Employment for Youth in Egypt (EYE): Providing a Reason to Stay

ILO DC/SYMBOL: EGY/17/04/HFS

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Egypt

P&B Outcome(s): [Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

SDG(s): [SDGs 1: end poverty, and SDG 8: Decent work, and contributes to SDG 7 Affordable and Clean energy and SDG 12 and SDG 9 industry, innovation and infra structure

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ILO Administrative Office: ILO Cairo Office

ILO Technical Office(s): Indicate the ILO technical office that is responsible for backstopping the project, as specified in the PARDEV Approval Minute

Joint evaluation agencies: If relevant, list all UN agencies which participated in the evaluation, then all of these should be listed here.

Project duration: April 2019, June 2023

Donor and budget: United Nations Trust Fund for Human Security (UNTFHS) 2,000,000$

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Evaluation Office oversight:

Evaluation budget: 15500
Key Words: Employment, entrepreneurship

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.

1 Contents

Acronyms and Abbreviations

BDS	**Business Development Service**
EYE	Employment for Youth in Egypt
FEI	Federation of Egyptian Industries
HS	Human Security
ILO	International Labour Organization
M&E	Monitoring and Evaluation
MoM	Ministry of Manpower
MoSS	Ministry of Social Solidarity
MSMEs	Micro, Small, and Medium Enterprises
MSMEDA	Micro, Small and Medium Enterprise Development Agency
MTI	Ministry of Trade and Industry
NEP	National Employment Pact
OSS	One Stop Shop
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
P&B	Programme and Budget
PMC	Project Management Committee
PSC	Project Steering Committee
SDGs	Sustainable Development Goals
SDS 2030	Egypt's Sustainable Development Strategy
SME	Small and Medium Enterprises
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNTFHS	United Nations Trust Fund for Human Security

Project background

The project particularly targeting vulnerable groups who are at risk of irregular migration. It tackles the root causes of migration by providing a reason for youth to stay in their communities.

Whereas EYE 1 had two main outcomes: 1) National institutions are strengthened for SME development, and 2) Local Employment and Economic Development (LEED) is promoted in Qaliubia and Menoufia, EYE 2 continues this effort by further supporting SME and youth employment, to address the root causes of migration and providing economic alternative for the youth to stay in their communities, providing them with **economic security.**

The projects' goal is Improved Economic Security of Young Women and Men in Nile Delta, with two outcomes:

Outcome 1: Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent1 Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities.

Outcome 2: The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society.

The project targets directly 12,800 individuals, 15 to 35 years old men and women in Menoufia and Qalyoubia unemployed or seeking work opportunities, and those current or potential entrepreneurs to start and manage small and micro enterprises. In addition, MSMEDA, through the project supports, financial services for 23,000 small and micro-enterprises.

Evaluation Purpose, Client and Scope. The evaluation's purpose is to provide an objective assessment of the accomplishment of project results (specially outcomes) in terms of coherence and relevance, efficiency, effectiveness, impact, and sustainability.

Specific purposes are: Assess the relevance and coherence of the project regarding objectives vis-à-vis national and UN relevant policies frameworks and participants' needs; Assess effectiveness by determining the extent to which the project has achieved its stated objective and expected results regarding the different target groups; Identifying the project's supporting factors and constraints, including implementation modalities chosen, and partnership arrangements; Identify unexpected positive and negative results of the project; Assess the implementation efficiency in terms of financial, human, etc. resources and interagency management arrangements; Assess the extent to which the project outcomes will be sustainable; Provide recommendations to key national stakeholders, UN implementers, and the funder on how to build on the achievements of the project in a sustained manner and how the project work could be replicated; Document lessons learned and good practices in order to maximize the experience gained.

The primary clients of this evaluation are the project national stakeholders, ILO, UNDP and UNIDO and the donor.

This evaluation will consider project's implementation from start to the actual timing 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 1 January 2018 to 30 June 2023. The geographical analysis of the assessment should cover Cairo, Qalyoubia and Menoufia and the national level.

In line with the ToR (Annex A) the project was assessed based on OECD-DAC criteria: coherence relevance, efficiency, effectiveness, impact, and sustainability. The ToR had a list of guiding questions addressing the six evaluation criteria and adding questions about validity of design, cross-cutting   themes gender and non-discrimination of vulnerable groups**.**

Methodology of the evaluation. The evaluation used a participatory mixed-method approach in order to provide information not only on the performance or merit of the project but also on how and why the program achieved such a result.The evaluation methodology included:

- **Inception report writing, including desk review and preliminary meeting:** Evaluation team reviewed all relevant documents including project document and its logical framework as stated in Annex E. There was preliminary meeting with ILo staff (project team, backstopping, evaluation manager) and the donor to discuss the implementation of the evaluation and to understand the project perspectives in Cairo and in the governorates, and in the agencies setting/strategies.
- **Field visits and interview with stakeholders**: the evaluators held a total of 42 interviews and focus group discussions with implementing agencies, governmental partners, service providers and beneficiaries.
- **Validation Workshop**: at the end of the fieldwork the evaluators presented and discussed the preliminary findings and the recommendations to key national partners and relevant stakeholders.

MAIN FINDINGS

Relevance and coherence.
1. <u>**The evaluation team believes that the project was relevant as to targeted area, needs and approach**</u>:
   a. The Delta region is central to dealing with Egypt's migration challenge as key point of sending, transit and receiving returnees, as depicted from several studies with Moenfia and Qualiubia ranking in the top 10 sending governorates.
   b. The fact that the project is built on previous experience in the two governorates Qalyoubia and Menoufia (the Danish funded project, "Decent Jobs for Egypt's Young People Tackling the Challenge in Qalyoubia and Menoufia" (2013-2020), "EYE: Working Together" (2016 - 2020) made ILO familiar with the needs and capacities in the area making the project relevant to the context.
2. <u>**The evaluation attests that the project is coherent to both National policy and UN policies and is in alignment with the SDGS.**</u>
   a. On the national level the project corresponds to Egypt's, "Sustainable Development Strategy 2030"and contributes to several National Projects such as Takafoul we Karama, and Forsa. It also contributes to the national strategy to combat irregular migration and supports the implementation of several economic development strategies.

b. The project contributes to the UNDP Cooperation Framework strategic priorities, especially outcome 2.
c. The project responds directly to the first pillar of SDGs 1: end poverty, and SDG 8: Decent work, and contributes to SDG 7 Affordable and Clean energy and SDG 12 and SDG 9 industry, innovation and infra structure.
d. It is aligned with the ILO Programme and Budget Outcome 4, and is also linked with the UNDP Strategic Plan whose theme is "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded", and with UNIDO's work in the field of human security, post-crisis rehabilitation and migration.
e. The use of the UNTFHS approach deepens the impact of "Delivering as One" and contributes to the United Nations Cooperation Framework.

Assessment: The evaluation team believes that the project is both relevant and coherent to both national policy and UN policies and is in alignment with the SDGs

VALIDITY OF PROJECT DESIGN

1. The project does not have an explicit theory of change, yet conceptually there is a logical causal relation between outputs and outcomes.
2. Project indicators are all numerical related to output level driving the project to focus on achieving numerical targets rather than qualitive effects that would measure the attitude of youth.
3. The current project was designed as interlinked to the Norway funded project EYE: Working together in Qalyoubia and Menoufia (2016-2020),
4. Although the design had the intention of coordination, it lacked integration on the operationalization level.

Assessment: The project is conceptually valid, but its implementation was challenging due to the lack of an explicit theory of change. The evaluation team believes that a theory of change would have helped address the complexity of the project by integrating implementing agencies, validating assumptions, and mitigating risks.

EFFECTIVENESS

1. According to the Project Steering Committee (PSC) the project has achieved 80% of its total targets. However, most targets have been met and even exceeded in some cases.
2. Whereas effectiveness on the level of outputs could be determined, effectiveness on outcome levels was hard to determine. Nonetheless, if the core assumption holds true that providing options for youth for employment would decrease irregular immigration, then it could be stated that this objective has been achieved.
3. A variety of green business were promoted through the project under its different components, besides the waste management training two innovative green businesses were introduced to aspiring youth in Qaliubia and Menoufia: Hydroponics and Solar Photovoltaic energy.
4. MESMEDA's credit facilities were granted to youth in Qalybia and Menoufia (Qalyubia: 124.9 million EGP, Menoufia: 153.8million EGP). Nonetheless, there are no records nor evidence that these beneficiaries were graduates of any of the project's interventions.

5. The enhancement of the one-stop- shop has supported around 1732 youth in Qaliubia and 1805 youth in Monufia with business services. Again, there are no records nor evidence that any of these recipients are graduates of the different project interventions.
6. In partnership with Ministry of Social Solidarity (MoSS) a job fair in Menofia was conducted which had over 8000 job opportunities and was attended by 1227 (727 m + 300 f) job seekers, out of which 80 got job offers and 51 were employed. However, the cost effectiveness of job fairs is questionable as the results indicate that only 4.16% of participants got jobs.

Assessment: It is the evaluation team's opinion that the combination of interventions has been effective increasing appetite for self-employment especially in green business, expanded the reach to vulnerable groups and created a pool of empowered youth to become successful social entrepreneurs and change agents.

Nonetheless, there are several issues that have been observed in the implementation of the project. Firstly, it has been noted that most of the activities provided to beneficiaries, especially youth, and women, have been focused primarily on the ideation phase of small or micro-enterprises. Accordingly, many of these youth have lost the opportunities to scale up their ideas to real business ventures. This has been mainly due to a lack of knowledge about the opportunities provided by other partners and subcontractors of the project.

EFFICIENCY

Overall, the project has faced a range of internal and external challenges related to financial management, staff turnover (both internally and at government partner institutions), delays in government approvals and security clearances, besides the COVID-19 situation which impacted its efficiency negatively.

1. Financial:

- The delay in project implementation had a significant impact on the budget delivery rate, which stood at approximately 44.8% during the mid-term evaluation in April 2023. Consequently, the project team reported that as of the end of 2021, a mere six months before the scheduled project closure date of 30 June 2022, the joint efforts of ILO, UNIDO, and UNDP resulted in total expenditures below the requisite 70%, necessary for the disbursement of the third and final installment. Currently and even after two years, this rate only increased to 77.7%, indicating low financial delivery and efficiency in the project.

2. Staffing:

- ILO the lead agency was supposed to have 3 staff in charge of coordinating the project: project manager, M&E specialist, admin and communication speciallist. By the time of the evaluation there was only a project manager who assumed his role in 2022, on part time basis, after a very high turnover, with five consecutive project managers over the life of the project.

3. **Monitoring and Evaluation**
   - As stated in the midterm report the M&E of this project is inadequate, monitoring is done on output level rather than outcome level with a focus on numerical indicators.
   - The lack of engagement from the PSC deprived the team from jointly monitoring implementation and the achievement of results, learning lessons and making adjustments for greater effectiveness as a team.

Assessment: Overall, the project has faced a range of internal and external challenges related to financial management, staff turnover (both internally and at government partner institutions), delays in government approvals and security clearances, besides the COVID-19 situation which impacted its efficiency negatively.

SUSTAINABILITY AND IMPACT

1. The use of the Human security approach with its comprehensive, community-based approach has proved to be more sustainable.
2. Several models and practices have been adopted by project partners and interviewees indicated that they will replicate and upscale.
3. On the individual Level the project has had an impact on many individuals especially youth who have learnt new skills and have developed their project ideas and raised their appetite to green business.
4. On the Institutional Level the close partnership with the different governmental institutions has led to a sense of ownership, better practice and outreach.
5. The different models and methodologies that the project utilized are now adopted by different governmental institutions such as the modernization of the Grice village cluster methodology adopted by MESMEDA, and the employment offices modernisation adopted and replicated by MoL training department.

Assessment: Although the project neither had an exit strategy nor a sustainability plan there was ample evidence of the projects impact both on the individual and institutional levels.

Cross Cutting Themes Gender, just transition to enviroment and Tripartite Issues

1. Even though some results are disaggregated by sex and in many activities, women outnumbered men participants, there was no evidence of any gender analysis nor any special modification to accommodate gender except for activity 3.1.4 where Enroot (service provider) provided a thorough gender analysis of its participants and altered their outreach strategy to include more women.
2. Disability was even more marginal in the project. The only two incidents that disability was mentioned was in the job fair activity where the inclusion of youth from care institutions was mentioned with 35 people with disabilities attending out of whom 6 got jobs El Ekora reports also mention the inclusion of 5% persons with disability and contacted local NGOS servicing the disabled and provided sign language to its mute participants.
3. Just Transition to Environmental justice was observed through the focus on green jobs and green economy as several activities link the promotion of clean technology with the assurance of green jobs.

4. Tripartite Issues: The project aims to establish and foster tripartite partnerships to sustain and expand successful development programs that provide quality job opportunities for Egyptian youth, thereby giving them a reason to stay. The project offers services that encourage both self-employment and access to current jobs and wage employment.

The evaluation assessed that gender equality and non-discrimination principles are part of the project`s design to a limited extent, but disability INCLUSION WAS not considered at all. On the other hand, Green Economy was promoted and encouraged. As for Tripartite Issues. Governmental partners and civil society organizations were involved in the implementation of the project.

Conclusions

1. The project is a strong example of how initiatives can be designed to align effectively with national strategies and goals, while also addressing the specific needs and challenges of targeted groups within society.
2. In addition to its economic and environmental relevance, the project also promotes cultural values such as diversity and inclusivity. It does so by empowering both youth and women through modern development, thereby enhancing their capacity to contribute positively to society.
3. The project design is conceptually valid yet the lack of an explicit theory of change made implementation challenging and lead to a sense of fragmentation where each implementing partner focused on their interventions making it appear more like three separate projects rather than a unified project.
4. Although the four main elements of Human Security approach and framework were realized in the implementation of the project, integration was not realized, and coordination was limited.
5. Most interventions were effective contributing to the realization of "financial security" to the most vulnerable youth in Qualubia and Menofyia giving them "a reason to stay".
6. The project succeeded in demonstrating alternative options for young vulnerable women and men prone to illegal immigration providing them with options leading to economic security. Yet there were several issues that have been observed in the implementation of the project.
7. The efficiency of the project and its effectiveness too have been impacted by the fact that the project faced multiple internal and external challenges that delayed and interrupted its flow. The fact that they are working all the time on extension mode to finish the plan is in it itself a challenge that hinders a smooth exit.
8. With the project's focus on economic security project indicators were not linked to the project goal of combating illegal immigration and was focused on numbers on the output level. This was also reflected in the reporting formats, where most activity reports were descriptive with a focus on numbers with no in-depth analysis.
9. Generally speaking, because each implementing partner reported on their activities separately, spill overs and linkages were not highlighted.
10. Though the project was articulated and conceived as interlinked to the EYE: Working together in Qalyoubia and Menoufia. The evaluation team could not identify activities or interventions linkages to it.
11. Although the project neither had an exit strategy nor a sustainability plan there was ample evidence of the projects impact both on the individual and institutional levels.

LESSONS LEARNED AND EMERGING GOOD PRACTICES

Following is a summary of Lessons learnt and Emerging good practice which are elaborated on in the report and annex h.

LESSONS LEARNED

1. The modernization of the Grace Village Pottery cluster demonstrated how locally available opportunities encourage both males and females to peruse carriers locally, and how exposure is key in creating motivation for change.
2. The cooperation with universities and the use of university venues increased the credibility of the training and increased the project's outreach.
3. Continuous follow-up and monitoring of activity lead to enhanced results such as conducting an online session based on participants survey that increased participation. Also, the questioning of the low rate of female participation in Menoufia that lead to altering their outreach strategy.
4. Empowering and involving local youth is a good practice as they have deep insight around the needs of their communities and relevant strategies for addressing them.
5. Using no-traditional means of awareness raising such as involvement of returned illegal immigrants or artistic methods like the interactive drama are effective tools.

EMERGING GOOD PRACTICES
1- The evaluation assessed that the project was successful in investing a considerable amount of effort in conducting research and carrying out mapping and diagnostic studies before implementing activities.
2- Match making activities where potential business owners are matched with business service providers.
3- Youth-led initiatives have proved to be more effective and innovative.
4- Providing flexible time slots for training.
5- The connection with youth centers for outreach.

RECOMMENDATIONS

Recommendation 1. Use the extension time to phaseout rather than introduce new activities to achieve your numbers. The many delays, especially the security clearance required has led to abrupt endings of some initiatives, like for example the continuation of El Kora's work with the youth initiatives. The recommendation is to use the extension, not to start new activities, even if they were planned, but rather bring closure to already running activities. *ILO constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 2. Complete the training cycle by connecting youth who have produced business ideas to MESMEDA and other BSD providers. Make use of the extension period to establish the linkages between the different interventions and the different involved stakeholders to realize the numerous lost opportunities*.* The lack of integration among efforts provided by different stakeholders has resulted in lost opportunities for success stories and role models from local youth in both governorates. These success stories could have replaced the image built over decades of youth illegally migrating and then experiencing economic transformation at the family level. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 3: Engage with PSC and service providers to identify opportunities of collaboration and integration that can be perused during the extension. Having all stakeholders

on the same table would help in identifying missing linkages as it was noticed that many of the lost opportunities were due to lack of knowledge of partners and interventions. Accordingly, this could consolidate the project's work. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 4: Develop a knowledge sharing mechanism, such as a shared drive where all activity reports and knowledge production products are shared and made available for all implementing partners. Similar to the previous recommendation, sharing information about different activities would support identifying gaps and areas of possible collaboration.   For instance, the lack of awareness about MSMEDA's role in the project has resulted in a significant loss of opportunities. This underscores the importance of enhancing awareness about MSMEDA and its offerings, which could help to unlock the full potential of these young entrepreneurs and drive social and economic growth in both governorates. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 5: reactivate the biweekly pct meetings to discuss phasing out. The midterm evaluation has highlighted the importance of these coordination meetings. With such a short time left for the project it would be very beneficial to reactivate these meetings to discuss phasing out. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 6: The project team SHOULD actively use the joint results framework, work plan and budget and monitor and discuss the coordination, sequencing, and implementation of planned development activities for maximum synergy, coherence and effectiveness. The joint results framework has revealed several interlinkages that were not realized and also showed linked activities that were presented as separate interventions. Therefore, using the results framework to identify different synergies would benefit the consolidation of results. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 7: A unified reporting format should be developed and required from all service providers focusing on analysis OF RESULTS that is segregated by sex and age. Project reports are the main source of information and documentation of the project. The variants in the level of analysis and details does not serve the project well and does not reflect the project's work sufficiently. Therefore, a unified reporting format would encourage service providers to provide in depth analysis. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 8: it is recommended that serious follow-up efforts be exerted for the employment offices and provision of technical support in creating SOPs and performance management systems. Training is important but without providing enough follow-up support in implementation of the newly acquired skills would be a waste of investment. Therefore, it is recommended to further support the employment offices by developing SOPs and performance management systems to enable these employees to better serve youth looking for jobs. *ILO, Priority medium, short timeframe; Low resources*

Recommendation 9: Support the upscaling of employment office certification through the Mol training department. CONSIDER A localized Employer Certificate that can be established in the MoL training unit in anticipation of mandating certification for employment service staff. MoM representatives have expressed their intention to upscale the training through its training department. However, the Employment Officer Certificate program which is provided by the Chamber of Industry and Commerce (IHK) is expensive. Therefore, it is recommended to explore a local version of the certification program similar to the idea of international TOFEL and local TOFEL. *ILO, Priority medium, short timeframe; Low resources*

Recommendation 10: It is recommended to establish an M&E unit at ILO Cairo office instead of appointing M&E SPECIALISTS FOR EACH PROJECT. ILO has a very strong evaluation function and considers evaluation a very important component in all its projects, yet ILO Cairo office does not have an evaluation unit which in the case of the current project lead to inadequate M&E. Therefore, it is recommended to establish an M&E unit at ILO Cairo instead of appointing project evaluation specialist*. ILO, Priority medium, short timeframe; Low resources*

Recommendation 11: ILO could reconsider the project-based appointment and adopt a program-based appointment, considering the EYE model as a country program. ILO has several EYE projects, considering the EYE model as a program and appointing program staff would limit staff turnover and would consolidate all the projects. *ILO, Priority medium, short timeframe; Low resources*

Recommendation 12: UNHS should reconsider its funding structure and use a pass-through structure rather than the parallel structure. The parallel funding structure has enforced the parallel implementation of the project. Therefore, it is recommended to use a pass-through structure where the lead agency can enforce integration. *UNHS, Priority high, short timeframe; resources, medium*

Recommendation 13: UNHS should consider asking for a theory of change rather than a log frame. Since development does not happen in a leaner manner as presented in log frames, it is recommended to ask for a theory of change which focuses on results rather than interventions and considers risks, assumptions, and preconditions. *UNHS, Priority high, short timeframe; resources, medium*

Recommendation 14: Project management and implementation structures should be designed in a manner that takes the various operational differences among the agencies in consideration and operational roles and responsibilities in implementing is clarified in the design. In order to enhance integration, the various operational differences among implementing agencies should BE CONSIDERED and operational roles and responsibilities in implementing clarified in the design. *ILO and partners, Priority medium, short timeframe; Low resources*

2 CONTEXT AND DESCRIPTION OF PROJECT

Project Background

Tackling the challenges of migration in Egypt and responding to the needs of its increasingly young population has become a national priority. Notably, Egyptian emigrants maintain very strong ties to Egypt and eventually return home. Their behaviour makes it hard to believe that they ever intended to settle in Europe and indicates that if they were able to find the same opportunities in their home country, they probably would never have left.

