



BetterWork

Better Work Egypt

2022-2027 Strategy



International
Labour
Organization



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Introduction

Better Work is a flagship programme of the ILO, jointly managed by the International Finance Corporation, a member of the World Bank group. The programme brings together diverse groups – employers, factory owners, trade unions, global brands and governments – to improve working conditions and enhance business competitiveness in the global garment industry.

The International Labour Organization has a long history of engaging with Egypt to improve freedom of association and social dialogue at both the sectoral and national levels. The ILO remains committed to improving the industrial relations environment in Egypt in order to secure and sustain decent working conditions for workers across the country.

The Better Work programme uses the entry point of

the garment sector to improve working conditions and set a roadmap for other sectors to follow. However, the national environment, laws and practices around industrial relations and freedom of association play a crucial role in the success of the Better Work model, which will not be successful without improvements in the environment at the national level. Establishing a fully-fledged Better Work Egypt programme is conditional on Egyptian stakeholders genuinely making improvements in the industrial relations environment, of which the garment sector is an important part. The strengthening of social dialogue at all levels and the improvement in decent work overall is a further condition for business expansion when it comes to reputationally conscious buyers closely following the Egypt programme's developments.

Country Context

Egypt faces many economic, social and political challenges. Some international buyers who were sourcing from Egypt, on the condition of compliance with international human and labour rights standards, have decided to end their business with Egyptian suppliers, adding to the urgency of effective and efficient structural policy, legislative, institutional and administrative reforms.

Egyptian trade unions have been facing challenges that hinder them from effectively playing their role. These challenges could be divided into two aspects: legislative and institutional. Law no. 35 of 1976 for trade union remained in force for more than 40 years without any changes. In 2017, the Government introduced a new law (no. 213 of 2017) on Trade Union and the Right to Organize. In response to the comments made by the ILO's supervisory bodies, the Government introduced new amendments, by law no. 142 of 2019, to lower the level of minimum membership required at the enterprise level, as well as for those forming general unions and confederations. The Government also replaced the articles that penalize workers with imprisonment with financial penalties. These amendments need to be implemented through transparent mechanisms to support freedom of association and collective bargaining in practice.

During the last decade, the Egyptian government initiated several attempts to establish social dialogue institutions. The first was established by ministerial decree no. 1027, in 2014, which was recently amended

by decree no.799, establishing the High Council for Social Dialogue (SCSD) in April 2018. It is established under the mandate of the Ministry of Manpower and chaired by its minister. It comprises members from several ministries.¹ Furthermore, it has representation of six members of the boards of directors of employer's organizations and six members from chairs members of the board of directors of trade union federations. In addition, the council may invite any other experts deemed necessary to attend the meetings, but they do not enjoy voting rights. Over the last two years, a proposal was submitted by the Ministry of Manpower to the Prime Minister to amend the name, mandate and formation (representation) of the High Council for Social Dialogue based on consultation with the tripartite constituents and there are ongoing efforts to address it.

In the garment sector, there are economic challenges but also opportunities for growth. While garment companies initially took a hit during the COVID-19 pandemic, orders quickly rebounded as some buyers shifted supply from Asia to the Middle East. The garment sector has seen remarkable growth in the last two years, with exports reaching \$644 million in 2022 Q1, up nearly 50 per cent from the same period last year.² However, one challenge facing employers is that most buyers do not have country offices based in Egypt and therefore outsource their auditing and supply decisions to third-party companies. This has led to a high number of third-party audits, a key issue raised by employers in the sector.

¹ Ministry of Social Solidarity, Ministry of Investment and International Cooperation, Ministry of Trade & Industry, Ministry of Justice, Ministry of Parliamentary Affairs, Ministry of Education and Technical Education, Ministry of Local Development, Ministry of Tourism, and Ministry of Public Business Sector, in addition, the Ministry of Manpower.

² Apparel Export Council of Egypt, Report on Egyptian Apparel Exports Performance for April 2021/2022.

