS et le ministère de l'emploi permettant plus d'efficacité, plus de transparence et l'élaboration de politique fondée sur une meilleure qualité de données
- Signature d'une convention cadre de partage instantané de données numériques entre l'ANETI et le Travail Indépendant permettant une meilleure intermédiation sur le marché du travail et un renforcement de la disponibilité des statistiques

Un projet conçu et mis en œuvre de cette manière est potentiellement pertinent

Efficacité

Les activités envisagées ont été mises en place avec beaucoup de contraintes et retards liés principalement à la situation sanitaire qui a d'abord retardé la mise en place de l'équipe du projet (décembre 2019 (coordinateur) et octobre 2020 (assistant administratif et financier) alors que la date du lancement du projet est novembre 2018), puis entravé la réalisation normale de différentes activités (difficultés d'organisation d'ateliers et réunions en présentiel ..). Ceci étant, les activités ont été bien adaptées au contexte en étroite collaboration avec les partenaires ce qui a permis d'atteindre les résultats escomptés en grande partie.

Efficience des ressources utilisées

Le projet a été globalement efficace en ce qui concerne l'utilisation des ressources humaines.

Le projet «**Faire progresser l'agenda du travail décent en Afrique du Nord** » (ADWA) » a fonctionné avec des ressources humaines réduites, et cette évaluation est l'occasion de souligner la qualité de l'engagement de l'équipe de gestion du projet. Tous ont déployé de gros efforts pour accroître le réseau de contacts, et fournir aux différents partenaires des outils et informations destinés à faciliter leur travail.

Orientation vers l'impact et la durabilité

Les outils de pilotage à la production desquels sont, notamment : une politique nationale d'emploi et sa stratégie de mise en œuvre (une stratégie nationale d'emploi), des études de Diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications, une étude sur les Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural et une étude sur l'évaluation d'impact des politiques actives d'emploi selon la méthode DD : c'est la durabilité que ce projet vise à travers son action d'intervention pour promouvoir l'agenda du travail décent en Afrique du Nord.

Genre

Le projet en favorisant la participation des femmes dans l'action de renforcement des capacités. On peut citer à titre d'exemple 81% des femmes juges qui ont participé à la formation aux Normes Internationales du Travail, 23% inspectrices du travail ont suivi la formation sur les Politiques d'Emploi des Programmes Actif du marché du Travail et des relations avec l'Entreprise et 43% participantes femmes au module de formation sur le Code du Travail et Relations Professionnelles. Ajoutons à tout ce qui précède la présidence du comité de pilotage par une femme.

IV. RECOMMANDATIONS

Au regard de tout ce qui précède, un accent particulier doit être porté sur les déductions sus-évoquées en vue d'atteindre les résultats escomptés. Ainsi, pour l'amélioration de la mise en œuvre des activités du Projet ADWA, les recommandations ci-après méritent d'être prises en compte :

Recommandation 1 : Financement du Projet

L'Unité de gestion du projet au niveau de la Tunisie n'a pas de visibilité claire sur le budget alloué pour le pays. Cette situation entrave le coordinateur a bien planifié les activités, notamment, celles relatives à l'organisation des formations et la production de certains outils de visibilité du projet (dépliant, roll-up, etc.)

Devant cette situation, le BIT devrait définir un budget propre pour le projet au niveau du pays.

Adressé à	Priorité	Ressource	temps
BIT	Haute	Moyenne	Court-terme

Recommandation 2 : Améliorer l'écriture logique du programme, pour en faciliter sa mise en œuvre et favoriser son évaluabilité.

Cette recommandation est ancrée dans la **Pertinence logique du projet** qui montre que la matrice des résultats du Projet connaît des limites techniques dans sa partie Indicateurs de progrès : Les indicateurs du projet ont été conçus d'une manière ambitieuse et sont difficilement réalisables par le projet avec ces moyens limités. Certains indicateurs sont des indicateurs d'effet. Un nombre important d'indicateurs du cadre logique ne répondent pas aux critères de qualité d'un bon indicateur. En effet, certains indicateurs ne sont pas précis et leur mesure pourrait être difficile à effectuer. Une batterie d'indicateurs complète et SMART concourt à un bon encadrement de la mise en œuvre des produits programmés et garantit l'évaluabilité du projet.

Adressé à	Priorité	Ressource	temps
BIT	Haute	Moyen	Court-terme

Recommandation 3 : Implication de la Société Civile et du Médias

Une **implication plus grande de la société civile et du Médias** est une nécessité dans la période qui reste dans la vie du projet. Il faudra prendre en considération le fait que la société civile dans le pays est importante. Les organisations de la société civile ont joué un rôle efficace en matière de sensibilisations générale sur les questions de droit lors de la révolution qui a eu lieu en Tunisie. Elles peuvent de même avoir un rôle constructif en matière d'avancement des droits des travailleurs. Le projet ADWA dans la période qui reste devrait davantage se focaliser sur la construction de partenariats avec ces organisations et les médias afin de jouer un rôle de déclencheur en matière de ratification de certaines conventions, de changements de lois et de régulation concernant les droits des travailleurs.

Adressé à	Priorité	Ressource	temps
Gouvernements	Haute	Moyen	Court-terme

Recommandation 4 : Renforcement de l'équipe du projet

Renforcer les ressources humaines au niveau de l'équipe du projet par :

- le recrutement d'un assistant administratif et financier.

