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iTrack  
Evaluation

# ILO EVALUATION

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**This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office**

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## ABBREVIATIONS AND ACRONYMS

CAPMAS	Central Agency for Public Mobilization and Statistics
CDN\$	Canadian Dollar
CIDA	Canadian International Development Agency
CO	Country Office
CSOs	Civil Society Organization
CTA	Chief Technical Advisor
DFAIT	Department of Foreign Affairs and International Trade
DFATD	Department of Foreign Affairs Trade and Development Canada
DJEP	Decent Jobs for Egypt's Young People
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EES	Egypt Entrepreneurship Summit
EGP	Egyptian Pound
EMP/ELM	ILO Economic and Labour Market Analysis Department
EMP/ENTERPRISE	ILO Job Creation and Enterprise Development Department
EMP/POLICY	ILO Employment Policies Department
EMP/SKILLS	ILO Skills and Employability Department
ENID	Egypt Network for Integrated Development
EPP	Employment Promotion Programme
EU	European Union
FGD	Focused Group Discussion
GAC	Global Affairs Canada
GEN Egypt	Global Entrepreneurship Network Egypt
GET AHEAD	Get Ahead for Women in Enterprise
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoE	Government of Egypt

GPPFs	Governorate Project Focal Points
ICT	Information and Communication Technology
ILO	International Labour Organization
ITC	Industrial Training Council
ITC-ILO	International Training Centre of the ILO
JSCs	Job Search Clubs
LFA	Logical Framework Analysis
M&E	Monitoring & Evaluation
MCSBE	Middle East Council for Small Business and Entrepreneurship
MoA	Ministry of Agriculture
MoCIT	Ministry of Communication and Information Technology
MoE	Ministry of Education and Technical Education
MoFA	Ministry of Foreign Affairs
MoI&T	Ministry of Industry and Trade
MoLD	Ministry of Local Development
MoM	Ministry of Manpower
MPMAR	Ministry of Planning and Economic Development (MPMAR)
MoSEA	Ministry of State for Environmental Affairs
MoSS	Ministry of Social Solidarity
MoT	Ministry of Tourism
MoU	Memorandum of Understanding
MoY	Ministry of Youth
MSMEDA	Micro, Small and Medium-Enterprises Development Agency
MTE	Mid Term Evaluation
NAP	National Action Plan
NCW	National Council for Women
NGO	Non-Governmental Organization

NPC	National Project Coordinator
NSAC	National Steering & Advisory Committee
OECD-DAC	Organisation for Economic Co-operation – Development Assistance Committee
PES	Public Employment Services
PMF	Project Monitoring Framework
PRODOC	Project Document
PWD	People with Disabilities
RAP	Regional Action Plan
SDG	Sustainable Development Goals
SIYB	Start and Improve Your Business
ToR	Terms of Reference
ToT	Training of Trainers
TVET	Technical and Vocational Education Training
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
US\$	United States Dollar
USAID	United States Agency for International Development

## **ACKNOWLEDGEMENTS**

This final evaluation report is based on two major processes: First, an evaluation process of the project conducted by the consultant Doaa Abdelaal, consultant between December 2019 to March 2020. Second, the author of this report, Lotta Nycander, complemented the review of the draft report of the Mrs. Abdelaal evaluation process with a documentation review in which a range of sources were used, including the core project steering document and the progress reporting documents. This also entailed additional virtual interviews and meetings with the Embassy of Canada, representing the Global Affairs Canada (the development partner and donor agency), ILO staff and former project staff members.

I here wish to extend my sincere gratitude to those who participated and shared their knowledge and experience of the DJEP project and the country context.

Lotta Nycander

Independent consultant

## EXECUTIVE SUMMARY

This is the final report of the Independent Evaluation of the technical assistance Project entitled *Decent Jobs for Egypt's Young People: Tackling the challenge together* (DJEP) which addresses the core problem in the country of the increasing lack of decent work opportunities for young people (aged 15-29), especially for young women and other vulnerable groups in this age cohort. DJEP is a technical assistance project funded by the Government of Canada through the Global Affairs Canada. It has been implemented by the International Labour Organisation (ILO) between 1st April 2011 and 30 May 2020 (9.2 years), with a total budget of CDN\$ 15 million (USD 13,488,056).

The Project's **overall outcome (objective)** is increased decent employment opportunities for young men and women, especially groups that find it particularly hard to get access to such opportunities, such as women headed households, people with disabilities, poor people in rural areas and unemployed graduates. Six immediate and three intermediate outcomes were planned to lead to this *overall* outcome. The Project's involvement with policy-makers, at all levels, has aimed at strengthening evidence-based youth employment policies and programmes.

**The purpose of the evaluation** include the following objectives: 1) to assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen and partnership arrangements; 2) identify unexpected positive and negative results of the project; 3) assess the extent to which the project outcomes will be sustainable; 4) establish the relevance of the project design and implementation strategy in relation to the ILO, the UN and the Sustainable Development Goals and national development frameworks; 5) provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes; 6) identify lessons learned and good practices to inform the key stakeholders (i.e. national stakeholders, the donor and ILO) for future similar interventions; and 7) assess to what extent the project addressed the mid-term evaluation recommendations.

The primary intended use of the evaluation is learning for future programming. The clients are the ILO and its constituents (the Government of Egypt, the Employers and Workers organisations), the key stakeholders and partners to the Project including the donor agency.

The scope in terms of the geographical coverage includes the central level, Cairo, and the Governorates of Minya, Port Said, Red Sea and Luxor. Both phases of the Project are subjected to the evaluation (April 2011-May 2020).

The final evaluation is built on two major processes: An evaluation process undertaken between December 2019 to March 2020 by an evaluator (see the Terms of Reference in Annex 1). She visited the project operational areas and held interviews with the stakeholders and partners, and presented the preliminary findings in a Stakeholders' meeting. Then, a second consultant reviewed the draft report and complemented that process during May-June 2020. This report integrates both processes.

The standard OECD-DAC evaluation criteria, relevance, validity of project design, efficiency, effectiveness, impact and sustainability, have been applied. The ILO added one criterion during the inception phase: "gender and non-discrimination of vulnerable groups". Twenty key questions have guided the evaluation's data collection and analysis. The evaluation methodology involved a mix of various data collection approaches and methods to collect primary data (particularly during field visits through interviews and focus groups), and on secondary data, through a desk review of key documents which included the Project Document; the Logical Framework Analysis matrix; policy documents; work plans; Annual progress reports; the MTE report; monitoring and evaluation reports; guidelines and training materials; protocols, and a number of other relevant technical reports and documents.

Semi-structured in-depth interviews were held with project staff in Cairo and in each of the project governorates, with key informants and stakeholders, the donor agency, and project beneficiaries (young women and men), NGOs and employers, Job Search Club facilitators and Get Ahead Trainers. A total of 44 informants were interviewed in Cairo, Minya and Red Sea. The evaluator carried out 12 Focus Group Discussions with participants from youth groups, and employers. A questionnaire survey was applied to young women and men who benefited from the project. Gender dimensions and gender-

disaggregated data, were considered throughout the data collection and analysis process. The Project organised a Stakeholder Workshop at the end of the fieldwork period during which the (first) evaluator presented the preliminary findings followed by a discussion. This event was also an occasion to collect more information as the participants reflected on the findings and contributed to filling data gaps.

The ultimate beneficiaries are young women and men including those who are differently abled and therefore extra vulnerable on the job market. DJEP's stakeholders/partners are a number of government ministries and agencies. The key government ministry was the Ministry of Manpower. Other partners include international organisations, private sector actors and civil society organisations.

The project operational areas are the centre, Cairo, and the Governorates of Minya, Port Said, Red Sea and Luxor. A Chief Technical Advisor has managed the small project team in Cairo. Project assistants have worked in the field and supported by the government appointed focal points in the Governorates.

A Mid Term Evaluation was undertaken in 2015, covering the implementation of its first phase (2011-2015). The evaluation concluded that the DJEP project was strategically in line with the socio-economic development needs and aspirations of a wide range of stakeholders.

### **Findings and conclusions**

Overall, it was found that - after being in operation for almost a decade – DJEP has been successful in producing the majority of the outputs and outcomes and in benefitting the young women and men involved. For young people (the intended and ultimate beneficiaries) the Project was relevant and timely as it was launched when the Egyptian economy was in distress as a consequence of the political instability after the Arab spring uprising from 2011, as well as the 2008 economic crisis – both of which had serious negative ramifications on job opportunities and the labour market in the country.

One of the main triggers of the uprising was increasing poverty and the widening gap between the rich and the poor in Egypt. As the project implementation evolved over the years, DJEP built partnerships to help improve employability of the young people, exploring emerging occupations and conducting women-specific interventions. Much of its focus and efforts have been placed on developing entrepreneurial skills and business mind-sets of young people. At community level, the Project activities have been very much valued - demonstrated by the persons willing to register and start up small enterprises/businesses. On February 25, 2020, the Project organised a Closing ceremony for the Project's stakeholders. It was attended by four Ministers, the Canadian Ambassador and many others which is an indication that the Project has been relevant and gained appreciation in the eyes of the government and its development partners in terms of placing focus on youth and employment issues.

Below, the specific conclusions are presented against each of the evaluation criteria:

The evaluation's assessment is that the DJEP project has been **relevant** in meeting some of the needs of young people. One of the indications is the fact that, through a nation-wide competition, the most appropriate governorates were selected to participate, the ones that could show that they were in most need of economic activities to support young people and could meet the conditions required by the Project. These were Minya, Port-Said and the Red Sea Governorates, while Luxor Governorate became part of the operational area later. The Project has placed much effort on developing entrepreneurial skills and business mind sets of young people operating in the informal economy. It is clear that at community level, the activities have been perceived as very relevant and valued by both young women and men, who were willing to register and start up small enterprises/businesses. The Project has built on ILO's experience on entrepreneurship development, including relevant ILO training packages – some of which have been embraced by institutions and organisations in the country as this evaluation has shown.

A contributing factor to the achievement of the DJEP is the *extraordinary well-functioning working relationship* between the project management and the donor representative at the Embassy of Canada. This relationship consisted of frequent contacts, a constant sharing of events, and issues (positive and negative) affecting the implementation throughout the project duration, and involving the Embassy staff, including the Ambassador, in all major events and field visits. By so doing, the achievements as



well as the problems and challenges were well known by the donor, and problems that occurred along the way could be solved jointly.

For the most part, the project design has been **valid**. The original Logical Framework Analysis was revised, as was the Project Monitoring Framework in 2015. This led to a more valid, relevant and slimmed down version that is reflected in an improved results-based framework with (mostly) achievable and tangible outputs, demonstrating logical links to the overall outcomes. The revision has detailed indicators of achievement which is good, but they should have been quantified to enable progress to be better documented.

The DJEP project has overall been **effective**. It has been able to achieve its stated immediate outcomes and has contributed to the ultimate outcome of increased decent employment opportunities for young women and men, including vulnerable young people who are differently abled. This has been achieved through developing strategies and undertaking activities specifically directed to young women and men, in partnership with the government and other stakeholders, at a time when the country experienced political instability, after the Arab spring revolution which started in 2011. The Project was effective through its numerous activities in raising awareness and imparting knowledge, improving capacity and developing various skills for all categories of beneficiaries/programme participants during almost a decade. It has also been able to contribute to the matching of employers with potential employees through the annual Job Fairs and JSCs, and supported young people in starting and developing micro enterprises. All in all, it resulted in students completing entrepreneurship education; job placements made; new small businesses started (building on enhanced business skills); and jobs acquired for persons who are differently abled.

Among the Project's results is the following: 1,100 senior government senior staff and officials have participated in the various events, benefiting from capacity building and shadowing field work; 142,000 students have completed entrepreneurship education at various educational institutions; 5,100 new small businesses were started, building on enhanced business skills and action planning; 11,000 job placements were made; and 300 persons with disabilities got secured decent jobs. It is estimated that 40 per cent of the beneficiaries are women.

It can be concluded that the level of **efficiency** in the use of the financial and human resources available is overall satisfactory. The Project has made effort and been able to keep down training costs through conducting training activities in spaces and venues close to the participants and working with partnerships to create synergies. The period 2012-2018 were the highest in terms of expenditures as most of the activities of training, exchange visits and capacity building took place during this time.

The DJEP project has clearly had a positive impact on the situation of many young people, both women and men, the ultimate beneficiaries. With new perspectives, capacity, skills and learning, they have been given opportunities and acquired jobs, thus have better prospects for a place in the labour market and chances of incomes and decent jobs in the future. Impact is also likely to have occurred in terms of knowledge and skills of many others who have participated in the project activities, from both the public and private sector and civil society (but to a lesser degree, representatives of the Employers and Workers organisations). More than 15 institutions (government, NGOs and private sector such as banks) have so far implemented training programs developed in partnership with the project.

Regarding sustainability, the Project has approached this issue along with the importance of ownership vis-à-vis its key stakeholders early on, and with consistence - which is praiseworthy. It has, together with the ILO office, managed to solicit and attract new funding from the private sector to ensure that support to young people for the purpose of jobs and opportunities could be continued, albeit in other shapes and forms. A concern here is that the *COVID 19 pandemic is posing a threat and is likely to have an adverse effect on sustainability of the DJEP results*, although it is very difficult to know exactly how the situation will evolve in Egypt.

It is finally concluded that DJEP has been gender responsive as it has integrated gender equality into the project strategy. It has been mindful of practical and strategic gender needs and included gender issues in awareness raising and capacity development activities. DJEP has also supported women-specific activities and, generally, its M&E system has included gender-disaggregated data. The Project

has also been mindful of non-discrimination of vulnerable groups, including and benefitting persons who are differently abled.

### **Recommendations**

These are the recommendations of the Final Evaluation, built on the conclusions:

#### **Recommendation 1** (ILO Country Office; ILO Regional Office)

Job security is one of the areas in Egypt that is likely to be threatened by the COVID 19 pandemic and the Project's (ultimate) young beneficiaries could be among its first "casualty". Thus, ILO should help build resilience and be prepared to urgently design new support initiatives and solicit for new funds to ensure that the momentum and good results created through DJEP are not lost. The focus should be on entrepreneurship development with support to young people's micro, small and medium enterprises.

*High priority, Level of resources: Medium, Time line: High*

#### **Recommendation 2** (ILO Country Office and Government of Egypt)

The ILO should mobilise resources in cooperation with the Government of Egypt and other relevant agencies to continue to support entrepreneurship activities in the Red Sea Governorate and/or in other parts of the country, particularly focusing on market linkages for producers. It should capitalise on the success that was recognised in working with different stakeholders and partners especially the Ministry of Manpower at the governorate level. This could help the situation and build resilience of the same category of beneficiaries that participated in the DJEP project – young women and men and those who differently abled/persons with disabilities.

*High priority, Level of resources: Medium, Time line: High*

#### **Recommendation 3:** (National Council for Women)

The DJEP trained a pool of Trainers and Master Trainers in all covered governorates, and handed them the GET Ahead training toolkit/materials. The National Council for Women should announce the availability of expertise and certified GET Ahead Training, so that there is a chance that this pool of expertise is used during the Pandemic times, also by other entities including NGOs, enabling the training to be cascaded in the country, nationwide.

*High priority, Level of resources: Low, Time line: High*

#### **Recommendation 4** (ILO and MSMEDA)

The SIYB training has been handed over to the MSMEDA. ILO and MSMEDA should make concerted efforts to ensure that future training and capacity development includes persons who are differently abled in accordance with the national strategies and initiatives that call for such inclusion.

*High priority, Level of resources: Low, Time line: High*

#### **Recommendation 5** (ILO country office)

The consequences of the COVID 19 pandemic is not known to date, but it is a concern expressed in this evaluation report and one which very likely will jeopardize jobs and incomes benefits accrued by the beneficiaries of this Project. The ILO could explore the possibility/interest in the Government to, jointly, develop ideas for technical discussions/support initiatives in 2020 that could help young people's inclusion in some form of social protection scheme in the country - perhaps even linked to an employment component. This could mitigate some of negative consequences the pandemic is likely to have including the young workers and entrepreneurs that took part in this Project's activities.

*Medium priority, level of resources: Low, Time line: Medium*

#### **Recommendation 6** (ILO Country Office and DJEP Project key Partners)

The ILO should continue to work with the Government of Egypt and social partners to advocate for the Parliament to endorse the proposed National Action Plan on Youth Employment.

*Medium priority, Level of resources: low, Time line: Medium*

### Recommendation 7 (ILO Country Office) – Medium priority

The ILO Country Office should continue to share the excellent DJEP promotional materials in different ways including digitally, through websites and social media, to inspire others working on youth employment and entrepreneurship development (to Partners, but also within the ILO itself and to other UN agencies).

*Level of resources: Low, Time line: High*

These are among the **lessons learned** from the DJEP project:

- The project has been implemented for almost a decade, and in the light of the size and long duration, the great number of outcomes (6) and outputs (28) is in retrospect “doable”. However, “normally” it would be better for ILO projects to have three comprehensive outcomes related/tied to the different levels in society that the Project plans to address: national policy level, governance/province/district level as well as local/community level. This would be more manageable and also result in fewer outputs –which nevertheless should be tangible and not phrased as activities;
- In the case of DJEP, a Monitoring & Evaluation (M&E) staff member joined after 2015, after the Mid Term Evaluation, which was very useful. A learning point is that ILO Projects need to have dedicated M&E staff to work on Project Monitoring Framework, Logical Framework Analysis and Theory of Change in projects *from the start*, to help project managers follow up and report on progress. A M&E function also helps managers make decisions on what data should be collected as a continuous activity - vis-à-vis the targets and outcomes in the operational plans. As indicators of achievement are to be used to measure progress during the lifetime of the project, these need to be formulated/designed from the very start, including baselines;
- Workers' and Employers' organisations are not often mentioned in DJEP’s progress reports, other than as participants in workshops/training events - neither are the relevant departments of ILO Headquarters representing and addressing workers activities (ACTRAV) and employers' activities (ACT/EMP). As employers and workers organisations/trade unions are, together with the Government of Egypt, the constituents of the ILO, projects need to explain how they have approached them and what their role was in the Project. If they have not played any significant role (for instance because the operations are outside the formal economy) or assumed any role to help sustain the project achievements – this should be explained in project’s annual progress reports and final project report; and
- The project strategy has been to work on macro, mezzo and micro levels with the supply and demand sides of the job market to reach the stated outcomes. It has combined advocacy-oriented activities and policy work with capacity building at the national level and implementation of youth employment initiatives. In applying an integrated multi-dimensional approach, the Project has aimed at contributing to the development of youth employment initiatives, together with national and local development partners, civil society and the private sector. Engaging with policy-makers at all levels has aimed at strengthening evidence-based youth employment policies and programmes. The approach has been that immediate action is necessary to support the policy arena by implementing demonstration initiatives ‘on the ground’.