Strengthening Labour Relations and their Institutions in Egypt (SLARIE) and Better Work Egypt

The ILO has initiated several projects in Egypt to promote freedom of association, social dialogue and decent working conditions. These projects are closely linked to the political and economic context of the country and its dialogue with the ILO supervisory machinery, and they have been driven by buyer engagement with the Government of Egypt and the ILO.

Better Work launched a pilot project in Egypt in 2017 after the publishing of the World Bank governance indicators and the announcement of The Walt Disney Company that it would remove Egypt from its list of permitted sourcing countries unless a Better Work country programme was established. At that time, the Government of Egypt passed a new law regulating trade unions (the Trade Union Law no. 213 of 2017) following discussions with the ILO and employer and worker organizations.

Regarding the application of Convention 87 in Egypt, the ILO supervisory bodies noted that “a number of long-standing discrepancies between the national legislation and the provisions of the Convention

continued to persist.” The trade union law was amended in 2019 following discussion with the ILO and national stakeholders. Additionally, the Strengthening Labour Relations and their Institutions in Egypt (SLARIE) project was launched in 2020 to promote the effective application of the trade union law and genuine support for social dialogue in Egypt.

The SLARIE technical assistance programme consists of three components:

1. Freedom of association and collective bargaining rights are promoted and effectively implemented in law and practice.
2. An enabling environment for sound labour relations and social dialogue is put in place.
3. A full-fledged Better Work programme.

In the last two years, the SLARIE project has delivered many of the activities stipulated in the initial 2020 project document. The complexity of the subject, and the fact that the Trade Union Law and effective social dialogue at all levels are relatively new to the industrial relations system in Egypt, have limited the achievement



of outputs and outcomes which heavily depends on collaboration and commitment by all stakeholders to the principles of freedom of association and workers' rights. In addition, the project has not secured stable or sufficient funding, which has significantly limited project activities. Finally, the COVID-19 pandemic began right as the project launched, which delayed activities and made engagement with stakeholders more difficult.

The Better Work components are ongoing with core-service delivery for 60 factories continuing. Due to staffing constraints, Better Work Egypt is mostly focused on conducting assessments in the existing participating factories, with a more limited reach for advisory and training with possibility for expansion in case of availability of funding and progress in other

technical assistance programme components relevant to promoting freedom of association and social dialogue.

Better Work Egypt is part of the broader ILO intervention in Egypt and its implementation depends on achieving the results set out in the initial SLAIRE programme, namely with regards to freedom of association and social dialogue. The following is an articulation of the Better Work Egypt strategy for 2022 to 2027 that builds on the Better Work Egypt components in the original SLAIRE project document and takes into account the realities of the progress made in Egypt to-date on the project. Through Better Work Egypt, the garment sector is an entry-point for achieving the strategic goals of the ILO in Egypt.

Lessons Learned

There are several lessons learned from previous ILO experiences with encouraging and fostering social dialogue and freedom of association both in other countries and in Egypt. This project seeks to build on those lessons learned.

1. A realistic time frame that builds in long-term strategic engagement with stakeholders is needed for projects with interventions related to social dialogue and tripartism. Legal, administrative, and institutional changes take time, and developments in the area of social partnerships and social dialogue need a long-term, incremental approach, to ensure that interventions make significant, long-term contributions given the weak institutions and embedded behaviours in certain countries. As a result, long-term planning is encouraged for such projects with a continuity of project activities and funding that can ensure long-term cooperation. While the current proposal is based on a five-year time frame, if funding limitations continue as they did with the initial SLAIRE project, the results will be difficult if not impossible to achieve.
2. Confidence and trust between project participants and between participants and project staff are fundamental for projects focused on social dialogue. Given the need to build trust between national stakeholders, Better Work Egypt will focus on establishing trust and working relationships at the sectoral level. Trust is built over time, and successful collaborations between partners can build this trust.
3. Stakeholders need to be involved in the project design to achieve sustainable results. Doing so enhances ownership of the project and its results, ensuring continuity and sustainability after the end of the project. The stakeholder demand for and commitment to the Better Work component is high. A consultation process was conducted with key stakeholders to develop this strategy document, which revealed some lack of understanding about the Better Work model and programme in Egypt. These will be addressed through further stakeholder consultations and engagement.