The project Employment for Youth in Egypt (EYE): Providing a Reason to Stay "EGY/17/04/HFS", is funded by the United Nations Trust Fund for Human Security (UNTFHS) and implemented by the International Labour Organisation (lead agency), the United Nations Industrial Development Organization (UNIDO), and the United Nations Development Organization (UNDP). The project started on 20 April 2019 and is due to run until 30 June 2023 with a budget of US$2,000,000.

The project is articulated with another project that strategically complement the project: "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR" *(refers hereunder as EYE 1).* This project was implemented from December 2016 through August 2020, with a budget of 1,200,000 USD and has gone through an independent final evaluation.

The EYE: Providing a Reason to Stay' project goal is the improved economic security of young women and men in Nile Delta, particularly targeting vulnerable groups who are at risk of irregular migration tackles the root causes of migration by providing a reason for youth to stay in their communities.

Joint results framework

Outcomes	Outputs	Responsible Agency
1 Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities.	Output 1.1 Small businesses, in identified promising sectors, are supported to become more inclusive of economically vulnerable young women and men.	UNIDO
	Output 1.2 Youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability	ILO
	Output 1.3 Sustainable environment solutions and green businesses are promoted among youth.	ILO and UNIDO
	Output 1.4 Institutional capacities and effectiveness of the local business-supporting institutes/agencies are enhanced to provide tailored services to ease business creation, enhance economic opportunities and development in migration prone communities in Nile Delta	UNDP

2 The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society 4	Output 2.1 Youth-led platforms are established and capacitated as an avenue for social engagement	ILO
	Output 2.2 Social enterprises are promoted and developed as an innovative and effective tool to tackle identified human insecurities in target areas	ILO

Complementary the ILO project under Norwegian funded project EYE: Working Together in Qalyoubia and Menoufia) results framework is:

Outcomes	Outputs	Responsible Agency
1 Strengthened capacity of stakeholders to make informed decisions about addressing opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt	1. Priority sub-sectors/value chains identified in consultation with government and national partners 2. Lead firms implement enterprise-level action to improve growth and employment in priority (sub-) sectors/ value chains 3. Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains	ILO
2 Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt	1. Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions 2. Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains	ILO
3 Emerging MSMEs/ small-scale producers supported/scaled up in rural Egypt to contribute to local economic development (LED) and to promote decent	1. Capacities of emerging MSMEs/small-scale producers enhanced to enable them to participate in the selected sub-Sectors/value chain 2. MSME and entrepreneurship development initiatives/programmes in rural areas are promoted/scaled up	ILO

employment opportunities		

The three UN agencies work in partnerships with relevant government institutions, as well as upon the close cooperation with FEI, the employer constituent and umbrella representative of the private sector in Egypt, as well as with key actors in the skills development and entrepreneurship development fields. The Micro, Small and Medium Enterprise Development Agency (MSMEDA) is a key partner in the project.

The Ministry of Trade and Industry chairs the Programme Steering Committee (PSC) composed on ministries, UN implementing partners and donor agency. The PSC undertakes strategic management of the project, meeting every 6 months.

Moreover, a Project Management Committee (PMC) that comprise the project staff of the three UN partners, in addition to a representative of the co-funded ILO EYE project meets on monthly basis for project planning, implementation of activities and managing resources as per plan and ensuring synergies between the partners to achieve results.

The project team, under ILO management as the lead agency, includes initially a Project Manager, two Project coordinators a Monitoring and evaluation assistant, Communication and knowledge management assistant and finance and administrative assistants.

The ILO as the lead agency manages the project. (i.e., annual reporting and disbursement requirements). However, each UN agency implements and coordinates activities separately in terms of budgetary allocations and spending. On-going coordination through meetings and informal contacts takes place among the agencies.

The project focuses on multi-dimensional interventions for youth employment integrating supply and demand sides that enhance capacities and stimulate partnerships at the local level for employment creation. In addition, the programme tackles social and environmental threats through an economic angle by aiming to promote social entrepreneurship, and to raise local communities' awareness on social and environmental threats while identifying and proposing sustainable solutions. The programme focuses on four main pillars:

- Strengthening of national institutions for Small and Medium Enterprises (SME) development.
- Promoting Local Employment and Economic Development (LEED) in Qalyoubia and Menoufia.
- Reduction of economic vulnerability of young women and men in migration-prone areas, in Nile Delta, through better and greater decent jobs opportunities.
- Enhance local communities through the active participation and engagement of young women and men in their communities, and ensure youth better understand their potential and play active role in their society.

3 Evaluation background

The ILO considers evaluation as an integral part of the implementation of development cooperation activities. The evaluation in the ILO is for the purpose of accountability, learning, implementation improvement and building knowledge. It was conducted in the context of criteria and approaches for international development assistance as established

by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation has been carried out by two independent consultants following the ILO evaluation procedures. A certified Evaluation Manager designated by EVAL who is not affiliated with the Project is appointed to oversee and manage the evaluation process.

This evaluation will follow the [ILO policy guidelines for results-based evaluations Principles, rationale, planning and managing for evaluations](#) 4th ed; and the ILO EVAL Policy Guidelines Checklist 4.6. "Preparing the inception report"; Checklist 4.3. "Data collection method"; and Checklist 4.2. "Preparing the evaluation report". The evaluation will also follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

4   Evaluation purpose, client and scope

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. The evaluation findings will be used for project accountability and organizational learning. An internal mid-term evaluation took place in April-May 2021. The analysis and recommendations of that evaluation will be considering for the current final evaluation.

4.1   Evaluation objective:

The evaluation's purpose is to provide an objective assessment of the accomplishment of project results (specially outcomes) in terms of coherence and relevance, efficiency, effectiveness, impact, and sustainability.

The following are specific objectives:

- Assess the relevance and coherence of the project regarding objectives vis-à-vis national and UN relevant policies frameworks, participants needs and how the project is perceived and valued by project beneficiaries and partners.
- 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 implementation efficiency in terms of financial, human, etc. resources and interagency management arrangements
- Assess the extent to which the project outcomes will be sustainable.
- Provide recommendations to key national stakeholders, UN implementers, and the funder on how to build on the achievements of the project in a sustained manner and how the project work could be replicated.
- Document lessons learned and good practices in order to maximize the experience gained.

5   Clients of the evaluation

The primary clients of this evaluation are the project national stakeholders (Ministry of Trade and Industry, Ministry of Youth and Sports, Ministry of Manpower, the Medium, and the Micro and Small Enterprises Agency -MSMEDA), Qalyoubia and Menoufia Governors' Offices, Benha University, and the NGO, implementing partners. Moreover, the UN implementing agencies ILO, UNDP and UNIDO and the donor.

6   Scope of the evaluation

The evaluation will consider the impact of the project on both the beneficiary's level as well as the strategic government/national levels.

It will consider project's implementation from start to the actual timing 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 1 January 2018 to 30 June 2023.

It will consider all the documents linked to the project. This includes the project document, periodic reports, the mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g., knowledge products, research papers, mapping studies, and etc.).

The geographical analysis of the assessment should cover Cairo, Qalyoubia and Menoufia and the national level.

7   Evaluation Criteria and Questions

The evaluation will be based on the following evaluation criteria: strategic relevance and coherence (including validity of project design), effectiveness, efficiency, impact and sustainability, gender and non-discrimination of vulnerable groups, in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

The evaluation will integrate UN implementation agencies' themes including, but not limited to, 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.

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.

7.1   Relevance and coherence:

- Were the project objectives consistent with the national key partners' needs, requirements, the country needs?
- Given the evolving political and socio-economic situation in the country (including COVID 19 situation), has the project addressed emerging relevant needs?
- Are there any synergies and interlinkages between the project and other interventions carried out by the ILO, UNIDO and UNDP at country level?
- To what extent there is a consistency of the project with the crosscutting UN implementation agency's themes (to be completed at the inception phase - for example for ILO these refers to international labour standards, social dialogue and tripartism, gender equality and non-discrimination/no one left behind, and fair transition to environmental sustainability?

7.2   Validity of project design:

- Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives? Does the project an implicit or explicit valid Theory of change?
- Has the project design included an exit strategy and a strategy for sustainability?

7.3   Effectiveness of the project in relation to the expected results:

- 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 at outcome level?
- Has the partnership strategy of the project been effective towards the expected results?
- To what extent has the project made progress in achieving results on the UN implementing agencies crosscutting themes (to be completed at the inception phase - for example for ILO these refers to international labour standards, social dialogue and tripartism, gender equality and non-discrimination/no one left behind such as people with disabilities), fair transition to environmental sustainability?
- Was the intervention model effective during COVID-19 and could it be used for a similar crisis response?
- How have the the human security approach been implemented? Have the human security principles lead to new solutions, strategies or ways of working to address the priority challenges of the project?

7.4   Efficiency of the resources used:

- Are the resources (human, financial material, etc.) made available to the project used efficiently regarding obtained outputs?
- Has the project developed an M&E strategy that enhance accountability, learning and management?
- Has the management and governance arrangement of the project been adequate and facilitated project results? Has there been a clear understanding of roles and responsibilities by all parties involved?

7.5   Impact and sustainability of the project:

- 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 and local 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?
- Has there been any significant progress in the promotion of human security as a result of this programme in the target groups and the implementation agencies?
- Has the multi-agency human security approach been replicated elsewhere using other financial resources? Explain why or why not?

7.6   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 (e.g., people with disabilities)?
- 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?

8 EVALUATION APPROACH AND METHODOLOGY

The evaluation was conducted by a team of two evaluators and was based on common evaluation standards, ethical standards, and adherence to gender equality and human rights-based approaches. It was guided by the OECD-DAC evaluation criteria, the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the UN System; the ILO policy guidelines for results-based evaluation and Checklists.

The evaluation used a participatory mixed-method approach in order to provide information not only on the performance or merit of the project but also on how and why the program achieved such a result. Crosscutting themes such as gender equality, just transition to environmental sustainability, international labour standards and social dialogue were also assessed.

The evaluation used a theory-based approach to provide information not only on the performance or merit of the project but also on how and why the program achieved such a result.

The evaluation used a participatory mixed method approach. The Collaborative Outcome Reporting (COR) approach was utilized to address the cause-and-effect questions, that are designed to answer the question of what worked examining the outcomes and assess what difference the intervention made, and also why and how it worked by examining the processes that led to those changes.

The evaluation methodology included:

- **Desk review:** Evaluation team reviewed all relevant documents: project document and its logical framework, funding agreement, implementation plan, progress reports, activity reports and other relevant documents, and studies such as Midterm Evaluation of EYE2, Final Evaluation of EYE1, Final Evaluation of Hayat Project, Evaluation of Delivering as One, National Strategy for Prevention of Illegal Immigration, and other economic development strategies as stated in Annex e.
- **Meetings with the project staff, high management and backstopping officers of the three implementing agencies:** the evaluator met with ILO coordinator and ILO Egypt Director to discuss the implementation of the evaluation and to understand the project perspectives in Cairo and in the governorates, and in the agencies setting/strategies.
  A meeting with the UNIDO team was also conducted, but UNDP did not respond to meeting invitation during the inception phase.
- **Meetings with the donor:** An on-line meeting was conducted with the donor to understand its perspective in relation of the project approach and results (i.e. Human security approach).
- **Field visits and interview with stakeholders**: the evaluators held a total of 42 interviews and focus group discussions with implementing agencies, governmental partners, service providers and beneficiaries. (List attached annex F)

Target Group	Data collection method	Number of Sessions
UNTFHS	KII	1
Project staff (ILO-UNDP-UNIDO)	KII	10
Steering Committee head	KII	1
Regional Coordinator	KII	1
Service Providers	KII	5
Ministry of Youth	FGD	1
MESMEDA	KII	3
Ministry of social solidarity	FGD	1
Ministry of Manpower	KII	1
Youth-Lead Ventures (growth acceleration training)	FGD	2
Local business enablers	FGD	2
SIYB Trainers	FGD	1
SIYB trainees	FGDs	1
Youth groups with the aim of limiting unemployment trained by AlKorra	FGD	2
Youth participated in Start Your Business for Green jobs	FGD	1
Employment offices staff	FDG	1
Employment office	KII	2
Green Energy trainees	FDG	1
Enroot Trainees	KIIs	1
Pottery cluster in grace village	FDG	2
Total Sessions		40

- **Validation Workshop**: at the end of the fieldwork the evaluators presented and discussed the preliminary findings and the recommendations to key national partners and relevant stakeholders, ILO, UNIDO and UNDP and the donor The workshop was done virtually in a mix of Arabic and English .
- Contribution Analysis and Multiple Lines and Levels of Evidence (MLLE) was used for analysis; mapping existing data and additional data against the program logic to produce a performance story, triangulate information and establishing the validity and credibility of the evaluation findings.
- Crosscutting themes such as gender equality, just transition to environmental sustainability, international labor standards and social dialogue were also assessed.

9   LIMITATIONS TO THE METHODOLOGY

- By the time of the evaluation most of those involved in the design of the project, whether at the UN implementing agencies or national partners have moved on and were not available for interviews. The evaluation team proceed by online interview or reschedule meeting to interview these people.
- Fundamental documents such as the project proposal were not available to the evaluators, a concept note was shared much later, which made the evaluators dependent on progress reports and interviews to understand the original conceptualization of the project. Despite these limitations, we can certify this evaluation is valid.

10 EVALUATION FINDINGS

The evaluation findings below are presented in accordance to the OECD evaluation criteria as per the ToR.

10.1 Relevance and Coherence

Relevance of targeted areas

i. A lot of attention has been drawn to Upper Egypt, directing most of proposed efforts of development partners to that region leaving the Nile Delta that constitutes 45% of Egypt's population with average human development indicators.
ii. The Delta region is central to dealing with Egypt's migration challenge as key point of sending, transit and receiving returnees, as depicted from several studies with Qaliubia and Menoufia ranking in the top 10 sending governorates.

Relevance of approach

iii. Studies have shown that one of the main reasons for illegal immigration is the lack of economic security rating it as the top priority in the Nile Delta Region.
iv. A Human Security (HS) approach that promotes an 'integrated, coordinated and people-centered approach' is most relevant to deal with the complexities of the root causes of migration in Egypt and support the prevention of illegal immigration.

Relevance to needs.

v. The recent incident (June 2023) parents who lost their children interviewed and peers have stated repeatedly that if there were opportunities of decent jobs those who ventured on illegal immigration would have stayed. That is if they had financial security they would have never left, and this is exactly what EYE provides them.

vi. Research has proved that there is a massive employment gap, where labor supply exceeds the demand, but also despite attaining higher levels of education, there are skills' mismatch between job seekers and job offers. The majority of youth left home to find a better economic opportunity whether outside their governorate or outside Egypt.

vii. The fact that the project is built on previous experience in the two governorates Qaliubia and Menoufia (the Danish funded project, "Decent Jobs for Egypt's Young People Tackling the Challenge in Qaliubia and Menoufia" (2013-2020), "EYE: Working Together" (2016 - 2020) made ILO familiar with the needs and capacities in the area making the project relevant to the context.

viii. Interviews with multiple beneficiaries have also confirmed the relevance of the project to their needs.

THE EVALUATION TEAM BELIEVES THAT THE PROJECT WAS RELEVANT TO TARGET AREAS AND NEEDS.

Coherence

National Policies:

i. The project corresponds to Egypt's, "Sustainable Development Strategy 2030" which recognizes an integrated approach to achieve sustainable development and is directly aligned to objective 1 "Improving the quality of life and standard of living of the Egyptian citizens" that focuses on "improving the quality of life of the Egyptian citizens and improving their standard of living in various aspects of life".

ii. The project contributes to several National Projects such as Takaful we Karama, and National Forsa, among others.

iii. The project contributes to the national strategy to combat irregular migration specifically the providing alternative options economic pillar which focuses on local economic development.

iv. The project supports the implementation of several economic development strategies such as the Entrepreneur National Strategy Egypt especially its focus on SMEs and Egypt's National Strategy for the Development of Organic Clusters.

THOUGH THE PROJECT ADHERED AND CONTRIBUTED TO MANY NATIONAL STRATEGIES AND POLICIES, TWO VERY RELEVANT NATIONAL INITIATIVES HAVE BEEN OVERLOOKED:

- *Markab El Naga ("Survival Boats" initiative launched 2019 with the aim of awareness raising of the dangers of the phenomenon of illegal immigration, and providing positive alternatives such as training, job opportunities and entrepreneurship for young people in the 14 governorates* amongst which are Qualiubia and Menoufia
- "Rowad 2030" project, launched 2017 by The Ministry of Planning and Economic Development, and its "One Million Entrepreneurs" campaign, which aims to qualify one million entrepreneurs by 2030 within the framework of the sustainable development strategy Egypt's Vision 2030.

SDGS and UN cooperation framework

v. The project responds directly to the first pillar of SDGs 1: end poverty, and SDG 8: Decent work. Furthermore, through its focus on green business, the project contributes to SDG 7 Affordable and Clean energy and SDG 12. Also, by supporting the provision of financial services and innovative small businesses it contributes to SDG 9 industry, innovation and infra structure.

vi. It is aligned with the ILO Program and Budget Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work, and is also linked with the UNDP Strategic Plan whose theme is "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded", and with UNIDO's work in the field of human security, post-crisis rehabilitation and migration and in line with UNIDO's approach on "inclusion of youth in the socio-economic processes of development".

vii. Under the United Nations Trust Fund for Human Security, the project was aligned to the aim of UNTFHS that is "to contribute to translate the human security approach into practical actions and provide concrete and sustainable benefits to vulnerable people and communities threatened in their survival, livelihood and dignity."

viii. The use of the UNTFHS approach deepens the impact of "Delivering as One" and contributes to the United Nations Cooperation Framework.

THE EVALUATION ATTESTS THAT THE PROJECT IS COHERENT TO BOTH NATIONAL POLICY AND UN POLICIES AND IS IN ALIGNMENT WITH THE SDGS.

10.2 Validity of project design

Theory of Change

i. The project has no explicit theory of change, which in the evaluation's team assessment was the direct cause of missing several collaboration opportunities and synthesis across the project.

ii. The implicit ToC of the project, as deduced from the project's log frame is that *if youth have enough local opportunities providing economic security, then they will refrain from illegal immigration* (see fig 1).
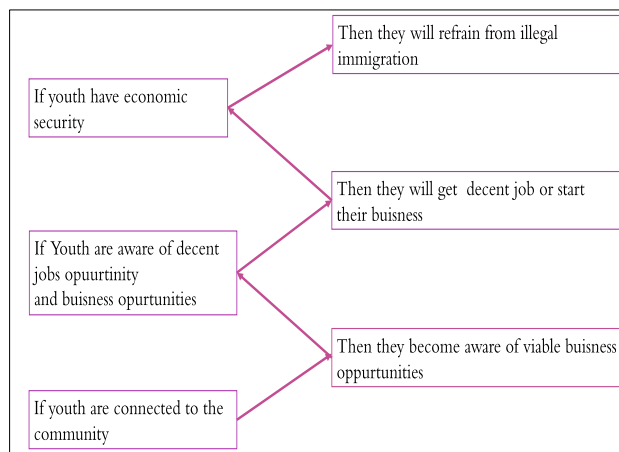

Figure 1 Implicit theory of change

THE EVALUATION TEAM THINKS THAT THE COMPLEXITY INHERENT IN THE PROJECT COULD HAVE ONLY BEEN REALISED THROUGH CONCEPTUALISING A THEORY OF CHANGE THAT WOULD REFLECT THE INTEGRATION OF THE IMPLEMENTING AGENCIES, VALIDATE ASSUMPTIONS AND MITIGATE RISKS.