The following is identified as a **good practice**:

The DJEP project has worked in an integrated way with many stakeholders and across several sectors in Egypt. The management has had a clear vision of the importance of Partners and Stakeholders having ownership of the activities once the Project comes to an end. Thus, strategies for sustaining systems and tools (e.g. training packages) were drawn and parts of the project components were “handed over” to national agencies and also other international projects/programmes.

This was a gradual hand-over, and required intense dialogues with the Partners and making agreements – i.e. it was not done towards the end as in many projects do, but much earlier which is praiseworthy

and a very good practice. This good practice is applicable for all ILO technical assistance projects, and projects funded by external/international donors in general - perhaps with the exception of experimental and pilot-oriented projects.

# 1 BACKGROUND AND PROGRAMME DESCRIPTION

This is the final report of the Independent Evaluation of the ILO Project *Decent Jobs for Egypt's Young People: Tackling the challenge together* (herein referred to as DJEP, or the Project). This chapter contains brief texts on the context within which the Project under evaluation has been operated, and some key elements of the project i.e. purpose, results framework, approach and strategy; geographical area of implementation; beneficiaries and key stakeholders; project staff; and a summary of the main points of the Project's Mid Term Evaluation (MTE), conducted in 2015.

## 1.1 BRIEF CONTEXT

Youth employment is a major global challenge for the coming decades and decent jobs for young people is at the heart of the UN agenda for sustainable development. Egypt has a high youth unemployment rate, which poses one of the countries' greatest challenges. Between 2010 and 2017, it rose from 24.3 per cent to 29.6 per cent.

The country's youth population, aged between 18 and 29, has thus become a major "predicament" - rather than a unique opportunity for development. In 2015, the labour force involved 11.2 million young men and women in the age group 15-29 years, which constituted 39 per cent of the total labour force. Of those, almost 3 million (26.5 per cent) were out of work. The annual newsletter of the labour market published by the Central Agency for Public Mobilization and Statistics (CAPMAS) indicated that the national percentage of unemployed males is 9.5 percent - while for females it is much higher, namely 24 percent. Female youth are much less likely to complete their transition to a stable and/or satisfactory job than males and more young working women than men are unpaid family workers. Almost one-third of female working youth (28.9 per cent) are unpaid family workers compared to 14.2 per cent of male working youth.<sup>1</sup>

The labour market in the country is characterised by a high level of unemployment among university and technical schools' graduates, a large informal economy and a mismatch between the outcomes of the education system and the needs of the labour market. Lack of decent work has also prevented the young generation from gaining the skills, experience and incomes to contribute to the economic, social and political development of their country. The jobs offered in the private sector are mainly in the informal economy, in sectors such as construction, trade and transport sectors - which do not have much attraction for young graduates.

Egypt has a large roster of public vocational education institutions with around 2 million registered students and 0.6 million annual graduates. Those institutions are mainly supply driven. About 44 per cent of graduates find it difficult to attain a job. Reform is in progress at these institutions through various programs. Meanwhile, there was (and still is) a gap in supporting millions of vocational education graduates from these institutions to find a decent job. In addition, young females seeking jobs usually face social and societal norms that hinder their participation in the job market and confine them to their traditional household role.

The job market also presents challenges in view of the inclusion of Persons with Disabilities (PWD) (here mainly referred to as persons who are differently abled). The 2017 census indicated that they constitute 10.7 per cent of the population aged 5 years and above (only 2.7 per cent are suffering from severe disabilities). Article 81 of Egypt's 2014 Constitution guarantees economic rights for persons with disabilities. This was further strengthened by Law No.10 (2018). While this cause is both a human right and makes economic sense, the employment market's capacity to integrate them is still lagging way behind, with unemployment for this "category" exceeding 90 per cent based on unofficial studies.

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<sup>1</sup> Source: *Labour market transitions of young women and men in Egypt*, by Ghada Barsoum, Mohamed Ramadan and Mona Mostafa, International Labour Office Geneva, June 2014

## 1.2 KEY FACTS ABOUT THE PROJECT

DJEP is a technical assistance project funded by the Government of Canada, through Global Affairs Canada, the donor agency.<sup>2</sup> It has been implemented by the International Labour Organisation (ILO) between 1<sup>st</sup> April 2011 and 31 May 2020 (9.2 years), with a total budget of CDN\$ 15 million (USD\$ 13,488,056). In the first phase (2011-2016), Canada funded the project with a total budget of CDN\$ 10 million.<sup>3</sup> Field implementation took place in three governorates only during the first phase. Extensions into a second phase led the project to operate until the end date, adding four more years and additional funds (CDN\$ 5 million), enabling the Project to implement activities in one more governorate.<sup>4</sup>

### 1.2.1 Project purpose, results framework, approach and strategy

The **purpose** of this Project is to tackle the core problem of increasing lack of decent work opportunities for young people (aged 15-29), especially for young women and other vulnerable groups in this age cohort. The Results-Based Framework, presented in a Logical Framework Analysis (LFA) matrix<sup>5</sup>, shows several levels of intended outcomes that are to be reached, as follows:

The **ultimate outcome** that the Project intended to contribute to is “Increased decent employment opportunities for young men and women, especially groups that find it particularly hard to get access to such opportunities (such as women headed households, people with disabilities, poor people in rural areas and unemployed graduates).”

It planned to reach three **intermediate outcomes**:

1. Improved performance of the Government of Egypt, the Ministry of Manpower (MoM) and other stakeholders implementing the National Action Plan for Youth Employment and the designing and implementation of youth employment related programmes and policies including addressing women’s employment challenges;
2. Improved performance of regional and local stakeholders and partners (public, private and civil) in delivering relevant services linked to youth employment in the three selected Governorates including addressing women’s employment challenges; and
3. Improved performance of the labour market in the three selected Governorates.

Six **immediate outcomes** are intended to contribute to the achievement of the *above-mentioned* intermediate outcomes. These are as follows:

1. Increased capacity of Government of Egypt and key partners to design and implement youth employment related policies and programmes;
2. Increased awareness of the Government of Egypt and key stakeholders of the potential of youth employment policies and programmes to create and sustain decent work for young people;
3. Strengthened technical and administrative capacities of governorate and community partners to deliver youth employment promotion related services in the four selected governorates;
4. Employment and entrepreneurial skills for youth and women enhanced in the four selected governorates;
5. Improved job matching for youth in the four selected governorates; and
6. Increased capacity of youth to create decent jobs, especially for women and other marginalized groups, through new business creation.

The next lower level are twenty-eight **outputs** that were to be produced in order for the Project to reach the above-mentioned immediate objectives. (see Annex V).

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<sup>2</sup> It has undergone a number of name changes: In 1993 it was named Department of Foreign Affairs and International Trade (DFAIT) (which included the Canadian International Development Agency (CIDA) - then changed to Department of Foreign Affairs, Trade and Development (DFATD) in 2013 – with the public name being Global Affairs Canada. Source: Embassy of Canada, Cairo. NB: The Project Document has CIDA as the (then) donor agency.

<sup>3</sup> The equivalent of US\$ 9.8 million based on the exchange rate prevailing at the start of the project.

<sup>4</sup> This included a “no-cost” extension during its final year, from April 2019 – May 2020.

<sup>5</sup> This is also referred in this report as “the logframe”.

## **1.2.2 Project approach and strategy**

The project strategy has been to work on macro, mezzo and micro levels with the supply and demand sides of the job market to reach the stated outcomes. It has combined advocacy-oriented activities and policy work with capacity building at the national level and implementation of youth employment initiatives. In applying an integrated multi-dimensional approach, the Project has aimed at contributing to the development of youth employment initiatives, together with national and local development partners, civil society and the private sector. Engaging with policy-makers at all levels has aimed at strengthening evidence-based youth employment policies and programmes. The approach has been that immediate action is necessary to support the policy arena by implementing demonstration initiatives ‘on the ground’.<sup>6</sup>

## **1.2.3 Geographical area**

The Project has been implemented at central level, Cairo, and in the governorates of Minya (agriculture sector), Port Said (manufacturing sector), and Red Sea (tourism sector) in phase I - from 1 April 2011 to 31 March 2016. Luxor (agriculture sector) was added in phase II, from 1 April 2016 to 31 May 2020.

## **1.2.4 Beneficiaries and key stakeholders**

The women and men (youth) in four governorates have been the ultimate beneficiaries and stakeholders at the same time. Other key project stakeholders/partner organisations (direct beneficiaries) are listed below:

### **Government agencies**

- Ministry of Manpower - the key government Partner;
- The Governorates of Minya, Port Said, Red Sea and Luxor (Governors, Universities, NGOs, members of the regional advisory committees, Youth Graduate Employment Agency, Youth Centres, end beneficiaries); and
- Government ministries: Ministry of Investment and International Cooperation, Ministry of State for Local Development, Ministry of Planning, Follow-up and Monitoring Administrative Development Reform, Ministry of Education and Technical Education, Ministry of Youth and Sports, Ministry of Environment, Ministry of Trade and Industry and Medium, Small and Micro Development Agency (MSMEDA).<sup>7</sup>

### **Employers’ organisations**

- Federation of Egyptian Industries
- Investors’ Associations in Port Said, Minya and Red Sea

### **Workers’ organisations**

- Independent Trade Union Federation; and
- Regional Trade Union in Red Sea.

### **Other stakeholders**

- Development partners involved in Youth Employment (GIZ/Employment Promotion Project, USAID/WISE, EU/TVET-II, UNIDO) and other projects funded by Global Affairs Canada and operating in Egypt<sup>8</sup>;
- NGOs/Civil Society: Egyptian National Competitiveness Council, Middle East Council for Small Business and Entrepreneurship, Masr Elkheir, Ebtessama, Evangelical, El Taqwa and Iman Association, Business Women Association in Minya, and Shalateen Handicraft Association in Red Sea;

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<sup>6</sup> Source: Project Briefing Series, DJEP, ILO, 2020.

<sup>7</sup> MSMEDA is an agency established by a Prime Minister’s Decree which provides its the mandate and authority.

<sup>8</sup> GIZ stands for Deutsche Gesellschaft für Internationale Zusammenarbeit; USAID stands for United States Agency for International Development; WISE stands for Work Improvements in Small Enterprises programme; EU stands for European Union; TVET stands for Technical and Vocational Education and Training, and UNIDO stands for United Nations Industrial Development Organization (UNIDO).

- Private sector: Methanex Egypt, National Bank of Kuwait and ALEXBANK;
- Middle East Council for Small Business and Entrepreneurship; and
- International Council for Small Business.

### 1.2.5 DJEP Project staff

Initially, ILO planned to implement the Project with three staff members based in the ILO Cairo office: A Chief Technical Advisor (CTA) a National Project Coordinator (NPC); and a National Program Assistant, plus Focal Point and a Driver in each of the three governorates. During the second year, three Project Assistants were appointed at the governorate level. Later, more project posts were set up and filled i.e. a Skills and Employment Officer, a Monitoring & Evaluation Specialist (as recommended by the Mid Term Evaluation (MTE) in 2015) and a Training Officer. The Project has also commissioned specific tasks to external consultants. ILO Headquarters provided technical support while the ILO Country Office (Cairo) provided mainly administrative support.

### 1.2.6 Evaluation Background

The purpose of the evaluation is presented in the following objectives:

- Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen; and partnership arrangements;
- Identify unexpected positive and negative results of the project;
- Assess the extent to which the project outcomes will be sustainable;
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and Sustainable Development Goals (SDGs) and national development frameworks;
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes;
- Identify lessons learned and good practices to inform the key stakeholders (i.e. national stakeholders, the donor and ILO) for future similar interventions; and
- Assess to what extent the project addressed the mid-term evaluation recommendations.

The primary intended use of the evaluation is to learn lessons for future programming. The scope is, geographically, the central level (Cairo) and the Governorates of Minya, Port Said, Red Sea and Luxor. Both phases of the Project were subjected to this independent evaluation. The clients are the ILO and its constituents (the Government of Egypt, and the Employers and Workers organisations), the key stakeholders and partners to the Project, including the donor agency.

The evaluation is built on **two major processes**: *Firstly*, an evaluation process undertaken by the consultant Doaa Abdelaal between December 2019 to March 2020. The named consultant visited the project operational areas and held interviews and discussions with focus groups, stakeholders and partners. A Stakeholders' meeting took place, where the evaluation consultant presented the preliminary findings and had a discussion with the participants. *Secondly*, the author of this report, Lotta Nycander complemented the review of Mrs. Abdelaal's draft report during May-June 2020. This process entailed a documentation review in which a range of sources were used, including the core project steering document and the progress reporting documents. This also entailed additional (virtual) interviews and meetings with the Embassy of Canada, representing the Global Affairs Canada, ILO staff and former project staff members.

The standard OECD-DAC<sup>9</sup> evaluation criteria "relevance, efficiency, effectiveness, impact and sustainability" have been applied. In the inception phase "gender and non-discrimination of vulnerable groups" were added. Below are the twenty key questions that have guided the data collection and the analysis - sorted under each of the evaluation criteria:

#### Relevance and strategic fit

<sup>9</sup> OECD-DAC stands for Organisation for Economic Co-operation – Development Assistance Committee.



- Were the project objectives consistent with the national key partners' needs, requirements, and the country needs?
- How did the project contribute to the relevant ILO Programme & Budget Outcomes and development priorities in Egypt and to the United Nations Development Assistance Framework (UNDAF) in the country?
- To what extent did the project build on previous experience of the ILO in Egypt, and relevant experience of other local and international organizations in Egypt?

#### Validity of project design

- Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives?
- To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
- To what extent did the project build on the comparative advantage of the ILO in the field of youth employment?

#### Effectiveness of the project in relation to the expected results

- Given the evolving political and socio-economic situation in the country, has the project carried out timely needs assessments to address emerging relevant needs?
- To what extent have the project objectives been achieved?
- Have unexpected positive and negative results took place
- What were the main internal and external factors that influenced the achievement or non-achievement of results?
- Has the partnership strategy of the project effective towards the expected results?

#### Efficiency of the resource use

- Are the resources made available to the project used efficiently regarding obtained outputs?
- Has the project developed a Monitoring & Evaluation (M&E) strategy that enhance accountability, learning and feed into management?
- How have the roles and responsibilities between the project and key partners at the national and regional levels regarding planning M&E of the project worked?

#### Impact and sustainability

- What can be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
- What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?
- Can the project's approach or parts of it, and results be replicated or amplified by national partners or other actors considering institutional and financial dimensions?

#### Gender and non-discrimination of vulnerable groups

- To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, and vulnerable groups?
- How has the project been able to meet the specific needs of men, women and vulnerable groups?
- Do the tools developed by the project integrate gender and non-discrimination issues?

The MTE of the DJEP Project was conducted in 2015, covering the implementation of its first phase (2011-2015). The evaluation concluded that the Project was “strategically in line with the socio-economic development needs and aspirations of a wide range of stakeholders” - which included the Government, the MoM (then named Ministry of Manpower and Migration) and other National Action Plan (NAP) stakeholders, regional and local stakeholders and partners, and governorates; as well as the ultimate beneficiaries (the young women and men).

It was also concluded that the Project design was quite coherent and logical. Regarding its effectiveness, the evaluation concluded that it had made some notable achievements that potentially could have positive impact on youth employment beyond the life of the Project, including in the following areas.: (i) the work that had been undertaken to strengthen MoMM as an institution (and other government partner institutions); (ii) the launching of the Egyptian Forum for Youth Employment Promotion in March 2014; (iii) the support provided to local Medium and Small Scale Enterprises (MSME) especially their activities in agriculture, green jobs and training for employment in the tourism and manufacturing sectors; (iv) improving entrepreneurial skills of young men and women; and (v) helping young men and women including PWDs to get jobs.

The following are the mid-term evaluation's recommendations:<sup>10</sup>

1. Revamp knowledge management, information sharing and dissemination strategies to boost stakeholder “buy-in”, ownership and support of project activities for longer sustainability;
2. Undertake a study to assess capacity building interventions and develop a strategic framework to inform the project on the most effective and efficient approaches;
3. Prioritize interventions by focusing on activities that have the potential to enhance the government's ability in the formation and execution of employment policies and programmes and in labour market analysis.
4. Strengthen and streamline monitoring and reporting functions through: (i) Revising the Project Monitoring Framework (PMF) - (ii) Introducing and operationalizing a bi-annual monitoring and reporting framework (iii) Facilitating the development and operationalization of an automated and integrated web-based M&E system for the project to be hosted by either MoMM or Ministry of Planning and Economic Development (MPMAR) and cascaded down to the Governorates level - with the ILO Cairo Office website only providing links to these websites;
5. Prepare and operationalize a comprehensive communication strategy for the project – to boost communication, knowledge, and information sharing and dissemination functions of the project;
6. Develop an exit strategy for the project - to provide the project management team with a clear pathway towards exit and ultimate handover of project activities to local, regional and national partners at end of the project cycle;
7. Recruit additional staff under the current phase as follows so as to boost the technical and human resources capacity of the project and enhance project implementation and achievements in the remaining period: (i) M&E Officer; (ii) Communication Officer – possibly to be cost-shared with relevant projects e.g. the ILO/Danida project for cost effectiveness; and (iii) Knowledge Management Expert – preferably on a short term basis;
8. Extend project timeline by two (2) years beginning 1st April 2016 - 1st April 2018 to allow the project time to consolidate gains so far made and which seems to have picked up quite well from 2014; and
9. Recruit additional staff - as follows to cater for additional human capacity needs under the extended project phase as soon as the extension is approved: (i) An Agribusiness Officer - to fill-up the current skills gap of the project management team and in light of increasing stakeholder interests in agribusiness- related support interventions in the old governorates (Minya and Port Said) and the inclusion of Aswan and Luxor) under be extended phase– with the officer catering for all governorates; (ii) one additional Focal Point staff - to operate from the Aswan governorate but catering for Luxor governorate as well; and (iii) one Driver – to support the additional Aswan-based focal point staff.

