

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator for use by key internal and external stakeholders, including IOM staff and project partners. More details can be found in the full evaluation report.

Evaluation type:	Internal independent ex-post evaluation
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Commissioned by:	IOM Mission in Egypt
Managed by:	MOSTAFA Marwa, Research & Capacity Building Coordinator, IOM Egypt LHD Unit
Evaluation purpose:	to assess the project merit, worth and significance in terms of achievements and sustainability.

Evaluation criteria: the evaluation assessed the project performance against the five OECD/DAC evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability.

Evaluation methodology: this ex-post evaluation applied a combination of qualitative methods to assess the significance of the contribution of the project's blend of interventions and delivery strategies to the development of the capabilities of the Government of Egypt (GoE) to maximize the potential for demand-driven labour mobility schemes between Egypt and its Northern Mediterranean European counterparts.

PROJECT SUMMARY

Egypt, one the largest economies on the Africa continent, has struggled to create sufficient jobs for its youth entering the job market each year. It was estimated that only 550,000 jobs are created yearly compared to the Working Age Population (WAP) yearly average increase of 900,000 between 2009 and 2013. With the further slowdown in economic growth since the 2011 revolution, emigration pressures have continued to build particularly among the unemployed Egyptian youth.

Meanwhile, the statistical Office of European Union (EUROSTAT) projected that the old age dependency ratio in Europe will nearly double to 56% by 2060 from [26.7 % estimated in 2012](#) due to the ongoing decline in Total Fertility Rate (TFR) in the European Union (EU) and associated decline in the working age population group.

This proactive project developed in response to the above challenge aimed at assisting the GoE and its counterparts in EU to develop and test a labour forecasting methodology which could be used to generate sound statistics to inform the timely development of effective and forward looking mechanisms to facilitate mutually beneficial labour migrant circulation in the Mediterranean region. The project was built on the hypothesis that a well facilitated migration of young working age individuals from the Southern Mediterranean could potentially offset the effect of the decline in the WAP in EU towards an integrated development agenda that makes migration truly benefits all in line with the SDG motto of “*leaving no one behind*”.

Project information

Geographical coverage:	Egypt
Project type:	LHD
Project code:	LM.0282
Gender marker:	N/A
Project period:	November 2015 to August 2017

The project was implemented using a combination of four interdependent strategies: 1) developing the GoE's staff capacities through training, mentorship and on-the-job support so they can independently produce and disseminate quality labour needs forecasts; 2) supporting the GoE in establishing a Migration Data Analysis Unit (MDAU) to generate the much needed evidence to inform labour mobility policymaking and serve as a sustainable migration data generation and sharing mechanisms; 3) organizing high-level policy debates about the investment return on migrant labour-friendly developmental policies in Europe; 4) undertaking carefully crafted outreach campaigns aimed at creating awareness among EU public on the positive contribution of immigrants.

According to the project's Theory of Change, the confluence of these interdependent intervention components were expected to create an enabling environment for the political leadership in Egypt and EU to pursue sustainable labour policies and collaboration approaches to address the issue of unregulated labour migration around the Mediterranean region in a way that is mutually beneficial.

KEY FINDINGS

Relevance: the project was conceptualized as the GoE was gearing up to negotiate with the European Union counterparts on the facilitation of integrated and mutually beneficial labour migration schemes in response to the labour migration priorities identified in the Valletta process. The project was co-created with relevant ministries which explains the strong ownership by the GoE from the onset.

Effectiveness: the establishment and the consolidation of capacities of the MDAU, enabling it to independently apply the rigorous methodology for labour migration need forecasts needed by policy makers was one of the key project outputs with the potential to trigger the momentum for the realization of the project long term goals.

Efficiency: the project's cost-effectiveness was evident in the interrelated carefully chosen strategies that guided its design, implementation, choice of partnership alliances and, ultimately, the quality of its outputs. That key processes it put in motion, were still going 12 months after the project has closed, is a good proxy for value for money.

Impact: the early signs of potential impact included greater government commitment to labour migration in its development agenda. The project inspired the GoE decision to drafted the Action Plan to strengthen its institutional capacity on labour migration, a strong steppingstone to impactful change in the coming years.

Sustainability: the key project sustainability feature includes its off-spring project "the EU-funded IOM-ILO-GIZ joint initiative for North Africa" which is expected to translate the Valletta process' priorities on integrated and sustainable labour migration into actual labour migration programmes and strategies at a larger scale. However, there was no conclusive evidence of an intentional exit strategy to ensure a systematic transfer of ownership of different strategic processes and benefits that emanating from the project.

Good practice

Investment in national institutional capacity development rather than in individual officials can go a long way in terms of resilient institutional change. Investing in institutional capacity development was the reason why the MDAU was able to wither the significant staff turnover, change in leadership, and to grow from strength to strength with increased recognition. It won the government trust. Now the unit is fully funded by the government and has a strong sense of identity within the government apparatus. Moreover, it was a good practice to work with an inde-

pendent labour economics expert who not only mastered the thematic area but who was also able to engage policy makers and influencers at the highest level to ensure adequate understanding and buy-in among from stakeholders. The project leveraged such expertise to achieve much more than what was originally planned and budgeted for. It also created a momentum and ensured labour mobility remained important on the GoE development agenda.

CONCLUSION

IOM Egypt capitalized on its internal and external partnerships to ensure quality outputs. One of the greatest project sustainability features was the fact that it became a strong stepping stone for scaled up off-spring programmes both by the GoE, IOM and partners and for the proliferation and consolidation of partnership alliances on labour migration matters.

RECOMMENDATIONS

1. IOM Egypt's LHD unit should organize a consultation with the GoE to discuss a potential follow up study specifically focusing on labour migration needs forecasts in selected EU countries as requested by the GoE at the launch of the initial report produced by the project.
2. IOM Egypt should engage the MoM advising it to consider skills development for few young technical staff with the right academic backgrounds and profiles at CAPMAS, sending them to college to specialize in labour economics so that they can lead labour mobility forecasting studies to inform policies.
3. IOM Egypt should consider the development of a follow up phase and approach other donors to further strengthen the CAPMAS capabilities on labour economics and labour forecasting methodologies in line with the National Action Plan on institutional strengthening in the area of labour migration.
4. IOM Egypt should facilitate the strengthening of Mediterranean multi-sectoral labour migration policy dialogue platforms in Egypt in collaboration with ILO and the GoE to ensure the recommendations that emanated from the project are systematically translated into programmes, addressing sustainable labour mobility solutions within the region.
5. IOM Egypt should consider developing a labour migration country strategy (with an embedded resource mobilization strategy) based on a long term vision aligned with the GoE labour mobility Action Plan and the broader national development agenda in consultation with relevant Ministries within GoE.
6. IOM Egypt's LHD programmes should make deliberate efforts to ensure that sustainability (including exit strategies) are embedded in the design, implementation, and closure of its future projects.