Our Global Vision

An apparel sector that has lifted millions of people out of poverty and reduced its environmental impacts by creating safe and decent jobs in sustainable

enterprises that empower women and in which workers and employers can exercise their fundamental rights.

Our Strategic Goals

The aim of Better Work Egypt is to create a more competitive garment industry in Egypt with decent working conditions driven by improved social dialogue at the factory and sectoral level. The experience in the garment sector will serve as an example for other

sectors and will be a testing ground for ideas, while also informing and being informed by the environment in the country, especially around Freedom of Association, social dialogue and workers' rights.



Outcome 1. By 2027, compliance and business outcomes will have improved in registered factories through applying Better Work's factory engagement model in collaboration with social partners.

Better Work Egypt will apply Better Work's factory engagement model in the 60 factories currently enrolled in the programme with an emphasis on advisory visits and engaging social partners in the delivery of factory level work. In addition, Better Work Egypt will use the Factory Ambassador model to scale and sustain service delivery by empowering key factory personnel to become the catalysts and champions of factory improvement and social dialogue.

Better Work Egypt will start by applying Better Work's factory engagement model in the 60 factories currently enrolled in the programme with an emphasis on advisory visits and engaging social partners in the delivery of factory level work. Once the programme is well-established in the participating factories, the number of factories will be expanded. In addition, Better Work Egypt will use the Factory Ambassador model to scale and sustain service delivery by empowering key factory personnel to become the catalysts and champions of factory improvement and social dialogue.

Better Work Egypt has already gone beyond the garment sector, such as with printing and food factories, and will continue to go beyond the garment sector for those companies that have a stated desire to participate in the full-fledged Better Work Egypt programme. In addition, Better Work Egypt will work with ILO projects focused on child labour to reach cotton producers in Egypt. However, the main point of entry and sectoral focus will remain the exporting garment sector.

There are three channels through which Better Work Egypt will improve business outcomes. First, trainings, such as the SCORE productivity training, will increase productivity. Second, there is an established link between better working conditions and productivity, so productivity is likely to increase in Better Work Egypt participating factories. Finally, buyers have an incentive to work with factories that participate in Better Work, and the programme can lead to more stable sourcing relationships.



Factory Assessments



- ◆ Better Work Egypt will conduct yearly factory assessments for participating factories to determine their compliance with national labour laws and international labour standards.
- ◆ The programme will also support coordination with the Ministry of Manpower (MoM) and relevant ILO specialists on the interpretation and application of labour laws, in line with recommendations made by the ILO supervisory bodies. There are currently discrepancies between the laws as written, their interpretation in the court system, the application of the laws by Labour and Occupational Safety and Health inspectors, and the guidance that Better Work Egypt follows in its compliance assessment. A technical working group will be formed with members from the inspection department and the Better Work programme to unify the interpretation and implementation of laws with regards to the garment sector.
- ◆ As the relationship with the inspection unit of MOM expands, Better Work Egypt will begin collaborating with labour inspectors to enhance their assessment capacity, in conjunction with other ILO projects that focus on capacity building of labour inspectors.

Advisory visits



- ◆ Better Work Egypt will conduct six advisory visits per year in participating factories. Advisory visits are tailored to factory needs based on the non-compliance findings in the previous assessments. There will also be two main thematic areas in the delivery of advisory services: Occupational safety and health (OSH) and social dialogue. Within OSH, fire safety is a particular area of concern. For more on the social dialogue component of advisory services, see Outcome 2.
- ◆ Better Work Egypt will focus on improving management systems, including on OSH, so that improvements at the factory level are sustainable.
- ◆ To achieve long-term sustainability and empower factories' ownership over time, Better Work Egypt will work on initiating the Factory Ambassadors programme (FAP). FAP is imperative to identify and empower factory representatives who are interested in taking on further responsibilities in their factory's improvement process. Better Work Egypt will achieve this through increasing the skills of factory personnel to play the advisory role of the enterprise advisors in their factories.
- ◆ Better Work Egypt will coordinate with the MoM to harmonize the advice given to factories and joint advisory visits and training for registered factories.