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<sup>10</sup> *Independent Mid-Term Evaluation of Decent Jobs for Egypt's young people (DJEP): Tackling the Challenge Together, ILO.* (final report submission date: 29th September 2015). NB: Some of the recommendations are shortened here without the meaning being altered.

## 2 METHODOLOGY

This chapter discusses the methodology applied, including the quality standards and norms, the approach and specific data collection methods used. It also lists the evaluation limitations and mitigation measures to address these limitations.

### 2.1 METHODS, DATA SOURCES AND SAMPLING

The evaluation methodology involved a mix of various data collection approaches and methods to collect primary (particularly during field visits) and secondary quantitative and qualitative data.

The evaluator developed selection criteria and sampling for the interviews and Focus Group Discussions (FGDs) which took place in two governorates out of the four Project governorates, namely Minya and the Red Sea governorate. They were selected on the basis of the diversity of project activities and to address women/gender issues specifically, as well as people who are differently abled, and green jobs. The governorate to be visited should have a project Focal Point working from a designated office within the governorate building, and a local Facilitator (governmental employee). Further, it should have been involved in all types of training, e.g. Start Your Business (SYB), GET Ahead<sup>11</sup> and Job Search Clubs (JSC). In addition, it should have organised at least one Job Fair, and having the MoM staff working together with the Project.

Luxor governorate fulfilled the least number of criteria of the above-mentioned criteria, while Minya governorate fulfilled the highest. The latter enabled the evaluator to visit the women NGOs that had received funding support from the project to purchase equipment for income-generation activities. Port Said and the Red Sea governorates scored equally. The latter was, in the end, chosen for the visit because here the evaluator was able to meet people who are differently abled in their working places in hotels in Hurghada and to visit the work of the women artisans that had been supported by the Project (and later receiving support from Alex Bank).

The following are the **methods** applied in the process:

#### Desk review of key documents (secondary data)

The desk review was comprehensive and involved a great number of documents. It has been continuous as more documents surfaced during the course of the work - apart from those provided initially. These are the key documents reviewed: the Project Document (also referred to as the PRODOC) and the LFA matrix; Policy documents; work plans; annual progress reports; the Mid Term Evaluation; monitoring and evaluation reports, guidelines and training materials; protocols, and a number of other relevant technical reports and documents (see Annex III. Documents consulted).

#### Interviews (primary data)

Semi-structured in-depth interviews were held with project staff in Cairo and in each of the project governorates, key informants and stakeholders including development partners working in Egypt and officials in the government entities, as well as the donor agency. In addition, interviews were conducted with some of the project beneficiaries, young men and women, NGOs and employers, seven Job Search Clubs (JSC) Facilitators and five Get Ahead Trainers.

Purposive sampling was applied to ensure representation from the different groups. Each interview lasted for about 90 minutes. All in all, 44 informants were interviewed in Cairo, Minya and Red Sea, including local partners, stakeholders and development partners (either in person, in a group discussion, or via online calls in Cairo and the two governorates (see Annex II).

#### Focused Discussions

The evaluator carried out six FGDs with participants from youth groups of different training events and two FGDs encompassing a total of 16 employers. All in all, 12 FGDs were organised in various locations. The sampling of the participants was also purposive (Annex II).

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<sup>11</sup> The ILO training package entitled GET Ahead stands for Gender and Entrepreneurship Together.

## Questionnaire survey

Young women and men who benefited from the project took part in a questionnaire survey.

The consultant (commissioned in the first evaluation process) presented the preliminary findings at the end of the fieldwork period, in a Stakeholder Workshop. This event was also an occasion to collect more information as the participants reflected on the findings and contributed in filling data gaps during the discussions that followed the presentation.

### 2.1 EVALUATION APPROACH

The project's multiple levels of interventions were considered in this process, namely: i) Policy advocacy and institutional support, ii) Capacity building, targeting NGOs and private sectors, and iii) Enhancing skills of young men and women. To the extent possible, the evaluation has identified intended and direct positive and negative changes resulting from the project activities. It has also attempted to identify any unintended (not planned) and indirect results from the programme implementation. Gender dimensions have been considered throughout the process, ensuring that gender-disaggregated information was gathered and analysed to the extent it was available in the documentation.

### 2.2 LIMITATIONS

The following were the limitations of the methods and data collection process experienced by the evaluator who did the field work and the one who prepared the *draft* evaluation report; and the evaluator who prepared this *final* evaluation report:

- In the use of semi-structured interviews (qualitative information mostly) there is a risk of bias which was mitigated by triangulation and cross-checking throughout the process;
- There was a limited sample of project activities and participants contributing to the evaluation's findings, which was mitigated through triangulation and cross-checking during the documentation review and the interviews;
- The young people selected to participate in the FGDs became exhausted as they had to fill out the survey questionnaire as well, and this was mitigated by the evaluator explaining the process thoroughly;
- The time limitation of the assignment resulted in the fact that only a sample of project sites could be selected for the evaluator's visit, it was mitigated by gathering information and data about the other project sites;
- Some stakeholders were not available to participate and/or could not meet with the evaluator either in person or via call, which was mitigated through triangulation and cross-checking as mentioned above; and
- As regards to the compiling of the final evaluation report last phase of the evaluation process, in addition to the review of the draft evaluation report, only a few stakeholders were available for (virtual) interviews, which was mitigated by a comprehensive documentation review and discussions with ILO officers, including the former DJEP management staff, and the donor representative at the Embassy of Canada in Cairo.

### 2.3 QUALITY ASSURANCE, NORMS AND STANDARDS

The overall OECD-DAC Quality Standards for evaluations and the United Nations Evaluation Group (UNEG) Code of Conduct for evaluations have guided the overall evaluation process. Attention has been paid to ensure data quality, including evidence that could support the reliability and validity of the data collection tools.

### 3 FINDINGS

This chapter includes the findings of the evaluation, responding to the key evaluation questions mentioned in chapter 1 - sorting under the specific evaluation criteria. The sources used are the key Project documents and interviews with current and former ILO project staff and the donor representative (in addition to the draft evaluation report).

**Relevance of the Project (and validity of the project design)** is seen vis-à-vis the national goals and the Sustainable Development Strategy: Egypt Vision 2030. DJEP managed to stay relevant and responsive during a critical and changing period in the country during which many political and socio-economic changes took place. It is also relevant and in line with the Millennium Development Goals (MDG)<sup>12</sup> and the Sustainable Development Goals (SDG) and the country's UNDAF<sup>13</sup>. In the current UNDAF, five engines of growth are identified: manufacturing, tourism, agribusiness, and information and communication technology. Within these MSMEs are the main creators of employment opportunities mainly for youth and the drivers of growth. DJEP strategically worked in almost all sectors (agriculture/agribusiness, manufacturing and tourism). It is also relevant in relation to the ILO Decent Work Agenda and the aspirations of the Canadian Government (and Global Affairs Canada) that strongly contributes to achieving the SDGs.

For young people - the intended and ultimate beneficiaries - the Project was relevant and timely as it was launched when the Egyptian economy was in distress as a consequence of the political instability after the revolution (Arab spring) from 2011, as well as the 2008 economic crisis – both of which had serious negative ramifications on job opportunities and the labour market in the country.<sup>14</sup> DJEP has been able to meet the demands of employers through the regular Job Fairs, which were much appreciated by them<sup>15</sup>. However, this final evaluation has not been able to find any evidence that the Employers and Workers organisations have played any significant role in the implementation of DJEP. A probable reason is that DJEP's focus has been the creation of jobs, capacity and skills for youth who still are outside the formal economy.

An ILO labour market study report (2014) stated that the unemployment rate of young females in Egypt was more than five times that of young males (38.1 per cent versus 6.8 per cent) and that more young working women than men are unpaid family workers. It also found that female youth were much less likely to complete their transition to a stable and/or satisfactory job than males. The DJEP project activities have been relevant, as these have integrated gender issues in its strategies from the start, highlighting gender disparity in terms of job opportunities in the country and thus bringing to light the need to create a better socio-economic situation for young women.<sup>16</sup> The Project is fully in line with the ILO Programme & Budget Outcome 1 (More and better jobs for inclusive growth and improved youth employment prospects). The organisation's mandate directly aims at decent work, decrease in poverty, more fairness and less inequality, participation (not exclusion) and giving people a voice and social justice. DJEP is also contributing to the SDGs of Egypt including goal No. 8 (decent work). The Egypt UNDAF, in turn, is fully supporting the SDGs.<sup>17</sup>

One of the main triggers of the 25th of January 2011 uprising was increasing poverty and the widening gap between the rich and the poor in Egypt. In order to ensure that the most relevant geographic project areas would participate and benefit from the DJEP Project, a nation-wide competition was organised in 2011. This resulted in Minya, Port-Said and the Red Sea governorates being selected to host the project and be the focus governorates for the operations. Later, in 2016, Luxor governorate was added. Regional Advisory Committees were formed in the governorates to participate in identifying obstacles for youth

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<sup>12</sup> After the MDGs expired in 2015, the new SDGs took off in 2016 (which has its own Decent Work goal, SDG 8).

<sup>13</sup> Egypt's UNDAFs covered 2013-2017, and the current one covers 2018-2022.

<sup>14</sup> Source: *Labour market transitions of young women and men in Egypt*, by Ghada Barsoum, Mohamed Ramadan and Mona Mostafa, International Labour Office Geneva, June 2014

<sup>15</sup> Interviews with 16 employers, reported on in the draft Evaluation report.

<sup>16</sup> Source: *Labour market transitions of young women and men in Egypt*, by Ghada Barsoum, Mohamed Ramadan and Mona Mostafa, International Labour Office Geneva, June 2014

<sup>17</sup> Source: ILO Programme and Budget for the Biennium 2018 – 2019.

who attempt to start businesses, and to develop initiatives in coordination with local, national and international partners.

As the project implementation evolved over the years, the Project built partnerships to help improve employability of the young people, exploring emerging occupations and carrying out women-specific interventions.<sup>18</sup> Much of its focus and efforts have been placed on developing entrepreneurial skills and business mind sets of young people. The evaluation has assessed that what is stated in the Project Document about “entrepreneurial skills”, being an area of rich experience of the ILO, has been a clear advantage in view of implementing the DJEP. It has allowed sharing a number of useful training packages/models with the government, non-government and individual stakeholders that have been successfully used all over the world and adapted to suit different country situations. Among these can be named Know About Business, Start Your Business, Generate Your Business Idea, Get Ahead for Women in Enterprise, Business Skills for Artists, and Start Your Waste Recycling Business.

At community level, the Project activities have been very much valued - demonstrated by the persons who were willing to register and start up small enterprises/businesses.

Finally, on February 25, 2020, DJEP organised a Closing ceremony for the Project’s stakeholders. It was attended by four Ministers, the Canadian Ambassador and many others which is an indication that the Project has been relevant and gained appreciation in the eyes of the government and its development partners in terms of placing focus on youth and employment issues.<sup>19</sup>

DJEP project design was based on ILO’s experience from youth employment and youth migration programmes, and on technical assistance projects implemented in many parts of the world, albeit with an understanding that Egypt has a unique and complex socio-economic context. Experiences and lessons from strategies on advocacy; knowledge development and dissemination; policy and technical advice; and capacity building services have been considered, both at the design and the implementation stage. The Project Document with the annexed Mind Map, and the original LFA matrix designed at the start, were the key guidance documents for the Project until 2015-16, along with its operational plans. The LFA was revised after the Mid Term Evaluation in 2015, as it was assessed that the original was too ambitious/not realistic.<sup>20</sup> This final evaluation has assessed that, indeed, it was very ambitious and continued to be rather ambitious even after the revision, as it has 6 major immediate outcomes and 28 outputs to be produced.

It has been noted that the Project Document does mention certain risks, but not (positive) assumptions, which also should be an integral part of a project’s initial analysis and statement, and part of the results-based framework. Finally, it was also found that the detailed indicators of achievement in the revised PMF were added only from the year 2016 (after the MTE) but with the lack of baseline (benchmark) data from 2011 at the start. These indicators cannot measure change or achievement to be attributed to the Project, they can only contribute to an understanding as to the direction the Project and its interventions are headed.

The evaluation has found that the DJEP project design has, for the most part, been valid. The original LFA was revised, as was the PMF in 2015. This led to a more valid, relevant and slimmed version, reflected in an improved results-based framework with (mostly) achievable and tangible outputs, demonstrating logical links to the overall outcomes. The revision has detailed indicators of achievement, which is good but they should have been quantified to enable progress to better be used as measurement tools.

**Effectiveness of the project** relates to the extent to which DJEP’s activities and strategies have been able to produce the stated outputs, and whether it can be assessed/measured that the three core outcomes have been achieved (or to what extent they have been achieved). In order to assess to what extent that the DJEP outcomes (objectives) have been achieved the evaluator has attempted to determine the level

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<sup>18</sup> Source: Project Briefing Series, DJEP, ILO 2020.

<sup>19</sup> These are the Minister of Manpower, the Minister of Social Solidarity, the Minister of Trade and Industry and CEO of MSMEDA, and the Minister of Environment.

<sup>20</sup> In DJEP’s LFA these are placed at three levels and termed: immediate outcomes, inter-mediate outcomes and ultimate outcome. Source: The separate (revised) Project LFA Matrix, 2015.

of reaching the intermediate, as well as the immediate, outcomes (see section 1.2.1). It has been noted that the PMF matrix revised in 2015 does not have any baseline (benchmark) values, but the PMF revised in 2018 *does* have baseline values. Thus, it has not been possible to compare the situation that existed in 2011 (before the Project took off) with the situation at the closing of the Project in 2020 regarding the changes that have been made or to claim, with any surety, that positive changes can be attributed to DJEP.

The evaluation is basing its conclusions on triangulation of quantitative and qualitative information from many different sources, and attempts to identify what contributions the DJEP has made alongside other organisations towards the stated outcomes. This process has included determining whether the various outputs and outcomes actually have been produced and reached and at the same time looking at the overall picture, keeping a holistic perspective. A scrutiny of DJEP's steering documents, namely Project Document, Logframe and PMF (regarding what has been intended and planned) and the 2015 Mid Term Evaluation report, then latest Annual Progress Report 2019-2020, and the recently produced Achievement report (2011-2019) are part of the triangulation process - as are the interviews and FGDs. It has been assessed that 16 out of the 28 outputs were completed in 2020, while 12 outputs were cancelled/partly cancelled (see Annex V. Achievements against planned outcomes). Among the reasons for cancellation of the 12 outputs are the following:

- Lack of ownership from government partners;
- A Prime Ministerial decree dissolving the Industrial Training Council (ITC);
- Significant delays in obtaining the necessary security approvals to commence work;
- Governor of Luxor did not support to undertake a Needs Assessment study;
- Decision to concentrate efforts on large-scale intervention, instead of starting the roll-out of a new training toolkit;
- Misr Elkheir showed weak capacity in implementation and the Implementation Agreement was closed after many discussions; and
- Handing over the activities to related ILO projects within the Cairo office.<sup>21</sup>

The partnerships created with various organisations and agencies in the private sector are important aspects leading to the achievements as are policy advocacy and capacity building. The Project has been able to demonstrate how supporting entrepreneurship and increasing the employability of young women and men can result in the creation of enterprises and jobs.<sup>22</sup> It has operated for nine years and has touched many young people's lives. It has raised capacity, developed skills, and increased the awareness among many officials in the government/governorates, and in many ways engaged stakeholders in organisations and agencies. During what has almost been a decade, a tremendous number of different events (many of which were high-level) have been organised under its name/auspices. This report does not claim to do justice to these achievements that have involved many employment-oriented themes.<sup>23</sup>

Specific achievements and results are presented below (by outcome):

A number of needs assessment studies and similar exercises have been conducted since the inception in 2011. A comprehensive survey undertaken by the governorates that enabled DJEP to select the geographical areas for its implementation. Following the selection of the governorates, a study was conducted to identify the needs of the youth and the job market demands in the governorates after which they submitted draft regional action plans on youth employment, describing the potential to create decent work opportunities for young people and what assistance would be needed and how national goals would be met. In Luxor, however, the Governor did not support a situational analysis study, the reason being that the UN Habitat, United Nations Industrial Development Organization (UNIDO) and Egypt Network for Integrated Development (ENID) already had made studies there.<sup>24</sup>

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<sup>21</sup> This relates to the Business Development Services (BDS) related output to "BDS for Growth" implemented at governorate level, and "ILO EYE" project for work at the national level. Source: Annual report 2020.

<sup>22</sup> Source: Ibid.

<sup>23</sup> Sources: *Achievement Report*, DJEP ILO, 2019, and DJEP's *Annual Progress reports*.

<sup>24</sup> Ibid.

A needs assessment survey was conducted regarding the handicraft value chain in the Red Sea governorate in 2013 where NGOs work in the craft sector with women artisans. The activities conducted by the project to include persons who are differently abled in the job market (specifically in the tourism sector) was based on a needs assessment study, entitled “Study to assess the inclusion of young people with disabilities among selected enterprises in the tourism sector in the Red Sea- Hurghada”.

However, no evidence is made available to the evaluation that the Project has conducted any specific and timely needs assessment study to address emerging relevant needs given the evolving political and socio-economic situation in the country.

Good outcomes of the Project are entrepreneurship development, increased employability of young women and men in the selected governorates and linking them with jobs and opportunities in the selected governorates (Annual report 2020). These have aimed at building and strengthening its partners’ capacity to deliver the programmes and services targeting the youth (*Immediate objective 1*) and ensuring ownership and sustainability in service delivery. These are some examples:

- Organising Job Fairs with the MoM in Port Said in cooperation with the private sector and the Junior Businessmen Association Port Said Branch (EJB). DJEP shared with MoM a detailed Guide on how to organise successful employment fairs and has gained practical experience over the years from working with DJEP on this. Another employment fair was organised in the Red Sea governorate in cooperation with the Ministry of Youth. DJEP organized eight employment fairs over the project period, which all in all were attended by 45,000 people. MoM organized an employment fair in Minya with minor support from DJEP as it gained experience of employment fair organization;
- Being active in the Innovation and Entrepreneurship Committee<sup>25</sup> in supporting the Ministry of Education and Technical Education to integrate ILO’s I&E curriculum into the technical school programmes to be rolled out to reach 2000 schools nationwide with the support of the Committee. The Ministry requested DJEP to support the training of 100 Teachers in Minya. It confirmed that, starting the school year 2020/2021, it will use its own resources to print the I&E notebooks (this Committee, a donor’s group, was initiated by DJEP);
- Equipping MSMEDA in delivering SIYB<sup>26</sup> training to all groups of start-ups nationwide through governorate offices. DJEP supported the development of the SIYB Gateway Arabic version that contains more than 500 SIYB Trainers with about 50 Trainers in-house;<sup>27</sup>
- Supporting the Ministry of Youth (MoY) to institutionalize and streamline JSC in their activities in youth centres nationwide. DJEP discussed ways and means to keep the JSC training cost as reasonable as possible, without affecting the quality of the training. It is a great success that the Ministry has taken full ownership of the JSC activity. It is now part of the Ministry’s annual work-plan. The Ministry’s annual budget includes allocations for the JSC activity nationwide; and
- Capturing and documenting the knowledge gained during the lifetime of the project in six Project briefs, and sharing this with the stakeholders, including government and key project partners in 2019. In addition, the DJEP’s documentation has been published on the ILO website.<sup>28</sup>

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<sup>25</sup> The committee members included ILO, GIZ, TVET and UNIDO.