Adressé à	Priorité	Ressource	temps
BIT	Moyen	Moyen	Court-terme

ANNEXES

Annexe 01 : Niveau de réalisation des produits

Objectif global: Les déficits de travail décent sont efficacement comblés dans le NordAfrique

Résultat 1 : Les réformes des politiques économiques en Afrique du Nord orientent vers une croissance riche en emplois (56%)

Objectifs	Produits	Indicateurs	réalisation à mi-parcours	Statut
01.06-Les outils d'analyse macroéconomique et la capacité à utiliser ces outils sont renforcés (Tunisie)	01.06.01 - Soutenir l'ONEQ pour produire des outils d'analyse des données sur le marché du travail		Une expertise internationale a été mise à la disponibilité de l'ONEQ	En cours
	01.06.02 - Organiser des formations de renforcement des capacités du personnel de l'ANETI, de l'ONEQ et du MFPE sur l'analyse du marché du travail		3 sessions Réalisées : - Développement des compétences de 6 cadres supérieurs ONEQ et ANETI en suivi et évaluation - Le renforcement des capacités de 27 conseillers d'emploi (Nord) en matière du Code du Travail et Relations Professionnelles. - Le renforcement des capacités de 23 conseillers d'emploi (Sud) en matière du Code du Travail et Relations Professionnelles.	En cours
	01.06.04 - Fournir un appui technique à l'ONEQ pour mener une enquête sur les besoins en compétences des entreprises du secteur privé			
01.09-Diagnostics et recommandations formulés pour des	01.06.05 - Préparer et publier une étude en collaboration avec l'ONEQ sur les besoins en compétences du marché du travail à partir des données de l'EPA			Non réalisée
	01.09.01 - Mener une étude sur les aides publiques à l'emploi dans une perspective régionale			Non réalisée

Objectifs	Produits	Indicateurs	réalisation à mi-parcours	Statut
conseils politiques spécifiques (Tunisie)	01.09.02 - Organiser des formations de renforcement des capacités pour les partenaires sociaux en charge de l'élaboration, de la mise en œuvre et de l'exécution des programmes d'emploi			Non réalisée
01.10-Une revue du système et une évaluation des capacités des systèmes de gestion et d'information et des stratégies d'évaluation réalisées au Ministère de la Formation Professionnelle et de l'Emploi	01.10.01 - Évaluer le SIG et les systèmes de gestion basés sur la performance au MFPE, et définir un plan de travail avec le Ministère pour des améliorations 01.10.02- Fournir une assistance technique et des acquisitions de logiciels à frais partagés pour améliorer la gestion numérique des systèmes d'information		Mise en place et développement d'un système de suivi des projets de coopération internationale au profit du Ministère de l'Emploi et de la Formation Professionnelle baptisé « IDEMA » (idema.mfpe.gov.tn).	Réalisée
01.11-Les capacités du ministère du travail sont renforcées dans la conception et la gestion des évaluations de programmes (Tunisie)	01.11.01 - Soutenir une évaluation des effets des programmes d'emploi existants (évaluations quasi-expérimentales par le biais d'enquêtes auprès des bénéficiaires) 01.11.02 - Appui à la conception d'une « politique d'évaluation » des programmes d'emploi avec le MFPE		Evaluation d'impact des programmes KARAMA et CSC encours Mise en place d'une stratégie d'évaluation des PAMT	En cours Réalisée
Résultat 2: Les décideurs et les personnes influentes font un meilleur usage des preuves politiques pour promouvoir les normes internationales du travail (53%)				
02.02-La connaissance des parlementaires sur les NIT est renforcée à travers des outils de communication et des formations en Tunisie	02.02.01 - Développer des outils de communication pour accroître la sensibilisation à la NIT auprès des membres et du personnel du Parlement et du personnel en charge des affaires parlementaires 02.02.02 - Soutenir la participation d'un certain nombre de députés et du	La connaissance des parlementaires sur les NIT est renforcée en Tunisie		Non réalisée Non réalisée

Objectifs	Produits	Indicateurs	réalisation à mi-parcours	Statut
	ministère du Travail à des cours sur les SLI à Turin			
	02.02.03-Organiser une mission d'information pour les députés		Deux séances d'information ont été tenues au profit d'une commission parlementaire	Réalisée
	02.05.01 - Mener une étude diagnostique sur l'application des principales conventions et leurs recommandations	Les études diagnostiques des SLI se développent en Tunisie	Réalisation et publication d'un diagnostic de l'état d'application des Normes Internationales de Travail en Tunisie et étude des opportunités de nouvelles ratifications	Réalisée
02.05-Les études diagnostiques des NIT sont réalisées et les résultats diffusés en Tunisie	02.05.02 - Préparer des études pour appuyer la ratification de nouvelles conventions (si possible)		Réalisation d'une étude conjointement avec un autre projet de l'OIT ayant pour intitulé : «Des Normes Internationales du Travail pour le développement d'un nouveau modèle de relations professionnelles et de travail décent dans les secteurs du BTP et du développement rural. »	Réalisée
02.07- Renforcement des capacités des responsables gouvernementaux sur les procédures de déclaration et de ratification des NIT (assistance technique et formation) en Tunisie	02.07.01 - Fournir une assistance technique à l'entité responsable pour ratifier et/ou mieux aligner les lois nationales sur les conventions fondamentales et de gouvernance	Renforcement des capacités des responsables gouvernementaux sur les procédures de déclaration et de ratification des NIT en Tunisie		Encours
	02.09.01 - Développement d'un module de formation sur l'utilisation des NIT en jurisprudence		Elaboration et mise à disposition de l'Institut Supérieur de Magistrature d'un cours en ligne de formation juridique continue sur les normes internationales du travail (CLE on ILS)	Réalisée
02.09-Capacité des juges renforcée pour l'intégration de l'ILS en Tunisie	02.09.02 - Organiser une formation pour les juges du travail, les magistrats, les tribunaux de première instance et la cour d'appel	Renforcement des capacités des juges pour l'intégration de l'ILS (Tunisie)	Renforcement de capacité de 24 Juges prud'hommaux en matière de Normes Internationale de Travail et dans leur mise en application dans jurisprudence Tunisienne	Réalisée