Training

- ◆ Factories will develop learning plans in consultation with Better Work Egypt to ensure that there is buy-in and motivation for training for both workers and supervisors. Important areas of training focus include supervisory skills training, workplace cooperation, and sexual harassment prevention. Training on social dialogue is covered under Outcome 2.
- ◆ Better Work Egypt will partner with several training providers to provide training. These include the ILO SCORE programme which is focused on productivity and working conditions. In addition, Better Work Egypt will work to expand the training currently offered by the Federation of Egyptian Industries (FEI) so that it reaches workers and supervisors in participating factories.
- ◆ Better Work Egypt will learn from the experiences and tools being developed in Jordan to deliver virtual training through an online platform. This online, self-guided training modality will allow for easy sharing and scaling of training materials.
- ◆ Industrial seminars will also be useful tools to bring together employers on issues of common interest and to scale the reach of training and advisory services. These industrial seminars will also support the goals of outcome 2 to have increased dialogue and collaboration between and among national constituents.

Outcome 2. By 2027, quality, gender transformative social dialogue at the enterprise and sectoral levels - including through workplace committees, unions, and sectoral meetings - will be achieved and sustained.

Better Work Egypt will support social dialogue and an enabling environment for freedom of association by providing support for existing committees, helping factories to establish new committees where they do not yet exist, and conducting awareness raising sessions for workers, supervisors and managers about the right to organize and ILO principles of freedom of association. This factory level work will form the basis for improved social dialogue in participating factories and increased willingness on the part of management to engage with workers, whether through a union or worker's representatives

otherwise. In parallel, Better Work Egypt will set up a mechanism for social dialogue with key actors in the garment industry by establishing a Project Advisory Committee for the Better Work Egypt project. Improving social dialogue at the factory level and at the sectoral level in the garment industry will set a positive example for other sectors to follow. The national freedom of association environment ability of trade unions to organize and act independently in practice will be important factors for the success of this outcome.



Support OSH and worker/management committees

- ◆ Better Work Egypt has focused on OSH committees in the last two years as there is a legal mandate for these committees to be formed in each factory. Better Work Egypt will continue to work with these committees throughout core service delivery, while also expanding the focus to existing worker-management committees. Better Work will support committee formation around the four principals for strong social dialogue: Elect, Represent, Protect and Empower.³
- ◆ Better Work Egypt will focus on these components in advisory services and through training to worker and manager representatives in the committees.
- ◆ Where OSH committees and worker-management committees do not yet exist, Better Work Egypt will support committee formation through targeted advisory services.
- ◆ Encourage and facilitate participation of women in committees. Moderate discussions around factory issues of particular importance to women, including opportunities for their upward labour mobility, workplace policies regarding workers with family responsibilities, and stopping gender-based violence harassment, including sexual harassment, at the workplace.
- ◆ Better Work Egypt acknowledges that forming worker-management committees has the potential to undermine unionization efforts in factories. To counter this, Better Work Egypt will encourage participation in the committees from unions or their members and will highlight to factories that union

involvement in committees is the ideal model. Better Work Egypt will use worker-management committees as an intermediary social dialogue tool until unions are established in the sector, in conformity with ILO Worker's Representatives Convention No. 135, ratified by Egypt in 1982.

Conduct awareness raising sessions about unions and FoA

- ◆ Awareness levels around unions and freedom of association are low among both workers and managers, and there are negative perceptions of unions, especially among management. In collaboration with ACTRAV, Better Work Egypt will design and administer awareness raising sessions about unions and freedom of association for workers and managers in participating factories.
- ◆ The training material can be used in other sectors and settings, and Better Work Egypt will explore training delivery methods, including through partnering with unions to deliver training.