Logical framework analysis

i. Based on the log frame analysis conceptually there is a logical link between interventions, outputs and outcomes.

ii. Midterm evaluation of the project has noted that there are no outcome indicators, which reflects the projects focus on interventions and outputs rather than final results as expressed in the project's outcomes.

iii. With the project's focus on economic security very few interventions focused on illegal immigration with no indicators measuring attitudinal change. The only indicator related vaguely to illegal immigration is an indicator for output 4.1 Youth-led platforms are established and capacitated as an avenue for social engagement which is *number of events/actions organised addressing issues of relevance to marginalized and excluded groups (disaggregated by age and gender)*

iv. Only one of the documents shared (UNHSTF_EYE Project Contractual Services Budget Reporting by activity_31 March 2022_UNIDO) had indicators, in which there were outcome indicators, probably as a response to the midterm evaluation. Nonetheless, while the first two indicators added to measure **Outcome 3: Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through *better and greater decent jobs opportunities, are:***
   - • % decrease in irregular migration.
   - • # of youth (disaggregated by age and gender) have a decent job.

v. On the other hand **Outcome 4: The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society,** a totally irrelevant indicator " % prevalence of crime and violence reduced (domestic, public space, age / gender specific)"

THE EVALUATION TEAM HAS SEEN NO EFFORT FOR REPORTING ON THE ABOVE INDICATORS. SPECIALLY THAT ALL TARGETS ARE RELATED TO INTERVENTIONS RATHER THAN NUMBERS OF EMPLOYED YOUTH, IRREGULAR MIGRATION, OR VIOLENCE AGAINST WOMEN.

Approach and Strategy

i. The project was conceived as a joint project where ILO (lead agency), UNIDO and UNDP complement each other adopting a Human Security (HS) approach that promotes an 'integrated, coordinated and people-centred approach "to provide a comprehensive response to build enabling environment as well as address individual vulnerabilities by promoting economic security.

ii. The four main elements of Human Security approach and framework were realized in the implementation of the project where:
   a. *People centred*: Besides the projects relevance to target needs and the consultations with stakeholders, an integral part of ILO's approach was evident in the project implementation is social dialogue and tripartite which makes it people centred. The number of community dialogues (over 15) and awareness raising sessions (over 10) is ample evidence of this.

b. *Context specific*: The project did not just implement capacity development and talk about decent jobs; in fact, the project was context specific conducting several job mapping and diagnostic studies to specify jobs and businesses that are specifically relevant to the context. That is in addition to the previous extensive experience with the context. The current project was designed as interlinked to the Norway funded project EYE: Working together in Qalyoubia and Menoufia (2016-2020), building on its outputs and expanding the outreach of its results. It was apprehended as building on and complementing other implemented projects. Such as the Hayat project, which was implemented in June 2013 and May 2016 based on the HS approach and the Danish-funded project, "Decent Jobs for Egypt's Young People Tackling the Challenge in Qalyoubia and Menoufia" (2012-2016)

c. *Comprehensive*: The project was comprehensive in the sense that it not only targeted beneficiaries, but there was an obvious effort to target community and business environment as evident from the matchmaking events, and the social entrepreneurship work under outcome 4. Furthermore, the project had a multidimensional approach relevant to UNFS comprehensive approach addressing youth unemployment through creating opportunities for decent jobs and self-employment on one hand and supported governmental institutions to create an enabling environment for youth led business to grow on the other hand. This approach was realized through the leverage each organization had. That is while ILO focused on decent jobs, UNIDO supported the development of small businesses and UNDP supported the enhancement of institutional capacities and effectiveness of the local public administration to create the enabling environment.

d. *Prevention oriented*: The project is prevention oriented in its essence, since its main goal is to 'prevent illegal immigration' and tackle the root cause of illegal immigration by providing alternatives for youth by providing economic security.

Integration

Though one of the main principals of the UNHSF approach is the shift "from coordination to integration", there was no evidence of any integration. In fact, the evaluation team perceived the project as three different projects**.**

i. Coordination/integration tools recommended by HS were not properly utilized:
   a. PSC: The project steering committee was formed, and a signed decree was obtained on 11/7/2019, yet its first meeting was held a year later 11/6/20, while its second meeting was held on 14 /9/2022.
   b. PCT: There were no records of meetings of Project Coordination Team, though evaluators were informed that there was continuous collaboration. Some stated in their interview that at the beginning of the project the PCT had biweekly meetings, that was interrupted by COVID-19 break out. Nonetheless, there was no evidence of that.

ii. Very Little or no Joint activities (except for MESMEDA's representation) remain relatively marginal as compared to activities of multiple individual organizations, each of which have their own mandates and programming and management practices.

iii. All activities were implemented through sub-contractors (service providers) yet interviews with service providers indicated that they knew very little about other components of the

project and other implementing agencies. There was no evidence of any synergies or complimentary activities.

iv. Whereas progress reports and workplans were presented jointly, the evaluation team found no evidence of any joint planning, monitoring, or reporting. In fact, though there were several interventions addressing similar topics, such as green business interventions, handy craft interventions, besides all the self-employment interventions were presented as parallel interventions overlooking any linkages.

v.   There is also no evidence of any mechanisms for integration/collaboration such as joint platforms or knowledge sharing mechanism. Unlike the Hayat project there was no field offices to coordinate implementation, nor was there any mention of the "Multi-stakeholder Advisory Committee" in Qalyoubia and Menoufia, which consist of all relevant line-ministries, NGOs, and other sectors in each governorate" that was proposed in the project's concept note.

vi. All previous related evaluations (Hayat project and EYE: a reason to stay midterm evaluation) have recommended that the project design should pay more heed to integration and collaboration.

   a. Hayat project final evaluation recommended "that project management and implementation structures should be designed in a manner that takes the various operational differences among the agencies in consideration." .

   b. EYE: A Reason to stay project midterm evaluation highlighted "the need to have a deliberate strategy for engaging at PSC and PMT levels" and the "need to have more frequent interaction with the implementing partners."

THE ASSESSMENT OF PROJECT'S MANAGEMENT AND GOVERNANCE ARRANGEMENTS REVEALED THAT THE PROJECT REQUIRES A CONSCIOUS STRATEGY FOR ENGAGEMENT AT THE PSC AND PMT LEVEL AND THE INTRODUCTION OF KNOWLEDGE SHARING MECHANISM

10.3 Effectiveness

The below is an analysis of the effectiveness of the project in relation to the expected results and achieved targets. Generally speaking:

1. The evaluation team has met remarkable young men and women whose attitudes, knowledge and skills have been enhanced giving them alternatives to illegal immigration and paving the road towards economic security.

2. According to the PSC the project has achieved 80% of its total targets. However, generally speaking most targets have been met and even exceeded in some cases. Such as activity 3.1.1 provide customized support to business (led by young entrepreneurs) to grow and be role models for the youth (economic security and environmental security) which had an original target of 25 Business yet supported 30 Business. (See Annex C output matrix showing progress towards targets)

3. Whereas effectiveness on the level of outputs could be determined, effectiveness on outcome levels was hard to determine. Nonetheless, *if the core assumption holds true that providing options for youth for employment this would decrease irregular immigration, then it could be stated that this objective has been achieved*.

Outcome 3: Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities.

The first outcome (outcome 3) addressed the first three pillars of the project:

1. Self-employment: Promoting Local Employment and Economic Development (LEED) in Qalyoubia and Menoufia.
2. Enabling environment: Strengthening of national institutions for Small and Medium Enterprises (SME) development.
3. Decent Jobs: Reduction of economic vulnerability of young women and men in migration-prone areas, in Nile Delta, through better and greater decent jobs opportunities

It is worthy to note that a special focus on green business was perceived, and awareness raising sessions were included in all interventions.

Pillar One: Self Employment

According to ILO studies research shows that the majority of jobs in the world are provided by Micro, Small and Medium Enterprises (MSMEs), and that in low-income countries this share is almost 80%. However, these entrepreneurs often face a number of challenges which prevent them from reaching their potential, including a limited access to Business Development Services (BDS) such as market information, legal advice, and managerial training, and hence the following interventions.

OUTPUT 1.1. SMALL BUSINESSES, IN IDENTIFIED PROMISING SECTORS, ARE SUPPORTED TO BECOME MORE INCLUSIVE OF ECONOMICALLY VULNERABLE YOUNG WOMEN AND MEN.

With an eye on creating role models, youth lead small businesses were supported to grow and become more inclusive of economically vulnerable young women and men.

The approach to identifying and supporting the businesses is a very effective approach, based on three complementary steps: First, Business Opportunity Mapping exercise was conducted that identified 70 business. Second, 35 businesses were identified for support and received capacity development program, at the same time business enablers were also capacitated to deliver service development services. Then finally a match making event took place to link the business owners with the BDS providers (fig 2)

It was reported that the revenue of most businesses supported (18 in Menoufia) has increased by around 80% which is estimated by around 157 million Egyptian Pounds.

Interviews with beneficiaries have confirmed that the training they received was a direct cause of their progress and growth. Their operations have been optimized and have started producing new products and entering new markets.
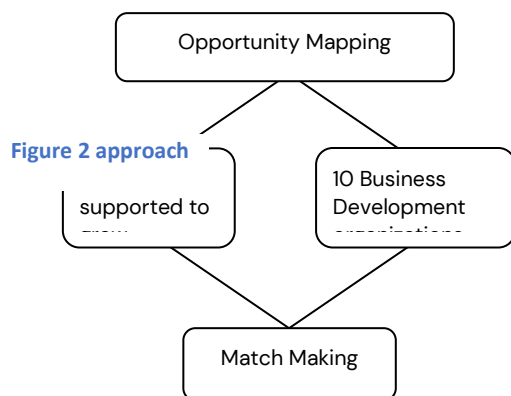
Figure 2 approach

Opportunity Mapping

supported to grow

10 Business Development organizations

Match Making

An example of this expansion was expressed by some of the interviewees:

1. Porcelain production changed her business model, the factory was focused on producing high end porcelain products for one specific buyer, after the training she diversified her products and hence her buyers.

2. Water filter factory expanded production from 2 production lines to 6 production lines and was about to sign the contract for a new space to expand his factory.

Number of workers			
before intervention	After intervention	M	F
14	28	10	18
10	25	20	5
10	20	5	15

An important outcome that was not properly documented is the increase in the labor force. With the expansion of production and business a direct consequence was the increase in the number of workers. All beneficiaries have indicated that they doubled their labor force. It is worth noting that both male and female workers were hired as shown in the table below. When asked about the level of work women do, they all agreed that women are hired for all jobs in fact one interviewee added "I really prefer hiring women to men as they are more focused, meticulous and committed".

Success Story

As a result of the training the 35 –year old engineer has increased his revenue by 400%. MAESC was a startup that was focused on installing solar run irrigation systems that was not doing well, and he was thinking of changing his line of business to drying onions, but after the training and the consultation he decided not to change and expanded.

Working with the project helped him identify his direction and gave him new tools such as the diagnostic tool, the cash flow management tool and expanded his network.

He also indicated that 70% of his employees are females as he believes in the importance of providing work for women from the community who cannot travel to Cairo to get jobs.

Unintended Outcomes
1. Chemonics diagnostic tool has been adopted by MESMEDA.
2. Another an unintended outcome was the networking established between the different small businesses where agreements between different beneficiaries have been signed to supply needed products.
3. Elkora, one of the 10 BDS providers, was contracted by ILO and used their knowledge on green business (acquired from training) to support youth to start their own green business.

Modernization of Grace Village pottery cluster

In 2018 MESMEDA had published the Egypt's National Strategy for the Development of Organic Clusters: 2019 – 2030, which aims at contributing "to rapid inclusive economic growth through enabling and empowering local communities of private sector enterprises, academic institutions, and service providers to unleash their economic potential and evolve into poles of regional and international competitiveness. "

i.   In this context, the project conducted two diagnostic studies and embarked on the modernization of the pottery cluster in Grice Village, Menoufia governorate and supported the marketing of handicrafts in Turathana Handicraft exhibition.

Diagnostic study → Capacity development → Grace village branded producted

ii.   The diagnostic study on the pottery cluster at Grace village in the Governorate of Menoufia confirmed the potential for growth, if the cluster were to move from the current low-cost products to medium-/high-end ones over the next five years. The cluster consists of 600-700 workshops that have been producing low-cost pottery since 1907.   Their main client is the wholesaler, residing in their village, who pays very low prices but gives them cash. According to the oldest workshop owner in the cluster they have been doing this for "four generations, yet the younger generations are losing interest and are looking for jobs somewhere else".

iii.   The project was able to sustain the interest and the enthusiasm of 6-10 younger potters who in turn have encouraged others to stay. According to one participant " I wanted to do something better, though pottery has been my passion, now after creating these new designs and seeing the world I want to create my own designs"

iv.   Interviewees also revealed that young women, especially those who are educated had started to move out of the village looking for better opportunities. Yet now that they perceive a role for themselves in the development of the family business they have decided to stay. A responded stated "my daughter is educated and did not want to spend her life carrying pots to the oven, now she is taking the ecommerce training and will be in charge of marketing".

v.   The observation study tours where an effective intervention as the exposure created a sense of motivation and competition. The project not only created enthusiasm for an ailing trade, the exposure to other places and other products was evidence to them that there is potential for growth, besides giving them new ideas and new designs. "We thought that we were the only ones after our trip to Cairo and Tunis village we realized that we could do much better".

vi.   Although not documented and reported on under a different output (activity 3.4.2), MESMEDA has made use of the diagnostic study and is currently working with other organic clusters using the same methodology, as reported by MESMEDA representative.

Unintended Outcome

In accordance with interviewees, they were never working together, now they want to establish Grace Village Potter's Union.

Raising Awareness of local Entrepreneurship in Qualiobia and Menoufia

To create an appetite for entrepreneurship and demonstration alternative options for income generation that are related to the community. A series of awareness raising sessions engaging with local youth community through the universities were conducted.

i. UNIDO contracted Enroot to conduct a research study in both governorates, aiming to answer the main question of how socioeconomic conditions, capabilities, and motivations of youth can affect their engagement in entrepreneurial opportunities in green and digitalized economies. However, the study took longer than expected, and the subsequent training and capacity-building approach for the youth model.

ii. Based on the results of the study, enroot began providing ten rounds of increased awareness on potential business opportunities and entrepreneurship skills. which reached 770 youth out of which 445 were women (57%). The completion rate of the program (those who attended the 4 days) was 87.6% with an overall completion of 45.4% male and 54.4% females.

iii. Participants produced several individual and group business ideas in Agribusiness, digital economy and waste management, with 61 ideas pitched at the end of the training.

iv. Trainers coached young men and women to pitch their ideas effectively, with Enroot following up to give youth the opportunity to pitch their ideas in front of a panel representing academia, private business, and government (MSMEDA). This was intended to provide youth with more support and networking opportunities with key community experts and to help build their capacities to scale up their ideas in the future.

v. However, the activity missed the opportunity for MSMEDA support to the youth due to a lack of information sharing regarding MSMEDA's role in the project, both for Enroot and the youth themselves. This highlights the need for better communication and awareness among all project stakeholders to ensure that all available opportunities are effectively communicated and utilized.

vi. The activity report for this intervention had a through gender analysis according to which it signalled the increased interest of women in green business.

The training was effective, and many business ideas were pitched, however there was no evidence of any of the ideas being implemented or upscaled.

OUTPUT 3.2: YOUTH AT RISK OF UNDERTAKING IRREGULAR MIGRATION ARE EMPOWERED TO SECURE DECENT JOBS THROUGH PEER SUPPORT, AWARENESS RAISING AND THE DEVELOPMENT OF CORE SKILLS FOR EMPLOYABILITY

Start and Improve Your Business

i. Building on MESMEDA's adoption of ILO's Start Your Own Business training as their capacity development model an implementation agreement was signed to deliver SYB training in the targeted governorates.

ii. As a result, 25 trainers were certified in a ToT, following which 247 Trainees received the training and 96 coaching & mentoring sessions were conducted.

iii. The report, however, does not segregate data nor lists the line of businesses that received further coaching.

OUTPUT 3.3: SUSTAINABLE ENVIRONMENT SOLUTIONS AND GREEN BUSINESSES ARE PROMOTED AMONG YOUTH.

A variety of green business were promoted through the project under its different components, besides the Waste management training mentioned above two innovative green businesses were

introduced to aspiring youth in Qualiubia and Menoufia: hydroponics and solar photovoltaic energy.

Start and Improve Your Business for Social Entrepreneurship (SE-SIYB) and Green Jobs training.

i. 126 young women and men in Qualiubia and Menoufia (52 males and 74 females) received the ILO Start and Improve Your Business for Social Entrepreneurship (SE-SIYB) and Green Jobs training.

ii. It is worthy to note that that the female participation outnumbered the male especially in Qualiubia where the majority of trainees were females 45 and only 19 males. There was no further analysis in the report to explain this, yet the evaluation team thinks that the closeness of the training venue to Cairo could have been one of the reasons.

iii. Training was provided by ILO certified trainers ensuring the quality of delivery.

iv. The SYB program for social and green businesses encountered multiple challenges in its efforts to reach out to youth for both initiatives. Firstly, the limited number of available initiatives, even in the ideation phase, posed a challenge. Secondly, other service providers were also working in the same region and competing to reach the same target group of youth without any coordination. To address this issue, the trainers coordinated with MSMEDA to determine if the participants had previously undergone the same training provided by MSMEDA. As a result of these challenges, the SYB program for social and green businesses experienced delays in achieving its targets. In response, they began reaching out to youth through youth centers and modifying their approach to include traditional business initiatives with a focus on greening traditional business practices and to give the traditional businesses a social supportive perspective.

Small-scale hydroponics green farming solution.
Within the framework of holding trainings and guidance for the target group interested in participating in green economic activities Awareness and training in small-scale hydroponics as an innovative green farming solution was conducted.

i. 205 young people f(32% female; 96% male) from the targeted governorates knowledge about hydroponics applications was raised and got to know about this new and attractive job opportunity in the field of agriculture.

ii. 50 participants most of which are 3rd and 4th year Agriculture students (60%) received practical training which included the know-how of starting hydroponic farming projects.

iii. 5 business plans were developed by 7 students and received one-on-one coaching.

iv. Interview with Plug-N-Grow have indicated that there is a huge lack of qualified hydroponic agricultural engineers though there is a great demand both in Egypt and in the Gulf. However, the training provided just provided basic capacity that needs to be enforced and developed by internships and a longer training period.

v. The same concern was expressed by beneficiaries interviewed, some of whom have started small-scale rooftop projects, that they needed to at least observe/participate in a full planting cycle that at least takes 30 days.

vi. Another concern articulated by beneficiaries is the need for BDS, not only financing which they need, but also feasibility studies and marketing. None of the beneficiaries interviewed had any support from MESMEDA. In fact, some of them said "we need

financial support for the young students by providing them with seed funding to pave their way towards starting their own business. "

vii.   It is worthy to note that one of the participants interviewed was hired by Plug-N-Grow.

Unintended Outcome

Plug-N-Grow that aspires to create a training and research center in Orabi as a hub for hydroponic farming, has signed an MoU with Mouenfuia University faculty of Agricluter to establish a research center jointly.

micro-green Photovoltaic Solar Energy

i.   110 young women and men (86 males and 26 females) trainees from Qaluibia and Menoufia were provided with knowledge and skills, primarily in managing micro-green businesses with a focus on solar energy.

ii.   The training was both theoretical and practical giving participants experiences regarding the applications of solar energy in their local communities.

iii.   The training was designed using a hybrid model, with five days of in-class training and one final day of a tour visit to Jet Solar Factory.

iv.   The factory tour focused on the stages of manufacturing solar panels, quality checks of the products, and the application of the products in different fields.

v.   Out of the 110 participants there were 94 students from different disciplines with the majority of engineering 91%. Nonetheless, all participants in spite of their different backgrounds, had a shared interest in the solar power business, as confirmed by the beneficiaries' interview.

vi.   According to the Green Academy report the 35% graduating students are planning on entering the market and are currently searching for jobs in the field. The rest are either already working or are still in the university.

vii.   Though the training program had included an element of micro finance and tips on how to start you're a business, neither Green Energy Academy staff nor the youth who participated in the training were aware of the role of national partners in the project such as MESMEDA that could take the ideas of the youth to the next level of launching a business on the ground. Once more highlighting the need for better communication amongst all stakeholders to ensure that all opportunities are effectively communicated and utilized.