<sup>26</sup> The Project has used the Start and Improve your business program. It consists of 2 components; SYB: Start your business to entrepreneurs and those with a viable business idea; and IYB: Improve Your Business for existing businesses and enterprises. Project staff refer to both as SIYB, while sometimes they have delivered only the SYB, or as needed, the IYB or both. This report is using the abbreviation SIYB, mainly. Source: CTA, DJEP.

<sup>27</sup> The Project reports the following: “Meanwhile, MSMEDA could mobilize its own resources of trainers within a short timeframe. The platform also facilitates the interaction between the trainers and master trainers and monitors the progress of the training programme nationwide. This provides transparency to all involved stakeholders and helps the trainers to abide by all rules of the programme delivery, as all details of the training, including list of trainee and reports related to the training have to be up-loaded to the platform called the SIYB Gateway.”. Source: Annual Progress report 2019.

<sup>28</sup> Source: [https://www.ilo.org/africa/technical-cooperation/WCMS\\_329352/lang--en/index.htm](https://www.ilo.org/africa/technical-cooperation/WCMS_329352/lang--en/index.htm)



Through its strategies, that included organising a number of different activities (e.g. training, events, documentation, media) and through its advocacy work, DJEP has been able to increase awareness of the government and key stakeholders of the potential of youth employment policies and programmes to create and sustain decent work for young people (*Immediate objective 2*).

These are examples:

- DJEP worked closely with MoM to monitor the success of the fair in job matching between job seekers and employers. 60 per cent of the participants at the Red Sea employment fair signed an employment contract during the first week after the end of the fair (the jobs offered during the fair were in the formal economy above the minimum pay). Another example is the Innovation and Entrepreneurship training, conducted in collaboration with the Ministry of Education that was linked to Nawah competition. This encouraged many students of the technical schools who have an “entrepreneurial spirit” to develop their ideas into real projects. The projects competed for valuable prizes;<sup>29</sup>
- The Egypt Entrepreneurship Summit and the Nawah Competition have been organised each year, from which DJEP gradually has withdrawn its financial support. During 2019, it was primarily funded by the private sector and the Ministry of Planning, along with other donors. This is viewed as a great achievement as both events were initially designed and launched using the resources of DJEP. The Nawah competition for young people has received thousands of applications over the years and the winners received their awards during the three-day Summit. In November 2019 in Alexandria, the summit was sponsored by the Ministry of Planning and the EU-Egypt TVET programme and attended by the Ministry of Education, MSMEDA and over 300 participants and international guests from four continents;
- The Project has been involved in the development of a draft MSME and Entrepreneurship National Strategy (2022-2017), which is closely connected with the MSMEDA - a key project Partner. This draft strategy is one of the most important policy documents that the Project has been involved in. However, the Parliament has still not endorsed it. According to a Project source, it has being “stuck” for political reasons, despite the fact that ILO and the Project partners have made efforts to use their influence to support the endorsement; and
- Regarding strengthened technical and administrative capacities in the country, the Project has organised and facilitated the stakeholders’ participation in numerous events. Some were geared to build capacity, while others were aimed at raising awareness about youth and employment. It has involved 293 staff members of the ministries of Manpower, Education, Youth and Sports, Environment, Finance, and Planning and Administrative Reform, Central Agency for Public Mobilization and Statistics (CAPMAS), MSMEDA, Administrative Control Authority, Members of Parliaments, Professors at Port Said, Minya, and South Valley (that serves the Red Sea Governorate), Universities, and civil society representatives. The events covered trainings at the ITC-ILO<sup>30</sup> in Turin, Italy and participation in international conferences.

As for strengthening capacity in the governorates and among community partners to deliver youth employment promotion related services in the four selected governorates (*Immediate objective 3*), the Project has been able to build capacity among staff of the Ministry of Education and Technical Education at the local level (in parallel with the central level), as follows:

- Training of Trainers (ToTs) were held in the technical schools to qualify teachers to deliver the I&E training. Interviews were held to select teachers according to pre-set criteria with the Ministry to attend the training. 100 persons in Minya, who passed the interviews and qualified, participated in a 2-weeks training programme representing three schools. The teacher’s facilitation capacity reached out to about 2,500 TVET students in the governorate; and

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<sup>29</sup> The *Annual Progress report 2019* gives an example: “This year, a young student from a technical school won the first prize and established a company offering the service of an energy saving device for bakeries. This was a first-hand demonstration of how the programming of I&E led to the graduation of capable entrepreneurs willing to invade the market and create jobs.”

<sup>30</sup> ITC-ILO stands for International Training Centre of the ILO.

- In Minya, DJEP managed to attract (in 2020) funding from the National Bank of Kuwait to construct 60 household biogas units in Bani Hassan Village. DJEP engaged the Sustainable Development Department of the Governorate, as well as the Biomass Association for Sustainable Rural Development in the initiative to make this Public Private Partnership successful. The construction of the 60 biogas units will create green jobs for young people in Minya.

Enhancing employment and entrepreneurial skills for youth and women in the four governorates has also entailed important activities (*Immediate objective 4*) which the Project has worked on, in the form of entrepreneurship training for youth - examples of which are already mentioned in this report. The project decided to focus on large scale, high impact components, giving attention first to training programs that potentially would be sustainable and owned by relevant agencies, once the project closes. Thus, training of entrepreneurs SYB/SIYB and GET Ahead were prioritised.<sup>31</sup>

DJEP has also worked on matching jobs with job seekers among youth in the four original governorates (*Immediate objective 5*). These are examples of achievements in this field:

- A 10-days training course on JSC was organised, aiming at providing unemployed youth with the required skills for job searching and how to manage time and work ethics using innovative methods;<sup>32</sup>
- A 3-days refresher training for 21 JSC Trainers of the Ministry of Youth in the four governorates to enhance their training capacity; and
- The eight Employment Fairs (mentioned in section on immediate outcome 1) in Port Said and Red Sea governorates matched jobs with the participants. The Project has reported that these events, that attracted about 45,000 over the project period, resulted in 6,000 young individuals getting employment in hotels, nurseries, schools, hospitals, food processing factories, security retail & logistics companies, mining companies and pharmacies. Out of these, 200 are persons with disabilities.<sup>33</sup>

DJEP also reports on other capacity development activities for/with youth to create decent jobs, especially for women and other marginalized groups, through new businesses (*Immediate objective 6*). In the 2018 Annual Progress report, it is stated that the Project management decided to scale down implementation outputs where strong synergies with other ILO projects and initiatives could materialise. Regarding provision of business development services and microfinance support, DJEP has collaborated with two related ILO projects, namely BDS<sup>34</sup> for Growth and ILO EYE<sup>35</sup>, to hand over project activities at both the local and national level.

The achievements in this important area included jobs created and women supported in handicraft area. 600 women artisans, enrolled in 15 different NGOs under the umbrella Red Sea Crafts. The support has included access to technical advice and training, micro loans, as well as access to local and international markets. In addition, as mentioned already, the women participated in the annual employment fairs.

The below is a summary of the Project's achievements in quantitative terms:

- 1,100 senior government senior staff and officials participating in the various events, benefiting from capacity building and shadowing field work;
- 142,000 students completing entrepreneurship education at various educational institutions;

<sup>31</sup> Source: Annual report, DJEP, 2018.

<sup>32</sup> The draft evaluation report produced by the first consultant mentioned that there existed various examples indicating that the young men and women managed to acquire work opportunities either during, or just after the training applying what they have learnt. This final evaluation has not been able to verify this particular statement.

<sup>33</sup> The fairs were organized by a task-force including DJEP's team, Public Employment Services (PES) offices, youth centers, NGOs, business associations, universities, technical and general schools and training centers. They were inaugurated by Governors of the regions and line ministers, with wide media coverage. Source: *Project Briefing Series, DJEP, ILO: 1-Young People tackling Challenges*.

<sup>34</sup> BDS stands for Business Development Services.

<sup>35</sup> EYE stands for Employment for Youth in Egypt.

- 5,100 new small businesses started building on enhanced business skills and action planning;
- 11,000 job placements were made; and
- 300 persons with disabilities secured decent jobs.<sup>36</sup>

Several factors are key in influencing the achievements listed above. The Project has, from the start, applied a holistic working approach which has included avoiding “reinventing the wheel”. Interviews have also revealed a clear pragmatic and participatory approach to operating the Project. Events, support and activities had to be demand-driven and there should be “no wasting of time and resources” which meant that activities could be discontinued if not “moving”.<sup>37</sup> DJEP has engaged stakeholders and organisations broadly at national and local level through advocacy and capacity building, and at the same time, it has helped young people in communities in the selected governorates to access the labour market through linking them to jobs and opportunities. Thus, it worked on both supply and demand, using an approach that had effects both horizontally and vertically. Ownership, synergy and scaling-up were regarded as very important parts of the DJEP implementation strategy. The fact that the governorates assigned Focal Persons for the project activities and availed office space within the government buildings (the exception being Luxor) may have contributed to the effectiveness of the programme.

The evaluation has found that the DJEP project has overall been effective. It has been able to achieve its stated immediate outcomes and has contributed to the ultimate outcome of increased decent employment opportunities for young women and men, including vulnerable young people who are differently abled. This has been achieved through developing strategies and undertaking activities specifically directed to young women and men in partnership with the government and other stakeholders at a time when the country experienced political instability after the Arab spring revolution which started in 2011. The Project was made effective through its numerous activities in raising awareness and imparting knowledge, improving capacity and developing various skills for all categories of beneficiaries/programme participants during almost a decade. It has also been able to contribute to the matching of employers with potential employees through the annual Job Fairs and JSCs, and supported young people in starting and developing micro enterprises. All in all, it resulted in students completing entrepreneurship education; job placements made; new small businesses started (building on enhanced business skills); and jobs acquired for persons who are differently abled.

**Efficiency of management arrangements:** the Project Document indicated a participatory planning that would be reflected in the monitoring process. Regarding the Project’s M&E system, a M&E Specialist was recruited following a recommendation made by the MTE. This greatly improved reporting and documentation in the second phase of the project. A revision of the original LFA matrix was also done and approved by the donor. As it was felt that the original results-based requirements were too ambitious, the number of outputs were reduced. The issues of gender equality, meeting practical and strategic gender needs, and integration of gender issues throughout the programme was strengthened in the revision process. The Project’s Focal Points in the governorates had kept records of all participants who attended the different trainings; the officers in the Public Employment Services offices indicated that they have a list of all companies as well as a database with the job seekers that attended the two job fairs in their governorates; while the SIYB programme was monitored on two levels: the ILO Gateway for trainers and the MSMEDA monitoring process in the governorates.

A crucial factor is that the project management and team have been well functioning although there has been changes of staff positions over the years. In the first year only, a team of three were on board including the Project manager and the national Coordinator with one Programme Assistant.

The MTE recommended that the Project in its second phase should improve its information sharing and dissemination strategies to enhance stakeholder buy-in, ownership and use/integration of its specific tools.

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<sup>36</sup> *Project Briefing Series 2011-2020*, DJEP, ILO 2020.

<sup>37</sup> Interviews with DJEP Project staff and former staff members.

A contributing factor to the achievement and results of the DJEP is the *extraordinary well-functioning working relationship* between the project management and the donor representative at the Embassy of Canada. This relationship consisted of frequent contacts, a constant sharing of events, and issues (positive and negative) affecting the implementation throughout the duration, and involving the Embassy staff, including the Ambassador, in all major events and field visits. By so doing, the achievements as well as the problems and challenges were well known by the donor and problems that occurred along the way could be solved *jointly*.<sup>38</sup>

The following are examples of the Project's efforts in create partnerships aiming at ensuring that support to youth, women and vulnerable groups will not cease when DJEP project comes to an end in May 2020:

***Areas of cooperation with Government agencies:***

- Institutionalising DJEP'S tools and training programs within the local partner institutions;
- Innovation and Entrepreneurship curriculum used in the Minya governorate;
- Start and Improve Your Business (SIYB) with the Micro Small and Medium Enterprise Development Agency (MSMEDA)<sup>39</sup>;
- GET Ahead training with the National Council for Women (NCW);
- JSC activity with the Ministry of Youth and Sports; and

***Areas of cooperation with civil society organisations***

- Egypt Entrepreneurship Summit and the Nawah Social Enterprise Competition;
- Red Sea Crafts network of 15 NGOs. This is a network of NGOs that supports handicraft production and income-generation by/for women, in both Minya and Red Sea governorates;
- The Egyptian Forum on Youth Employment Promotion; and
- GEN Egypt.

***Areas of cooperation with the private sector***

- Partnership with Methanex Egypt<sup>40</sup>, where DJEP- Canada tools were taken to Damietta, after testing in 2018. This is a full-fledged project for two years with financial support from Methanex to the ILO;
- Partnership with National Bank of Kuwait (NBK). The bank funded the implementation of biogas units in Minya governorate; and
- Partnership with ALEXBANK. In 2020, this bank stated it will continue what the Project had started, and will support Red Sea Craft and the (network of) women with training, access to finance and technical support, taking over the Red Sea Handicrafts initiative that engages 600 women.

It has been found that the level of efficiency in the use of the financial and human resources available is overall satisfactory and at the end 100 per cent of the funds are spent.<sup>41</sup> The project maximized the benefits of the tangible resources offered through conducting training activities in spaces and venues close to the participants. This helped in saving the cost of transporting many participants and focus only on needed materials for the training.

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<sup>38</sup> This has been strongly emphasized by both donor and DJEP staff, including former project staff.

<sup>39</sup> This agency replaced the Social Fund for Development (SFD) established since 199. MSMEDA was established by decree of the Prime Minister in 2017 (and amended 2018).

<sup>40</sup> Methanex in Egypt operates a methanol production facility located in Damietta on the Mediterranean Sea. It is among the most energy efficient methanol plants in the world with a production capacity of 1.3 million tonnes of methanol per year, primarily supplying domestic and European markets. Source: <https://www.methanex.com/location/middle-east/egypt>

<sup>41</sup> Information in an e-mail from a former DJEP Project staff member.

Other aspects of efficiency are the savings made through working in partnerships to create synergy. The period 2012-2018 were the highest in terms of expenditures as most of the activities of training, exchange visits and capacity building took place during this time.

The Government of Egypt has contributed to the Project in kind through availing office space and Focal Points in the office buildings in the governorates. The signed a Memorandum of Understanding (MoU) and have since then starting extended financial and non-financial services to the Project's beneficiaries from central and governorates level. In 2015, at the time of the MTE, the in-kind contribution amounted to an equivalent of US\$ 850,279.42 being the sum total of US\$ 86,078.84 by Minya governorate, US\$ 98,515.75 by Red Sea governorate, US\$ 48,958.01 by Port Said governorate, and US\$ 616,726.82 by the Central Government.

**Impact and sustainability:** The Project has made great efforts to make sure that its activities and their impact would closely relate to ownership and sustainability in institutions in the country. Therefore, the management and staff, early on in the implementation, made the stakeholders aware that, gradually, they should assume responsibility for continuing to support the youth once the project comes to an end. Thus, working for long-term sustainability was part of the Project strategy not for the last six months of its duration, but from the beginning. DJEP has clearly had an impact on the lives of its ultimate beneficiaries/programme participants, namely young women and men including persons who are differently abled. This impact is clear from improving the employability of the youth who were targeted, through raising their awareness, imparting knowledge, improving their capacity and developing various skills through its numerous training and other engaging events over almost a decade. It has also been able to facilitate linking employers with potential employees through the annual Job Fairs and JSCs.

Institutional impact includes job opportunities from entrepreneurship activities in the governorates. For example, efforts were made to ensure the sustainability of the Red Sea handicraft initiative through handing it over to ALEXBANK's Ibda3 men Masr. The intention is to continue to support the artisans after the end of the Project, through facilitating their access to technical support and training, and micro-loans regarding access to local and international markets.<sup>42</sup> The Biogas initiative in Minya and Port Said piloted in two villages in Port Said was replicated in Minya governorate, supported by the Minya University. It was sponsored by the National Bank of Kuwait and is currently (in 2020) coordinating with the Ministry of Environmental Affairs (MoEA) to expand its sponsorship as part of its evolving Corporate Social Responsibility (CSR). As indicated by the CSR Officer in the bank, the focus now is to move from small grants to NGOs to support more sustainable efforts. The bank might continue focusing on environmental issues in its CSR policy.

An interesting example is the project's gradual *funding withdrawal* in holding the 5<sup>th</sup> edition of the Nawah Social Enterprise Competition from fully funding (and providing with technical support) in 2015 and 2016, to 60 per cent financial support in 2017 and 30 per cent in 2018. The private sector has taken the lead, with support from the Ministry of Planning "Rowad 2030".