Objectifs	Produits	Indicateurs	réalisation à mi-parcours	Statut
			Formation juridique continue sur les normes internationales du travail (En ligne) suivie par 42 juges	
	02.09.03 - Elaboration d'un kit de communication sur les NIT en collaboration avec le Ministère de la Justice			Non réalisée
02.12-Un manuel sur les applications judiciaires des SLI est élaboré en Tunisie	02.12.01 - Elaborer un guide à l'usage des magistrats sur l'application nationale du Code du travail, en référence à la NIT			En cours
02.15- Formation ILS institutionnalisée dans le cursus académique en Tunisie	15.02.01 - Développer un module de formation des universitaire sur l'ILS			Non réalisée
	15.02.02 - Promouvoir l'institutionnalisation des ILS dans les filières de l'enseignement supérieur			Non réalisée
	15.02.03 - Développer les capacités des enseignants et chercheurs sur les NIT			Non réalisée
02.15- Formation ILS institutionnalisée dans le cursus académique en Tunisie	17.02.01 - Organiser des ateliers de renforcement des capacités des inspecteurs du travail sur les NIT		Soutien à la numérisation et au développement des compétences des inspecteurs du travail en réponse au COVID-19 Le renforcement des capacités de 27 inspecteurs de travail (Nord) en matière de Politiques d'Emploi des Programmes Actif du marché du Travail et des relations avec l'Entreprise Le renforcement des capacités de 22 inspecteurs de travail (Sud) en matière de Politiques d'Emploi des Programmes Actif du marché du Travail et des relations avec l'Entreprise	Réalisée

Objectifs	Produits	Indicateurs	réalisation à mi-parcours	Statut
02.18-Paquet de sensibilisation sur les NIT et le travail décent s'adressant à différents publics (employeurs, syndicats, médias et société civile) élaboré en Tunisie	18.02.01 - Mener une série de formations de renforcement des capacités sur les NIT pour les organisations d'employeurs et de travailleurs, les médias et la société civile	Élaborer un dossier de sensibilisation sur les NIT et le travail décent s'adressant à différents publics employeurs, syndicats, médias et société civile) en Tunisie		En cours
	18.02.02 - Développer des outils de communication sur : NIT, code du travail et inspection du travail			Non réalisée
	18.02.03 - Organiser une formation ILS pour les professionnels des médias en coopération avec l'ITC			Non réalisée

Annex 7: Evaluation matrix

Evaluation criteria	Evaluation questions	Measures/indicators	Data sources	Data collection methods	Stakeholders/informants	Analysis and assessment
1. Relevance: Is the Project doing the right thing?	1. Are the project targets and activities sufficiently relevant/strategic as per the national contexts?	i) Relevance to the achievements of the governments' strategy, policy, and plan, the DWCPs, SIDA's MENA Regional Strategy priorities ii) Relevance to other relevant regional and global commitments such as the UNDAFs, SDGs targets, and ILOs Strategic Objectives (Programme & Budget 2018-19 and 2020-21)	Governments' strategy, policy, and plan, the DWCPs, SIDA's MENA Regional Strategy priorities, UNDAF, national SDG targets, ILO P&B 2018-19 and 2020-21)	Document review Key informants' interviews	Strategies, policies, plans Key informants	Identification of relevant plans & policies, including UN Development Cooperation Framework and DWCP Interview results analysis Triangulation based on different data sources
	2. To what extent does the project consider the needs of beneficiaries and stakeholders?	i) <i>Relevance to the felt needs of the national stakeholders and final beneficiaries</i> ii) Adequacy of analysis of problems and needs iii) <i>Inclusion of gender and disability-related issues and any gaps that need to be addressed (e.g., gender, youth)?</i> iv) <i>Involvement of ILO tripartite constituents in the project design</i>	Project document and progress reports Project partners and stakeholders, particularly tripartite constituents	Document review Key informants' interviews Focus group discussions Online survey for Q 2 (i)	Key informants: Representatives of partner-organizations Representatives of constituents Project management team	Analysis of logframe and other planning documentation (situation analysis) Interview results analysis Triangulation based on different data sources
	3. To what extent was the project design valid?) <i>Clarity of theory of change that outlines the causality (validity of external factors/assumptions, identification of risks, changes in country contexts, and in response to project's adaptive management)</i>	Project document and logframe, including performance indicators	Document review Key informants' interviews	Project documentation Project management team	Analysis of logframe and other planning documentation (situation analysis)