Unintended Outcome

Green Energy Academy reported that they will keep youth profiles in their databases and share other available opportunities for internships and practical training.

Pillar Two: Creating an Enabling Environment
OUTPUT 3.4: INSTITUTIONAL CAPACITIES AND EFFECTIVENESS OF THE LOCAL BUSINESS-SUPPORTING INSTITUTES/AGENCIES ARE ENHANCED TO PROVIDE TAILORED SERVICES TO EASE BUSINESS CREATION, ENHANCE ECONOMIC OPPORTUNITIES AND DEVELOPMENT IN MIGRATION PRONE COMMUNITIES IN NILE DELTA

The enabling environment to support entrepreneurship is represented in both the community and systems. Therefore, parallel to enhancing the capacity of local business-supporting institutes/agencies, the project conducted a series of awareness raising sessions to motivate youth in the targeted governorates to engage in the development of their entrepreneurship skills and develop their businesses.

Enhancement of local business-supporting institutes/agencies

In order to create an enabling environment for business to flourish and start there is a need for local business-supporting institutes/agencies to provide tailored services and ease business creation, enhance economic opportunities and development. MESMEDA being the entity concerned with the development of SMEs, and entrepreneurship in Egypt, and a strategic partner of UNDP it was natural to have it as implementing partner in this project.

i. Partnering with MESMEDA facilitated outreach as demonstrated by the large numbers it reached (1,857 awareness raising sessions, 200 SYB training, 96 coaching sessions).

ii. The numbers of those who received financial support for small and micro projects in Qualiubia and Menoufia exceeded the projects targets (Qalyubia: 6871   projects creating 1639 employment opportunity, Menoufia: 6406 creating 787 employment opportunity)

iii. MESMEDA was supported by the establishment of a Mobile Business Development Unit (BDU) to enable the outreach and provision of services to communities. As a result, 46 artisans located in Saqet Al-Manqadi and Saqiyat Abu Shaara (within the villages of Egypt's presidency – decent life initiatives) were offered 294 various services including professional photography – business development consulting – e-marketing awareness – registration on electronic platforms while highlighting on the services of the BDU in Menoufia Governorate.

iv. MESMEDA's One-Stop-Shop was also supported by capacity building and digitization, which improved business registration procedures and licensing support services and promoted the formulization of micro- and small businesses by enhancing operation, awareness and tailor-made service delivery at One-Stop-Shops. Resulting in provided services to (968) MSMEDA beneficiary in the field of providing guiding models for feasibility studies and business information service, and (13) clients have obtained digital coding services for projects in Qalubia.

v. According to interviews with MESMEDA representatives, steps have been taken to replicate the grace village model with 3 organic clusters in Qalubia and Menofia as part of the handicraft development competition reported on under output 3.4.

OUTPUT 3.2: YOUTH AT RISK OF UNDERTAKING IRREGULAR MIGRATION ARE EMPOWERED TO SECURE DECENT JOBS THROUGH PEER SUPPORT, AWARENESS RAISING AND THE DEVELOPMENT OF CORE SKILLS FOR EMPLOYABILITY.

Pillar Three Decent jobs

The output youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability was achieved through working with several ministries mandated to support vulnerable youth which are Ministry of Youth (MoY), Ministry of Labor (MoL) and Ministry of Social Solidarity (MoSS)

Ministery of Youth:
i. Youth JSC clubs: 12 facilitators from MoY were trained and clubs were launched online but the experience proved that young people in Qaliobeya and Menoufia prefer to go

for in presence meetings or trainings mainly they are not used to online, it is costly for them, accessibility and band width issues.

    ii. Awareness raising and training: The project in collaboration with MoY organized **a 4-days training to 100 youth in** Qalubia and Menofia. "ILO speaks to youth" focused on exposing the ills of illegal immigration and demonstrating alternative economic options giving them a reason to stay.

    iii. Representatives from both MOY and beneficiaries have asserted that this training was very important and effective. Some of the participants in the training have now volunteered to work with the MoY.

Unintended outcome

An important spillover effect is that the MOY has decided to add elements of the training in their annual youth gathering scheduled to take place in August, which addresses at least 400 youth. Making use of 25 of the youth that had participated in the training and the awareness raising will facilitate this transfer of knowledge with a special focus on the ills of illegal immigration.

Ministry of Labour: employment offices

MoL being the traditional partner of ILO and the mandated organization to provide and supervise decent jobs was included in the project with the objective to upgrade and enhance its services for youth in the two governorates.

Upgrade the employment offices skills and services.

    i. 40 Mol employees who deal with youth for employment have received "Fundamental of Employment Services". The training was held over three days covering the essential of employment related services.

    ii. The best 15 MoL employees were then enrolled in Employment Officer Certificate program which is provided by the Chamber of Industry and Commerce (IHK) in Frankfurt/Oder and the University of Applied Labour Studies in Mannheim that was adapted to the Egyptian context and developed in coordination with the German Chamber.

    iii. In interviews with the staff at the employment office, they expressed their appreciation for the rigorous selection process that was implemented to recruit staff for the project. They especially valued the four-day fundamental training and subsequent selection of the best performers to participate in the preparation training for the Employment Officer Certificate.

    iv. The material preparation and the quality of the trainers were also well received. However, the staff suggested that the session on Labour Law should be conducted by a specialized person from the Ministry of Labour.

    v. Through the training, the staff gained a range of skills and knowledge related to communication, coaching and counselling, human resources management, negotiation, job matching, and follow-up and monitoring.

    vi. As a result, they have been able to establish constructive relationships with employers, better understand their needs and work environments, and provide counselling to youth on building their vocational skills to match job requirements. The staff has also directed youth to training centres affiliated with the Ministry of Labour to learn a profession, which can help them decide whether to start a small business or seek wage employment opportunities.

vii.   Some staff members have gone above and beyond their duties by sharing available opportunities through their social media pages to reach more local women and youth.
viii.   However, the staff is concerned about the sustainable implementation of the knowledge gained, given the limited logistics at the employment offices, such as the lack of computers and internet access, in addition to the limited number of staff available for employment activities.
ix.   Furthermore, the current information management system does not accurately identify the number or percentage of youth hired through employment office interventions and those hired without their intervention.

Employment offices are equipped with computers.

In support of the enhancement of employment offices the project has purchased IT equipment that is due to be delivered.

Though the training is very important for developing the capacity of employment services employees, and the equipment is going to support this enhancement, they are not enough. An opinion expressed by MoI representative and job placement experts. According to expert's opinion besides the skills and knowledge acquired and the equipment purchased there needs to be:

1. Available resources both financial that is equipment to deliver employment services to their beneficiaries and its running costs, plus human resources that is the labor office needs to have a minimum of 3 employees distributed to perform matchmaking, outreach and monitor.
2. Standardized operational process in all labor offices in regard to matchmaking and outreach, outreach to employers and relationship management and Monitoring and Evaluation.
3. Performance management system for the employees based on the indicators and the quality standards, defining periodical reports and finally a yearly audit would close the cycle.[1]

THE EVALUATION TEAM CONSENTS THAT THIS TRAINING WAS VERY EFFECTIVE AND SHARES THE PARTICIPANTS' CONCERN ABOUT THE SUSTAINABILITY AND IMPACT OF THE TRAINING.

Ministry of Social Solidarity and Job fairs

One of the biggest programs of MoSS is the FORSA program which targets unemployed youth and provides them with training that leads to decent jobs as part of Takaful we Kerama program. There are several partners that support this effort, one of which is ILO's EYE: Forsa.

The project in partnership with MoSS conducted a job fair in Menoufia.
i.   According to MoSS the job fair had over 8000 job opportunities and was attended by 1227 (727 m + 300 f) job seekers, out of which 80 got job offers and 51 were employed. That is around 12% only which makes the cost effectiveness of job fairs questionable.
ii.   It is worth noting that the World Bank supports the National forsa program in Qualiubia while USAID supports the program in Monefuia, yet none of these donors support Job

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[1] The Network for Employment Promotion recommendations for enhancing labour offices.

Fairs. Therefore, the support of the project to conduct Job Fairs according to interviewees was very beneficial.

iii. Nonetheless, the inclusion of youth from care institutions out of which 35 attended and 6 got jobs is commendable.

iv. According to an interview with NEP which is a company that creates structures to link youth to market through different match making methodologies job fairs are not cost effective instead smaller target match making events are more efficient and have produced better results.

v. One of the achievements of this activity is the cooperation between MoL and MoSS. Still, MOSS informants did not see any value added in this cooperation.

Outcome 4: The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society.

This outcome focused on the project's fourth pillar Enhance local communities through the active participation and engagement of young women and men in their communities, and ensure youth better understand their potential and play active role in their society with only one output:

OUTPUT 4.1: YOUTH-LED PLATFORMS ARE ESTABLISHED AND CAPACITATED AS AN AVENUE FOR SOCIAL ENGAGEMENT

Activities under this output/outcome can be considered the main project's empowerment activities aimed at mind-set change of youths and women to desist from migrating outside Egypt in search of employment as evident from the beneficiaries' interviews.

Capitalizing on ILO's experience of social entrepreneurship and social capital, this output focuses on youth volunteering and social enterprise. Following the ILO model for social entrepreneurship (fig. 3) [2] AlKorra has supported youth initiatives for social change by building the capacities of youth platforms to have more and effective social engagement in their communities, in a way to tackle irregular migration issues in Qualiubia and Menoufia governorates.

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[2] **A Practice Guide to Supporting Social Entrepreneurship and Inclusiveness in Rural Communities** International Labour Organization (2017)
https://www.ilo.org/wcmsp5/groups/public/---africa/---ro-abidjan/---sro-cairo/documents/publication/wcms_589097.pdf
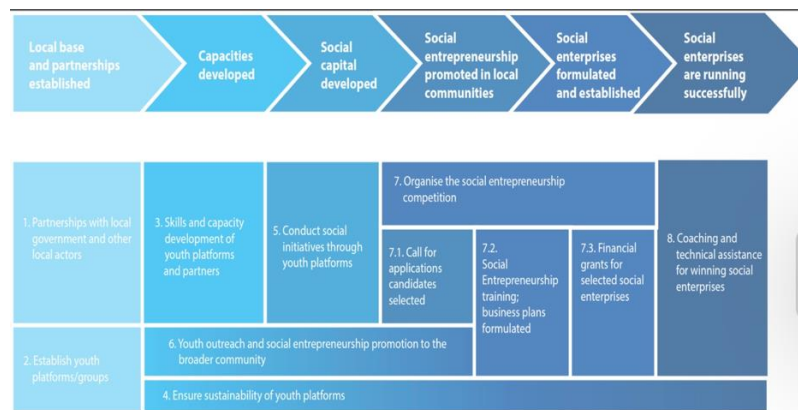
Figure 3 ILO Social Entrepreneurship model

Youth-led initiatives

i.   Elven youth groups have been formed and capacitated to develop their own initiatives with the aim of limiting the unemployment among youth in the two governorates.

ii. 8 youth initiative won the competition out of 14 proposed, obtaining funding and further technical assistance. It is worthy to note that even those groups that have not won the funding and technical supported continued their work and support to the project as indicated by the youth interviewed.

iii. The initiatives in the two governorates have launched an electronic campaign to combat illegal immigration within the framework of finding reason to stay project. The campaign titled "I am young, and I reject the illegal migration". The campaign achieved 6300 views.

iv. One of the initiatives in Qaliubia has produced and published a short video on the illegal migration. The film is an initiative from one of the graduates of the capacity-building program (Ms. Wissam). It includes some interviews with some persons around migration (uploaded on the project channel on YouTube https://youtu.be/mC6USiuy-Ak

v.   Focusing on employment a job database was created based on job market survey and linked to a website that is developed for this purpose. In addition, a website for facilitating accessing youth to the vacancies and available training opportunities has been developed. The website has published 2508 jobs that have been reached by around 1000 visitors until the reporting time. Also, it has published 15 training courses that have been reached by around 200 visitors until the reporting time. In addition, the website has published 12 essays on work-related subjects, and they have been reached by around 100 readers. It can be visited via (http://www.jobbank-eg.org/

A. Community Dialogues and Awareness Raising

Two community dialogue conferences have been organized where 320 of youth have participated. The interactive nature of these meetings has proved to be very effective especially the use of interactive theatre where a play was written, directed and performed by the youth themselves.

Involving the families and youth that have lived the experience of irregular immigration have also proved to be more effective than the lectures by officials as indicated by participants.

Introduction and encouragement of green jobs has encouraged some youth initiatives to take on several innovative initiatives such as producing and teaching others in the community to produce organic candles.

> "The perspective of our community has changed; we have become more respected and acknowledged. Families now encourage their daughters to work. We have become known as Those who provide jobs" (male participant)

Job skill training

The project provided both Labor Market Skills trainings and practical vocational training in services that have a high demand in the labor market in the two governorates. Beneficiaries interviewed indicated that this practical training has been very beneficial.

The vocational training was conducted in cooperation with the regional departments of Manpower in vocational training programs which added to the effectiveness of the program and increased the sense of coherence.

The project also conducted a Training of Trainers on skills development to 25 youth (who are leading the youth initiatives of the Project) from Monefya and Qalubia to enable them to further support the youth of their communities and enable better employment services. The ToT comes as integral part to the sustainability effort of the project.

> Success Story
> I had gotten married when I was 14 and dropped out of school. Due to the conservative nature of our community, as a divorced woman at 16 I was not allowed to go out. Then I accompanied my sister to one of the awareness sessions that really changed my life! I became so involved that now I'm the team leader of one of the initiatives. I wrote, directed and acted in a play about illegal immigration. I also volunteered with tankful we Karama.

> "I have become a new person, my attitude changed before I thought there are no opportunities, nor hope, that is why I wanted to leave in spite of all the risks and challenges of immigration, but now I realized that there are so many opportunities and am now involved in several initiatives" (female participant)

Job Fairs

Under this outcome Elkora reported that it conducted 4 job fairs, one of which was in cooperation with MoSS. After delving deeper, the evaluators found out that this one job fair in collaboration with MoSS is actually the job fair reported on under output 3.2. Again, due to reporting and planning in silos, this link was not highlighted.

United Outcome

The cooperation between Elkora and the MoL, using their venues, raised the awareness of youth involved to the services provided by the ministry and established a link between them and the ministry.

***T**HE EVALUATION TEAM **ASSENTS THAT** THE COMBINATION OF INTERVENTIONS HAVE BEEN VERY **EFFECTIVE AS** IT NOT ONLY EXPANDED THE REACH BUT IT ALSO HAS CREATED A POOL OF EMPOWERED **Y**OUTH TO BECOME SUCCESSFUL SOCIAL ENTREPRENEURS AND CHANGE AGENTS*

10.4 Efficiency

In order to assess the efficiency of the program, the evaluation team considered: a) financial management, b) Staffing, and c) M&E

Financial management

i. During the design phase of the project, the financial department at ILO was not consulted by ILO program staff. Despite being the leading agency of the project, the ILO has had limited control over the expenditures and allocation of resources among the different UN partners involved because of the parallel funding mechanism used. Accordingly, the disbursement of fund tranches was designed through direct payments from the donor to each respective organization in parallel and simultaneously after achieving a certain expenditure rate.

ii. The difference in financial systems between the three-implementing agency was another obstacle. For example, the need to align with MESMEDA's financial cycle caused a   delay in UNDP spending which caused the delay in funding.

iii. Although the partners worked together to devise a joint AWP, the variance in financial procedures, affected the synchronization of activities and caused implementation delays.

iv. The ILO has faced challenges related to its budget. Specifically, the organization has been burdened with salaries for staff while project activities have been on hold due to COVID-19 and the delayed start of the project. This has not been the case for other UN organizations involved in the project, which have limited staff members managing the project who were pulled from other areas as needed.

v. The delay in project implementation had a significant impact on the budget delivery rate, which stood at approximately 44.8% during the mid-term evaluation in April 2023. Consequently, the project team reported that as of the end of 2021, a mere six months before the scheduled project closure date of 30 June 2022, the joint efforts of ILO, UNIDO, and UNDP resulted in total expenditures below the requisite 70%, necessary for the disbursement of the third and final instalment. Currently and even after two years, this rate only increased to 77.7%, indicating low financial delivery and efficiency in the project.

vi. It is noteworthy that as of the end of 2021, the project team faced uncertainty regarding the release date of the third instalment and the potential for a project extension, necessitating a judicious approach to engaging new subcontractors (UNIDO and ILO). However, in the summer of 2022, a one-year extension was granted, and the third instalment was released. Consequently, the delayed initiation of certain activities, such as the pottery training, training on solar power applications by Green Energy Academy, and completion of ALKoraa initiatives.

vii.   Additionally, some of the training activities were preceded by in-depth studies that took longer than anticipated in 2021, such as the diagnostic study on the Pottery cluster and the study on Raising Youth's Awareness of Local Entrepreneurship. The situation was further compounded by the limited availability of youth, particularly university undergraduates who were preoccupied with academic assignments.

viii.   The project made investments in several activities, but some of these interventions were not fully utilized. For instance, at the start of the project implementation, ILO trained 12 facilitators from the Ministry of Youth on the Job Search Clubs approach. However, there was no evidence of these clubs being implemented. Additionally, UNDP drafted the "Franchise Manual for MSMEDA," but most of the youth who benefited from the "Start and Improve Your Business" (SIYB) program either had micro informal businesses or were at the ideation phase. As such, the manual would be more beneficial for well-established small or medium enterprises.

ix.   The financial department at ILO has not had the opportunity to conduct periodic reviews of the budget with the project manager. The updated work plan has also not been shared with the financial department regularly, which has been attributed in part to the frequent turnover of project managers. In comparison to other ILO projects, the financial department considers that this project has low performance from the financial aspect since the expenses rate is low compared to the timeline of the project. This could be due to the lack of recruiting a new financial assistant for the project and other project staff that could accelerate the implementation.

x.   Overall, the project has faced a range of challenges related to financial management, staff turnover, and delays in government approvals and security clearances. Addressing these issues will be important for ensuring the effective and efficient implementation of the project**.**

Staffing, management and governance

- ILO the lead agency was supposed to have 3 staff in charge of coordinating the project: project manager, M&E specialist, admin and communication. By the time of the evaluation there was only a project manager who assumed his role in 2022, on part time basis, after a very high turnover, with five consecutive project managers over the life of the project. The project was left with no M&E specialist since Covid-19 hit, the administrative assistant that overtook the M&E, also left in 2022.

- The turnover both in the steering committee and the governmental institutions lead to further delays and changes in the workplan and disruption of the flow of the project.

- The project faced several other impediments besides the COVID-19 pandemic, as previously captured in the midterm evaluation. These obstacles included delay in the formal establishment of the Project Steering Committee (PSC) and the protracted process of obtaining government clearance for the project's implementation.

- The delay in government clearance was further exacerbated, extending to subcontractors such as ALKorra, despite the project's imminent closure in June 2023. This delay persisted for an average of six months, culminating in the receipt of final clearance merely two weeks before the project's endline in 2023.

Monitoring and Evaluation

i. As stated in the midterm report the M&E of this project is inadequate. As stated above, monitoring is done on output level rather than outcome level with a focus on numerical indicators.
ii. The lack of engagement from the PSC deprived the team from jointly monitoring implementation and the achievement of results, learning lessons and making adjustments for greater effectiveness as a team.
iii. Furthermore, different monitoring approaches utilized by the partner agencies meant that activities were not monitored uniformly and consequently reporting was done differently.
iv. The evaluation found that there is a variety of reporting formats delivered by the different service providers some of which lacked depth of analysis and were merely descriptive reports with numbers.

OVERALL, THE PROJECT HAS FACED A RANGE OF CHALLENGES RELATED TO FINANCIAL MANAGEMENT, STAFF TURNOVER, AND DELAYS IN GOVERNMENT APPROVALS AND SECURITY CLEARANCES, IMPEDING THE EFFICIENT IMPLEMENTATION OF THE PROJECT.

10.5 Sustainability and Impact

Although the project neither had an exit strategy nor a sustainability plan there was ample evidence of the projects impact both on the individual and institutional levels. The use of the Human security approach with its comprehensive, community-based approach has proved to be more sustainable which will accordingly reflect on the project's sustainability. Furthermore, several models and practices have been adopted by project partners and interviewees indicated that they will replicate and upscale.

