



Evaluation Summary



International
Labour
Office

Evaluation
Office

Independent Mid-term Evaluation

The Way Forward after the Revolution: Decent Work for Women: in Egypt and Tunisia (DWW) - Phase II

Quick Facts

Countries: *Egypt and Tunisia*

Mid-Term: *June/July 2020*

Evaluation Mode: *Independent*

Administrative Office: *Regional Office Pretoria*

Technical Office: *Employment*

Evaluation Manager: *Mr. Ricardo Furman*

Evaluation Consultant(s): *Mr. Martin Østergaard
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Project Code: *RAF/17/05/FIN*

Donor(s) & Budget: *Finland (US\$ 2,470,000)*

Keywords: *Gender, social partners,
women leadership, women entrepreneurship*

<http://www.ilo.org/thesaurus/>

Background & Context

Summary of the project purpose, logic and structure

The Decent Work for Women project (phase 2) (DWW) is funded by the Finnish Ministry of Foreign Affairs, and has a total budget of USD 2.470 million for 2018-2021. It builds upon experiences achieved

through the first phase of the project from 2012 to 2018. Close cooperation has been established with the project's key partners, and many of the present project partners have been engaged since the beginning of the first phase in 2012.

Present Situation of the Project

The project has developed good partner relations, builds on a wide network and is engaged in activities in a number of technical areas related to women's employment, entrepreneurship and leadership.

These areas include labour inspection, human resource management in private companies, women's entrepreneurship, issues related to social protection, women leadership and review of legislation. The project is firmly engaged with all of the ILOs tripartite partners, and works with organizational development processes as well as many policy issues.

Many activities relate to the work with ILO Conventions on gender equality with project partners, where the country contexts have offered different opportunities to engage. Key Conventions covered in the present phase are Convention 183 on Maternity protection, 189 on Domestic Workers and 190 on Violence in the Workplace, but the project is also engaged with issues relating to equal remuneration and gender equality and relevant conventions related hereto.

The project is also operating with other gender equality projects as a portfolio has been built up over the last six years at ILO Cairo. With this framework, the DWW

project can now work with a higher degree of flexibility.

Furthermore, the development of closer UN-wide cooperation has allowed the project to engage in gender equality coordination processes with UN and other partners.

The COVID 19 crisis has affected project implementation, and digital training approaches have been developed in women's entrepreneurship as a response.

Purpose, scope and clients of the evaluation

1. Assess the relevance and coherence of project's design regarding country needs and how the project is perceived and valued by the target groups.
2. Identify the contributions of the project to, the SDGs, the countries UNDAFs and Tunisia DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries.
3. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts.
4. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
5. Assess the implementation efficiency of the project.
6. Review the strategies for outcomes' sustainability and orientation to impact.
7. Identify lessons and potential good practices for the key stakeholders.
8. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

The primary users of the evaluation are the national stakeholders.

In Egypt: The Ministry of Manpower, the National Council of Women, the ETUF, the EDLC and the Upper Egypt Trade Union Federation; and the FEI.

In Tunisia, it is the Ministry of Family Affairs, Women, Children and Senior Citizens, Ministry of Social Affairs, the Ministry of Vocational Training and Employment, UGTT and the CNFCE (which is part of UTICA). The primary users of the evaluation are also the Finnish Ministry of Foreign Affairs, and the ILO: ILO Cairo, including the DWW project and the specialists at the DW team supporting the project, the GED and ENTERPRISE backstopping units at ILO Geneva as well as the Country Office in Algiers.

Methodology of evaluation

The data collection has been carried out through virtual meetings organized during the period 12 June to 7 July as a home-based evaluation.

The meetings have been based on semi-structured interviews with both individuals and to a smaller extent with groups of 2-4 persons. The interviews have contacted

- a) key informants (project partner organizations),
- b) beneficiaries from both Egypt and Tunisia, and
- c) a number of experts (ILO and external).

Consultations have also been carried out with the donor, who is presently preparing their new MENA strategy.

Despite the home-based evaluation and the COVID crisis, data has been possible to collect and the crisis is not assessed to have influenced the evaluation in substantial ways.

The evaluation took a point of departure in a matrix for project activities implemented, and selected some 8 areas that represented the key processes of the project. These processes represented interventions at both the macro, the meso and the micro levels, and involved the ILO constituents in different ways. Within each of these areas, the evaluation interviewed all three groups of respondents, compared with project documentation and triangulated data accordingly.