DJEP and its stakeholders have made a number of directed efforts to engage national and other agencies to claim ownership - and thereby working for sustainability of the knowledge tools use, capacity building and funding to enable them to continue the support to young job seekers. A number of initiatives have been taken gradually by the Project and its key stakeholders to ensure sustainability of the achievements and results. The SIYB training programme has been institutionalised under MSMEDA (a quasi-government institution) and claimed to be sustainable thus the benefits in terms of knowledge build up for MSMEs ought to continue even after the closing of the Project.<sup>43</sup>

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<sup>42</sup> The Project stated the following: "Through the initiative, ALEXBANK will renovate and brand the two Red Sea outlets to attract clients, concentrating in its work in phase one on 350 women in Elqusseir and in Safaga cities and in phase two on all the governorates. ALEXBANK added Bagaweeet brand to the Red Sea Crafts Initiative to attract new customers. A full-fledged plan was discussed with the ILO DJEP team before the handover. The handover ceremony took place on March 17, 2020 at the Ministry of Social Solidarity, in the presence of the Minister of Social Solidarity. She praised the great collaboration between the private sector and the ILO. The CEO of ALEXBANK and the ILO Director in Cairo signed the MOU between ALEXBANK and the ILO." Source: Annual Progress report 2019.

<sup>43</sup> Source: Triangulation including in-depth interviews.

A Project internal Paper on its sustainability strategy states that the following institutions are using SYIB programme: El Korra Foundation, Aghakhan Foundation, Save the Children, Nahdet El Mahroussa, the Ministry of ICT, Cairo University's Faculty of Economics and Political Science, the Central Bank of Egypt, and the Egyptian Banking Institute.<sup>44</sup>

DJEP requested, and encouraged, the NCW to take full ownership of the training programme "GET Ahead" which supports women to start their micro-businesses. The NCW was equipped with Trainers, including Master Trainers, and all relevant training material translated to Arabic. NCW is rolling out GET-Ahead in the governorates and several ILO programmes are supporting the delivery at the governorate level including DJEP Damietta (covered through the DJEP Methanex Egypt project).

The Project commissioned a Documentation consultant to ensure that DJEP's achievements, successes and experiences gained over the years were documented to enable others to replicate strategies and activities, particularly in the area of decent jobs for youth. This resulted in the publication entitled "Project Briefing Series" containing six briefs on the core themes of the Project. The exercise has aimed at capturing technical knowledge, consolidating its experiences and sharing them with its key stakeholders. They were also intended to attract the interest of development partners/donor agencies to mobilise new resources for future projects and ensure that young people employment is a theme that will still be in focus in Egypt.<sup>45</sup>

The evaluation has found that the DJEP project clearly has had a positive impact on the situation for many young people, both women and men that are the ultimate beneficiaries. With new perspectives, capacity, skills and learning, they have been given opportunities and acquired jobs, thus have better prospects for a place in the labour market and chances of incomes and decent jobs in the future. Impact is also likely to have occurred in terms of knowledge and skills of many others who have participated in the project activities, from both the public and private sector, and civil society (but to a lesser degree, representatives of the Employers and Workers organisations). More than 15 institutions (government, NGOs and private sector such as banks) have so far implemented training programs developed in partnership with the project. Regarding sustainability, the Project has approached this issue along with the importance of ownership vis-à-vis its key stakeholders early on, and with consistence which is praiseworthy. It has together with the ILO office, managed to solicit and attract new funding from the private sector, to ensure that support to young people for the purpose of jobs and opportunities could be continued, albeit in other shapes and forms.

One area where the Project has not been able to influence is the endorsement process of the NAP on Youth Employment – although efforts were made.

*Another concern here is that the COVID 19 pandemic is likely to pose a threat and have an adverse effect on sustainability of the DJEP results* although it is very difficult to know exactly how the situation will evolve in Egypt. For instance, this final evaluation has received information that some of the support that was to be provided by a private sector agency to DJEP's beneficiaries, have been suspended for one year due to the Pandemic.<sup>46</sup> This is a risk and a factor outside the control of the ILO and other stakeholders. In this regard it has been noted that social assistance programmes in Egypt are not easily accessible by all Egyptian citizens. According to the ILO, it has been in a discussion with the Government of Egypt between 2015 and 2017 concerning a Social Protection Floor Assessment Based National Dialogue that could result in basic levels of social protection for all.<sup>47</sup> Basic income security at a nationally defined minimum level for persons of active age who are unable to earn sufficient income would be one important component of a social protection system. This would relate to sickness, unemployment, maternity, and disability. It could be of interest to the government and the ILO if technical assistance to build a social protection floor could be proposed (and perhaps linked to an

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<sup>44</sup> Internal Paper on the sustainability of Project activities.

<sup>45</sup> These are entitled: 1) Young People tackling Challenges; 2) Young People finding Jobs; 3) Young People creating Jobs; 4) Young Women joining Markets; 5) Young People greening Jobs; and 6) Strategic Dialogues.

<sup>46</sup> Source: Interview with a former staff manager.

<sup>47</sup> It is reported that the Ministry of Social Solidarity (MOSS) in Egypt earlier requested the ILO for assistance to identify recommendations to establish a national Social Protection Floor (SPF) and the way forward to gradually build a comprehensive social protection system. Source: [https://www.ilo.org/africa/technical-cooperation/WCMS\\_548325/lang-en/index.htm](https://www.ilo.org/africa/technical-cooperation/WCMS_548325/lang-en/index.htm)

employment component for young people) *which could mitigate some of negative consequences of the pandemic on young people that have been in focus in the DJEP project.*

**Gender equality:** The previous sections in this chapter have pointed to, and provided evidence for, the fact that the Project from the start has taken gender equality and mainstreaming seriously and made efforts to integrate (mainstream) gender issues in its programme, including in the M&E system (gender disaggregated data). To the knowledge of the evaluation, no designated Gender Analysis study was conducted. Nevertheless the project's different needs assessments studies brought out information that could be used to help steer its course in developing strategies geared to meeting gender needs.

When starting off, the Project staff was mindful of the fact that although both young men and women needed jobs and better opportunities, the national percentage of unemployed females showed that female unemployment is much higher than that of males, and *female youth* are much less likely to acquire a stable job than male youth. DJEP staff have stated that 40 per cent of the 216,000 young people that DJEP has supported in different ways, are women.<sup>48</sup> Examples of the Project's women-specific support are: i) Ensuring women participation in capacity development/training such as the GET Ahead for those who want to start up and manage a micro enterprise; and support to the handicraft projects run by 600 women from different cities of the Red Sea governorate, enabling them to market and sell their products in two outlets in Hurghada City and in different exhibitions inside and outside the governorate.

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<sup>48</sup> Source: In-depth interviews with Project staff and former project staff.

## 4 CONCLUSIONS

The evaluation has assessed, and concluded, that DJEP after being in operation for almost a decade has been successful in producing the majority of the outputs and outcomes and in benefitting the young women and men involved. Below, the specific conclusions are presented against each of the evaluation criteria:

### 4.1 RELEVANCE AND VALIDITY OF PROJECT DESIGN

1. Poverty, and the widening gap between the rich and the poor, was one of the main triggers of 2011 “uprising” in Egypt that were part of the Arab Spring. The evaluation’s assessment is that the DJEP has been relevant to Egypt’s Sustainable Development Strategy where decent jobs is key under the economic pillar;
2. The project has been relevant in meeting some of the needs of young people that led to the crisis. One of the indications is the fact that (through competition) the most appropriate governorates were selected to participate, the ones that could show that they were in most need of economic activities to support young people and could meet the conditions required by the Project. These were Minya, Port-Said and the Red Sea governorates, while Luxor governorate became part of the operational area later;
3. The Project has placed much effort on developing entrepreneurial skills and business mind sets of young people operating in the informal economy and it is clear that at community level, the activities have been perceived as very relevant and valued by both young women and men, who were willing to register and start up small enterprises/businesses;
4. The Project has built on ILO’s experience on entrepreneurship development including relevant ILO training packages – some of which have been embraced by which institutions and organisations in the country as this evaluation has shown;
5. When the project was coming to an end, relevance was also revealed by the fact that the Closing Event, held on 25 February 2020, was able to share knowledge and lessons and was attended by many including four Ministers and the Canadian Ambassador; and
6. DJEP project design has for the most part been valid. The original LFA was revised, as was the Project Monitoring Framework in 2015. This led to a more valid, relevant and slimmed version which is reflected in an improved results-based framework with (mostly) achievable and tangible outputs, demonstrating logical links to the overall outcomes. The revision has detailed indicators of achievement, which is good, but they should have been quantified to better demonstrate measurable progress.

### 4.2 EFFECTIVENESS

1. The DJEP project has overall been effective. It has been able to achieve its stated immediate outcomes and has contributed to the ultimate outcome of increased decent employment opportunities for young women and men, including vulnerable young people who are differently abled;
2. This has been achieved through developing strategies and undertaking activities specifically directed to young women and men in partnership with the government and other stakeholders at a time when the country experienced political instability after the Arab spring revolution which started in 2011;
3. The Project was made effective through its numerous activities in raising awareness and imparting knowledge, improving capacity and developing various skills for all categories of beneficiaries/programme participants during almost a decade; and
4. It has also been able to contribute to the matching of employers with potential employees through the annual Job Fairs and JSCs, and supported young people in starting and developing micro enterprises. All in all it resulted in students completing entrepreneurship education; job



placements made; new small businesses started (building on enhanced business skills); and jobs acquired for persons who are differently abled.

#### **4.3 EFFICIENCY**

1. It is concluded that the level of efficiency in the use of the financial and human resources available is overall satisfactory, and at the end hundred per cent of the funds are spent;
2. The Project has made efforts, and been able to keep down training costs through conducting training activities in spaces and venues close to the participants and working with partnerships to create synergies; and
3. The period 2012-2018 were the highest in terms of expenditures as most of the activities of training, exchange visits and capacity building took place during this time.

#### **4.4 IMPACT AND SUSTAINABILITY**

1. The DJEP project has clearly had a positive impact on the situation for many young people, both women and men that are the ultimate beneficiaries. With new perspectives, capacity, skills and learning, the young women and men have been given opportunities and acquired jobs, thus have better prospects for a place in the labour market and chances of incomes and decent jobs in the future;
2. Impact is also likely to have occurred in terms of knowledge and skills of many others who have participated in the project activities, from both the public and private sector, and civil society (but to a lesser degree, representatives of the Employers and Workers organisations). More than 15 institutions (government, NGOs and private sector such as banks) have so far implemented training programs developed in partnership with the project;
3. Regarding sustainability, the Project has approached this issue along with the importance of ownership vis-à-vis its key stakeholders early on, and with consistence, which is praiseworthy. It has together with the ILO office, managed to solicit and attract new funding from the private sector, to ensure that support to young people for the purpose of jobs and opportunities could be continued - albeit in other shapes and forms; and
4. A concern here is that the COVID 19 pandemic is posing a threat and is likely to have an adverse effect on sustainability of the DJEP results although it is very difficult to know exactly how the situation will evolve in Egypt.

#### **4.5 GENDER EQUALITY AND NON-DISCRIMINATION OF VULNERABLE GROUPS**

1. The DJEP has been gender responsive as it has integrated gender equality into the project strategy. It has been mindful of practical and strategic gender needs and included gender issues in awareness raising and capacity development activities;
2. It has supported women-specific activities and generally its M&E system has included gender-disaggregated data; and
3. The Project has also been mindful of non-discrimination of vulnerable groups and has included and benefitted persons who are differently abled.

## 5 LESSONS LEARNED AND GOOD PRACTICES

The below-mentioned are among the lessons learned and good practices of the DJEP Project (see also Annex VI and VII):

Lessons:

- 1) The project has been implemented for almost a decade, and in the light of the size and long duration, the great number of outcomes (6) and outputs (28) is in retrospect “doable”. However, “normally” it would be better for ILO projects to have three comprehensive outcomes related/tied to the different levels in society that the Project plans to address: national policy level, governance/province/district level as well as local/community level. This would be more manageable and also result in fewer outputs –which nevertheless should be tangible and not phrased as activities;
- 2) In the case of DJEP, a M&E staff member was added after 2015, after the Mid Term Evaluation, which was very useful. A learning point is that ILO Projects need to have dedicated M&E staff to work on PMF, LFA and Theory of Change in projects *from the start*, to help project managers follow up and report on progress. A M&E function also helps managers make decisions on what data should be collected as a continuous activity - vis-à-vis the targets and outcomes in the operational plans. As indicators of achievement are to be used to measure progress during the lifetime of the project, these need to be formulated/designed from the very start, including baselines;
- 3) Workers' and Employers' organisations are not often mentioned in DJEP’s progress reports, other than as participants in workshops/training events - neither are the relevant departments of ILO Headquarters representing and addressing workers activities (ACTRAV) and employers' activities (ACT/EMP). As employers and workers organisations/trade unions are, together with the Government of Egypt, the constituents of the ILO, projects need to explain how they have approached them and what their role was in the Project. If they have not played any significant role (for instance because the operations are outside the formal economy) or assumed any role to help sustain the project achievements – this should be explained in project’s annual progress reports and final project report; and
- 4) The project strategy has been to work on macro, mezzo and micro levels with the supply and demand sides of the job market to reach the stated outcomes. It has combined advocacy-oriented activities and policy work with capacity building at the national level and implementation of youth employment initiatives. In applying an integrated multi-dimensional approach, the Project has aimed at contributing to the development of youth employment initiatives, together with national and local development partners, civil society and the private sector. Engaging with policy-makers at all levels has aimed at strengthening evidence-based youth employment policies and programmes. The approach has been that immediate action is necessary to support the policy arena by implementing demonstration initiatives ‘on the ground’.

Good practice:

The DJEP project has worked in an integrated way with many stakeholders and across several sectors in Egypt. The management has had a clear vision of the importance of Partners and Stakeholders having ownership of the activities once the Project comes to an end. Thus, strategies for sustaining systems and tools (e.g. training packages) were drawn and parts of the project components were “handed over” to national agencies and also other international projects/programmes.

This was a gradual hand-over, and required intense dialogues with the Partners and making agreements – i.e. it was not done towards the end as in many projects do, but much earlier which is praiseworthy and a very good practice. This good practice is applicable for all ILO technical assistance projects, and projects funded by external/international donors in general - perhaps with the exception of experimental and pilot-oriented projects.

## 6 RECOMMENDATIONS

These are the recommendations of the Final Evaluation that build on the conclusions in chapter 4:

### Recommendation 1 (ILO Country Office; ILO Regional Office)

Job security is one of the areas in Egypt that is likely to be threatened by the COVID 19 pandemic and the Project's (ultimate) young beneficiaries could be among its first "casualty". Thus, ILO should help build resilience and be prepared to urgently design new support initiatives and solicit for new funds to ensure that the momentum and good results created through DJEP are not lost. The focus should be on entrepreneurship development with support to young people's micro, small and medium enterprises.

*High priority, Level of resources: Medium, Time line: High*

### Recommendation 2 (ILO Country Office and Government of Egypt)

The ILO should mobilise resources in cooperation with the Government of Egypt and other relevant agencies to continue to support entrepreneurship activities in the Red Sea Governorate and/or in other parts of the country, particularly focusing on market linkages for producers. It should capitalise on the success that was recognised in working with different stakeholders and partners especially the Ministry of Manpower at the governorate level. This could help the situation and build resilience of the same category of beneficiaries that participated in the DJEP project – young women and men and those who differently abled/persons with disabilities.

*High priority, Level of resources: Medium, Time line: High*

### Recommendation 3: (NCW)

The DJEP trained a pool of Trainers and Master Trainers in all governorates, and handed them the GET Ahead training toolkit/materials. The NCW should announce the availability of expertise and certified GET Ahead Training – so that there is a chance that this pool of expertise is used during the Pandemic times, also by other entities including NGOs, enabling the training to be cascaded in the country, nationwide.

*High priority, Level of resources: Low, Time line: High*

### Recommendation 4 (ILO and MSMEDA)

The SIYB training has been handed over to the MSMEDA. ILO and MSMEDA should make concerted efforts to ensure that future training and capacity development includes persons who are differently abled in accordance with the national strategies and initiatives that call for such inclusion.

*High priority, Level of resources: Low, Time line: High*

### Recommendation 5 (ILO country office)

The consequences of the COVID 19 pandemic is not known to date but is a concern expressed in this evaluation report and one which very likely will jeopardize jobs and incomes benefits accrued by the beneficiaries of this Project. The ILO could explore the possibility/interest in the Government to jointly develop ideas for technical discussions/support initiatives in 2020 that could help young people's inclusion in some form social protection scheme in the country - perhaps even linked to an employment component. This could mitigate some of negative consequences the pandemic is likely to have including the young workers and entrepreneurs that took part in this Project's activities.

*Medium priority, level of resources: Low, Time line: Medium*

### Recommendation 6 (ILO Country Office and DJEP Project key Partners)

The ILO should continue to work with the Government of Egypt with its constituents and partners to advocate and facilitate for the Parliament to endorse the proposed NAP on Youth Employment.

*Medium priority, Level of resources: low, Time line: Medium*

### Recommendation 7 (ILO Country Office) – Medium priority

It is understood that some of DJEP's promotional material already has been shared with others (including the Project Briefing Series). However, the ILO Country Office should continue to share the excellent DJEP promotional materials in different ways including digitally, through websites and social media, to inspire others working on youth employment and entrepreneurship development (to Partners, but also within the ILO itself and to other UN agencies).

*Level of resources: Low, Time line: High*

## ANNEXES

## **ANNEX I. TERMS OF REFERENCE**

### **Terms of reference**

#### **Completion of the final evaluation of the project Decent Jobs for Egypt's Young People: Tackling the challenge together I & II (DJEP) - EGY/11/02/CAN**

##### **1. Background**

The project Decent Jobs for Egypt's Young People: Tackling the challenge together I and II (DJEP) is currently finishing in April 2020. The project is subjected to an independent final evaluation as per ILO evaluation policy. In November 2019, the consultant Doaa Abdelaal was selected as the independent evaluator to carry out the evaluation between December 2019 and February 2020. The evaluation timeframe was later extended until 15 March 2020.

The evaluation manager of this evaluation is Ricardo Furman, Senior M&E officer at the Regional Programme Unit of the ILO Regional Office for Africa.