On the individual Level

i. The project has had an impact on many individuals especially youth who have learnt new skills and have developed their projects.
ii. The introduction to green business has stirred youth's interest and enthusiasm.
iii. The awareness sessions and social enterprises have impacted the communities giving them insights on the ills of illegal immigration and showing them alternatives to immigration. A young woman from Menoufia said" I am so proud to join the youth led initiatives, I used the awareness gained regarding the risks of illegal migration and the available work opportunity in my governorate to persuade one of my cousins to come back to Egypt and to start running his microbusiness here in Menoufia and to form a family after couple of years of illegal migration. I'm still keeping the WhatsApp messages and voice notes to cause I'm so proud of saving one of my relatives".

On the Institutional Level

i. The close partnership with the different governmental institutions has led to a sense of ownership, better practice and outreach such as the case with employment offices, MESMEDA one-stop-shop, and mobile units.
ii. The different models and methodologies that the project utilized are now adopted by different governmental institutions such as the modernization of the Grace village cluster methodology adopted by MESMEDA, and the employment offices modernisation adopted and replicated by MoL training department.
iii. The development of handicraft organic clusters and their inclusion in Turuthana exhibition.
iv. The establishment of a hydroponic research centre at the university of Benha
v. The spill-over effect of the awareness raising events with the MoY

MANY OF THE INTERVIEWEES HAVE EXPRESSED THEIR CONCERN ABOUT SUSTAINABILITY BECAUSE TO THEM THE DEVELOPMENTAL CYCLE WAS NOT COMPLETED. THAT IS MOST CAPACITY DEVELOPMENT EVENTS INTRODUCED NEW SKILLS AND NEW OPTIONS PRODUCING SEVERAL BUSINESS IDEAS BUT DID NOT MANAGE TO SUPPORT THE REALIZATION OF THIS IDEAS IN SPITE OF THE FEW COACHING AND FOLLOW-UP SESSIONS THAT WERE PROVIDED.

10.6 Cross Cutting Themes

GENDER AND NON-DISCRIMINATION ISSUES AND DISABILITY ASSESSMENT

1. Even though some results are disaggregated by sex and in many activities, women outnumbered men participants, there was no evidence of any gender analysis nor any special modification to accommodate gender except for activity 3.1.4 where Enroot (service provider) provided a thorough gender analysis of its participants and altered their outreach strategy to include more women.
2. Nonetheless, Elkora reported some gender transformative results such as women taking on wielding and interviews revealed several transformative changes in women's lives.
3. Disability was even more marginal in the project. The only two incidents that disability was mentioned was in the job fair activity where the inclusion of youth from care institutions was mentioned with 35 people with disabilities attending out of whom 6 got jobs.
4. El Ekora reports also mention the inclusion of 5% persons with disability and contacted local NGOS servicing the disabled and provided sign language to its mute participants.

THE EVALUATION ASSESSED THAT GENDER EQUALITY AND NON-DISCRIMINATION PRINCIPLES ARE PART OF THE PROJECT`S DESIGN TO A LIMITED EXTENT, BUT DISABILITY INCLUSION WAS NOT CONSIDERED AT ALL

JUST TRANSITION TO ENVIROMENT

1. Just Transition to Environmental justice was observed through the focus on green jobs and green economy as several activities link the promotion of clean technology with the assurance of green jobs.
2. Innovative green businesses such as hydroponics and photovoltaic were introduced and supported.
3. All awareness sessions included discussions on green business.

TRIPARTITE ISSUES ASSESSMENT

The project aims to establish and foster tripartite partnerships to sustain and expand successful development programs that provide quality job opportunities for Egyptian youth, thereby giving them a reason to stay. The project offers services that encourage both self-employment and access to current jobs and wage employment.

According to ILO staff, the project works closely with the government, including the MTI, MOL, MOSS, MOY, and MSMEDA, as well as indirectly reaching youth employers through youth-led initiatives, service providers, and community dialogue events.

MSMEDA provides SIYB beneficiaries with information, records them in their database, and offers loans and non-financial services such as connecting them with suppliers, technical workshops, and exhibitor space at product fairs.

The project has also integrated academia through communication and networking channels with service providers promoting entrepreneurship and green business. Additionally, service providers have worked on creating an enabling environment by supporting BDS agencies that can sustain the services provided for micro and small businesses in both governorates.

11 GENERAL CONCLUSIONS

1. The project is a strong example of how initiatives can be designed to align effectively with national   strategies and goals, while also addressing the specific needs and challenges of targeted groups   within society. In addition to its economic and environmental relevance, the project also promotes cultural values such as diversity and inclusivity. It does so by empowering both youth and women through modern development, thereby enhancing their capacity to contribute positively to society.

2. The project design is conceptually valid yet the lack of an explicit theory of change made implementation challenging and lead to a sense of fragmentation where each implementing partner focused on their interventions making it appear more like three separate projects rather than a unified project.

3. Although the four main elements of Human Security approach and framework were realized in the implementation of the project, integration was not realized, and coordination was limited to sharing workplans and reporting on achievements. The extent of integration and how it can best be achieved, including how coordination is perceived and approaches to enhancing it was very limited. Overall, it is clear that there is a need for better coordination and integration among different stakeholders in order to maximize the impact of the project.

4. Most interventions were effective contributing to the realization of "financial security" to the most vulnerable youth in Qualubia and Menofyia giving them "a reason to stay". The project succeeded in demonstrating alternative options for young vulnerable women and men prone to illegal immigration providing them with options leading to economic security. Yet there were several issues that have been observed in the implementation of the project. Firstly, it has been noted that most of the activities provided to beneficiaries have focused on the ideation phase of small or micro-enterprises, leading to lose the opportunities to scale up ideas to real business ventures. Secondly, it has been observed that youth-led initiatives and other initiatives led by MOY and ILO, which aim to increase awareness of the risks associated with illegal migration, have not benefited from other complementary services that could link youth to vocational training opportunities or employment matching opportunities provided by employment offices.

5. The efficiency of the project and its effectiveness too have been impacted by the fact that the project faced multiple internal and external challenges that delayed and interrupted its flow. The fact that they are working all the time on extension mode to finish the plan is it itself a challenge that hinders a smooth exit.

6. The project's focus on economic security project indicators were not linked to the project goal of combating legal immigration and was focused on numbers on the output level. This was also reflected in the reporting formats, where most activity reports were descriptive with a focus on numbers with no in-depth analysis.

7. Because each implementing partner reported on their activities, spill overs and linkages were not highlighted. Such is the case with MESMEDA adopting the modernization of Grace Village pottery methodology (activity 3.1.2) to its handicrafts competition (activity 3.2.4) and the job fares conducted under activity 3.2.6 and activity 4.1.4

8. Though the project was articulated and conceived as interlinked to the EYE: Working together in Qalyoubia and Menoufia. The evaluation team could not identify activities or interventions linkages to it.

9. Although the project neither had an exit strategy nor a sustainability plan there was ample evidence of the projects impact both on the individual and institutional levels.

10. The evaluation team has identified a number of lost opportunities due to lack of coordination which are:

A. **Linkage between youth Initiatives, NEP and Employment Offices:** The EYE project, through ElKora capacitating 8 youth initiatives that conducted labor market surveys, identified job opportunities, and provided guidance on available training opportunities in Qalubia and Menoufia. In parallel, NEP created structures to link youth to the job market through different match-making methodologies. Additionally, the employment officers at district labor offices in both governorates were trained to increase their capacities. Despite the EYE project's efforts, the youth leading the initiatives could not collaborate with NEP or the qualified employment officers at the district labor offices due to the absence of a mechanism linking them.

B. **Linkages between Green Business Initiatives: ALKorra , Chemonics, Enroot, SIY green business, Green Energy Academy:** The project through different service providers gave great focus on green business ideation. EYE collaborated with MSMEDA and independent master trainers to provide extensive training to youth on starting and managing micro and small businesses, with a focus on greening traditional businesses. Despite these efforts, there was minimal or no chances for these organizations to collaborate. As a result, youth missed opportunities to transform their green business ideation into a valid business plan or secure a decent job or internship in one of the growing green businesses.

C. **Employment Offices and MSMEDA:** Employment officers have conveyed their limited familiarity with MSMEDA's role in the project, as well as its capacity to provide financial and non-financial services to young individuals aspiring to establish micro-businesses. The potential benefits that MSMEDA could offer to these young entrepreneurs are significant, and it is apparent that the lack of awareness about MSMEDA's role and services among employment specialists and the youth they serve has resulted in a significant loss of opportunities.

D. **Collaborate with MOY and Youth Centers: It** is worth noting that the project and service providers missed out on the opportunity to engage with a larger number of youth in both governorates through the extensive network of youth centers present in every village.

E. **Collaboration with Universities in both Qalubia and Menoufia:** The service providers established collaborations with universities in both governorates, leveraging their existing relationships. The primary focus of these collaborations was to mobilize students for various training and awareness-raising workshops organized by the service providers. The universities also participated in community meetings arranged by the service providers, whenever feasible. However, there remains an untapped opportunity for deeper engagement with the universities to support youth Microentrepreneurs and service providers could benefit from the technical expertise and research opportunities that universities can offer in these areas.

Lost Opportunities

01 — Youth Initiatives For Employment and NEP
Youth Initiatives For Employment and Employment Offices

02 — Green business Initiatives
ALKorra , Chemonics, Enroot, SIY green business, Green Energy Academy

03 — Employment Offices and MSMEDA
Youth got vocational training and SIYB of MSMEDA

04 — Youth Mobilisation
Limited use of The Ministry of Youth, Youth Centers capabilities to mobilize youth for other initiatives

05 — UNIVERSITY
Both Universities were Involved mainly in attending Community meetings or mobilising students to training initiatives.
Limited use of their capabilities to scale up micro businesses or institutionalisation of entrepreneurial supporting services.

12 LESSONS LEARNED AND EMERGING GOOD PRACTICES

LESSONS LEARNED

6. The modernization of the Grace Village Pottery cluster demonstrated how locally available opportunities encourage both males and females to peruse carriers locally, and how exposure is key in creating motivation for change.
7. The cooperation with universities and the use of university venues increased the credibility of the training and increased the project's outreach.
8. Continuous follow-up and monitoring of activity lead to enhanced results such as conducting an online session based on participants survey that increased participation. Also, the questioning of the low rate of female participation in Menoufia that lead to altering their outreach strategy.
9. Empowering and involving local youth is a good practice as they have deep insight around the needs of their communities and relevant strategies for addressing them.
10. Using untraditional means of awareness raising such as involvement of returned illegal immigrants or artistic methods like the interactive drama are effective tools.

EMERGING GOOD PRACTICES

1- The evaluation assessed that the project was successful in investing a considerable amount of effort in conducting research and carrying out mapping and diagnostic studies before implementing activities.
2- Match making activities where potential business owners are matched with business service providers.
3- Youth-led initiatives have proved to be more effective and innovative.
4- The organization reached out to youth in both governorates through social media ads and connections within universities in Qalubia and Menoufia. The training was held in Benha, in a location convenient for youth from both governorates. However, the academy provided more flexible time slots for training, they and the youth were concerned about the shortage of time in the project to put them in a hurry to reach their targets in a couple of months starting since March and to be finished in June 2023.
5- The connection with youth centers for outreach. The purpose of youth centers is to connect with young individuals in rural areas and encourage them to take part in SIYB and Enroot Trainings. The Ministry of Youth in Egypt has youth centers located in nearly every village and district, providing a space for youth to participate in various initiatives and engage in common sports. SIYB trainers and the Enroot team utilized their networks with local youth centers to reach more youth and inform them of available training opportunities for managing micro and small businesses, including green businesses. Youth were aware of such training opportunities through the youth centers. A community dialogue hosted by youth-led initiatives invited local MOY staff to discuss the low-quality services that could discourage youth from using the centers. MOY began to follow up and improve their services in response to attract more youth to the centers.

13 RECOMMENDATIONS

Recommendation 1. Use the extension time to phaseout rather than introduce new activities to achieve your numbers. The many delays, especially the security clearance required has led to abrupt endings of some initiatives, like for example the continuation of El Kora's work with the youth initiatives. The recommendation is to use the extension, not to start new activities, even if they were planned, but rather bring closure to already running activities. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 2. Complete the training cycle by connecting youth who have produced business ideas to MESMEDA and other BSD providers. Make use of the extension period to establish the linkages between the different interventions and the different involved stakeholders to realize the numerous lost opportunities*.* The lack of integration among efforts provided by different stakeholders has resulted in lost opportunities for success stories and role models from local youth in both governorates. These success stories could have replaced the image built over decades of youth illegally migrating and then experiencing economic transformation at the family level. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 3: Engage with PSC and service providers to identify opportunities of collaboration and integration that can be perused during the extension. Having all stakeholders on the same table would help in identifying missing linkages as it was noticed that many of the lost opportunities were due to lack of knowledge of partners and interventions. Accordingly, this could consolidate the project's work. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 4: Develop a knowledge sharing mechanism, such as a shared drive where all activity reports and knowledge production products are shared and made available for all implementing partners. Similar to the previous recommendation, sharing information about different activities would support identifying gaps and areas of possible collaboration.   For instance, the lack of awareness about MSMEDA's role in the project has resulted in a significant loss of opportunities. This underscores the importance of enhancing awareness about MSMEDA and its offerings, which could help to unlock the full potential of these young entrepreneurs and drive social and economic growth in both governorates. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 5: reactivate the biweekly pct meetings to discuss phasing out. The midterm evaluation has highlighted the importance of these coordination meetings. With such a short time left for the project it would be very beneficial to reactivate these meetings to discuss phasing out. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 6: The project TEAM SHOULD actively use the joint results framework, work plan and budget and monitor and discuss the coordination, sequencing, and implementation of planned development activities for maximum synergy, coherence and effectiveness. The joint results framework has revealed several interlinkages that were not realized and also showed linked activities that were presented as separate interventions. Therefore, using the results framework to identify different synergies would benefit the consolidation of results. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 7: A unified reporting format should be developed and required from all service providers focusing on analysis OF RESULTS that is segregated by sex and age. Project reports are the main source of information and documentation of the project. The variants in the

level of analysis and details does not serve the project well and does not reflect the project's work sufficiently. Therefore, a unified reporting format would encourage service providers to provide in depth analysis. *ILO, constituents and partners, Priority high, short timeframe; Low resources*

Recommendation 8: it is recommended that serious follow-up efforts be exerted for the employment offices and provision of technical support in creating SOPs and performance management systems. Training is important but without providing enough follow-up support in implementation of the newly acquired skills would be a waste of investment. Therefore, it is recommended to further support the employment offices by developing SOPs and performance management systems to enable these employees to better serve youth looking for jobs. *ILO, Priority medium, short timeframe; Low resources*

Recommendation 9: Support the upscaling of employment office certification through the Mol training department. CONSIDER A localized Employer Certificate that can be established in the MoL training unit in anticipation of mandating certification for employment service staff.

MoM representatives have expressed their intention to upscale the training through its training department. However, the Employment Officer Certificate program which is provided by the Chamber of Industry and Commerce (IHK) is expensive. Therefore, it is recommended to explore a local version of the certification program similar to the idea of international TOFEL and local TOFEL. *ILO, Priority medium, short timeframe; Low resources*

Recommendation 10: It is recommended to establish an M&E unit at ILO Cairo office instead of appointing M&E SPECIALISTS FOR EACH PROJECT. ILO has a very strong evaluation function and considers evaluation a very important component in all its projects, yet ILO Cairo office does not have an evaluation unit which in the case of the current project lead to inadequate M&E. Therefore, it is recommended to establish an M&E unit at ILO Cairo instead of appointing project evaluation specialist*. ILO, Priority medium, short timeframe; Low resources*

Recommendation 11: ILO could reconsider the project-based appointment and adopt a program-based appointment, considering the EYE model as a country program. ILO has several EYE projects, considering the EYE model as a program and appointing program staff would limit staff turnover and would consolidate all the projects. *ILO, Priority medium, short timeframe; Low resources*

Recommendation 12: UNHS should reconsider its funding structure and use a pass-through structure rather than the parallel structure. The parallel funding structure has enforced the parallel implementation of the project. Therefore, it is recommended to use a pass-through structure where the lead agency can enforce integration. *UNHS, Priority high, short timeframe; resources, medium*

Recommendation 13: UNHS should consider asking for a theory of change rather than a log frame. Since development does not happen in a leaner manner as presented in log frames, it is recommended to ask for a theory of change which focuses on results rather than interventions and considers risks, assumptions, and preconditions. *UNHS, Priority high, short timeframe; resources, medium*

Recommendation 14: Project management and implementation structures should be designed in a manner that takes the various operational differences among the agencies in consideration and operational roles and responsibilities in implementing is clarified in the design. In order to enhance integration, the various operational differences among implementing agencies should BE

CONSIDERED and operational roles and responsibilities in implementing clarified in the design. *ILO and partners, Priority medium, short timeframe; Low resources*

14 Annexes

Independent Final Evaluation

ILO-UNIDO-UNDP Joint Project

"Egypt Youth Employment: Providing a reason to stay"

Version 3 April 2023

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Project title	**Egypt Youth Employment: Providing A Reason to Stay**
Project ILO Code	EGY/17/04/HFS
Administrative Unit responsible	ILO Country Office in Cairo
Co-implementers	UNIDO and UNDP
ILO Technical Unit(s) responsible for backstopping the project	EMPLOYMENT
Donor	United Nations Trust Fund for Human Security (UNTFHS)
Budget US$	2,000,000
Duration	4 years and 6 months (January 2018-June 2023)
Type of evaluation	Independent final evaluation
Date of the evaluation	End April – June 2023

1. Project Background

Tackling the challenges of migration in Egypt and responding to the needs of its increasingly young population has become a national priority. Notably, Egyptian emigrants maintain very strong ties to Egypt and eventually return home. Their behaviour makes it hard to believe that they ever intended to settle in Europe and indicates that if they were able to find the same opportunities in their home country, they probably would never have left.

The project, in accordance with the principle of Human Security (HS) guidelines[3], and to ensure that the programme worked from its design stage with representatives of local stakeholders in target areas. The human security approach is a proven analytical and planning framework that supports more comprehensive and preventive responses by the United Nations, cutting across sectors, developing contextually relevant solutions, and adopting partnerships to help realise a world free from fear, want and indignity. Includes the following strategies: From coordination to integration, promoting multi-stakeholder partnerships, Localisation and 'leaving no one behind', and Prevention and resilience.

The project Employment for Youth in Egypt (EYE): Providing a Reason to Stay "EGY/17/04/HFS", is funded by the United Nations Trust Fund for Human Security (UNTFHS) and implemented by the International Labour Organisation (lead agency), the United Nations Industrial Development Organization (UNIDO), and the United Nations Development Organization (UNDP). The project started on 20 April 2019 and is due to run until 30 June 2023 with a budget of US$2,000,000.

The project is articulated with another project that strategically complement the project: "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR" *(refers hereunder as EYE 1).* This project was implemented from December 2016 through August 2020, with a budget of 1,200,000 USD and has gone through an independent final evaluation.

The EYE: Providing a Reason to Stay' project goal is the improved economic security of young women and men in Nile Delta, particularly targeting vulnerable groups who are at risk of irregular migration   tackles the root causes of migration by providing a reason for youth to stay in their communities.

Joint results framework

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[3] For more information about the Human Security, please check
https://www.un.org/humansecurity/what-is-human-security/

Outcomes	Outputs	Responsible Agency
1 Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities.	Output 1.1 Small businesses, in identified promising sectors, are supported to become more inclusive of economically vulnerable young women and men.	UNIDO
	Output 1.2 Youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability	ILO
	Output 1.3 Sustainable environment solutions and green businesses are promoted among youth.	ILO and UNIDO
	Output 1.4 Institutional capacities and effectiveness of the local business-supporting institutes/agencies are enhanced to provide tailored services to ease business creation, enhance economic opportunities and development in migration prone communities in Nile Delta	UNDP
2 The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society 4	Output 2.1 Youth-led platforms are established and capacitated as an avenue for social engagement	ILO
	Output 2.2 Social enterprises are promoted and developed as an innovative and effective tool to tackle identified human insecurities in target areas	ILO

Complementary the ILO project under Norwegian funded project EYE: Working Together in Qalyoubia and Menoufia) results framework is:

Outcomes	Outputs	Responsible Agency
1 Strengthened capacity of stakeholders to make informed decisions about addressing	1. Priority sub-sectors/value chains identified in consultation with government and national partners	ILO

opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt	2. Lead firms implement enterprise-level action to improve growth and employment in priority (sub-) sectors/ value chains 3. Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains	
2 Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt	1. Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions 2. Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains	ILO
3 Emerging MSMEs/ small-scale producers supported/scaled up in rural Egypt to contribute to local economic development (LED) and to promote decent employment opportunities	1. Capacities of emerging MSMEs/small-scale producers enhanced to enable them to participate in the selected sub-Sectors/value chain 2. MSME and entrepreneurship development initiatives/programmes in rural areas are promoted/scaled up	ILO

The project targets directly 12,800 individuals, 15 to 35 years old men and women in Menoufia and Qalyoubia unemployed or seeking work opportunities, and those current or potential entrepreneurs to start and manage small and micro enterprises. In addition, the Micro, Small and Medium Enterprise Development Agency (MSMEDA) provides, through the project supports, financial services for 23,000 small and micro-enterprises in the same Governorates. This indirectly benefit the target group from enhanced business registration/licensing processes and providing marketing and business development services (micro/small businesses).