		<ul style="list-style-type: none"> i) <i>Clearly defined achievable outcomes and outputs and potential for optimization</i> ii) <i>Utility of M&E framework with outcomes indicators containing baselines and targets, collecting, and using data disaggregated by sex, disability, and other relevant criteria</i> v) <i>Inclusion of an exit strategy and strategy for sustainability</i> 	<p>Project theory of change</p> <p>Project performance measurement framework</p> <p>Project management team</p>		<p>Interview results analysis</p> <p>Triangulation based on different data sources</p>
<p>2. How well does the project fit?</p>	<p>4. To what extent does the project support or undermine the project's other interventions, particularly policies and vice versa in advancing the decent work agenda in North Africa? How can this be improved?</p>	<ul style="list-style-type: none">) <i>Complementarity of project partners' activities, being mutually reinforcing</i> i) <i>Complementarity with other ILO projects such as SCORE in Algeria</i> ii) <i>Linkages established with other activities of the UN or non-UN international development aid organizations at the local level and/or Government partner</i> 	<p>Project document</p> <p>Project theory of change</p> <p>Project partners and stakeholders, particularly tripartite constituents</p>	<p>Document review</p> <p>Key informants' interviews</p>	<p>Project documentation and progress reports</p> <p>Project management team and partners</p>
<p>3. Is the project doing the things well?</p>	<p>5. To what extent is the project likely to achieve its results at outcome and output levels, with particular attention to the project objectives? How can this be improved?</p> <p>6. How have positive and negative factors outside of the control of the project affected results, and how has the project dealt with</p>	<ul style="list-style-type: none">) <i>Main contributing and challenging factors toward the project's success in attaining its targets, including COVID 19</i> i) <i>Mitigation of COVID-19 effects and project's readiness to adapt to changes</i> ii) <i>Ability of Project partners (in particular Government, Parliament, and Judiciary partners) to use ILO's technical assistance and products for fulfilling the roles expected in the project strategy</i> v) <i>Effectiveness and appropriateness of the training and guidance provided to Project partners (in particular Government, Parliament, and Judiciary partners) by the Project</i> r) <i>Use of opportunities to promote gender equality and disability inclusion and strategic needs within the project's result areas</i> <ul style="list-style-type: none"> i) Positive factors ii) Negative factors iii) Project's mitigation strategy 	<p>Project progress reports</p> <p>Project partners and stakeholders,</p>	<p>Document review</p> <p>Key informants' interviews</p> <p>Focus group discussions</p> <p>Online survey for Q 5 (iii)</p> <p>Document review</p>	<p>Project documentation and progress reports</p> <p>Project management team and partners</p> <p>Analysis of progress reports</p> <p>Interview and focus group results analysis</p> <p>Triangulation based on different data sources</p> <p>Project documentation and progress reports</p> <p>Interview and focus group results analysis</p>

4. Is the project using resources adequately?	these external factors? Going forward, how can these be optimised/replicated?			particularly tripartite constituents	Key informants' interviews	Project management team and partners	Triangulation based on different data sources
	7. What, if any, unintended project results have been identified or perceived?	<ul style="list-style-type: none"> i) List of positive unintended results ii) List of negative unintended results 		Project progress reports	Focus group discussions Document review	Project documentation and progress reports	Analysis of progress reports Interview and focus group results analysis
8. Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response		<ul style="list-style-type: none"> i) Robustness of the intervention model ii) Adaptive capacities of the model iii) Alternative models to better advance DWA 		Project partners and stakeholders, particularly tripartite constituents	Key informants' interviews Focus group discussions Document review	Project management team and partners	Triangulation based on different data sources
9. How are the financial and human resources being used in the target countries to achieve outputs? Are there opportunities to improve efficiency?		<ul style="list-style-type: none"> i) Leverage of resources (monetary or in-kind) to support the implementation of activities ii) Disbursements and project expenditures in line with expected budgetary plans iii) Robustness of management and governance arrangement iv) Clarity of understanding concerning roles and responsibilities by all parties involved in implementation and monitoring v) Quality of relationship and cooperation with relevant national and regional stakeholders vi) Adequacy of administrative, technical, and - if needed - policy support from the ILO office and specialists in the field (DWT/CO Cairo and CO Algiers and other ILO offices as relevant) 		Project documentation and progress reports	Key informants' interviews Focus group discussions Document review	Project documentation and progress reports	SWOT analysis
9. How are the financial and human resources being used in the target countries to achieve outputs? Are there opportunities to improve efficiency?		<ul style="list-style-type: none"> i) <i>Leverage of resources (monetary or in-kind) to support the implementation of activities</i> ii) <i>Disbursements and project expenditures in line with expected budgetary plans</i> iii) <i>Robustness of management and governance arrangement</i> iv) <i>Clarity of understanding concerning roles and responsibilities by all parties involved in implementation and monitoring</i> v) <i>Quality of relationship and cooperation with relevant national and regional stakeholders</i> vi) <i>Adequacy of administrative, technical, and - if needed - policy support from the ILO office and specialists in the field (DWT/CO Cairo and CO Algiers and other ILO offices as relevant)</i> 		Documentation about other approaches to advance DWA Project progress reports, financial reports	Key informants' interviews Focus group discussions Document review	Project management team and partners Project documentation and progress reports, financial reports	Analysis of financial reports Interview and focus group results analysis Triangulation based on different data sources