Establish and strengthen systems and institutions to address grievances and disputes arising inside and outside the enterprise

- ◆ Better Work Egypt will support factories to establish and improve effective grievance channels within factories and will share best practices across the sector building on experiences in other countries and within Egypt.
- ◆ Better Work Egypt will explore how to support other grievance channels, including at the zone, sectoral, and national levels.

³ Anner, M. (2017b). Wildcat strikes and better work bipartite committees in Vietnam: Toward an elect, represent, protect and empower framework. Geneva: International Labour Office.

- ◆ Analyse grievance channels from a gender lens to ensure that women can effectively and safely use the adequate grievances channels and that sensitive topics of particular interest to women such as gender-based violence and sexual harassment are effectively adequately addressed.

Establish PAC and hold quarterly meetings

- ◆ Better Work Egypt will establish a Project Advisory Committee (PAC) that includes key stakeholders from government, employers, and workers in the garment sector. Quarterly meetings will focus on key issues affecting the Egyptian garment sector and will be driven by the identified needs of stakeholders. This forum will be a chance for Better Work Egypt to present project activities and to coordinate how stakeholders can collaborate to achieve mutual goals in the sector which include increased competitiveness and decent working conditions for all.
- ◆ Better Work Egypt acknowledges the difficulties in establishing the PAC for the sector and the structure and members in the PAC are likely to evolve over time. Better Work Egypt will start by casting a wide net to invite stakeholders who have an interest in the sector while maintaining a balance between the tripartite representatives. Establishing who can speak with authority and represent the needs and desires of the tripartite stakeholders in the sector will take some time and experimentation.
- ◆ As an intermediary step, tripartite or bipartite meetings will be established in parallel in the different industrial zones to build capacity at a smaller level before spreading to the full sectoral level.

Outcome 3. By 2027, increased transparency and knowledge of issues through data and evidence sharing and convening around results will improve evidence-based policymaking.

Better Work Egypt will leverage the data generated by operational work and interactions with factories, workers and key stakeholders to increase knowledge of the problems in the sector and to propose evidence-based solutions for addressing them. Better Work Egypt will introduce several established tools used in other Better Work country programmes to ensure

transparency and hold stakeholders accountable for maintaining decent working conditions in the sector. Key areas of research are working conditions, particularly around occupational safety and health, gender, including leadership opportunities and better understanding sexual harassment, social dialogue and unionization.



Transparency portal

- ◆ Better Work publicly reports factory-level compliance data for key compliance points across six countries. Public reporting has been proven to reduce instances of non-compliance.⁴
- ◆ Better Work is currently in the process of revamping the transparency portal to increase engagement with the data especially among in-country representatives. Better Work Egypt has introduced the portal to stakeholders in the sector and explained that public reporting would occur in the second year of the programme; however, this functionality has not yet been activated. Once the portal is activated, Better Work Egypt will introduce the portal and its practical applications to stakeholders.

Zero Tolerance Protocol

- ◆ The Zero tolerance protocol is a mechanism for transparency, accountability and stakeholder collaboration that is used in most Better Work country programmes. The Zero Tolerance Protocol is an agreement between each Better Work country programme and the relevant labour ministry on concrete actions that should be taken by the Ministry in case specific violations are detected. Each country covers different issues under its zero-tolerance protocol, but examples of common issues are child labour, forced labour and sexual violence. If these issues are detected in a factory, Better Work immediately notifies the Ministry which usually has 48 hours to respond with disciplinary action. A zero-tolerance protocol has been drafted and presented to the MoM. To activate this protocol and use it effectively, further close collaboration with the Ministry is needed.

Buyer engagement

- ◆ Better Work Egypt will increase engagement with buyers through regular discussion of key issues facing workers and employers in the sector. The buyer focal point will hold quarterly calls with key buyers to inform them of programme activities and to get buy-in for sectoral policy-influencing.
- ◆ Better Work Egypt will host an annual buyers' forum which will bring together key national stakeholders with international buyers to discuss trends in non-compliance, including buyer's responsible human rights, due diligence and fair sourcing practices, and to coordinate on solutions.
- ◆ Better Work Egypt will also engage with the global buyers team to streamline and harmonize information given to and requested from buyers. The global buyers team is the main point of engagement for discussing due diligence and ethical sourcing practices.