The three UN agencies work in partnerships with relevant government institutions, as well as upon the close cooperation with FEI, the employer constituent and umbrella representative of the private sector in Egypt, as well as with key actors in the skills development and entrepreneurship development fields. The Micro, Small and Medium Enterprise Development Agency (MSMEDA) is a key partner in the project.

The Ministry of Trade and Industry chairs the Programme Steering Committee (PSC) composed on ministries, UN implementing partners and donor agency. The PSC undertakes strategic management of the project, meeting every 6 months.

Moreover, a Project Management Committee (PMC) that comprise the project staff of the three UN partners, in addition to a representative of the co-funded ILO EYE project meets on monthly

basis for project planning, implementation of activities and managing resources as per plan and ensuring synergies between the partners to achieve results.

The project team, under ILO management as the lead agency, includes intially a Project Manager, two Project coordinators a Monitoring and evaluation assistant, Communication and knowledge management assistant and finance and administrative assistants.

The ILO as the lead agency manages the project. (i.e., annual reporting and disbursement requirements). However, each UN agency implements and coordinates activities separately in terms of budgetary allocations and spending. On-going coordination through meetings and informal contacts takes place among the agencies.

The project focuses on multi-dimensional interventions for youth employment integrating supply and demand sides that enhance capacities and stimulate partnerships at the local level for employment creation. In addition, the programme tackles social and environmental threats through an economic angle by aiming to promote social entrepreneurship, and to raise local communities' awareness on social and environmental threats while identifying and proposing sustainable solutions. The programme focuses on four main pillars:

- Strengthening of national institutions for Small and Medium Enterprises (SME) development.
- Promoting Local Employment and Economic Development (LEED) in Qalyoubia and Menoufia.
- Reduction of economic vulnerability of young women and men in migration-prone areas, in Nile Delta, through better and greater decent jobs opportunities.
- Enhance local communities through the active participation and engagement of young women and men in their communities, and ensure youth better understand their potential and play active role in their society.

Major results reported by the project by February 2023:

- 32 youth-led companies from diverse sectors completed training and mentoring sessions on strategic planning and management, financial management, and quality control and assurance, resource efficiency, marketing, and financial services for SMEs.
- A capacity-building program for ten institutions/NGOs/businesses concerned with promoting local economic development was completed and more than 70% of participating stakeholders have already started developing action plans to improve service delivery targeting youth and youth-led businesses.
- Four companies, that participated in the business incubator programme, have indicated remarkable developments in business management practices, in addition to an increase in awareness and knowledge about the most important indicators and tools needed to reach a balanced environment that encourages green entrepreneurship.
- Specialists/practitioners in the relevant government agencies were supported in evaluating economic opportunities and projects and through identifying the necessary indicators and methods of measuring in relevant governmental institutions. As a result, 10 stakeholders in the two targeted governorates strengthened their capacities to ensure the continuity of providing technical services and improving the business environment, which increases the growth of companies and provides business and employment opportunities.
- 205 young people (32% women) from the targeted governorates were trained on hydroponics applications (soilless agriculture) as a new and attractive job opportunity for young people in the field of agriculture, which is different from traditional farming.

- Regarding illegal migration, an electronic campaign to combat it achieved 6,300 views, provide vocational training for 130 young people on practical skills to sell/manufacture goods/services that are in high demand in the two governorates, a round table session was held on irregular migration through presenting the efforts of different youth initiatives established under the project establishing linkages between different government and non-government stakeholders; and two conferences for community dialogue were conducted in each of the two governorates to addressed the hazards of irregular migration and the available alternatives/opportunities locally.
- A Mobile Business Development Unit (BDU) for MSMEDA to enable the outreach and provision of services to communities in remote areas has been stablished, facilitating that 46 artisans in villages of Menoufia Governorate receive business development services in Menoufia Governorate.
- 1486 MSMEDA beneficiaries have received guiding models for feasibility studies and business information service, and among them 23 have obtained digital coding services for their businesses in Qalyoubia and Menoufia.

2. Evaluation purpose, client and scope

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. The evaluation findings will be used for project accountability and organizational learning.

An internal mid-term evaluation took place in April-May 2021. The analysis and recommendations of that evaluation will be considering for the current final evaluation.

Overall objective:

The evaluation's purpose is to provide an objective assessment of the accomplishment of project results (specially outcomes) in terms of coherence and relevance, efficiency, effectiveness, impact, and sustainability.

The following are specific objectives:

- Assess the relevance and coherence of the project regarding objectives vis-à-vis national and UN relevant policies frameworks, participants needs and how the project is perceived and valued by project beneficiaries and partners.
- 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 implementation efficiency in terms of financial, human, etc. resources and interagency management arrangements
- Assess the extent to which the project outcomes will be sustainable.
- Provide recommendations to key national stakeholders, UN implementers, and the funder on how to build on the achievements of the project in a sustained manner and how the project work could be replicated.
- Document lessons learned and good practices in order to maximize the experience gained.

Clients

The primary clients of this evaluation are the project national stakeholders (Ministry of Trade and Industry, Ministry of Youth and Sports, Ministry of Manpower, the Medium, and the Micro and Small Enterprises Agency -MSMEDA), Qalyoubia and Menoufia Governors' Offices, Benha University, and the NGO, implementing partners. Moreover, the UN implementing agencies ILO, UNDP and UNIDO and the donor.

Scope

The evaluation will consider the impact of the project on both the beneficiary's level as well as the strategic government/national levels.

It will consider project's implementation from start to the actual timing 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 1 January 2018 to 30 June 2023.

It will consider all the documents linked to the project. This includes the project document, periodic reports, the mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g. knowledge products, research papers, mapping studies, and etc.).

The geographical analysis of the assessment should cover Cairo, Qalyoubia and Menoufia and the national level.

3. Evaluation Criteria and Questions

The evaluation will be based on the following evaluation criteria: strategic relevance and coherence (including validity of project design), effectiveness, efficiency, impact and sustainability, gender and non-discrimination of vulnerable groups, in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

The evaluation will integrate UN implementation agencies' themes including, but not limited to, 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.

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.

3.1. Relevance and coherence:

- Were the project objectives consistent with the national key partners' needs, requirements, the country needs?
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- Given the evolving political and socio-economic situation in the country (including COVID 19 situation), has the project addressed emerging relevant needs?
- Are there any synergies and interlinkages between the project and other interventions carried out by the ILO, UNIDO and UNDP at country level?
- To what extent there is a consistency of the project with the crosscutting UN implementation agencies themes (to be completed at the inception phase - for example for ILO these refers to international labour standards, social dialogue and tripartism, gender equality and non-discrimination/no one left behind, and fair transition to environmental sustainability?

3.1.1. Validity of project design:

- Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives? Does the project an implicit or explicit valid Theory of change?
- Has the project design included an exit strategy and a strategy for sustainability?

3.2. Effectiveness of the project in relation to the expected results:

- 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 at outcome level?
- Has the partnership strategy of the project been effective towards the expected results?
- To what extent has the project made progress in achieving results on the UN implementing agencies crosscutting themes (to be completed at the inception phase - for example for ILO these refers to international labour standards, social dialogue and tripartism, gender equality and non-discrimination/no one left behind such as people with disabilities), fair transition to environmental sustainability?
- Was the intervention model effective during COVID-19 and could it be used for a similar crisis response?
- How have the the human security approach been implemented? Have the human security principles lead to new solutions, strategies or ways of working to address the priority challenges of the project?
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3.3. Efficiency of the resources used:

- Are the resources (human, financial material, etc.) made available to the project used efficiently regarding obtained outputs?
- Has the project developed an M&E strategy that enhance accountability, learning and management?
- Has the management and governance arrangement of the project been adequate and facilitated project results? Has there been a clear understanding of roles and responsibilities by all parties involved?

3.4. Impact and sustainability of the project:

- 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 and local 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?
- Has there been any significant progress in the promotion of human security as a result of this programme in the target groups and the implementation agencies?
- Has the multi-agency human security approach been replicated elsewhere using other financial resources? Explain why or why not?

3.5. 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 (e.g. people with disabilities)?
- 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?

General

- How have the mid-term evaluation recommendations have been nor taken into consideration?

4. **Evaluation Methodology**

This evaluation will be carried by a team of two consultants: a team leader and a locally recruited team member.

The evaluation approach will be theory of change-based, (reconstructing the TOC if necessary), with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results.

The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture intervention's contributions to the achievement of expected and unexpected outcomes. Multiple sources of evidence will be used and triangulated. 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 data and information should be collected, presented, analysed with appropriate gender disaggregation even if project design did not take gender into account. The data collection, analysis and presentation should be responsive to and include issues relating

to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues, and environmental sustainability.

The methodology should ensure involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g., stakeholder workshop, debriefing of project manager, etc.). The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.

In order to help answer the above questions, the evaluator should consult Guidance Note 4.3: Data collection methods:

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.

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, high management and backstopping officers of the three implementing agencies:** the evaluator will meet the named officers to discuss the implementation of the evaluation and to understand the project perspectives in Cairo and in the governorates, and in the agencies setting/strategies.
- **Meetings with the donor:** the evaluator will meet the donor to understand its perspective in relation of the project approach and results (ie. Human security approach).
- **Field visits and interview with stakeholders**: the evaluator will meet with the key partners of the project on the national and regional level, as well as a sample of project beneficiaries (youth) through interviews and focus group discussions.
- **Debriefing phase**: at the end of the fieldwork the evaluator will organize a debriefing/meeting for the key national partners and relevant stakeholders, ILO, UNIDO and UNDP and the donor to present and discuss the preliminary findings and the recommendations. The workshop will be in hybrid form (virtual and in presence) 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, after a methodological review, 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 will ensure that women's views and perceptions are also reflected in databases, interviews and that gender-specific questions are included in the questionnaires.

Main stakeholders to be consulted:

Key national partners: Ministry of Trade and Industry, Ministry of Manpower The Governorates of Qalyoubia and Menoufia (Deputy Governors), Ministry of Youth and Sports, Micro-, Small- and Medium-Enterprises Development Agency (MSMEDA) Universities, NGOs, members of the regional advisory committees, Youth initiatives, master trainers (SIYB training), the sub-contracted companies who worked in the field, and end-beneficiaries.

Donor: UN Trust Fund for Human Security (New York) to be contacted virtually including the Office head and the several backstopping officers.

ILO, UNIDO, and UNDP: Project staff based in Cairo and in the Governorates, Director, and relevant officials of the three implementing agencies; backstopping technical units at ILO, UNIDO and UNDP.

Local governorates

4.1 Deliverables

The following products will have to be delivered by the evaluator:

1. **Inception report** (incl. methodological note) (refer to Checklist 3 "Writing the Inception Report")
2. **Draft evaluation report**. in English, must be about 30-40 pages maximum (excluding annexes and executive summary). It will follow the following structure.

   Cover page with key project and evaluation data (using ILO EVAL template)
   Executive Summary
   Acronyms
   Description of the project
   Purpose, scope and clients of the evaluation
   Methodology and limitations
   Clearly identified findings for each criterion
   Conclusions
   Recommendations
   Lessons learned and good practices (briefly in the main report and using ILO EVAL template 4.1 and 4.2 , annexed to the report)
   Annexes:
   - a) ToR
   - b) Evaluation questions matrix
   - c) Data Table on Project Progress in achieving its targets by indicators with comments
   - d) Evaluation schedule
   - e) Documents reviewed
   - f) List of people interviewed
   - g) Data collection tools
   - h) Lessons learned and good practices (using ILO-EVAL template 4.1 and 4.2)
   Any other relevant documents

3. **Final evaluation report**. Following the same elements of the draft report, a summary of the final evaluation report (ILO Eval template 4.4), together with the final report in English.

The quality of the report will be assessed against the relevant EVAL Checklists 5 and 6.

5. Evaluation Management

The organization and coordination of the evaluation mission will be provided by Mr Ricardo Furman (furman@ilo.org), the designated Evaluation Manager. The evaluation team will discuss with him all technical and methodological issues when needed.

The project documentation and any information that they will need to carry out their mission will be provided by the project manager. He 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 evaluator will also receive technical, logistical, and administrative support from the project team.

6. 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. Evaluation team and qualifications:

The evaluation will be conducted by two evaluators.

Team leader 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 youth employment will be an asset.
- Previous involvement and understanding of UN (ILO, UNDP and UNIDO would be asset)
- Excellent knowledge and excellent drafting skills in English.
- Excellent knowledge and skills in Arabic will be an asset.
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- He/she could be based in Egypt or in other country

Main Duties:

- Responsible for conducting the evaluation
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process
- Develop 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 EVAL standards

- Conduct the field work and stakeholders' workshop at the end of the mission
- Participate to debriefings with UN agencies on the main results and recommendations of the evaluation

Team member qualifications:

- University degree preferably in economics, business management or related qualifications,
- A minimum of 5 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
- Understanding of the development context in Egypt (relevant work in the area of youth employment will be an asset).
- Previous involvement and understanding of UN is an asset.
- Excellent knowledge and skills in Arabic
- Good knowledge of oral and written English.
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- He/she should be based in Egypt or in the country

Main Duties:

- Responsible for conducting the evaluation under the team leader
- Participate in the desk review of all relevant documents and the field mission to meet main stakeholders as agreed by the team leader
- Provide inputs to the development of the inception report (incl. development of tools in Arabic)
- Assist the team leader in the field work and stakeholders' workshop at the end of the filed phase

8 . Evaluation schedule:

Phase	Responsible Person	Tasks	No of days TL	No of days TM	Dates
1	Evaluation manager	• Development of draft ToRs (including consultations with ILO, UNDP and UNIDO implementers)	0	0	6-22 March
2	Evaluation manager	• Circulation of the draft ToRs among project stakeholders for their inputs	0	0	27-31 March
3	Evaluation manager and Project	• Dissemination of the Call for EoI • Selection of the evaluators • Issue of contracts	0	0	3-21 April
4	Evaluators	• Briefing with the evaluation manager, the project team, and the donor	5	2	8-12May

		• Desk Review of programme related documents • Telephone briefing with ILO stakeholders • Inception report			
5	Evaluators with organizational support from ILO CO - Cairo	• In-country for consultations with programme staff Field visits • Interviews with projects staff, partners and beneficiaries • Stakeholders workshop for sharing of preliminary findings	10	10	14-25 May
6	Evaluator	• Draft report based on consultations from field visits and desk review and the stakeholders' workshop	5	2	26 May- 2 June
7	Evaluation Manager	• Quality check and initial review by Evaluation Manager • Circulate draft report to stakeholders • Consolidate comments of stakeholders and send to the evaluator	0		5-23 June
8	Evaluator	• Finalize the report	1	0	26 June
9	Eval manger and EVAL	• Approval of the evaluation report	0	0	27-30 June
	Total		21	14	

7.4. Timetable

The evaluation will be undertaken over 2.5 months (end April-June). A detailed timetable will be included in the inception report developed by the evaluator.

All logistics costs will be covered by the project.

Annex B Evaluation Matrix

EVALUATION QUESTIONS	INDICATOR/MEASURE	DATA SOURCE	DATA COLLECTION METHOD
RELEVANCE &COHERENCE			
1. Were the project objectives consistent with the national key partners' needs, requirements, the country's needs?	- Evidence that the project was based on needs assessment and contextual analysis. - Alignment with National Strategy to combat illegal Immigration. - Perception of governmental partners	- Project documents (needs assessment, contextual analysis) - National Strategy - Steering committee - Project staff2	Document review KII FGD
How coherent is the project in terms of alignment with government priorities? ILO - UNIDO-UNDP and UN priorities, SDGs ?	- Evidence of alignment with government priorities Evidence of alignment with UN priorities Clear linkages to SDGs	- Donor - Project documents - Project staff - Steering committees	Document review KII FGD
2. Given the evolving political and socio-economic situation in the country (including the COVID-19 situation), has the project addressed emerging relevant needs?	- Evidence (examples) of adaptation to emerging needs that cater to both women, men, and people with disability. - level of flexibility to address emerging needs	- Project documents (progress reports, work plans, activity reports) - Project Staff - Steering committee - Beneficiaries	Document review KII FGD
3. Are there any synergies and interlinkages between the project and other interventions carried out by the ILO, UNIDO and UNDP at country level?	- Examples of interlinkage with other interventions	- Project documents - Project Staff	Document review KII
VALIDITY OF DESIGN			

4. Was the project design adequate to meet project objectives? -_ Do outputs causally link to the intended outcomes and objectives? -Does the project have an implicit or explicit valid Theory of change?	- Extent project partners participated in project design. - A logical framework clearly depicting the level of results is in place. - Outputs logically linked to outcomes and objectives. - Critical assumptions and risks are documented and described. - Level of validity of assumptions and risk	- Project documents (ToC, Log frame, project proposal) - Steering committee - Project Staff	Document review FGD KII
5. Has the project design included an exit strategy and a strategy for sustainability?	- Exit strategy in place. - Evidence of governmental involvement in the sustainability plan #of actions in support of sustainability	- Project documents (project proposal, work plan,) - Project staff - Steering committee	Document review KII FGD
EFFECTIVENESS			
6.To what extent have the project objectives been achieved?	- Extent outputs and outcomes have been achieved. - Degree of variance between plan and achievements - Level of fidelity of targets - % of male and % of female who have found employment or started up their own business. - Perception of stakeholders - level of empowerment of women and men (sense of internal strength and confidence to face life; the right to make choices; the power to control their own lives within and outside the home)	- Donor - Project documents (log frame, progress reports, activity reports) - Project staff - Steering committees - Beneficiaries - Service providers	Document review KII FGD

7. Have unexpected positive and negative results took place?	- Evidence of unexpected results - Perception of stakeholders about unintended results	- Project documents (Progress reports) - Project staff - Steering committee - Beneficiaries	Document review KII FGD
8. What were the main internal and external factors that influenced the achievement or non-achievement of results at outcome level?	- The extent to which interna/external factors influenced achievement of results - Level of awareness of contextual enabling factors and constraints affecting the programme	- Project documents (contextual analysis, progress reports, activity reports) - Project staff - Steering committee - Beneficiaries - Service providers	Document review KII FGD
9.. Has the partnership strategy of the project been effective towards the expected results?	- Extent of integration and collaboration between ILO, UNIDO and UNDP - Existence of coordination mechanisms - Level of effectiveness of partnership - # of joint interventions - Level of use of information sharing mechanism - Level of use of common tools and methods	- Project documents (minuets of meetings, progress reports, workplans) - Project staff	Document review KII
10.To what extent has the project made progress in achieving results on the UN implementing agencies crosscutting themes?	- Extent to which gender and disability have been integrated into the project - Evidence of social dialogue among tripartite - Evidence to fair transition to environmental transition	- Project documents (progress reports, work plans, activity reports) - Project staff	Document review KII
11. Was the intervention model effective during COVID-19 and could it be used for a similar crisis response?	- Evidence of COVID-19 mitigation strategies - Extent to which these strategies can be used in similar crisis. - Perception of stakeholders	- Donor - Project documents (progress reports, work plans, activity reports) - Project staff	Document review KII FGD