6. Are changes likely to last?	5. Are results leading to systemic change?	<p>10. To what extent is there evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries?</p>	<p>i) Goal level indicators of project logframe</p>	<p>Project progress reports Project partners and stakeholders, particularly tripartite constituents</p>	<p>Document review Key informants' interviews Focus group discussions</p>	<p>Project documentation and progress reports Project management team and partners</p>	<p>Analysis of progress reports Interview and focus group results analysis Triangulation based on different data sources</p>
		<p>11. Are there positive contributions to the SDG and relevant targets explicitly or implicitly? If affirmative, which SDGs and targets?</p>	<p>i) SDG targets</p>	<p>SDG monitoring reports</p>	<p>Document review Key informants' interviews</p>	<p>Strategies, policies, plans Related to SDGs</p>	<p>Analysis of progress reports Interview results analysis Triangulation based on different data sources</p>
		<p>12. To what extent are planned results of the project likely to be sustained (socio, economic and institutional changes) and/or scaled up and replicated by stakeholders?</p>	<p>i) National level interest and participation ii) Promotion of national ownership iii) Robustness of exit strategy/sustainability strategy</p>	<p>Project progress reports Project partners and stakeholders, particularly tripartite constituents</p>	<p>Document review Key informants' interviews Focus group discussions</p>	<p>Project documentation and progress reports Project management team and partners</p>	<p>Analysis of progress reports Interview and focus group results analysis Triangulation based on different data sources</p>

Annex 8: Evaluation questionnaire

Project implementation partners: ILO project team and external partners to the ILO (e.g. national counterparts, private sector)

The questions below will be tailored to the relevant interview partners, as appropriate. The entire questionnaire would only be applicable to the ILO's CTA and the core project team.

Name	Gender	Position	Type of organization (government, employers, workers, academia, civil society organization, UN)	Organization	Date

(A) Relevance

1.1 To what extent are the project targets and activities sufficiently relevant/strategic as per the national contexts?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
Relevance to the achievements of the governments' strategy, policy and plan							
ILO DWCPs (ILO staff only)							
SIDA's MENA Regional Strategy priorities (donor only)							
Others							

Please explain your assessment:

1.2. To what extent do the following key components of the project take into account the needs of beneficiaries and stakeholders?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
Relevance to the felt needs of the national stakeholders and final beneficiaries (demand driven nature of the project)							
Adequacy of analysis of problems and needs							
Inclusion of gender and disability inclusion related issues							
Involvement of ILO tripartite constituents in the project design							

Please explain your assessment. Were there any gaps concerning inclusion?

1.3 To what extent is the approach or design of the project valid (TOC, M&E framework, indicators) (ILO project team only)

1.4 How would you rate the overall relevance of the project?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
Overall relevance of the project							

(B) Coherence: How well does the project fit?

2.1 To what extent does the project support or undermines the project other interventions?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
<i>Complementarity of project partners' activities, being mutually reinforcing</i>							
<i>Complementarity with other ILO projects</i>							
<i>Linkages established with other activities of the UN</i>							
<i>Linkages established with non-UN international organizations</i>							
<i>Linkages established with Government partners</i>							

Please explain your assessment:

(C) Effectiveness: the achievement of project results

3.1. To what extent has the project is likely to achieve its results at outcome and output levels?

Note to the evaluators: Each output and outcome will be assigned to its relevant stakeholder. For example, private sector stakeholders should only respond to outcome 3 and output 3.1. For each country, the applicability of outputs will be verified by the project team. It seems, for example, that in Egypt, the project did not contribute to outputs 2.3, 3.2 or 3.3.

Egypt	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer/not applicable
Outcome 1: Economic policy reforms in North Africa steer towards job-rich growth							
1.1. Key decision makers and stakeholders' capacities are built to promote quality job creation and sustainable economic growth							
1.2 Governments officials' macroeconomic analysis and policy diagnostic capacities improved in focus countries							
Outcome 2. Decision makers and influencers make better use of policy evidence to promote International Labour Standards							
2.1. National parliaments and Governments in target countries are more knowledgeable on ILS							
2.2. ILS is better reflected in the national jurisprudence of focus countries							
2.3. The media and civil society are more knowledgeable of ILS and decent work and enrich the national discourse							
Outcome 3: The private sector and multinational companies engage to achieve decent work in different economic sectors							

3.1 Labour standards are better applied in the Telecommunication sector in Egypt							
3.2 The media has increased capacity to report on fair recruitment							
3.3 Research on the role of new technologies and recruitment practices is conducted and disseminated							
Overall, how satisfied are you with the project results to date?							

Please explain your assessment. How can results achievement be improved?

Morocco	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer/not applicable
Outcome 1: Economic policy reforms in North Africa steer towards job-rich growth							
1.1. Key decision makers and stakeholders' capacities are built to promote quality job creation and sustainable economic growth							
1.2 Governments officials' macroeconomic analysis and policy diagnostic capacities improved in focus countries							
1.3. Capacities enhancement for the staff of the Ministries of Employment/Labour to fulfil more effectively their roles							
Outcome 2. Decision makers and influencers make better use of policy evidence to promote International Labour Standards							
2.1. National parliaments and Governments in target countries are more knowledgeable on ILS							
2.2. ILS is better reflected in the national jurisprudence of focus countries							
2.3. The media and civil society are more knowledgeable of ILS and decent work and enrich the national discourse							
2.4 Collective bargaining supported at the sectoral and regional level							

Please explain your assessment. How can results achievement be improved?

Tunisia	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer/not applicable
Outcome 1: Economic policy reforms in North Africa steer towards job-rich growth							
1.1. Key decision makers and stakeholders' capacities are built to promote quality job creation and sustainable economic growth							
1.2 Governments officials' macroeconomic analysis and policy diagnostic capacities improved in focus countries							
1.3. Capacities enhancement for the staff of the Ministries of Employment/Labour to fulfil more effectively their roles							
Outcome 2. Decision makers and influencers make better use of policy evidence to promote International Labour Standards							
2.1. National parliaments and Governments in target countries are more knowledgeable on ILS							
2.2. ILS is better reflected in the national jurisprudence of focus countries							
2.3. The media and civil society are more knowledgeable of ILS and decent work and enrich the national discourse							

Please explain your assessment. How can results achievement be improved?