Facilitate research and data sharing

- ◆ Better Work Egypt will produce an annual report that reviews the status of working conditions in the garment sector using compliance assessment data gathered in the previous year. This report will identify key areas of non-compliance and highlight potential solutions, whether at the factory, sectoral or national level, for addressing these issues.
- ◆ Data, evidence and research are all important components of the Better Work programme, and Better Work Egypt will leverage its unique data and expertise to set a research agenda for policy-relevant

⁴ See Raymond Robertson. November 2019. Discussion Paper 32 – Working Conditions, Transparency, and Compliance in Global Value Chains: Evidence from Better Work Jordan. <https://betterwork.org/portfolio/discussion-paper-32-working-conditions-transparency-and-compliance-in-global-value-chains-evidence-from-better-work-jordan/>, and Ang, Debra; Drusilla Brown; Rajeev Dehejia. and Raymond Robertson. 2012. Public Disclosure, Reputation Sensitivity, and Labor Law Compliance: Evidence from Better Factories Cambodia. Review of Development Economics 16(4): 594-607.

topics and collaborate with academics and national partners on research products.

- ◆ Better Work Egypt will engage with national partners in all stages of the research process, including through building their capacity to gather and analyze data in a systematic way.

Convene stakeholders around the findings and results

- ◆ Better Work Egypt will ensure that the data and evidence generated by the programme are used

effectively by stakeholders to drive evidence-based policy making. Better Work Egypt will focus on making findings accessible and meaningful to stakeholders. In addition, the project will convene stakeholders and facilitate discussions around results and recommendations from the data and research.

- ◆ Follow up and advocacy for policies at a national level will be done through the Cairo office and with the support of the technical specialists.

Contribution to Priority Themes

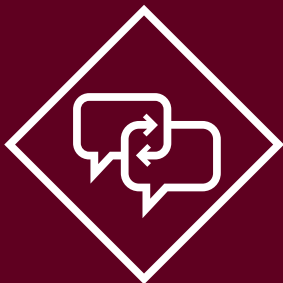
Phase 1 of Better Work Egypt contributes to five priority themes set out in the global Better Work strategy including data and evidence, social dialogue, gender equality and inclusion, occupational safety and health, and environmental sustainability.

Data and Evidence



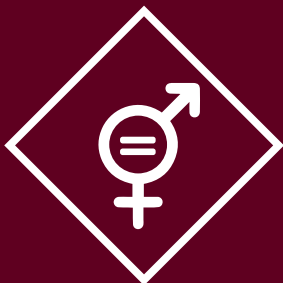
- ◆ Better Work Egypt will leverage data and evidence across the three outcomes in the project strategy. Operational data that is collected through core service engagement with factories will feed into evidence in the yearly annual reports and will be shared publicly on the transparency portal. Data and evidence related to the progress on social dialogue at the factory, sectoral and national levels will be important to monitor throughout the lifespan of the project and will be shared with national stakeholders in the form of lessons learned and best practices.

Social Dialogue

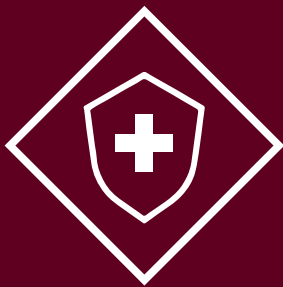


- ◆ Social dialogue is a key focus of the Better Work Egypt programme. The programme will take actions to enhance social dialogue at the factory and sectoral levels and hopes to have an indirect influence on national-level social dialogue. Outcome 2 is entirely focused on social dialogue, while the other two outcomes also include elements related to social dialogue.