		- Steering committees - Beneficiaries - Service providers	
12. How has the human security approach been implemented? -Have the human security principles led to new solutions, strategies, or ways of working to address the priority challenges of the project?	- Degree the 4 core principles have been observed. - Evidence of new solutions, strategies, or ways of working Perception of stakeholders	Donor - Project documents (Progress reports, work plans, activity reports) - Project staff - Steering committees	Document review KII
EFFICIENCY			
13. Are the resources (human, financial material, etc.) made available to the project used efficiently regarding obtained outputs?	- Evidence that funding decisions are based on strategic priorities. - Ratio of staff to activities - Evidence of resources obtained for the project are used and monitored according to agreed plans, budgets and timeframes.	- Donor - Project documents (Budgets, progress reports) - Project staff	Document review KII
14. Has the project developed an M&E strategy that enhances accountability, learning, and management?	- Existence of M& plan - # of monitoring reports - Evidence of use of monitoring reports - Extent to which improvements have been made as a result of learning generated from M&E Evidence of disaggregated data	- Project documents (M&E strategy, monitoring reports, progress reports, workplan) - Project staff	Document review KII
15.How have the mid-term evaluation recommendations been taken into consideration?	- Extent that mid-term evaluation recommendations have been taken into consideration.	- Project documents (midterm report, work plans) - Project staff	Document review KII
16. Has the management and governance arrangement of	- Extent management and governance structures are conducive to effective and efficient results.	- Project documents (Steering	Document review

the project been adequate and facilitated project results? -Has there been a clear understanding of roles and responsibilities by all parties involved?	- Evidence of adherence to good governance practices - Level of clarity of roles and responsibilities - Perception of involved parties	committee minuets and reports) Donor - Project staff - Steering committee	KII FGD

IMPACT AND SUSTAINABILITY			
17. 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 and local institutions, target populations, and will partners be able to sustain them beyond the project (institutionalization of project components)?	- Evidence of institutionalization of project outcomes - Evidence of stakeholders' ownership - Extent of the benefits of the project is expected to continue after donor funding ceased for both women and men. - Extent project results in enduring changes to wider legal, political, economic, and social systems Evidence of change in beneficiaries' status	- Project documents (Progress reports) Donor - Project staff - Steering committees - Beneficiaries	Document review KII FGD
18.What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?	- Evidence of actions and mechanism to ensure ownership. - - stakeholders perception	- Project documents (Progress reports) - Project staff - Steering committees	Document review KII
19. 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?	- Extent of scalability of project Factors influencing replication.	- Project staff Donor - Steering committees	KII
20 Has there been any significant progress in the promotion of human security as a result of this programme	- Extent human security promoted. - Stakeholders Perception	- Project staff Donor - Steering committees	KII FGD

		- Beneficiaries	
21 Has the multi-agency human security approach been replicated elsewhere using other financial resources? - Explain why or why not?	- # projects that use the human security approach - Reasons for using/not using an approach.	- Project staff - Steering committees	KII FGD

GENDER AND NON-DISCRIMINATION OF VULNERABLE GROUPS			
22. 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 (e.g. people with disabilities)?	- Degree to which gender and vulnerable groups' strategic and practical needs were planned for, implemented, and followed up on. - Extent the program contributed to the creation of favorable conditions for gender equality and inclusion. - % of entrepreneurs of both sexes confirm that the range of business development services offers differentiated support and advisory services that are adapted to gender and disability -specific disparities - Perception of beneficiaries	- Project documents (Needs assessment, contextual analysis, progress reports, work plans, activity reports)) - Project staff - Steering committee - Service providers - Beneficiaries	Document review KII FGD
23. How has the project been able to meet the specific needs of men, women and vulnerable groups?	- Examples of adaptations to cater for gender and vulnerable groups. - Evidence that opportunities are accessible to both men and women and people with disabilities. - Perception of beneficiaries	- Project staff (Progress reports, work plans, activity reports) - Beneficiaries - Steering committee - Service providers	Document review KII FGD
24. Do the tools developed by the project integrate gender and non-discrimination issues?	- Extent tools are gender sensitive and inclusive. - Perception of users	-Tool review -service providers -Beneficiaries	Document review FGD

Annex c Result achieved.

Implementing Organization	Indicators	Target	Results achieved
Outcome 3: Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities			
	• % decrease in irregular migration. • # of youth (disaggregated by age and gender) have a decent job.	No data	No data
Output 3.1: Small businesses, in identified promising sectors, are supported to become more inclusive of economically vulnerable young women and men.			
UNIDO	• %increase in employment of economically vulnerable youth (aged 18-30) in identified businesses (gender disaggregated) *	25 businesses	32 firms operating in the sectors of sustainable agriculture & food production, textile and waste management
	• # of youth (18-30) employed (ad hoc, part time, full time) as a result of project interventions (gender disaggregated) *cross reference vulnerability with existing databases such as MoSS Takaful and Karama, and Misr el Kheir, Food Bank etc. vulnerability analyses	30 business profiles	70 business opportunities were identified for start-ups in agro-industries, waste management, and handicrafts in both governorates. Follwoing this,a short list of nineteen (19) business opportunities was reached among the seventy (70) business opportunities.
		800 youth benefited from the joint actions.	approximately 900 youth 2 community events

		8 community-led actions 10 institutional stakeholders trained	11 pottery workshops engaged. 10 business institution
Output 3.2: Youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability.			
ILO	No Data	150 youth entrepreneurs received Coaching & mentoring (3.2.3)	Output 3.2: Youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability.
Output 3.3: Sustainable environment solutions and green businesses are promoted among youth.			
UNDP	• # of green business startups. • # of observational tours. • # number of trained youth (disaggregated by age and gender).	200 youth benefited from study tours 200 ToT trained (among them 50 will have M&E on waste management)	205 persons (32% women; 96% youth) participated in the awareness sessions. 50 persons (32% women; 100% youth) completed the practical training - 5 out of 50 participants who participated
		400 youth reached 15 youth-led initiatives supported/created	207 youth (of which 60 women) 4 companies and 4 individuals (expected) 10 journalists/media officers (expected) 260 youth (24 women) reached. 110 people (24 women) trained. additional 80-100 (expected)

			50 youth (Of which 16 women)
		• 50 youth skills developed to start green business (3.3.3) 25 ToT trained (3.3.2))	Completed
		• 50 youth skills developed to start green business (3.3.3)	On-going (90% completed)
Output 3.4: Institutional capacities and effectiveness of the local business-supporting institutes/agencies are enhanced to provide tailored services to ease business creation, enhance economic opportunities and development in migration prone communities in Nile Delta			
MSMEDA	• Number of businesses formalized (+ percentage of increase following implementation of activities) • Number of beneficiaries of OSSs and other business services (+ percentage of increase following implementation of activities) • Level of awareness of business services measured through the increased number of beneficiaries	* Capacity building to MSMEDA OSS Staff (33 OSS managers. * SMEs supported in registration and licencing procedures * integrated fully functional system and database for MSMEDA OSSs	Temporary License 418 / final licence 199 / Tax card 109 / 31 SMEs enlisted in contracting portal as suppliers / 7 B 2 B matchmaking /Diagnostic workshop to conduct needs assessment of (1) production community (Hatab al-Henna gathering in the village of Mit Kinana), attended by (5) MSMEs. / (968) MSMEDA beneficiaries in the field of providing guiding models for feasibility studies and business information service, and (13) clients have obtained digital coding services for projects

	• Duration of business registration procedures following ICT upgrading	* Handicraft SMEs products marketing support * SMEs supported in business matchmaking * Professional photography unit for SMEs products promotion. * Franchise web-based portal. * Handicraft competition for SMEs * Mobile exibition for SMEs in remote areas. * Business Development Mobile unit for SMEs in romte areas * Franchise manual directed to SMEs 1 incubator supported and developed.	Handicrafts development competition: launched for (1-3) handicraft communities in the governorates of Qalyubia and Menoufia Mobile Business Development Unit: (46) artisans located in Saqet Al-Manqadi and Saqiyat Abu Shaara (within the villages of Egypt's presidency - decent life initiatives) were offered 294 various services.
		equipment, furniture and accesors for MSMEDA branches in target governorates	Ongoing

		Credit facilities: * Qalyubia: small: 66 million EGP Micro: 58.9 million EGP * Menoufia: small: 60.5 million EGP Micro: 93.3 million EGP	Credit facilities: * Qalyubia: small: 105.7 million EGP for 1754 projects creating 1639 employment opportunity Micro: 100.5 million EGP for 5117 projects * Menoufia: small: 57.7 million EGP for 1177 projects creating 787 employment opportunity Micro: 119.2 million EGP for 5229 projects
Output 4.1: Youth-led platforms are established and capacitated as an avenue for social engagement			
ILO	• # of youth (disaggregated by age and gender) received capacity development trainings. • # of beneficiaries benefitting from youth platform activities. • # of events/actions organised addressing issues of relevance to marginalized and excluded groups (disaggregated by age and gender).	2000 benefited of youth platform short-term actions (4.1.4) 1000 persons awareness raised. (4.1.5) At least 200 youth are aware of the HS concept (4.1.6)	Completed Ongoing

Annex D Evaluation Schedule

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Tasks	Time frame
Phase One I Inception	**May 23- June 8 2023**
1.1 Briefing with the evaluation manager, the project manager and stakeholders	
1.2 Preliminary Desk review	
1.3 Development of inception Report	
1.4 Development of tools	
Deliverable 1 Draft Inception Report	**June 4 2023**
Final Inception Report	*June 8 2023*
Phase II Field Work (data Collection)	**June 11- July 25 2023**
2.1 Interviews with projects staff, partners and beneficiaries	June 11 – July 12
2.2 Stakeholders workshop for sharing of preliminary findings	July 25
Deliverable 2 Draft Report	**August 25**
3.1 Review of report based on feedback	

The following is a list of most documents reviewed.

Project documents:

Providing a reason to stay brief signed document

UNHS Concept note 2017

Signed EYE Providing a Reason to Stay Brief

UNTFHS No-Cost-Extension-Request-Form_FINAL APPROVED 18 June 2020

UNHSTF_EYE Project_Contractual Services Budget Reporting by activity_31 March 2022_UNIDO

Statement of Income and Expenditures for the period February 2018 - March 2022 (FS 20220331 502152 EGY1704HSF)

EYE - providing a reason to stay - Annual Progress Report 1 - Final

EYE second annual progress UNTFHS

EYE UNTFHS Progress Report_Mar 2021 - Feb 2022_ Draft 22 May 2022 (1) 2
Authors: Kyoko Tokuda

Providing Reason to Stay - Closure Report - Dec 8, 2022

PSC June 11 2020 - Report Steering Committee
Authors: Elshinetti Salma

Suggestion for Increase Labor Offices Efficiency
Authors: Nesma Ahmed

Summary_Annual Results__2022_EYE_Providing a Reason to Stay_Updated co
Authors: Mona Ashour

Summary_Annual Results__2022_EYE_Providing a Reason to Stay_Updated
Authors: Mona Ashour

Annex II - M&E strategy

Annex V - PSC Ministerial decree

Annex IV - PSC TOR

UNIDO_EYE_D4_ Matchmaking report_20220412

EYE_UNIDO Components Progress as of 29 May 2023

EYE_UNTFHS Chief's Meeting with Heads of Agencies_20 June 2022 PT_UNDP ILO UNID...
Authors: Nabarawy, Lina

Updated_Workplan_NCE_March_2023
Authors: Mohamed Ahmed Adel

Workplan_Recent_for the extension 3 agencies April 2022 PT
Authors: Cristina

BR Reason For Stay 24 July 2022 Revised (version 1)
Authors: Buijze, Sietse

EYE budget situation 16 July 2022 (version 1)
Authors: Tawfik, Perihan

Proposed Plan (version 1)
Authors: Mohamed, Nael

Activity reports:

NEP, Employment Officer Certification Programme for MoM Officers AR

Capacity Building Program - Final Overview

Enroot, Raising Youth's Awareness of Local Entrepreneurship in Qalyoubia and Menoufia,

Egypt Diagnostic Study Report

"Be Entrepreneur" Assignment , Final report

AI Technical Report (22 November 2022)

Capacity Building Program - Final Overview

Deliverables 2 Report (30 November 2021)

Doc1-Grace2- v2 Planning Report copy
Authors: Dr-Ibrahem

Providing Reason to Stay - Closure Report - Dec 8, 2022

UNIDO Shared Drive Reports

·1. Business Opportunities Assessment in Qalyoubia and Menoufia_Chemonics Egypt.pdf

·2. Customized Business Support to SMEs in Qalyoubia and Menoufia_Chemonics Egypt Final Report.docx

. Promotion of solar photovoltaic (PV) systems among youth_Green Energy Academy Midterm Training Report.docx

-1.Promoting Small-Scale Hydroponics Farming in Qalyoubia and Menoufia_Plug N Grow Final Report of awarenes...

-2. Promoting Small-Scale Hydroponics Farming in Qalyoubia and Menoufia_Plug N Grow Final Report of practical ...

-1. Diganostic Study of the Grace Pottery Cluster_Dr. Akila Rifaat.docx

-2. Brief of UNIDO's Interventions in the Pottery Cluster_Dr. Akila's Rifaat Brief.docx

. Raising Youth Awareness of Local Entrepreneurship in Qalyoubia and Menoufia_Enroot Progress Report.docx

Shared Drive ILO

ILO - Reason to stay - Q1-2023_ Report_UNIDO.docx

ILO - Reason to stay - Q4-2022_Final Report_UNDP_ILO_UNIDO.docx

PSC June 11 2020 - Minutes of Steering Committee revised.docx

PSC Sept 14 2022 - Report Steering Committee-Nael_Final Minutes of Meeting_Final_19 Oct 2022.pdf

Report about Employment for Youth in Egypt.docx

Results.xlsx

Technical Offer - Stamped.pdf

Workplan_Recent_for the extension 3 agencies April 2022_SC meeting Updated.xlsx

قراثنا.pptx

Evaluation Reports:

Final Evaluation UNIDO implemented Project "The Inclusive and

sustainable local economic development in Upper Egypt (SOHAG) – Phase 2 (HAYAT)".

Independent Evaluation of Delivering as One - Summary Report

EGY1602NOR Evaluation Final report 16Oct2020

EGY1602NOR final evaluation summary

EGY1704HSF mid term evaluation report_EYE_Providing a reason to stay

Human Security:

FINAL-LNOB-Guidance-Note-for-web_compressed

FINAL-PPP-HS-Oslo-as-of-2-Dec-2015

h2

Human-Security-and-Delivering-as-One

National Strategies and Background

EXECUTIVE SUMMARY - OCP Strategy

Promoting Social Entrepreneurship and Social Capital, ILO 2017

Egypt's vanishing village men: Risking it all to get to Europe Jul 21, 2023

Migration Drivers Report: Egypt as a Country-of-Origin Ridgeway Information & Stop The Traffic July 20200

Guidance Note on a New Generation of Joint Programmes, October 2022

Annex F List of People Interviewed

Target Group	Data collection method		Number of Sessions
UNTFHS	KII		1
Mehrnaz Mostafavi		1	
Project staff (ILO-UNDP-UNIDO)	KII		
ILO			5
Eric Ocshlin			
Sarah Sabri			
Perihan Tawfik			
Nael Mohamed			
Nancy Botros			
UNIDO			3
Mohammed SABRI			
Reem NOUH			
Cristina PITASSI			
UNDP			1
Mai Abdelrahman			
Regional Coordinator	KII		1
Marwa Alameldeen		1	
Steering Committee head	KII		1
Amr Hazzaa			

Annex F List of People Interviewed

Heba wakil			
Service Providers	KII		5
ALKORRA			
Manal Maher			
Ahmed Sabea			
Issam Hosni			
NEP			
Rasha Badran			
Enroot			
Rawan mahmoud			
Rana eltanbadawy			
Hany Elsalamony			
Green Energy Academy			
Eng. Ragy Ramadan			
Chemonics			
Dr Ahmed Huzzain			
Ms Neira Khaled			
Ministry of Youth	KII		1
Lamiaa Dergham			
MESMEDA	KII		3
Raaffat Abbas			
Ahmed ElGendy			

Ahmed El Kilany			
Ministry of social solidarity	KII		1
Ibrahim Abu El Nour			1
Ministry of Manpower	KII		1
Amal Abdel Mawgod			
Rasha Baset			1
Youth-Lead Ventures (growth acceleration training)		FGD	3
Mohamed Aglan			
Mahmoud Salem			
Mohamed			
Ahmed Saied Abdelrady			
Sohair Mohamed Negm			
Mostafa Mahmoud			
Ahmed Saba			
Youth groups with the aim of limiting unemployment trained by AlKorra		FGD	1
Rawan Ali			
Sally Mohamed Kasem			
Islam Ali			
Fathallah Sabry			
Islam Saeed			
Hadir Rabee			
Ahmed Samir			

Mohamed Bayoumi			
Aya Barbary			
Shimaa Khaled			
Ibrahim Bahgat			
Salwa Ismail			
Eman Mohamed Mohamed			
Mohamed Ahmed Younis			
Mohamed Essam Hassan			
Sarah Mohamed			
Esraa Ali			
Local business enablers		FGD	2
SIYB Trainers		FGD	1
Dina Gebali			
Mahmoud Nada			
Mohamed Sobhi			
Wael Gaber			
SIYB trainees		FGDs	2
Rowaida Sobhy			
Zeinab Abdelazim			
Magdy Youssef			
Sadia Ahmed			
Ebthal Hamdy			

Mohamed Abdelkhalek			
Ibrahim Rabea			
Ahmed Saed			
Youth participated in Enroot trainign		**FDG**	**1**
Raffat Rady			
Merihan Medhat			
Menna Ahmed			
Mahmoud Ayman			
Yehia Mohamed			
Employment offices staff		FDG	1
Mohamed Abdelfattah			
Mohamed Samir			
Hamdy Salem			
Mohamed Abdelgawad			
Mohamed Ali			
Eman Saeed			
Seham Sultan			
Ola Elbaz			
Samah Mahmoud			
Amal Mohamed			
Naglaa AboElazm			
Safaa Abdelghaffar			

Eman Abdelmaksoud			
Green Energy trainees		FDG	1
Abdelrahman mohamed gamal mostafa			
Mohamed Hassan Gaber Ahmed			
Ahmed Ashraf Gharib Elsayed			
Omar Essam Eldin Hegab			
Eslam Osama Fathy Hassan			
Mohamed Refaat Okasha			
Manar Badr faried			
Esraa ElSayed			
Wessam Taha Hamdy			
Nada Soliman			
Fatma Samy Zahran			
Hend Ali Mohamed Abd El Ghani			
Mariam Rabiea Gaad			
Rahma Yehia			
Heba Makram			
Pottery cluster in grace village		FDG	1
Dr. Akila Rifaat		KII	1
Mr. Hesham El Gazzar			
10 potters and their families		FGD	2
Total Sessions			42

Annex G Data Collection Tools

1. KII – UNTFHS (donor)
Introductions

Can you tell me how this project came about? (Proposal- call for proposal)

Criteria for funding (contextual analysis – integration)

Relevance and Coherence:

The project directly reflects the "Delivering as one" policy and contributes to multiple SDG goals? How do you evaluate this?

How coherent is the project in terms of alignment with government priorities? ILO -UNIDO-UNDP and UN priorities, SDGs?

Does the project align to the **UNTFHS** strategy for the region?

Effectiveness and Efficiency:

What do you think of EYE performance?

To what extent in your opinion did EYE successfully implement the HS approach? What are the main elements/aspects that were highlighted?

In your opinion, to what extent were the programs/activities implemented sufficient to realize its strategic objectives?

In your opinion, to what extent were resources (human, financial, administrative) available, optimized and efficiently utilized to achieve the expected results?

How do you assess the management and governance arrangement of the project? How did it contributed to facilitate the project's implementation?

How do you evaluate the project's performance in facing the changing external context (Covid-19, socioeconomic challenges, and political challenges)? What could have been done differently?

Impact and Sustainability

Has there been any significant progress in the promotion of human security as a result of this programme in the target groups and the implementation agencies?

Do you think the impact of the project will be sustained, on local and national level?

In your opinion can the project be scaled up and replicated?

2. FGD Steering Committee

Project Design

Please tell us your main tasks as a Steering Committee as you understand it. Do you think all the tasks are carried out effectively? If no, what is that you don't do?

How did you support the EYE project achieve its results? Can you please explain how do you participate in planning/monitoring the project?

What do you think of the governance structure? Are there any structural and governance issues impeding the effectiveness of EYE? Examples.

Coherence and Relevance:

In your opinion how is the project coherent with the GoE policies and priorities?

Has the project partnered with relevant GoE institutions? Were there any missing/ unnecessary?

Do you think the HS approach is a value added? How?

To what extent has the project addressed vulnerable groups, such as people living in remote and rural areas including people living with disabilities?

To what extent did the project activities take into consideration the following:

gender equality, women's empowerment and non-discrimination,

sustainability of the interventions

Effectiveness:

How do you evaluate the project? Is there a special aspect/component that you think was more significant?