The evaluator produced an Inception report and conducted the fieldwork to arrive to a draft report as per the assignment TORs. The evaluation draft report was circulated among key stakeholders for a period of two weeks until 14 April. Based on the stakeholders' feedback and the review of the evaluation manager, significant weaknesses in the report were identified. Based on the several weeks that the consultant required to develop the draft report (27 days instead of the planned 5 days) and the quality of it, it was assessed that the capacity of the consultant would not allow her to produce a final version of the report at the expected quality. Selected key highlights of the draft report weaknesses are shown below:

- The thought line is not clear and does not show how the chain of results led to delivery of the project objective. Very few examples are repeated throughout without highlighting how the various outputs contributed to the intermediate outcomes. Even on the section on the results under three outcomes, the examples cited under the first are related to the other two outcomes.
- The complete lack of comprehension of the project mind map and log frame led to the overlooking of the intermediation aspect throughout. The theory of change is very weak – it seems as though sections of documents were cut and paste without any correlation in the flow of information. In addition, the information provided does not lead to the theory of change cited in the document.
- The evaluation has also failed to look holistically at the outcomes of the mid-term and how the project has (or has not) accommodated them in the second phase.
- There is a number of incorrect information with respect to the project extensions.
- Recommendations are not consummate with a programme that has lasted for nine years with this level of funding. Just as a case, the recommendation on upscaling and replication of the integrated project approach should be nationwide not to just one of four the project governorates.
- The lessons learned are very inward looking addressing the ILO Cairo Office only.
- Many spelling mistakes and incomprehensible sentence structures, many grammatical and spelling mistakes and obscure sentence structure make it very difficult to comprehend some parts.

As background, the draft report was delivered on 29 March. This was long beyond the end of full contract date, 15 March 2020, covering the draft report, 14 days of circulation among stakeholders.

In this context, the contract of the national evaluator was terminated. A new evaluator is required to finalize the report. Therefore, an international evaluator was identified to address the quality issues in the draft evaluation report *without altering or modifying the findings of the evaluation unless they are based on factual errors or interpretations based on evidence identified by the consultant during her interviews and desk-review*. The international evaluator will be an independent evaluator that will give an overhaul in terms of quality, comprehensiveness and flow of the report in order to arrive to a final report.

The independent evaluation process will go through the normal practice in ILO/EVAL independent evaluations. The evaluation will continue to be managed by the assigned evaluation manager and will go through the standard review process of the final report by the EM and EVAL. The EM will provide the required support and will make all the necessary contacts with the project team and the donor to address the identified issues and produce a readable evaluation report that will be evidence-based and will have adjusted all factual errors.

## **2. Purpose**

To develop the final evaluation report of the DJEP project (final version) through the overhaul in terms of quality, comprehensiveness and flow of the draft evaluation report of the final evaluation, addressing the LO/EVAL Checklist 6 for evaluation reports.

## **3. Methodology**

The evaluation report content will be oriented to answer the evaluation questions developed in the TORs applied for the evaluation and that are reflected in the draft evaluation report.

The consultancy will be fully home-based with contacts by Skype, phone or other virtual means as needed. It will include the following steps:

- a. Briefing with the evaluation manager
- b. Initial interview with the project CTA and national coordinator to orient the review of key documents to be provided by the project and identify other information needs in terms of documents.
- c. Development of a short note as an inception report on any required points that operationalize these ToRs (optional: if there would be issues that are not specified in this ToRs and should be made explicit).
- d. Review of all documents provided and requested by the consultant including:
  - PRODOC (Project Document) and most recent Logical Framework Analysis (LFA)/Theory of Change (ToC) matrices (is existing as separate documents)
  - Project extensions documents
  - Draft evaluation report
  - Stakeholders' comments to the draft report
  - Mid-term evaluation report of DJEP
  - Final evaluation report of the Taqueem project
  - All Project workplans and Progress reports
  - Key project documentation reports and publications (relevant to the assignment)
  - Others to be identify by the consultant.

e. Interviews (individual and joint ones as necessary) with the following key stakeholders to develop a final evaluation report:

- Project team including the CTA and national Coordinator and other team members identified by the project and the consultant as relevant for the assignment
- Former CTA of the project
- Cairo ILO Country Office Director
- Relevant team members (to be indicated by the consultant)
- Donor representative for the project at the Canadian Embassy in Cairo

The consultant will work on a desk review based on the relevant documents and virtual interviews with the project team, ILO relevant officers and the donor to better understand factual errors, and methodological weaknesses presented in the draft report.

- Review of the final evaluation report by the Evaluation manger (in coordination with the project team and the donor on factual errors).
- The evaluator addresses the comments received
- EVAL final review
- The evaluator addressees the comments received
- EVAL approves the evaluation report, uploads it at the eDiscovery portal and share it with the Country Office for further dissemination among stakeholders.

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

#### **4. Deliverable**

The consultant will develop the final evaluation report of the project following the ILO/EVAL Checklist 6 that will be reviewed by the EM and EVAL for final approval.

- The evaluation report will develop the following structure:
- Cover page with key project and evaluation data
- Executive Summary (as per ILO EVAL template)
- List of Acronyms
- Table of Contents
- Background on the project and its logic
- Purpose, scope and clients of evaluation
- Methodology and limitations
- Main Findings
- Relevance and quality of design
- Efficiency of implementation
- Effectiveness
- Orientation to impact
- Sustainability
- Conclusions
- Recommendations
- Annexes:
- TOR



- Evaluation matrix (questions and indicators)
- List of people interviewed
- Schedule of the field work
- List of Documents reviewed
- Lessons learned (as per ILO EVAL template)
- Good practices (as per ILO EVAL template)
- Others

## 5. Schedule

The consultancy is expecting to include 10 working days to cover all work. The work upon signature of the contract should start by 28 April and finish by 22 May including the following sequence:

Activity	Responsible	Estimated timeframes
Briefing with the EM and project team Inception note development (if necessary) Desk-review of documents and interviews Development of the final evaluation	Evaluator	28 April – 8 May
Review of the final evaluation report by the Evaluation manger (with feedback from the project and the donor)	EM	11-13 May
The consultant integrate suggested adjustment proposed by the EM	Evaluator	14-15 May
EVAL reviews the final evaluation report	EM & EVAL	18-20 May
The evaluator integrates EVAL comments	Evaluator	21 May
Evaluation report is approved by EVAL	EM & EVAL	22 May

## 6. Management and resources

The consultancy will be managed by Ricardo Furman, as the evaluation manager of this evaluation. He will be administratively support by the project and the ILO CO Cairo.

The consultant will receive a final payment. The contract considers as a reference 10 working day basis. However, it is an output-based contract against one delivery: the final evaluation report of the DJEP approved by EVAL.

## 7. Profile of the evaluator

- Advanced university degree preferably in social sciences, economics, business management or related qualifications,
- A minimum of 7 years of professional experience in evaluating and managing international programmes and projects on areas related to the project, including ILO projects
- Understanding of the development context and experience in North Africa and/or Arab states, preferable including Egypt
- Recent experience with result-based management monitoring and evaluation methodologies
- Excellent communication and report writing skills in English.
- Demonstrated ability to deliver quality results within strict deadlines.

Terms of Reference Final Independent Evaluation  
(first phase of the evaluation process)

<b>Title of project being evaluated</b>	Decent Jobs for Egypt's Young People: Tackling the challenge together (DJEP) Phases I and II
<b>DC Code</b>	EGY/11/02/CAN
<b>Administrative Unit responsible for administrating the project</b>	DWT/ CO-Cairo
<b>Technical Unit(s) responsible for backstopping the project</b>	DWT/CO- Cairo
<b>Country</b>	Egypt
<b>Starting date</b>	April 1 <sup>st</sup> , 2011
<b>End date</b>	March 31 <sup>st</sup> , 2020
<b>Type of Evaluation</b>	Final independent evaluation
<b>Donor</b>	Government of Canada
<b>Project budget</b>	15 million CAD
<b>Evaluation Manager</b>	Ricardo Furman

## 1. Project background information and context:

Youth employment is a major global challenge for the coming decades. To this end, the development of decent jobs for young people is at the heart of the United Nations agenda for sustainable development and is illustrated by numerous indicators dedicated to monitoring its completion in the context of the SDGs:

- 4.4: By 2030, increase by x% the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship;
- 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
- 8.6: By 2020 substantially reduce the proportion of youth not in employment, education or training

ILO has had a long-standing commitment to promote decent work for youth. Supported by a unique tripartite structure that brings together the key players in the world of work, ILO's activities on youth employment span over advocacy, knowledge development and dissemination, policy and technical advice and capacity building services.

Egypt's high youth unemployment rate is one of the country's most pressing challenges that it currently faces. In recent years, the youth unemployment rate has further exacerbated from 19 per cent in 2010 to 32.6 per cent in 2018.<sup>49</sup> Egypt's 'youth bulge' whereby one quarter of the country's population is aged between 18 and 29 has become a major predicament rather than a unique opportunity for development, as private sector job growth has failed to keep up with increases in the working-age population. The lack of decent work has been preventing the next generation of Egyptians from gaining the skills, experience and income necessary for further economic, social and political development of their country. As a result of the high underemployment and unemployment rates among the youth, poverty among this cohort of the population in Egypt is high and increasing. According to the CAPMAS report of November 2013, an estimated 27.8% of Egypt's youth are suffering from poverty, while 24.1% are near the poverty line.

According to the situation analysis done for the second United Nations Development Assistance Framework (UNDAF) 2018-2021 in Egypt, five engines of growth were identified:

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<sup>49</sup> ILOSTATS 2018

manufacturing, tourism, agribusiness, and information and communication technology. Within these sectors, micro, small and medium sized enterprises (MSMEs) were the main creators of employment opportunities mainly for youth and the drivers of growth. Even though the support of MSMEs has grown considerably in the past, there is still a huge potential for further support, both with regard to finances and enabling environment.

It was against this backdrop, and as a response to one of Arab spring claims (social justice), that the “Decent Jobs for Egypt’s Young People: Tackling the Challenge Together” (DJEP) project was launched on April 1 2011 jointly by the Government of Egypt (GoE), the ILO and the Canadian International Development Agency (CIDA) – which since 2013 is called “Global Affairs Canada”.

## **2. The project**

### **2.1. Purpose of the project:**

The core problem that the “Decent Jobs for Egypt’s Young People” (DJEP) project tackles is the increasing lack of decent work opportunities for young people (aged 15-29), especially for young women and other vulnerable groups in this age cohort.

Therefore, DJEP’s goal is to enable the Government of Egypt, actors on the national, governorate and community level, civil society partners, the private sector and young people to create and access decent work opportunities. The eight-year project delivered in two phases (I: 2011-16; II: 2016-20) with a total budget of 15 million CAD focuses its activities in four governorates (Minya, Luxor, Port Said, Red Sea). Through an integrated multidimensional approach, the project contributes to the development and implementation of youth employment initiatives together with national, local and development partners and works together with civil society partners and the private sector. The project intensively engages with policy-makers at all levels to strengthen evidence-based youth employment policies and programmes.

### **2.2. Project approach and strategies**

It will be implemented both at the national level as well as in governorates. Policies and programmes advocated for at the national level are responding to local needs and are tested “on the ground” before being scaled-up and institutionalised country-wide.

Secondly, the project tests pilot youth employment interventions in governorates with the goal to scale up the approaches that work best and institutionalize best practice intervention models with national partners. The project develops partnerships with key stakeholders through capacity building for government institutions and social partners and formalizes collaborations

on the intervention level through Memoranda of Understanding. DJEP's main activities that benefit young people directly focus on skills development trainings, career guidance and job matching as well as entrepreneurship education programmes and business development services. Gender equality, the social economy, inclusion of people with disabilities and green jobs are cross-cutting themes integrated throughout DJEP's intervention logic and operations.

### **2.3. Project outcomes and results:**

The project's ultimate objective is to increase decent employment opportunities for young men and women, especially groups that find it particularly hard to get access to such opportunities (such as women headed households, people with disabilities, poor people in rural areas and unemployed graduates).

This result was to be achieved through three intermediate outcomes and their respective immediate outcomes objectives. The project logframe as updated for the 2nd phase (2016 – 2020), in light of changed economic and political circumstances as well as the achievements of the first phase and recommendations from the project's mid-term evaluation. (see Annex 1 for the logframe of both the first and second phase, including outputs).

- **Intermediate Outcome 1** – Improved performance of the Government of Egypt and key ministries in the design and implementation of youth employment related programmes and policies
  - *Immediate outcome 100* – Increased capacity of GoE and key partners to design and implement youth employment related policies and programmes
  - *Immediate outcome 200* – Increased awareness of the GoE and key stakeholders of the potential of youth employment policies and programmes to create and sustain decent work for young people
- **Intermediate Outcome 2** –Improved performance of governorate, community stakeholders and other partners (public, private and civil society at large) in delivering relevant services linked to youth employment promotion in the four selected governorates
  - *Immediate outcome 300* –In the four selected governorates, strengthened technical and administrative capacities of governorate and community partners to deliver youth employment promotion related services
- **Intermediate Outcome 3** – More young people (especially from vulnerable groups) in the three selected regions gain employable skills

- ***Immediate outcome 400** –Employment and Entrepreneurial skills for youth and women in four selected governorates enhanced*
- ***Immediate outcome 500** – Improved job matching for youth in four selected governorates*
- ***Immediate outcome 600** –In the four selected governorates, increased capacity of youth to create decent jobs, especially for women and other marginalized groups, through new business creation*

**The major project results by June 2019 reported by the project are the following:**

DJEP’s focus was to support Egyptian youth to find productive employment, either through entrepreneurship and skills development or through enterprise growth to generate new job opportunities. The following achievements of DJEP contributed to the generation of new job opportunities and to productive employment.

- In partnership with Canada, The Development of Egypt’s “National Strategy for Micro, Small and Medium Enterprise Development and Entrepreneurship” in collaboration with national entity in charge of SMEs and Entrepreneurship in Egypt, the Micro, Small and Medium Enterprise Development Agency, MSMEDA. The strategy is to guide the growth and development of the SME sector in Egypt. Concrete key performance indicators were developed in collaboration with the EU funded project (MiSMESIS) to guide to strategy implementation over the coming five years.
- SIYB Program: Introduced the entrepreneurs’ training program “Start and Improve Your Business – SIYB” to Egypt and institutionalized the program delivery with the Micro, Small And Medium Enterprise Development Authority (MSMEDA), which is the national authority in charge of MSMEs and Entrepreneurship in Egypt. To date, 11,500 young men and women were trained with 36% of the youth starting their own business. Currently, the program has 9 certified Master Trainers and 400 trainers and is being rolled out in various governorates under the leadership of the national partner, MSMEDA. A software platform “Gateway” was developed in Arabic to link trainees and track implementation.
- GET Ahead Program: introduced this program that has been designed to support less educated women on starting their micro enterprises. The program has been institutionalized with the National Council of Women and is being rolled out on the national level. At least 1000 women were trained and the program has 4 lead trainers and 16 certified trainers and 122 potential trainers that have been trained and will

possibly be certified. 50% of the women were able to start their micro-businesses after the training.

- Developed an update version of “Know About Business – KAB” to raise the awareness of technical school students about entrepreneurship. For this purpose DJEP coordinated with the development partners; USAID, GIZ, TVET and UNIDO and formed the “Innovation and Entrepreneurship” committee. The committee worked closely with Ministry of Education and Technical Education to integrate Innovation and Entrepreneurship in the technical schools curriculum. Until now, this program has been rolled out in 200 technical school in Egypt and the plan is to cover all technical schools in Egypt.
- Job Search Clubs (JSC). DJEP introduced the concept of JSC to Egypt and institutionalized its delivery within the Ministry of Youth and Sports. The Ministry’s annual workplan currently includes the JSC activity nationwide. Until now, about 850 young men and women were trained on searching for a suitable job opportunity, including the development of skills and forming the needed network. According to statistics, 40% of the trained youth find a job within 3 months after the training.

### **3. Project Management:**

The ILO Office in Cairo is the administrative and technical backstopping unit for the project. The Project Management Team (PMT) which runs the project consists of one unit based in Cairo: a Chief technical Advisor (CTA), a National Project Coordinator (NPC), a Training Coordinator, a National Employment Officer, two programme assistants and administrative staff. At the Governorate level, there are three Governorate Project Focal Points, with staff for admin support, based in the Governorates offices in each location.

### **4. Purpose, scope, clients of the evaluation :**

#### **4.1. Evaluation background:**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget of USD 5 million + must have to go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

The evaluation will be used, both, for project accountability and project learning. The ILO considers that evaluation is an integral part of the implementation of development cooperation activities. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the

UN System. This evaluation will follow guidelines on results-based evaluation of the ILO Evaluation Department (EVAL) contained in the “ILO Policy Guidelines for Evaluation (3<sup>rd</sup> edition)”<sup>50</sup> and, more specifically, the checklist "Preparation of the Evaluation Report".<sup>51</sup>

Among other points the evaluations identifies what worked, what did not work at output, outcome and impact levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future

The project has been subjected in July 2015 to an independent mid-term evaluation. The evaluation report is available at <https://www.ilo.org/ievaldiscovery/#a29c6wb>

#### **4.2 . Evaluation purposes**

The evaluation’s purpose is to provide an objective assessment of the accomplishment of project activities in terms of coherence and relevance, efficiency, effectiveness, impact and sustainability. It will have to:

- Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen; and partnership arrangements
- Identify unexpected positive and negative results of the project
- Assess the extent to which the project outcomes will be sustainable
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes
- Identify lessons learned and good practices to inform the key stakeholders (i.e. national stakeholders , the donor and ILO) for future similar interventions

Assess to what extent the project addressed the mid-term evaluation recommendations

This evaluation will be conducted by an evaluator with experience in conducting the full evaluation process. The evaluation consultants have the sole responsibility for the substantive content of the final evaluation report in line with EVAL quality requirements.

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<sup>50</sup> Available at: [https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

<sup>51</sup> Available at: [https://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](https://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)



#### **4.2. Scope of the evaluation:**

This evaluation, as a product of analysis of the implementation of the project in its entirety, will examine the entire project intervention from March 2011 to March 2020. It will consider all the documents linked to the project. This includes the project document, periodic reports, results of mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g. knowledge products, policy strategies)

The geographical analysis of the assessment should cover Cairo-Egypt- at the national level and the implementation selected four governorates through a desk review and interviews with stakeholders.

The evaluation will integrate gender equality and non-discrimination international labour standards, social dialogue, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and process. It should be addressed in line with EVAL guidance note n° 4 gender issues and Guidance Note n° 7 to ensure stakeholder participation.

#### **4.3. Clients of the evaluation:**

Clients of the evaluation are ILO's constituents, national and international partners, including the Ministry of Investment and International Cooperation, Ministry of Manpower, and Governorates of Minya, Port Said Red Sea and Luxor. Furthermore, the findings of this final evaluation are destined for ILO's management (the DJEP team, the ILO DWT/CO Cairo, EMPLOYMENT, ENTERPRISE, SKILLS and the Regional Office for Africa) overseeing the implementation of the project, as well as for the project's donor (Global Affairs Canada).