Gender Equality & Inclusion



- ◆ The Government of Egypt has demonstrated a high-level of commitment to improving the environment and outcomes for women and girls. The National Council for Women is responsible for ensuring that Egyptian women and men are treated equally in terms of political, economic, social and cultural rights. The government recently produced a national action plan for gender equality. However, this policy-level engagement has not yet filtered down to actionable results. Better Work Egypt will work to apply the aims of the high-level strategy in participating garment factories. The programme will take action under the four pillars of the global Better Work Gender Strategy, including on issues of discrimination, paid work and care, voice and representation, and leadership and skills development. These will take the form of enterprise-level interventions, especially around the inclusion of women in leadership positions and committees and in factory policies around issues that are particularly relevant to women such as sexual harassment and family-friendly workplaces. They will also be applied at the sectoral and national levels by promoting equitable laws and policies.



Occupational Safety and Health

- ◆ OSH is the highest area of non-compliance across all Better Work country programmes, and Egypt is no exception. Better Work Egypt will focus on establishing and strengthening OSH committees so that improvements in OSH are driven and sustained at the factory level. One key issue within OSH is fire safety. A recent fire in a garment factory revealed lack of structural and organizational practices to ensure the safety of workers. This work will be coordinated with the OSH department in the MoM.



Environmental Sustainability

- ◆ There is a high-level commitment to environmental sustainability in Egypt and practical actions taken by employers on the ground, both for economic reasons and to satisfy the specifications of international buyers. Several efforts around environmental sustainability are well established, however many of these lack coordination and sectoral cooperation. Environmental sustainability will be one topic around which Better Work can convene stakeholders and moderate discussions. Collaboration with buyers and with tripartite stakeholders will be particularly important for this cross-cutting theme.
- ◆ Egypt is hosting the UN Climate Change Conference (COP27) in November 2022 and this conference has spurred action on the part of both the Government and the private sector.

Relevance and Strategic Fit

Better Work Egypt's strategy is aligned with key policy priorities at both the country and global levels.

The project is fully aligned with national priorities as set in the Government of Egypt's development Plan of the Sustainable Development Strategy (SDS): Egypt Vision 2030, ensuring that "by 2030, the new Egypt will achieve a competitive, balanced, diversified and knowledge-based economy, characterized by justice, social integration and participation, with a balanced and diversified ecosystem, benefiting from its strategic location and human capital to achieve sustainable development for a better life to all Egyptians". It specifically focuses on the economic and social integration pillars of the vision. Egypt has clear policy priorities around employment and economic growth. In addition, the National Human Rights

Strategy emphasizes workers' rights, social dialogue, freedom of association and the right to organize. The Egyptian economy has been hurt by both COVID-19 and the supply chain shocks from the Ukraine crisis, which have driven inflation in Egypt. Gender equality and environmental sustainability are also two key areas with broad policy support.

This project will contribute to the following outcomes of the ILO Programme & Budget 2022-23: Strong tripartite constituents and influential and inclusive social dialogue (Outcome 1), International labour standards and authoritative and effective supervision (Outcome 2), Sustainable enterprises as generators of employment and promoters of innovation and decent work (Outcome 4) and Adequate and effective protection at work for all (Outcome 7).

Strategic Collaborations and Partnerships

Better Work Egypt will engage closely with the ILO Cairo office and other Better Work country offices. The programme already has a close history of collaboration with ILO technical specialists and other ILO projects based in Egypt. In particular, the technical specialists for workers' activities, employers' activities, international labour standards and enterprises are based in the Cairo office and will play a crucial role in advising and guiding programme activities. There is also potential for collaboration with several ILO projects, including the SCORE productivity project, Egypt's Youth Employment: Jobs and Private Sector Development in Rural Egypt (EYE/RAWABET), the Accel Africa project which focuses on eliminating child labour in supply chains in Africa, and the Project, "Gender Responsive Workplaces" which aims to empower national stakeholders to promote gender responsive policies in workplaces.

Better Work Egypt's main partner in the private sector is FEI, the primary employers' association. FEI has a long history with collaborating with the ILO and is a highly professional organization. Better Work Egypt intends to work with FEI on capacity building, the factory ambassador programme and trainings.