3.2 What are the main contributing and challenging factors towards project's success in achieving its targets, including COVID 19?

3.3 How effective was the project in achieving the following:

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
<i>Ability of Project partners (in particular Government, Parliament and Judiciary partners) use ILO's technical assistance and products for fulfilling the roles expected in the project strategy.</i>							
<i>Mitigation of COVID-19 effects and project's readiness to adapt to changes.</i>							
<i>Effectiveness and appropriateness of the training and guidance provided to Project partners (in particular Government, Parliament and Judiciary partners) by the Project.</i>							
<i>Use of opportunities to promote gender equality and disability inclusion and strategic needs within the project's result areas.</i>							

Please explain your assessment:

3.4 How have positive and negative factors outside of the control of the project affected results and how has the project dealt with these external factors? Going forward, how can these be optimised/replicated?

3.5 What, if any, unintended results of the project have been identified or perceived?

3.6 To what extent does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
Robustness of the intervention model							
Adaptive capacities of the model							
Alternative models to better advance DWA							

Please explain your assessment:

3.7 How would you rate your satisfaction with the project's results achieved to date?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
Overall relevance of the project							

(D) Efficiency: is then project using resources adequately?

4.1 How are the financial and human resources being used in the target countries to achieve outputs?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
<i>Leverage of resources (monetary or in-kind) to support the implementation of activities (for ILO staff only)</i>							
<i>Disbursements and project expenditures in line with expected budgetary plans (for ILO staff only)</i>							
<i>Robustness of management and governance arrangement (for ILO staff only)</i>							
Clarity of understanding concerning roles and responsibilities by all parties involved into implementation and monitoring							
Quality of relationship and cooperation with relevant national and, regional stakeholders							
<i>Adequacy of administrative, technical and - if needed - policy support from the ILO office and specialists in the field (DWT/CO Cairo and CO Algiers and other ILO offices as relevant) (for ILO staff only)</i>							

Please explain your assessment:

Are there opportunities to improve efficiency?

4.2 How would you rate the overall efficiency of project management

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
Overall efficiency of project management							

(E) Progress towards impact: Are results leading to systemic change?

5.1 To what extent there is evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries?

5.2 Is there positive contribution to the SDG and relevant targets explicitly or implicitly, if affirmative, which SDGs and targets?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
Overall progress towards impact							

(F) Progress towards sustainability: Are changes likely to last?

6.1 To what extent are planned results of the project likely to be sustained (socio, economic and institutional changes)

and/or scaled-up and replicated by stakeholders?

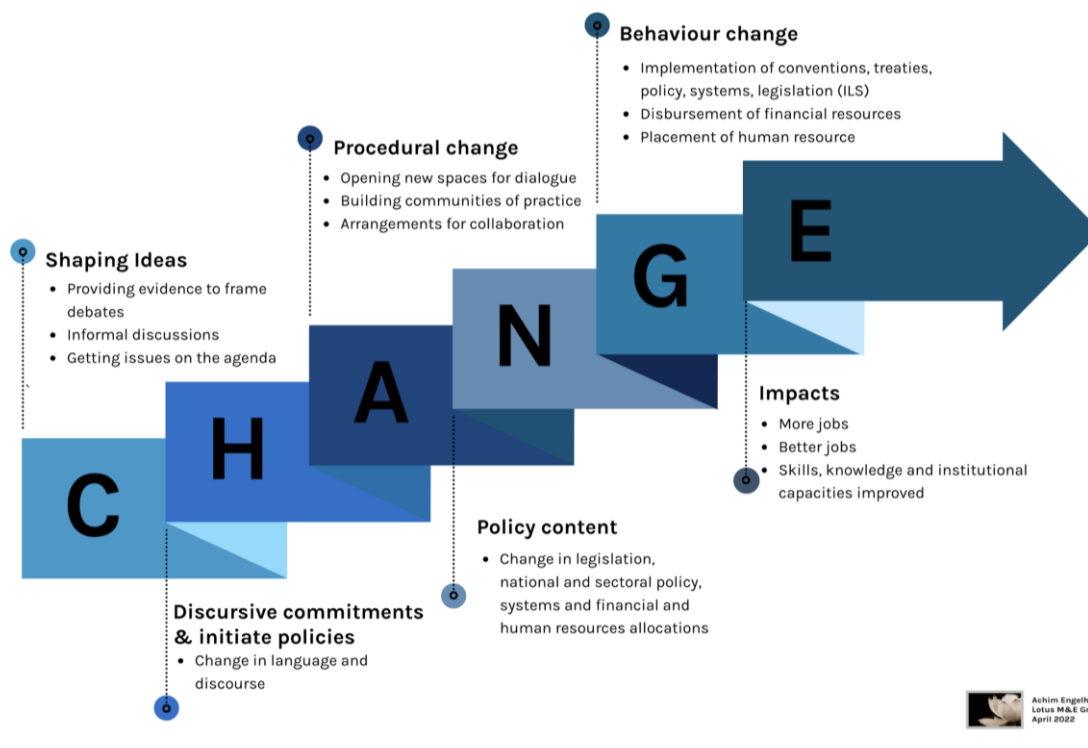
	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory	No answer
<i>National level interest and participation</i>							
<i>Promotion of national ownership</i>							
<i>Robustness of exit strategy/sustainability strategy</i>							