Main Findings & Conclusions

1. The DWW in the present phase works from a stronger basis compared to earlier. This is partly a result of collaboration with other gender equality projects and joint action with the ILO Cairo gender team and Decent Work team, partly as a result of a stronger integration into national action plans, the UN Programme Development Framework (UNPDF) and more coherence with the objectives of the ILOs biennial Programme and Budget 2020-21.
2. Results in terms of outcomes mainly apply to the macro and meso levels:
 - a. Promotion of key conventions on gender equality
 - b. Support to the creation of the Gender and Non-discrimination Unit in the Ministry of Manpower (Egypt).
 - c. The participation of Tunisia and Egypt in the EPIC network is on track.
 - d. Effective support to HR Academies in Tunisia and Egypt
 - e. The launching of position papers on women's entrepreneurship development (WED) in both countries.
 - f. Awareness has been raised among a critical mass of labour inspectors in both countries, tools developed and gender issues are reported more than before.
3. The DWW project has managed to provide strong support to women participation and leadership in Egyptian trade unions. The ILO plays an important role as convener and facilitator.
4. The project has not yet achieved results in terms of local economic development networks, women's job opportunities and women's access to finance. Still, the Get Ahead and Financial Education training address relevant needs among women entrepreneurs, and the context in both

countries offer opportunities for further development.

5. The project team has managed to adapt to opportunities and changes:
 - a. The adaptation of the ILO Convention 190 in 2019 by the ILC was followed up with activities in both Egypt and Tunisia
 - b. The DWW project team is responding to changes in relation to engagement in rural areas and women's entrepreneurship in both Tunisia and Egypt
6. The project team has managed to promote a proactive approach to gender equality and trust with partners. The project has documented these activities well in terms of communication activities on the ILO homepage, Facebook and other platforms.
7. Initiatives based on ILO concepts such as the HR Academy have reached a point where partners have a good degree of integration within their respective institutions.
8. Most partners have responded to the COVID 19 as an emergency. For the DWW project, the COVID crisis has effectively put many activities on hold in early 2020. Despite this, online activities have been carried out, and both surveys on the effects of COVID as well as digitalization of training activities have been carried out with short notice.

Recommendations

1. Develop synergies with other ILO projects in Tunisia to strengthen outreach and synergies similar to the work done in Egypt.

Addressed to	Priority	Time-frame	Resources
DWW team /ILO Cairo	High	Medium-term	Medium

2. Follow up on activities, where partners with more support or additional follow-up can achieve further results:

- a. Document results in terms of separate communication products between the DWW and the relevant partners
- b. Engage project partners to provide evidence on women career paths, and challenges for women to enter/re-enter the labour market, in preparation for the planned regional conference.
- c. Work with FEI to support companies in Egypt with more than 50 employees to have child care facilities.
- d. Combine labour inspection training with workplace dialogue in Tunisia and address problems on harassment or violence in the workplace with company management.

Addressed to	Priority	Time-frame	Resources
DWW team, FEI, CNFCE, MoM, MSA, NCW	Medium	Short-term: a,b Medium-term: c,d	Low

3. Expand on trade union activities in Egypt on gender equality, and collect data on women's occupational patterns and trade union membership.

Addressed to	Priority	Time-frame	Resources
DWW project, trade union partners in Egypt and ILO Cairo	High	Short-term	Medium

4. Revisit the project strategy on women entrepreneurship:

- a. If the objective is to achieve results on women's entrepreneurship, decide how, for how many and in which areas

- b. If the objective is to build the capacity within the NCW to carry out Get Ahead training, state the expected number of trainers, how many will be certified, and how trainers can be supported.
- c. Explore wider cooperation and funding of the Get Ahead. and integrate training components that further relate to local conditions and needs, and explore opportunities for integration of human and environmental sustainability locally.

Addressed to	Priority	Time-frame	Resources
DWW project/ILO Cairo/Geneva (a,b,c), with NCW (a,b)	High	Short-term: a, b. Medium term: c	Medium

5. Make targets for new interventions in the monitoring system. Set qualitative and/or quantitative indicators for new initiatives such as the work with C 190, C 189 and C 183, or the EPIC networks.

Addressed to	Priority	Time-frame	Resources
DWW project team	Medium	Short-term	Low

6. Develop a stakeholder analysis framework to document how changes are due to macro, meso or micro level factors among project partners to understand how opportunities and challenges appear and are responded to.

Addressed to	Priority	Time-frame	Resources
DWW project team	Medium	Short-term	Low

7. Elaborate a strategy for the HR Academy with the FEI on institutional and economic viability of the HR Academy and a

timeframe for the eventual phasing out of support from the ILO.

Addressed to	Priority	Time-frame	Resources
DWW project, and FEI	Medium	Short-term/ medium term	Low

8. Respond to the COVID 19 crisis.

- a. Short-term planning for the remaining part of the project with changes made
- b. Provide data on effects of the COVID crisis on women entrepreneurs, and women in precarious employment in Tunisia and Egypt.
- c. Respond to the COVID crisis and to climate change, which is also high on the agenda and linked to the COVID crisis. Initially, constraints relate to personal mobility, hygiene and social distancing:
 - i. Develop Get Ahead modules that incorporate these constraints.
 - ii. More focus on occupational safety and health at the micro levels and the informal sector, and concrete approaches worked out with local partners and support by ILO technical experts.

Addressed to	Priority	Time-frame	Resources
DWW project (a,b,c), NCW/partners working with Get Ahead, supported by ILO (b,c)	High	Short-term: a Medium term: b, c	Medium