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as: key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

#### **5. Evaluation criteria and questions:**

The evaluation will be based on the following evaluation criteria: strategic relevance, validity of project design, effectiveness, efficiency, impact and sustainability. Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

**5.1. Relevance and strategic fit:**

1. Were the project objectives consistent with the national key partners' needs, requirements, and the country needs?
2. How did the project contribute to the relevant International Labour Organisation Programme & Budget Outcomes and development priorities in Egypt and to the UN UNDAF?
3. To what extent did the project build on previous experience of the ILO in Egypt, and relevant experience of other local and international organizations in Egypt?

**5.2. Validity of project design:**

1. Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives?
2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
3. To what extent did the project build on the comparative advantage of the ILO in the field of youth employment?

**5.3. Effectiveness of the project in relation to the expected results:**

1. Given the evolving political and socio-economic situation in the country, has the project carried out timely needs assessments to address emerging relevant needs?
2. To what extent have the project objectives been achieved?
3. Have unexpected positive and negative results took place
4. What were the main internal and external factors that influenced the achievement or non-achievement of results?
5. Has the partnership strategy of the project effective towards the expected results?

**5.4. Efficiency of the resources used:**

1. Are the resources made available to the project used efficiently regarding obtained outputs?
2. Have the project developed an M&E strategy that enhance accountability, learning and feed into management
3. How have the roles and responsibilities between the project and key partners at the national and regional levels regarding planning M&E of the project worked?

**5.5. Impact and sustainability of the project:**

1. What can be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?

2. What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?
3. Can the project's approach or parts of it, and results be replicated or amplified by national partners or other actors considering institutional and financial dimensions?

#### **5.6. Gender and non-discrimination of vulnerable groups:**

1. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, and vulnerable groups?
2. How has the project been able to meet the specific needs of men, women and vulnerable groups?
3. Do the tools developed by the project integrate gender and non-discrimination issues?

### **6. Methodology**

The specific elaboration of the evaluation method will be defined in consultation between the evaluation team and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluation team (see below).

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists available in the Annex II.

The evaluation methodology will include:

- **Desk review:** desk review of all relevant documents: project document and its logical framework, funding agreement, relevant minute sheets, implementation plan, performance evaluation plan, progress reports, other relevant documents and studies.
- **Meetings with the project staff:** the evaluator will meet the project staff to reach a common understanding for the evaluation process in Cairo and in the governorates.
- **Meetings with backstopping units and the donor:** the evaluator will meet with the technical backstopping in the DWT Cairo and possibly in HQ through Skype calls. These meetings aim to reach a common understanding in relation of the technical and financial status of the project.
- **Field visits, collection of data, and interview with stakeholders:** the evaluator will meet with the national key partners of the project on the national and regional level. The evaluator will meet with number of project beneficiaries (youth) and organize focus group discussions with them.
- **Debriefing phase:** at the end of the fieldwork the evaluator will organize a debriefing meeting for the key national partners and relevant stakeholders, ILO and the donor to present and discuss the preliminary findings and the lessons learned. The workshop will be in Arabic and English with interpretation.

- **Submission of the first draft of the report:** the evaluator will submit the first draft of the report to the evaluation manager, who will circulate it to the backstopping units, the donor, the key national partners, and relevant stakeholders for comment
- **Collection of feedback on the first draft:** the evaluation manager will collect the feedback on the first draft, consolidate and submit it to the evaluator.
- **Submission of the final report:** the evaluator will incorporate the feedback as appropriate, and send the final report to the evaluation manager.
- **Quality of the report:** the evaluation manager and ILO Evaluation Unit will ensure the quality of the report.
- **Dissemination:** the evaluation report will be submitted to the key stakeholders by the CO and uploaded in the EVAL public repository of evaluation reports (e-discovery)

The evaluation team should develop the final evaluation methodology in consultation with the evaluation manager. The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

During the data collection process, the evaluation team will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other.

The evaluation team will ensure that women's views and perceptions are also reflected in databases, interviews and that gender-specific questions are included in the questionnaires.

## **7. Implementation of the evaluation:**

### **7.1. Main stakeholders to be consulted:**

- **Key national partners:**
  - Ministry of Manpower
  - The Governorates of Minya, Port Said, Red Sea and Luxor (Governors, Universities, NGOs, members of the regional advisory committees, Youth Graduate Employment Agency, Youth Centres, end beneficiaries)
  - Ministry of Investment and International Cooperation
  - Ministry of State for Local Development
  - Ministry of Planning, follow-up and Monitoring Administrative Development Reform

- Ministry of Education and Technical Education
- Ministry of Youth and Sports
- Ministry of Environment
- Ministry of Trade and Industry
- Micro-, Small- and Medium-Enterprises Development Agency (MSMEDA)
- **Workers and employers organizations:**
  - Independent Trade Union Federation
  - Regional Trade Union In Red Sea
  - Federation of Egyptian Industries
  - Investors' Associations in Port Said, Minia and Red Sea
- **Donor:**
  - Foreign Affairs, Trade and Development-Canada (DFATD) / Global Affairs Canada, Embassy of Canada in Egypt
- **ILO:**
  - Project staff based in Cairo and in the Governorates
  - Director and relevant officials and projects based on the ILO DWT Cairo and North Africa
  - Backstopping technical units at ILO HQ (EMPLOYMENT, ENTERPRISES)
- **Others:**
  - Other development partners involved in Youth Employment (GIZ/Employment Promotion Project, USAID/WISE, EU/TVET-II, , UNIDO, ,)
  - Other projects funded by Global Affairs Canada and operating in Egypt
  - NGOs (Egyptian National Competitiveness Council, Middle East Council for Small Business and Entrepreneurship, Masr Elkheir, Ebtessama, Evangelical, El Taqwa and Iman Association, Business Women Association in Minia, Shalateen Handicraft Association in Red Sea).
  - Private blended sources of funds: Methanex, National Bank of Kuwait and Alex Bank
  - Middle East Council for Small Business & Entrepreneurship
  - International Council for Small Business
  - Ultimate beneficiaries: sample of youth in the four governorates.

## **7.2. Evaluation Management**

The organization and coordination of the evaluation mission will be provided by Mr Ricardo Furman ([furman@ilo.org](mailto:furman@ilo.org)), the designated Evaluation Manager at ILO level. The evaluation team will discuss with him all technical and methodological issues when needed. It will be able to coordinate with the CTA to provide the main documents and any information that they will need to carry out their mission. It will facilitate contacts with the different partners. Meetings will be organized on this occasion with the authorities, partners and beneficiaries concerned by the project. The evaluation team will also receive technical, logistical, and administrative support from the project team.

## **7.3. Confidentiality and non-disclosure**

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

## **7.4. Evaluation team:**

The evaluation will be conducted by an experienced evaluator.

### **1. Main qualifications:**

- Advanced university degree preferably in economics, business management or related qualifications,
- A minimum of 7 years of professional experience in evaluating international programmes and projects, development initiatives, logical framework and other strategic approaches, M&E methods and approaches, and information analysis and report writing,
- Recent experience with result-based management monitoring and evaluation methodologies
- Understanding of the development context in Egypt with relevant work in the area of youth employment,
- Previous involvement and understanding of ILO procedures is an advantage and extensive international experience in the fields of project formulation, execution, and evaluation is required.
- Work experience in Egypt will be an asset
- Excellent communication and interview skills,
- Excellent report writing skills,
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English.
- Excellent Knowledge and draft skills in Arabic constitutes additional asset of selection.
- Excellent communication and interview skills,
- Demonstrated ability to work in group and deliver quality results within strict deadlines,

- Excellent knowledge of English and Arabic languages and excellent drafting skills in both languages

**2. Main duties:**

- Responsible for conducting the evaluation
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process
- Proceed to a desk review of all relevant documents and conduct a field mission to meet main stakeholders
- Elaborate the inception report (incl. methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards
- Conduct the field work and stakeholders workshop at the end of the mission
- Participate to debriefings with main stakeholders on the main results and recommendations of the evaluation

**Proposed work days for the evaluation**

Phase	Responsible Person	Tasks	No of days consult	Dates
I	Evaluator	<ul style="list-style-type: none"> <li>○ Briefing with the evaluation manager, the project team and the donor</li> <li>○ Desk Review of programme related documents</li> <li>○ Telephone briefing with ILO stakeholders</li> <li>○ Inception report</li> </ul>	5	Dec 19 – 2 Jan
II	Evaluator with organizational support from ILO CO-Cairo	<ul style="list-style-type: none"> <li>○ In-country for consultations with programme staff</li> <li>○ Field visits</li> <li>○ Interviews with projects staff, partners and beneficiaries</li> <li>○ Stakeholders workshop for sharing of preliminary findings</li> <li>○ Debriefing with the CO- Addis Ababa</li> </ul>	10	6 -23 January – travel to 2 governorates and Cairo stakeholders and workshop for preliminary findings
III	Evaluator	<ul style="list-style-type: none"> <li>○ Draft report based on consultations from field visits and desk review and the stakeholders’ workshop</li> </ul>	9	Jan 26 – Feb 2
IV	Evaluation Manager	<ul style="list-style-type: none"> <li>○ Quality check and initial review by Evaluation Manager</li> <li>○ Circulate draft report to stakeholders</li> <li>○ Consolidate comments of stakeholders and send to the evaluator</li> </ul>	0	(2 weeks) Feb 3- 17
V	Evaluator	<ul style="list-style-type: none"> <li>○ Finalize the report including explanations on why comments were not included</li> </ul>	2	Feb 18-20
TOTAL			26	

## 8. DELIVERABLES

The following products will have to be produced and delivered by the evaluation team:

- **Inception report (incl. methodological note)** (refer to Checklist 3 “Writing the Inception Report”<sup>52</sup>)
- **A first draft of the evaluation report** that will have to be written in English and Arabic, answer the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices, technical recommendations for the key stakeholders. It will follow the structure presented in appendix III The report will be sent to the evaluation manager (refer to “Checklist 5 and 6: Preparing the evaluation report”<sup>53</sup> for guidance on the structure and content and “Rating the quality of evaluation report”)
- **The final evaluation report**, which must be written in English and Arabic, must be about 30-40 pages maximum (excluding annexes and executive summary), follow the structure presented in appendix III and include a cover page. Appendices should include the questions matrix, the interview and focus groups guides, field work schedule, a list of interviewees, and a list of documents analysed, a PowerPoint summary in English and Arabic. The quality of the report in English will be assessed based on the ILO checklist 6 (see above).
- **A summary of the final evaluation report (ILO/EVAL template)** will be sent, together with the final report, in English to the evaluation manager based on the executive summary of the evaluation report.
- **Lessons learnt and good practices** (template for lessons learned and good practices can be found in the “Checklist 5: Preparing the evaluation report”<sup>54</sup>)

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<sup>52</sup> Available at: [http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165972.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf)

<sup>53</sup> Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf)

<sup>54</sup> Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf)



## 9. TIMETABLE

The evaluation will be undertaken over 3 months December 2019-February 2020 (field work in January 2020). A detailed timetable will be included in the inception report developed by the evaluator.

All logistics costs will be covered by the project.

## ANNEX II. LIST OF PERSONS CONSULTED

S.N.	Name	Organization	Designation	Mode of Interview*
1	Azza Kandil	International Labour Organization	Chief Technical Adviser - DJEP	Personal Interview and Skype
2	Perihan Tawfik	International Labour Organization	National Coordinator-DJEP	Personal Interview and Skype
3	Amal Mowafy	International Labour Organization	Former CTA –DJEP Regional Youth Employment Technical Specialist	Skype
4	Eric Oechslin	International Labour Organization	Director ILO Decent work team for North Africa	Personal Interview and Skype
5	Jehan Yacoub	International Labour Organization	Minya Focal Point-DJEP Egypt	Personal Interview
6	Nawal Yassien	International Labour Organization	Red Sea Focal Point - DJEP Egypt	Personal Interview
7	El Sayed Ramadan	International Labour Organization	Port Said Focal Point-DJEP Egypt	Phone Call
8	Onsi Georgious	International Labour Organization	Skills and Employment Officer--DJEP Egypt	Personal Interview
9	Hannaa Shehata	Ministry of International Cooperation		Personal Interview
10	Eman Omran	Canadian Embassy	Senior Development Official (SME team leader)	Personal Interview and Skype
11	May Mahmoud	National Council for Women		Personal Interview
12	Noran Ali	National Bank of Kuwait		Personal Interview
13	Manal El Jesri	Methanex Egypt		Personal Interview
14	Sherief Gaafer	Egypt Employment Project-GIZ		Personal Interview
15	Magdy Wahba	TVET Project- EU		Personal Interview
16	Raafat Abbass Shehata	MSMEDA		Personal Interview
17	Kirollos Bahgat		SYB Graduate	In person
18	Yvette Kamal	Evangelistic Association for Sustainable Development	General Manager	In person
19	Mariam Magued	Evangelistic Association for Sustainable Development	Activity Manager	In person
20	Marian Emad-	Royet Haya Association	Head of the workshop in Abu Kirkas	In person

S.N.	Name	Organization	Designation	Mode of Interview*
21	Iman Abu Ela	Ministry of Youth	JSC Facilitator	Group Meeting
22	Mina Youssef	Ministry of Youth	JSC Facilitator	Group Meeting
23	Moataz Medhat	Ministry of Youth	JSC Facilitator	Group Meeting
24	Omar Abdel Karim	Ministry of Youth	JSC Facilitator	Group Meeting
25	Hager Ibrahim		GET Ahead Trainer	Group Meeting
26	Maria Hanna	Jesuit Association	GET Ahead Trainer	Group Meeting
27	Theressa Talaat		Get Ahead Trainer	Group Meeting
28	Mahmoud Sayed	EPECO for Pharmaceutical	Human Resources Coordinator	Group Meeting
29	Ahmed Shehta,	El Dekhlya for Poultry	Human Resources Coordinator	Group Meeting
30	Akram Hanna	Horus Hotel	General Manager	Group Meeting
31	Fouly Abdel Hady,	Minya for Bags and Trade	Human Resources Manager	Group Meeting
32	Roqaya Hussein	Grand Atoun Hotel	Human Resources Manager	Group Meeting
33	Ahmed El Sagheer	ASCO Factory	Human Resources Manager	Group Meeting
34	Shehab El Dien Ismail Mohamed	Minya Governorate	Head of the Information Centers in the Minya governorate - Project Focal Point	In Person
35	Anwar Gad Abdel Aziz		SYB Trainee, 2017- Minya	In Person
36	Bassant Agayvy		SYB Trainee 2017- Minya	In Person
37	Reda Iskandar		JSC Facilitator	In Person
38	Alaa Embarak Mohamed	Ministry of Manpower, Red Sea Governorate	District Deputy	In Person
39	Ali Hassan	Mministry of Youth- Red Sea Governorate	JSC Facilitator	Group Meeting
40	Nadia Ossman	Mministry of Youth- Red Sea Governorate	JSC Facilitator	Group Meeting
41	Nagwa Mohamed		SYB 2017- Red Sea	In Person
42	Amira Abdel Azizi		SYB 2016, Safaga in Red Sea	In Person
43	Karima Ali		SYB 2018, Safaga in Red Sea	In Person
44	Karim Ahmed	Head of the Utilities Department- Red Sea Governorate, Project Focal Point		In Person

## ANNEX III. DOCUMENTS CONSULTED

- DJEP Project Document, ILO
- Annual Progress reports, DJEP, ILO
- Achievement report (2011-2019), DJEP, ILO
- Project Monitoring Framework (PMF), DJEP, ILO
- Logical Framework Analysis Matrix (revised)
- Independent Mid Term Evaluation report, 2015, DJEP, ILO
- Exit strategy, DJEP, ILO 2018 - Sustaining impact through partnerships and scaling-up - what works? January 2018 – March 2019
- Taaqem Initiative Report: Executive Course on Evaluating Youth Labour Market Programmes, ILO and IFAD, Cairo, 2015
- Needs assessment study to assess the inclusion of young people with disabilities among selected enterprises in the tourism sector in the Red Sea- Hurghada.
- DJEP Knowledge products
- Project Story Book 5.
- Project Briefing Series, DJEP, ILO: 1- Young People tackling Challenges; 2- Young People finding Jobs; 3- Young People creating Jobs; 4- Young Women joining Markets; 5- Young People greening Jobs and 6- Strategic Dialogues and where they lead.
- Labour market transitions of young women and men in Egypt, by Ghada Barsoum, Mohamed Ramadan and Mona Mostafa, International Labour Office Geneva, June 2014
- CAPMAS Labour Market newsletter. 2017 Source:  
[http://www.capmas.gov.eg/Pages/Publications.aspx?page\\_id=5104&Year=23189](http://www.capmas.gov.eg/Pages/Publications.aspx?page_id=5104&Year=23189)
- Egypt Vision 2030 - Sustainable Development Strategy
- Sixth Five-Year Economic and Social Development Plan (2007-2012), Egypt government
- School to work transition (SWTS) a methodological guide. ILO, Geneva.
- National Women Strategy 2017, National Women Council
- UNDAF 2018-2021
- World Education News, Education in Egypt, 2019
- ILO Monitor: COVID-19 and the world of work. Second edition
- Towards an Effective SME Promotion Agency, Policy Brief, Authored by Simon White, June 2017

## **ANNEX IV. PROJECT KNOWLEDGE PRODUCTS (2011-2020)**

The following is a list of materials produced and/or used under the auspices of the ILO and the Project, made available by the Project staff:

### **Guides**

- National Employment Guide in Arabic
- Youth Employment NGOs in Egypt

### **Studies**

- Situational analysis for Red Sea, Mina and Portsaid
- Labour Market Developments in Egypt Study
- Business Development studies in Minya and Luxor
- Fisheries' study
- Value Chain Development for Handicrafts 'sector
- Informal Apprenticeship in Small and Medium Enterprises: An alternative approach
- After the Arab Spring: Women and the Labour Market in Egypt
- Skills for Green Jobs 2016 & 2018
- Apprenticeship for inclusion the People with Disabilities in the Workplace
- PES (Public Employment Services) Case study by GISR
- IDSC Endline study (Tracer study for Training for Employment in Minya and red sea) Arabic and English

### **Assessments**

- SIYB training assessment in 2015-2016

### **Manuals**

- Employment Fair manual in English and in Arabic
- Social Enterprise Manuals 2013
- Start & Improve Your Business in Arabic 2014
- Start Your Waste Recycling Business
- Job Search Club Manual
- Training for Rural Economic Empowerment Manual in Arabic
- Young Business Advisors Manual
- Making Microfinance Work: Product Diversification
- Innovation & Entrepreneurship Curriculum
- DJEP Story Book in English and in Arabic
- DJEP 6 Project Briefs in English and in Arabic
- 9 Policy Notes for the Rural Economy in Arabic

## **Flyers**

- Project flyer in English and Arabic
- Project fiche in English and Arabic
- 12 Enterprise toolkits flyer in Arabic
- Enterprise toolkits folder with all the toolkits inserts in Arabic
- Start & Improve Your Business (SIYB) promotional brochures in Arabic
- Social Enterprise flyer
- Start Your Waste Recycling Business flyer
- Egypt Entrepreneurship Summit flyers
- Academy on Rural Development for Decent Jobs
- Academy on Green Jobs Promotion flyer
- Job Search Club flyer
- Employment Fair flyer

## **Documentaries**

- GET Ahead in the 3 governorates
- SIYB in the 3 governorates
- SIYB 10,000 business to be created
- Employment Fairs
- Job Search Club
- Academy for Rural Development for Decent Jobs
- Academy for Green Jobs Promotion
- Inclusion of People with Disabilities in the Workplace at the Tourism Sector
- Schmile Eco Label
- Egypt Entrepreneurship Summit 2016, 2017 and 2018
- Nawah Competition yearly videos 2015-2019
- Training for employment in the ready-made garments sector in Port Said
- ILO Cairo Office Results' Report
- ILO Technical Cooperation Annual Report 2011 -2020
- ILO Mid-Term Evaluation 2015

## ANNEX V. ACHIEVEMENTS AGAINST PLANNED OUTCOMES

The below table shows which immediate outcomes and outputs are achieved, as measured by the indicators (formulated/defined by the Project). It also shows that some outputs were cancelled in agreement with the donor agency for various reasons that are explained in this report – while some are partly cancelled.