Please explain your assessment:

(G) Assessment summary

7. What are the main strengths, weakness, opportunities, and threats of the ADWA' project (in your country)?

Annex 9: Policy change – progress on CHANGE framework



Outcome 1 : Employment

KADMAS Egypt

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
Workshop jointly initiated	Identification of need to make Labour Force Survey and Establishment survey more user friendly Focal point appointed	Information gaps identified, e.g. on skills	Supplementary skills module for both surveys	Cost sharing for first year between ILO, GIZ and KADMAS for additional costs for enlarged data collection, due mid-2022	Prospective: Enhanced data availability for improved decision/making

Ministry of Manpower

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
During 2019 Centenary events concerning Future of Work, development of idea to research	Focal point appointed Launch of the study with the Minister end				

<i>impact of AI on the labour market</i>	<i>2020 to feed into MOM Future of Work Strategy</i> <i>Change of political priorities, engagement stopped</i>				
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Tunisia

Evaluating impact of active labour market policies

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<i>MoL requested support for the 3rd impact evaluation</i>	<i>Commitment existed before ADWA</i> <i>Focal point appointed</i>	<i>Establishment of working group together with two government entities doing analysis</i>	<i>Impact analysis ready 07/2022</i>	<i>Prospective: Adjustments to active labour market policies based on analysis results</i>	<i>Prospective: Policy note active labour market policies guiding employment agencies</i>

MoUs between two Ministries on data sharing

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<i>ILO suggestion to share employment data between two units of different ministries</i>	<i>MoU signed</i> <i>Focal point appointed</i>	<i>First time groups meet for jointly for discussions</i>	<i>MoU signed by both ministers (end 2021)</i>		

Morocco: Non standard forms of employment (NSFOE)

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<i>Request from ministry pre ADWA, with COVID/19 accelerating needs</i>	<i>Focal point appointed</i> <i>First study 2020/2021 presenting four different forms, with two selected by ministry for future focus</i>	<i>First ever telephone survey in Africa for platform workers, with legal and economic analysis 12/2021</i>	<i>Prospective: For ministry to push for how to change legislation</i>		

Evaluation of National Employment Policy

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<i>Need felt by ILO and Ministry to evaluate expiring National Employment Policy</i>	<i>Focal point appointed</i>	<i>ILO suggestion to focus on gender and climate change accepted</i> <i>Evaluation team proposed</i>	<i>New Employment Policy (2023)</i>	<i>Prospective: Allocation of allocation of human and financial resources by region</i>	<i>Prospective: Tool to impact number and quality of jobs</i>

		<p>Joint development of evaluation methodology</p> <p>Presentation of evaluation findings to minister 06/22</p>			
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Regional: Job rich growth

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<p>Supply driven by ILO</p> <p>Created network of experts</p>	<p>Identification of key labour market indicators and report structure</p>	<p>Access to and use of National Statistics Offices-data</p> <p>Community of practice by experts</p>	<p>No regional body to use data, individual governments will use national data</p>		

Outcome 2: ILS

Egypt, Parliamentarians

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<p>ILO supply- driven</p>	<p>Meetings with Ministry of Manpower and Ministry of Parliamentary Affairs</p> <p>Focal point appointed</p>	<p>Agreement of cooperation, one workshop with 19 Parliamentarians (out of 592)</p>	<p>Prospective: Change of policy content</p>	<p>Prospective: Ratification of Convention 183</p>	

Judges

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<p>Existing MoU with National Council for Judicial Studies</p> <p>Assessment of complementarities between ILS and national law</p>	<p>Focal point appointed</p>	<p>Production of a bench-book and training, using working group appointed by the President of the National Council</p> <p>Final approval of Minister of Justice pending</p>	<p>Prospective: Channelling bench-book through the National Council for use in courts (expected 2022)</p>	<p>Prospective: highly encouraged use of bench-book leading to behaviour change</p>	<p>Prospective: Judgements with ILS references</p>

Tunisia

Shaping ideas	Discursive commitments	Procedural change	Policy content	Behaviour change	Impacts

	and initiate policies				
<i>Gaps analysis, tripartite engagement and agreement to focus on 20 conventions</i>	<i>Focal point appointed</i>	<i>Presentation of results, C 187 (OHS) ratification identified as low hanging fruit</i> <i>Promotion of ratification</i>	<i>Ratification of Convention 187</i>	<i>Mid 2021 change of legislation</i>	<i>Prospective: Analysis of financial implications with ILO support</i>

Morocco C 190

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<i>Gaps analysis with Moroccan female judge</i>	<i>Focal point appointed at Director level</i>	<i>Validation meeting with Ministry</i>	<i>Suggestion to proceed with decree to labour code rather than to feed into the amendment of Labour Code. Decision pending for 2022</i>	<i>Prospective: Coalition 190 of civil society groups to lobby for ratification of C 190</i>	

Outcome 3: Ericsson

Shaping ideas	Discursive commitments and initiate policies	Procedural change	Policy content	Behaviour change	Impacts
<i>Idea suggested by Sida and Ericsson in Sweden</i>	<i>Focal point appointed, signed MoU</i> <i>Review of code of conduct for suppliers</i>	<i>2 reports prepared and training materials developed, trainings scheduled for 07/2022</i>	<i>Prospective: Amendment of the Ericsson Code of Conduct, including decent work principles</i> <i>Scale up training for sectoral outreach beyond Ericsson</i>		