Engagement with other country offices will be two-way, with information and experience mutually shared between Egypt and other country programmes and the global team. In particular, there is a long history of collaboration between the country programmes in Egypt and Jordan, and the two programmes will continue to support and learn from each other. As the only two Better Work country programmes in Arabic speaking countries, Jordan and Egypt can easily share training material, experiences and expertise.

Measuring Success

Better Work has always been committed to measuring success, progress towards objectives, and long-term impact using a rigorous approach. Since its establishment, the programme has relied on robust monitoring and evaluation indicators and on academic partnerships to independently evaluate its impact on workers and enterprises.

The new strategy pushes the programme to think beyond progress and impact at the workplace and challenges Better Work to increase its focus on

contributing to strengthening institutions at the national and global levels.

A robust framework of success combining qualitative and quantitative indicators to accompany the new strategy has been established. This will support the programme to measure progress in challenging areas such as building stronger, more capable national institutions and governance mechanisms to support garment factories in generating decent jobs and promoting innovation.

Results monitoring and reporting

The success of Better Work's strategic phase will be measured by two sets of indicators: Key Performance Indicators (KPIs) will be measured across all the countries, while country programmes will also add country-specific indicators. Those indicators will be reported on an annual basis to donors. Reviews of performance targets and relevance of indicators will be conducted periodically.

Research and impact

A Better Work research strategy for 2022-2027 will be completed in Q3 2022. It will be built on the priorities of all Better Work country-level strategies and their focus on data and evidence as a driver for change. We can anticipate that the future research agenda will touch upon:

- ◆ providing data and evidence on all the thematic priorities identified in the strategy (gender and inclusion, industrial relations, wages, OSH, productivity, social protection, environment);
- ◆ continuing to demonstrate the impact of Better Work as it evolves in its factory engagement approaches and ensuring we document the shift towards increased sustainability and accountability of national stakeholders to carry out their mandates;
- ◆ continuing to examine dynamics of supply chains and garment industry trends as the sector evolves;
- ◆ building and strengthening the case for the developmental impact of trade in supply chains.

Better Work will continue to cultivate and collaborate

with an extensive network of academic scholars in a range of disciplinary fields to assist in the design and implementation of impact research. An emphasis will be made on using a mixed methods approach that combines qualitative and quantitative research. The strategy will also seek to leverage a wide range of data, including those generated outside the direct reach of the programme such as household survey data and other micro datasets maintained by the ILO. The strategy will also prioritize finding ways to encourage ownership and use of research findings among stakeholders in the sector, ensuring that the types of research questions, processes and resulting findings are relevant and useful.

Programme evaluations

Better Work evaluations will be conducted in line with the ILO's Evaluation Policy. Requirements for project-level independent, internal evaluations and self-evaluations are established by the ILO's Evaluation Office (EVAL), reviewed on a regular basis and reflected in its evaluation policy guidelines. These evaluations are based on a project's duration, reflecting needs and opportunities for adjustment, and on a project's budget-size threshold, reflecting levels of investment risk of the ILO.

Whenever strategically and procedurally possible, Better Work will seek to conduct clustered evaluations in order to reduce evaluation fatigue, create efficiencies and budget savings.

Better Work will seek to establish an evaluation trust fund to pool evaluation funds for smaller projects. The overall aim will be to approach a combined evaluation expenditure of 1.5-2 percent of total expenditures, as recommended in international evaluation standards.

Key partners

Collaboration and partnerships will be crucial to the success of the Better Work Egypt programme. Key partners include representatives from the government, employers, workers and buyers. The programme will seek to expand interaction with the Government of Egypt and go beyond the traditional collaboration with the MoM. With the MoM, Better Work Egypt will

work on taking small and practical steps with the Ministry to build trust and will leverage the experience and relationships of other ILO projects in Egypt. FEI will remain the main employer point of contact for the project, but Better Work Egypt will also expand to other employer organizations that are working in the exporting garment sector.





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