Project Outcomes & Outputs	Indicators of achievement	Reached/ produced	Cancelled
<b>Intermediate outcome 100:</b> Increased capacity of Government of Egypt and key partners to design and implement youth employment related policies and programmes		X	
110: Increased capacity of Ministry of Manpower (MOM) officials from employment and external relations departments through training courses	#MOM officials participating in training on English language skills, writing successful project proposals and/or training on managing external relations  #training workshops for MoM officials on English language skills, writing successful project proposals and /or training on managing external relations	X	
120: Strengthened capacity of MOM and key partners in labour market analysis, including labour market information systems	#GoE officials and key partners in workshop on labour market, analysis #training workshops for GoE officials and key partners on labour market analysis gender and inclusion of PWD. #GoE officials and key partners in workshop on labour market, analysis #training workshops for GoE officials and key partners on labour market analysis gender and inclusion of PWD.		X
130: Technical support provided to Ministry of Trade and Industry (MTI) through Industrial Training Council (ITC) on how to organize the National Skills Competition	#participants to entrepreneurship conferences organised during the global entrepreneurship week in cooperation with MCSBE #applicants participation in Nawah social entrepreneurship competition by		X

Project Outcomes & Outputs	Indicators of achievement	Reached/ produced	Cancelled
	category (youth, secondary schools, TVET)		
140: Increased capacity on national level to raise awareness on youth entrepreneurship	#students that complete KAB course in either TSS, PVTDS or Technical Colleges #trainers that completed KAB refresher course or KAB ToT Tracer study including in total at least 1'200 KAB beneficiaries from TSS, PVTDS and technical colleges is conducted & final report available Post-Pre differences in entrepreneurial awareness in tracer study	X	
150: Capacity of key stakeholders in the area of rural economic development strengthened	#pax Academy on Rural Development at ITC/ILO (Turin) Average satisfaction of pax in Academy (ITC/ILO) Toolkit on rural development designed and disseminated to national stakeholders and development partners #youth farmers supported as part of the 1.5 million feddans Project	X	
160: Capacity of Ministry of Environment to implement and institutionalise solid waste management systems is strengthened	#pax Academy on Green Jobs at ITC/ILO (Turin) Average satisfaction of pax in Academy (ITC/ILO) #MoEA officials licensed as trainers for SYWRB # pax trained to work in SWM Institutionalization of SW management in MoEA (Yes/No)	X (partly only)	
<b>Immediate outcome 200:</b> Increased awareness of the Government of Egypt and key stakeholders of the potential of youth employment policies and programmes to create and sustain decent work for young people		X	



Project Outcomes & Outputs	Indicators of achievement	Reached/produced	Cancelled
210: Dialogue on evidence policy options to promote decent work among national stakeholders and with development partners institutionalized	Research & strategic documents produced and disseminated to national stakeholders and development partners as appropriate #pax in advocacy & dissemination events of research & projects results	X (partly only)	
220: Entrepreneurship and MSME strategy developed together with Ministry of Trade and Industry (MOTI)	Research report on ALMPs in Egypt published online #national stakeholders in ALMP dissemination event #Youth Employment Promotion-Fora that took place #pax in YEP For a Policy note summarizing YEP-fora workshop discussions is published and disseminated to national stakeholders (y/n) Egypt Youth Employment NGOs directory is updated and launched # of workshops on EYE visioning # pax attended EYE visioning workshops # of workshops on Futures, Foresight and Horizon Scanning # pax attended on Futures, Foresight and Horizon Scanning workshops	X	
230: Promotion of social economy as development approaches for job creation for young people	# national stakeholders involved in consultations Strategy developed (y/n) #participants to entrepreneurship conferences organised during the global entrepreneurship week in cooperation with MCSBE #applicants participation in Nawah social entrepreneurship competition by category (youth, secondary schools, TVET)	X	

Project Outcomes & Outputs	Indicators of achievement	Reached/produced	Cancelled
240: Increased awareness on the national level of the potential of gender for decent employment creation	Study on female employment published (y/n) #pax in dissemination workshop organised	X	
250: Project results, lessons learned and data analyzed and disseminated	#pax in dissemination of ICT study Guide with lessons learned from DJEP published (y/n) #institutional partners (national/international) in high level end-of project event		X
260: Project results, lessons learned and data analyzed and disseminated	Guide with lessons learned from DJEP published (y/n) #institutional partners (national/international) in high level end-of project event	X	
<b>Immediate outcome 300:</b> Strengthened technical and administrative capacities of governorate and community partners to deliver youth employment promotion related services in the four selected governorates		X	
310: Detailed situation analyses for Luxor Governorate conducted	Situation analysis for Luxor published in Arabic (desk review)		X
320: Selected governorate employment-centred initiatives supported	#initiatives that received technical assistance (biogas) #Beneficiaries in companies that receive assistance	X	
330: Market Assessment in the call centres sector is conducted	Market Assessment Report on call centres is conducted		X
<b>Immediate outcome 400:</b> Employment and entrepreneurial skills for youth and women enhanced in the four selected governorates		X	
410: Entrepreneurial skills of youth to start and improve businesses enhanced	ILO SIYB toolkit (2016) available in Arabic 2nd Edition #Master trainers for SIYB certified through a ToT programme #Young people completing SIYB training by gender & governorate Tracer study with representative sample of at least 500 SIYB beneficiaries completed and final	X	

Project Outcomes & Outputs	Indicators of achievement	Reached/ produced	Cancelled
	report on results available % young people in decent employment one year after SIYB (estimate)		
420: Social entrepreneurship skills of youth enhanced	Social entrepreneurship manual available #young people receiving SE training by gender & governorate		X
430: Agribusiness entrepreneurship skills of youth enhanced	#ESAB trainers certified (ToT) #young people completing ESAB training, by gender & governorate		X
440: Entrepreneurial skills of women enhanced	#GET Ahead trainers certified (ToT) & Refresher #young women completing in GET Ahead training by gender & governorate Tracer study with at least 400 GET Ahead beneficiaries (representative) conducted & final report available % young people in decent employment one year after GET Ahead (estimate)	X	
450: Skills of rural youth to find employment and generate income increased	#TREE trainers certified (ToT) #young people participating in TREE training by gender & governorate 2-3 focus group discussions with TREE participants conducted & note with lessons learned available	X	
<b>Immediate outcome 500: Improved job matching for youth in the four selected governorates</b>		X	
510: Youth matched to employers through Training for Employment programmes	#young people participating in job matching, by gender and governorate % young people in decent employment one year after participation in job matching (weighted average estimate)		X

Project Outcomes & Outputs	Indicators of achievement	Reached/ produced	Cancelled
	JSC Methodology institutionalized within MOY		
520: School-to-work programmes introduced	#youth trained on training for employment Tracer study with at least 100 Training for Employment beneficiaries (50 youth p. governorate) 1 year after training for employment % young people holding a job (wage-employment, self-employment) one year after concluding the "Training for Employment" programme	X	
530: Job Search Club methodology institutionalized within the ministry of Youth and Sports	#young people placed in internships by gender and governorate	X	
540: Capacity of PES enhanced to deliver employment services for youth, and reach youth in education institutions and youth associations	#new Job Search Clubs established by governorate* #young people enrolled in Job Search clubs #JSC facilitators attending refreshing workshop Tracer study with at least 200 JSC beneficiaries conducted (representative) & final report available % young people holding a job (wage-employment, self-employment) one year after enrolling in a JSC #governorates in which JSC is institutionalised	X	
550: Placement of PWDs by PES increased	#job fairs take place #young people attending job fairs Follow up survey on job placement #youth placed in jobs 1 year after Job Fair		delayed
<b>Immediate outcome 600:</b> Increased capacity of youth to create decent jobs, especially for women and other marginalized groups, through new business creation.		X	

Project Outcomes & Outputs	Indicators of achievement	Reached/ produced	Cancelled
610: Business Development Services at the governorate level improved	#BDS providers that receive technical assistance to provide efficient services to youth start ups #youth start ups that receive services from BDS providers Sustainability plan developed for each BDS		X
620: Value chain development enhanced and supported	#participants in VCD for handicrafts training by governorate and value chain Palm Dates Value chain assessment conducted Agriwaste Value Chain assessment conducted	X	
630: Financial services for micro and small enterprises for young people improved	#trainers through TOT on MMW-2 certified MMW-2 institutionalized on national level #campaigns, events & workshops #pax in TOT, capacity building & events for stakeholders #pax of beneficiaries knowledge products & tracer studies Indicators from (tracer / feedback) studies Qualitative Yes / No indicators for institutionalization of project components		Partly cancelled

Sources: DJEP Annual Progress Report 2020 (final reports) and the Project Monitoring Framework.

## ANNEX VI. LESSONS LEARNED

### ILO Lesson Learned Template

**Project Title:** Decent Jobs for Egypt's Young People: Tackling the challenge together (DJEP)

**Project TC/SYMBOL:**

**Name of Evaluator:** Lotta Nycander

**Date:** 25.05.2020

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.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<p>This is related to the <b>results-based matrix/LFA and related PMF:</b></p> <p>This final evaluation has assessed it to be learning point that ILO technical assistance projects similar to DJEP (addressing different levels in society) should try not have more than three comprehensive outcomes related/tied to the different levels in society that the Project plans to address: national policy level, governance/province/district level as well as local/community level. This would be more manageable and also result in fewer outputs – which nevertheless should be <i>tangible</i> and <i>not phrased as activities</i>.</p>
<b>Context and any related preconditions</b>	<p>The project has been implemented for almost a decade and in the light of the size and long duration, the great number of outcomes (6) and outputs (28) is in retrospect “doable”.</p>
<b>Targeted users / Beneficiaries</b>	<p>This learning point is for ILO staff developing and designing technical assistance projects in cooperation with stakeholders.</p>
<b>Challenges /negative lessons - Causal factors</b>	<p>The negative factor with too many outcomes and outputs is the pressure it places on project teams, as well as national partners and the added administrative work in reporting etc. (a Project is not necessarily doing “better” for doing many different things).</p>

<b>Success / Positive Issues - Causal factors</b>	This learning point would lead to more manageable projects with fewer outputs – which nonetheless should be tangible and measureable.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	This is a design issues that ILO technical units/departments and the development partners (donors) and national Partners should keep in mind when designing projects

## ILO Lesson Learned Template

**Project Title:** Decent Jobs for Egypt’s Young People: Tackling the challenge together (DJEP)

**Project TC/SYMBOL:**

**Name of Evaluator:** Lotta Nycander

**Date:** 25.05.2020

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.

<b>LL Element</b>	<b>Text</b>
<b>Brief description of lesson learned (link to specific action or task)</b>	In the case of DJEP, a <b>M&amp;E staff member</b> was added after 2015, after the Mid Term Evaluation, which was very useful. The lesson is however, that this should have been the staff set up from the <i>beginning</i> . ILO Projects need to have dedicated M&E staff to work on Project Monitoring Framework, Logical Framework Analysis and Theory of Change in projects <i>from the start</i> , to help project managers follow up and report on progress.

<b>Context and any related preconditions</b>	A M&E function also helps managers make decisions on what data should be collected as a continuous activity - vis-à-vis the targets and outcomes in the operational plans. As indicators of achievement are to be used to measure progress during the lifetime of the project, these need to be formulated/designed from the very start. The same goes for baseline figures which are benchmarks against which the indicators of achievements should be used.
<b>Targeted users / Beneficiaries</b>	This learning point is for ILO staff developing and designing technical assistance projects in cooperation with stakeholders.
<b>Challenges /negative lessons - Causal factors</b>	For a number of reasons related to project environments in international organisations, baseline studies very seldom exists at the beginning of a project – they are at best carried out within half a year, or a year after implementation has started. This makes baseline figures not very reliable as they should be used stating a “0-point”, or “without any project interference point”. In these situations, it’s very important that ILO and the donors realise that M&E experts must be involved at the very beginning for the purpose of doing what can be done, namely, help managers to keep track and report on progress as best as can be done.
<b>Success / Positive Issues - Causal factors</b>	Having dedicated M&E staff in projects from the start – would likely result in better performed projects and more successful projects.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	As this is a design issue, ILO technical units/departments and development partners, including national partners, should consider this issue when designing new technical assistance projects/programmes.



## ILO Lesson Learned Template

**Project Title:** Decent Jobs for Egypt's Young People: Tackling the challenge together (DJEP)

**Project TC/SYMBOL:**

**Name of Evaluator:** Lotta Nycander

**Date:** 25.05.2020

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.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<b>Workers' and Employers' organisations are not often mentioned</b> in DJEP's progress reports, other than as participants in workshops/training events. Neither are the relevant departments of ILO Headquarters representing and addressing workers activities (ACTRAV) and employers' activities (ACT/EMP).
<b>Context and any related preconditions</b>	As employers and workers organisations/trade unions are, together with the Government of Egypt, projects need to explain how they have approached them and what their role was in the Project. If they have not played any significant role, or assumed any role to sustain achievement – this should be explained in project's Annual Progress reports and the Project's Final report.
<b>Targeted users / Beneficiaries</b>	This learning point is for ILO staff developing and designing technical assistance projects in cooperation with stakeholders.
<b>Challenges /negative lessons - Causal factors</b>	Employers and Workers are constituents of the ILO, therefore they should play some role in the projects even if the project is operating mainly in the informal economy.

<b>Success / Positive Issues - Causal factors</b>	If Workers' and Employers' organisations are encouraged to be more involved in general in Projects focusing on the conditions for workers/actors in the informal economy – they could better assist in the transition of workers to the formal economy.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	N.A.

## ILO Lesson Learned Template

**Project Title:** Decent Jobs for Egypt’s Young People: Tackling the challenge together (DJEP)

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**Name of Evaluator:** Lotta Nycander

**Date:** 25.05.2020

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.

<b>LL Element</b>	<b>Text</b>
<b>Brief description of lesson learned (link to specific action or task)</b>	The project strategy has been to work on <b>macro, mezzo and micro levels with the supply and demand sides</b> of the job market to reach the stated outcomes. It has combined advocacy-oriented activities and policy work with capacity building at the national level and implementation of youth employment initiatives. In applying an integrated multi-dimensional approach, the Project has aimed at contributing to the development of youth employment initiatives, together with national and local development partners, civil society and the private sector.

<b>Context and any related preconditions</b>	
<b>Targeted users / Beneficiaries</b>	National and local development partners, civil society and the private sector.
<b>Challenges /negative lessons - Causal factors</b>	A challenge regarding policy work at macro-level, is that due to the current political climate in the country, the National Action Plan on Youth Employment is “stuck” (not yet endorsed).
<b>Success / Positive Issues - Causal factors</b>	Engaging with policy-makers at all levels has aimed at strengthening evidence-based youth employment policies and programmes.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	N.A.

## ANNEX VII: GOOD PRACTICE

### ILO Emerging Good Practice Template

**Project Title:** Decent Jobs for Egypt’s Young People: Tackling the challenge together (DJEP)

**Project TC/SYMBOL:**

**Name of Evaluator:** Lotta Nycander

**Date:** 25.05.2020

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	The DJEP project has worked in an integrated way with many stakeholders and across several sectors in Egypt. The management has had a clear vision of the <b>importance of Partners and Stakeholders having ownership</b> of the activities once the Project comes to an end. Thus, strategies for sustaining systems and tools (e.g. training packages) were drawn and parts of the project components were “handed over” to national agencies and also other international projects/programmes. This was a gradual hand-over, and required intense dialogues with the Partners and making agreements – i.e. it was not done towards the end as in many projects do, but much earlier which is to be praiseworthy and a very good practice.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	This good practice is applicable for all ILO technical assistance projects, and projects funded by external/international donors in general - perhaps with the exception of experimental and pilot-oriented projects.
<b>Establish a clear cause-effect relationship</b>	Ownership of the activities and strategies (to provide young people with opportunities and jobs) by national stakeholders is key to sustaining the Project’s results - in particular in view of the government agencies but also other involved organisations.
<b>Indicate measurable impact and targeted beneficiaries</b>	N.A.
<b>Potential for replication and by whom</b>	This is applicable for all development partners and definitely replicable for ILO technical assistance projects, and projects funded by Global Affairs Canada.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b>	N.A.

<b>Other documents or relevant comments</b>	
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## ANNEX VIII: MIND MAP OF THE DJEP PROJECT

The below figure shows the Mind Map of the DJEP project which is annexed to the Project Document, ILO, 2011.