Annex 10: Lessons learned and Good practices

Advancing the Decent Work Agenda in North Africa

**Project DC/SYMBOL:RAF/18/50/SWE and
RAF/18/01/SWE Name of Evaluator: Dr Achim
Engelhardt**

Date: 8 October 2022

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

LESSON LEARNED ELEMENT	Needs-based project design and implementation involving tripartite constituents
Brief description of lessons learned (link to specific action or task)	ADWA' clearly shows where the project meets stakeholder needs, progress was made, and the results are being used. The challenges in engaging MCIT in Egypt seem to indicate that ADWA's offer is not a priority for the ministry, and the project is not meeting an immediate need, which contrasts, for example, with the excellent cooperation with the National Council for Judiciary Studies (NCJS), where the project meets capacity building needs.
Context and any related preconditions	The project was designed with suboptimal engagement of tripartite constituents. This affected the ownership of project components and results.
Targeted users /Beneficiaries	The tripartite constituents would be the main beneficiaries of this lesson learned.
Challenges /negative lessons -Causal factors	When tripartite constituents are not or insufficiently consulted during project design, for example, due to time pressures, the ILO will suffer its consequences concerning the relevance, effectiveness, impact and sustainability of project results. Ultimately, those tripartite constituents are meant to be the users of ILO project results.
Success / Positive Issues -Causal factors	Vice versa, the good consultation of tripartite constituents will positively affects the relevance, effectiveness, impact and sustainability of project results, despite a longer consultation period required
ILO Administrative Issues (staff, resources, design, implementation)	Full tripartite consultation will extend the time required for project design.

Advancing the Decent Work Agenda in North Africa

Project DC/SYMBOL:RAF/18/50/SWE and
RAF/18/01/SWE Name of Evaluator: Dr Achim

Engelhardt

Date: 8 October 2022

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

LESSON LEARNED ELEMENT	Capacity building
Brief description of lessons learned (link to specific action or task)	Capacity building requires training needs assessments, a follow-up to the capacity building event(s) and an approach to institutionalizes capacity building to ensure its relevance, effectiveness, and sustainability.
Context and any related preconditions	Training judges in Egypt requires significant project resources with room for improvement of capacity buildings' relevance, effectiveness, and sustainability.
Targeted users /Beneficiaries	Judges benefitting from capacity building concerning International Labour Standards
Challenges /negative lessons -Causal factors	<ul style="list-style-type: none"> • Training needs assessment: Rooms shows for better training targeting to invite judges who work on labour cases. The targeting includes pre-training needs assessments to identify judges' key needs and priority areas and their scope of work to allow for customizing the training material to respond to the judges' capacities and needs. • Follow-up: Training refreshment is needed to reflect the changes in the agreements and the nature of cases presented to the court of cassation. Refreshment can be in the form of networking events where all trainees from different courts can meet and exchange knowledge and experience. This post-training follow-up is of significant importance. • New topics can be added to the training, including gender, domestic labour, and disability. Also, good practices from other Arab countries can be added to the training material to enhance the local judge's knowledge of practices and applications. • Institutionalization of capacity building for judges to ensure the required frequency of training, to respond to the rotation of judges, and long-term follow-up on the learners to understand the training results. Options are training of trainers, e.g., in the National Council for Judiciary Studies in Egypt or through other local partners • Produce training publication to be shared with the parliament members in Egypt to close the gap between the issuance authority and enforcement authority.
Success / Positive Issues -Causal factors	The better capacity building is targeted, engagement with its beneficiaries maintained and its delivery handed over to relevant national or local

	institutions in a partner country, the higher is its relevance, effectiveness, and sustainability.
ILO Administrative Issues (staff, resources, design, implementation)	The design of capacity building needs to systematically include training needs assessments, a follow-up to the capacity building event(s) and an approach to institutionalizes capacity building. While this holistic action would increase the costs for capacity building, it is essential to ensure its relevance, effectiveness, and sustainability.



Advancing the Decent Work Agenda in North Africa

Project DC/SYMBOL:RAF/18/50/SWE and RAF/18/01/SWE **Name of Evaluator:** Dr

Achim Engehardt

Date: 5 October 2022

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

GOOD PRACTICE ELEMENT	Utilization of evaluation processes for learning and planning
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>The CTA used the end of the evaluation process to bring together the entire technical project team from all three project countries for a stocktaking and planning meeting. The evaluator was invited to remotely present evaluation results and to discuss recommendations with the project team. This process facilitated the exchange among the project team across the project countries to enhance understanding of the evaluation results and the way forward for the project. The CTA's intention to meet the entire project team for all three countries at regular intervals for reflection and stock-taking of project results (e.g., 6-monthly) is likely to systematically contribute to learning and inform planning.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>This good practice is linked to the evaluation process and how CTAs can make use of the momentum created for reflection, learning and planning.</p>
Establish a clear cause-effect relationship	<p>Busy project teams can perceive evaluation processes as disruptive. Making most use of the momentum created by an evaluation and to feed evaluation results back into the planning cycle is a unique opportunity for evidence-based learning and action, particularly in the case of mid-term evaluations.</p>
Indicate measurable impact and targeted beneficiaries	<p>This good practice is likely to affect the efficiency of project implementation, which indirectly will enhance the likelihood to achieve project outcomes and ultimately impact.</p>
Potential for replication and by whom	<p>All project teams undergoing a mid-term evaluation can benefit from this approach of feeding evidence-based learning and action into the project implementation.</p>

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Not applicable.
Other documents or relevant comments	Not applicable