In your opinion how has "the delivering as one" approach (the integration between the different UN agencies) been effective (or not)? Why? Do you have any recommendations to enhance this?

In your opinion what are the major achievements of the project?

 in terms of improving policies,

creating enabling environment (systems, people's attitudes, etc.),

improving social dialogue and meeting other targeted outputs/outcomes at local and national levels?

Have the project outcomes been realized as planned? Give examples as following.

To what extent have partner institutions and CSOs promoted wage and self-employment and entrepreneurship for women and youth?

To what extent has access to wage employment been increased for youth in targeted areas?

To what extent have self-employment, teamwork and value chains been promoted?

In your opinion, to what extent were the programs/activities implemented sufficient to realize the projects objectives?

To what extent are you satisfied with the quality of the outcomes of the project?

Were there any unintended/unexpected effects of the project (both positive and negative)?

What are the main factors that you believe positively and negatively affected the achievements of the project's objectives?

How did the project respond to COVID-19? In your opinion how effective were the things conducted online? What response mechanisms/ alternative strategies can be used to address the changing context?

How do you evaluate the program's success overall?

Efficiency

Considering the time and resources at hand, is this intervention feasible in terms of achieving predicted project results? how?

To what extent do you believe EYE has the required resources?

Were the financial resources efficiently used to achieve results? Example

Impact & Sustainability

What is the significant contribution of EYE? What changes have occurred due to the project? (Attitude- social- economic -system)

What is the evidence of positive changes on developing policies and practices at national level and governorate levels regarding improving the access of women and men to decent employment opportunities? Probe for examples.

What real difference has the project made to the beneficiaries? Has it given them "a reason to stay" ?

To what extent can changes be attributed to the project?

Do you think that the project outcomes/results are sustainable? Why?

What are the challenges that could threaten the sustainability of these results?

What foundations have the project laid in place in order to ensure sustainability?

Which elements, qualities or practices of the project could be upscaled/replicated? Why? How?

Is there a lesson learnt or success story that you would like to share?

Is there anything else you would like to tell me about your experiences with the program that I might not have asked?

KII Guide – Local and National Stakeholders (Ministry of Youth, Ministry of Manpower, MSME Development Agency,..etc)

Relevance & Coherence:

In your opinion how did the project interventions responded to:

Your /your organization's /Ministry's/Agency's/Department's objectives,

National Development Strategy, Egypt 2030

Beneficiaries' needs (youth, women and local communities)

What have you/has your organization /Ministry/Agency/Department so far gained from cooperation with the project? Has the project filled gaps in in terms of skills and resources? at what levels?

On the other side what was you/your organization contribution to the project activities / outcomes?

Selecting beneficiaries

Implementing interventions

Other

Project Design

Were you/Was your organization /Ministry/Agency/Department involved in the design and implementation of project activities? How? (Probe for examples and how this will be reflected on sustainability of the project in the future)

Effectiveness:

Has the project introduced new methods, approaches or mechanisms to your organization /Ministry/Agency/Department? What? (Give examples)

How effective were these interventions for your organization /Ministry/Agency/Department? How did it change "business as usual"?

To what extent have project activities been carried out as planned? Has there been any delays, rescheduling of activities? Give examples.

To what extent has the COVID-19 Pandemic impacted the project activities you have been involved in?

How have you/has your organization /Ministry/Agency/Department in collaboration with ILO and its implementing partners addressed this impact?

In your opinion what are the major achievements of the project?

 in terms of improving policies,

creating enabling environment (systems, people's attitudes, etc.),

improving social dialogue and meeting other targeted outputs/outcomes at local and national levels?

To what extent you are satisfied with the quality of the outcomes of the project?

Were there any unintended/unexpected effects of the project (both positive and negative)?

What were the main factors that influenced the achievement or non-achievement of results?

Efficiency

How efficient is the project in utilizing project resources to deliver the planned results?

Are there instances of waste (time and other resources)?

Were there any delays and what caused these?

Impact and Sustainability

Is there a reduction or increase in the number of unemployed youth? Are more SMEs established?

What is the evidence of positive changes on developing policies and practices at national level and governorate levels regarding improving the access of women and men to decent employment opportunities? Probe for examples.

Which of the projects interventions will be sustained in your organization /Ministry/Agency/ Department (has been institutionalized)?

Do you think that the project outcomes/results are sustainable? Why?

What foundations have the project laid in place in order to ensure sustainability?

To what extent did the project activities take into consideration the following:

gender equality, women's empowerment and non-discrimination,

Smuts transition to sustainable environment

sustainability of the interventions

To what extent has the project addressed vulnerable groups, such as people living in remote and rural areas including people living with disabilities?

Which elements, qualities or practices of the project could be upscaled/replicated? Why? How? In case of project replication, what needs to be sustained, and what needs to be changed?

Interview guide- project staff

Coherence Relevance and Strategic Fit:

How have you/your organization been involved in the design of the program?

How does this project align with your policies and priorities?

How did you identify local needs?

Are there any synergies and interlinkages between the project and other interventions carried out by the ILO, UNIDO and UNDP at country level?

Effectiveness (output/outcome specific)

Has the partnership strategy of the project been effective towards the

expected results?

i. What coordination mechanisms do you use?

ii. Have you conducted any joint interventions, used/developed of common tools.

and methods?

iii. Is there a knowledge sharing mechanism?

How did you identify /target beneficiaries?

How have you made sure that 'no one was left behind'? Are there specific examples where strategies were changed or modified to make them more relevant? (gender-context- disability)

What were the modalities/ approaches used? (Do different interventions activities link to each other?

Do any of your activities/interventions link to other partner agency activity/interventions?   (complement- expand- joint)

 Has any of your activities been done with any GOE government?

In your opinion, to what extent were the interventions/activities implemented sufficient to realize the projects objectives? What other interventions do you think were needed?

How did the project respond to COVID-19?

Has the different interventions yielded any un expected results (negative/ positive)

Was there a particular features of the intervention/activity and context that made a difference?

Were there differential results for different people? If so, how and why?

In your opinion what is the added value of the HS approach? (new solutions, strategies, or ways of working)

How has social dialogue, fair transition to environment, and international labour standards been realized (ILO cross cutting themes) been realized?

Efficiency:

Is the project achieving results at a reasonable cost and in a timely fashion?

Which interventions can be considered the most efficient? Why?

To what extent does the project have adequate capacity to manage the interventions and deliver results? Is there enough staff to deliver on required results?

Has the M&E strategy developed at the beginning of the project been useful? How?

Which of the midterm evaluation recommendations did you consider/not consider? Why?

What is the management and governance arrangement of the project? Has it been adequate and facilitated project results? How?

Has there been a clear division of roles and responsibilities by all parties involved?

Impact and Sustainability:

Has the project effectively contributed to the creation of favourable conditions for the young people both women and men in the targeted areas? How? (example

Do the jobs created and attained follow international labour standards?

What has happened as a result of the project? What real difference has the project made to the beneficiaries? What changes have occurred due to the project? (attitude- social- economical)

Did women benefit equally ? Were there equal impacts for different genders or were there any gender-related differences in engagement, experience and impacts?

To what extent can changes be attributed to the project?

Did the intervention result in enduring changes wider legal, political, economic and social systems?

How has the project supported the strengthening of national systems to support Egyptian youth in Quliubia and Menoufia?

What mechanisms have been set up to support the sustainability of results? Has the project design included an exit strategy and a strategy for sustainability?

Has any of your results/interventions been integrated (institutionalized)?

Do you think that the GoE partners can take over parts of the projects and maintain it after the end of the project? Why/Why not?

Which elements, qualities or practices of the project could be upscaled/replicated? Why? How?

In case of project replication, what needs to be sustained, and what needs to be changed?

General:

How do you evaluate the program's success overall?

In your opinion What is the significant contribution of EYE?

Is there a lesson learnt or success story that you would like to share?

Is there anything else you would like to tell me about your experiences with the program that I might not have asked?

5. FGDs Guide – male and female beneficiaries

Relevance, Coherence and Strategic Fit

In your opinion how did the training/activity you attended responded to;

your needs (youth, women and communities) to access a decent job opportunity in your community?

Effectiveness:

How did you know about the project/activity?

How were you selected?

In your view, how effective is the project interventions have been in addressing your concerns about finding a job?

What is your opinion regarding the quality of the training activity in terms of trainer capacity, place of the training, the content pf the training, and the relevance of the training to the labor market in your community?

What are the main benefits you gained from attending these activities?

What are the main supporting factors after the training that help you to access a decent work opportunity (wage / self-employment)?

What services are there in your community for Youth Employment/entrepreneurship?

Have you received any information to help making sure that you access the service? [prompt – information from where? How get info? How use info? Is info useful? (Examples?]

Which of these services did you use? Are you satisfied with the services? Why/why not?

Please explain any problems or challenges you face to get these services.

 (time and transportation used, Geographical barriers to access to services e.g. distance, discrimination, challenges for sick/disabled persons, other.)

Have you felt any kind of gender discrimination during participation in the project activities? If yes, Give examples.

To what extent has the COVID-19 Pandemic impacted the project activities you have been involved in?how did the project support you?

Efficiency

To what extent have training activities been carried out as they told you before participation?

Were there any delays and what caused these delays)

How timely were the trainings?

How good was the training venue (accessibility- equipment – training material)

Impact and sustainability

How has participating in this project impacted you (attitude- economic- social- empowerment)

What are changes in your life after participation in the project activities (positive new jobs, higher income, satisfying family and personal needs, scaling up the business,..etc.) *Were there any negative impacts?*

What is the most significant change that happened to you as a result of participating in the project?

Have you found a decent job? Was this through the project?

If the project did not exist would you have still had the same work opportunities?

In your view, how could the project have better supported you? How can we make this better?

  Now that the project has ended what benefits/changes do you think will remain even after the project? What are your future plans?

Have you heard about Irregular migration? From where/by Whom? Did you have any discussions during attending program activities regarding this issue? If Yes what are the main points discussed?

Based on your experience in the project to what extent the project could help youth to find decent jobs and overcome irregular migration?

FGDs Guide – Facilitators/trainers

Please introduce yourself and your engagement in the project activities TOT/ TOF (JSC, (SIYB) training))

Relevance, Coherence, And Strategic Fit

In your opinion how did the training/activity you attended respond to:

your needs (as trainer/facilitator) to support local beneficiaries to access a decent job opportunity in your community?

Effectiveness:

What are the main benefits you gained from attending these activities?

What is your opinion regarding the quality of the training activity in terms of trainer capacity, place of the training, the content of the training, and the relevance of the training to your role to support men and women to access the labour market in your community?

What are the main supporting factors after the training that help you to support local job seekers from men and women?

What are the challenges that you faced while supporting job seekers (building their capacities/ guiding them) to access the labour market and how does the project support you to overcome these factors?

Have you felt any kind of gender discrimination during participation in the project activities? If yes, Give examples.

To what extent has the COVID-19 Pandemic impacted the project activities you have been involved in (training attended/training provided)?

Efficiency

To what extent have training activities been carried out as they told you before participation?

Were there any delays and what caused these delays)

How wisely and efficiently resources were used in the training you have attended or provided?

Impact and sustainability

What are the positive changes in beneficiaries' life after participation in the project activities (new jobs, higher income, satisfying family and personal needs, scaling up the businesses.

Do you think that they will be able to keep these positive changes? How? Give me examples.

From your point of view to what extent the support provided for youth could help them to maintain their labour opportunities and to overcome the idea of irregular migration?

Gender equality and non-discrimination

To what extent did the training activities you participated in promote:

gender equality, women's empowerment, and non-discrimination,

inclusion of other vulnerable groups such as people with disabilities, people living in the remote and rural areas

7. KII Service Providers

What were the expected outputs of the activity you implemented? Has it yielded expected results ? (Evidence)

How were beneficiaries reached and selected? Were targets met? Was there a gender balance?

How do these interventions meet young women and men needs?

How has the intervention/activity contributed to the wellbeing of young women and men? Please give an example.

To what extent can changes be attributed to the intervention/activity? Is there evidence that the intervention/activity was the direct cause of change?

To what extent have gender considerations been integrated into the design, planning and implementation of the activity? Has this been reflected in the results achieved?

Were there any considerable differences between planned and actual time schedules of activities?

Which of the activities you are involved in can be considered the most effective? Why?

Are any of these interventions done in coordination with other agencies (UN -GoE)?

What were the major bottle necks for implementation?

What additions, deletions, or variations could be made to increase the effectiveness, efficiency of the project's interventions?

Is there a success story/ lesson learned that you would like to share?

Is there anything else you would like to tell me about your experiences with project.

Egypt Youth Employment: Providing a Reason to Stay >

Project DC/SYMBOL: Egypt Youth Employment: Providing a Reason to Stay

Name of Evaluator: Dr. Maha El-Said, Dr. Ahmed Seliem.

Date: July 2023.

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The modernization of the Grace Village Pottery cluster demonstrated how locally available opportunities encourage both males and females to peruse carriers locally, and how exposure is key in creating motivation for change.
Context and any related preconditions	MESMEDA, the entity responsible for publishing Egypt's National Strategy for the Development of Organic Clusters: 2019-2030, has a goal of facilitating rapid inclusive economic growth by empowering local communities of private sector enterprises, academic institutions, and service providers to unleash their economic potential and become competitive on regional and international levels. With the success of this model, MESMEDA could use this successful model to support additional organic clusters in various governorates and achieve the objectives outlined in the strategic plan.
Targeted users /Beneficiaries	UNTFHS, ILO, UNIDO, UNDP, MSMEDA as well as other relevant stakeholders
Challenges /negative lessons -Causal factors	The impact was clearly reported by the educated youth who perceived a role for themselves in the development of the family business, so they have decided to stay.
Success / Positive Issues -Causal factors	The cluster of low-cost pottery workshops has been a part of the community for over a century, with the main client being a wholesaler who pays very low prices. However, younger generations are losing interest and seeking opportunities elsewhere. The project was able to sustain the interest and enthusiasm of 6-10 younger potters who, in turn, encouraged others to stay. Exposure to other places and products created enthusiasm for an ailing trade and showed potential for growth and provided new ideas and designs. As a result, younger generations have decided to stay and take on new roles, such as marketing and e-commerce, within the family business. The project has successfully revived interest in traditional trade and provided new perspectives for its development.
ILO Administrative Issues (staff, resources, design, implementation)	The high turnover rate in the ILO project team made the monitoring and coordination among different partners questionable. Such organic pottery clusters could be benefited from for example other partners agencies supporting such industry in other governorates such as Tunis Village Pottery local industry in Fayoum supported by UNDP

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LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The cooperation with universities and the use of university venues increased the credibility of the training and increased the project's outreach.
Context and any related preconditions	Both Banha and Menoufia universities were approached by different service providers at different levels through formal (Protocols) and informal communication channels (Youth groups in different universities). Universities participated by mobilizing youth to attend training workshops on microprojects management, and green business management, and through formal participation in the community events where youth expressed and pitched their ideas
Targeted users /Beneficiaries	UNTFHS, ILO, UNIDO, UNDP, MSMEDA as well as service providers
Challenges /negative lessons -Causal factors	The limited availability of youth, particularly university undergraduates who were preoccupied with academic assignments is a challenge, however, the support of the university with its resources will be overcoming such challenges.
Success / Positive Issues -Causal factors	Universities are trustworthy places for youth students and when a training opportunity is published through university channels, it will attract many students from different perspectives to utilize such opportunity as a preparatory step to enter the labour market either seeking a job or transforming the potential ideas into businesses.
ILO Administrative Issues (staff, resources, design, implementation)	The high turnover rate in the ILO project team made the linkages among different service providers lost and sometimes doubled the efforts which resulted in overlapped results

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LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Continuous follow-up and monitoring of activity lead to enhanced results such as conducting an online session based on participants' survey that increased participation. Also, questioning the low rate of female participation in Menoufia alters their outreach strategy.
Context and any related preconditions	Enroot, a service provider providing capacity building for the youth and doing field research, closely monitored the attendants of the training workshops. Enroot (service provider) provided a thorough gender analysis of its participants and altered its outreach strategy to include more women.
Targeted users /Beneficiaries	UNTFHS, ILO, UNIDO, UNDP, MSMEDA as well as service providers
Challenges /negative lessons - Causal factors	The limited availability of youth especially young women, particularly university undergraduates who were preoccupied with academic assignments is a challenge, however, the close monitoring of Enroot team helped them to reach more young women.
Success / Positive Issues - Causal factors	Enroot provided ten rounds of increased awareness on potential business opportunities and entrepreneurship skills. which reached 770 youth, of which 445 were women (57%). The completion rate of the program (those who attended the 4 days) was 87.6% with an overall completion of 45.4% male and 54.4% females. So by the end of the activities women exceeded men numbers based on Enroot modified approaches to reach out more young women.
ILO Administrative Issues (staff, resources, design, implementation)	NA

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LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Empowering and involving local youth is a good practice as they have deep insight into the needs of their communities and relevant strategies for addressing them.
Context and any related preconditions	The youth in the project affiliated with AlKorra, have been capacitated to develop their own initiatives to limit unemployment in two governorates. Eight youth initiatives won funding and technical assistance, and even those that did not win continued their work and support for the project. The initiatives launched an electronic campaign to combat illegal immigration, achieving 6300 views, and one initiative produced and published a short video on illegal migration. A job database and a website for accessing job vacancies and training opportunities have been developed, with 2508 jobs and 15 training courses published. Two community dialogue conferences were organized, involving 320 youth, and green jobs were encouraged. The project provided both Labor Market Skills and practical vocational training, and a Training of Trainers was conducted to enable better employment services. Finally, four job fairs were conducted, one in cooperation with MoSS.
Targeted users /Beneficiaries	UNTFHS, ILO, UNIDO, UNDP, MSMEDA as well as service providers
Challenges /negative lessons - Causal factors	The change in the mindset of youth willing to illegally migrate needs more time and collaborative efforts that are not fully existed, however communicating with youth by empowered and skilled youth is a successful approach in raising their awareness with the available work opportunities in both governorates.
Success / Positive Issues - Causal factors	Alkorra build the capacities of youth, coached them, made them competing for better initiatives and then ILO supported the best 8 initiatives to take their work to the next level to reach the previously mentioned results. Moreover those initiatives who were not supported worked on their own. By the end of the project Alkorra started with youth to make coalitions among the youth led initiatives for more sustainability
ILO Administrative Issues (staff, resources, design, implementation)	The high turnover rate in the ILO project team made the linkages among different service providers lost and sometimes doubled the efforts which resulted in overlapped results

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Date: July 2023.

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The evaluation assessed that the project was successful in investing a considerable amount of effort in conducting research and carrying out mapping and diagnostic studies before implementing activities
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The diagnostic study on the pottery cluster at Grace village in the Governorate of Menoufia confirmed the potential for growth, if the cluster were to move from the current low-cost products to medium-/high-end ones over the next five years. The cluster consists of 600-700 workshops that have been producing low-cost pottery since 1907. Their main client is the wholesaler, residing in their village, who pays very low prices but gives them cash. According to the oldest workshop owner in the cluster, they have been doing this for "four generations, yet the younger generations are losing interest, and are looking for jobs somewhere else". The project was able to sustain the interest and the enthusiasm of 6-10 younger potters who in turn have encouraged others to stay
Establish a clear cause-effect relationship	the project conducted two diagnostic studies and embarked on the modernization of the pottery cluster in Grice Village, Menoufia governorate, and supported the marketing of handicrafts in Turathana Handicraft exhibition. Modernization made a transformative change in the products and the customers that can pay more money
Indicate measurable impact and targeted beneficiaries	The diagnostic study on the pottery cluster at Grace Village in the Governorate of Menoufia made the project able to sustain the interest and the enthusiasm of 6-10 younger potters who in turn have encouraged others to stay. This happened after training them on new designs and reach new customers
Potential for replication and by whom	UNIDO, ILO, MSMEDA.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Program and Budget Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
Other documents or relevant comments	

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GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Match-making activities where potential business owners are matched with business service providers.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The business matching is based on three complementary steps: First, Business Opportunity Mapping exercise was conducted that identified 70 businesses. Second, 35 businesses were identified for support and received capacity development programs, at the same time business enablers were also capacitated to deliver service development services. Then finally a match-making event took place to link the business owners with the BDS providers.
Establish a clear cause-effect relationship	The approach to identifying and supporting the businesses is a very effective approach. Interviews with beneficiaries have confirmed that the training they received was a direct cause of their progress and growth. Their operations have been optimized and have started producing new products and entering new markets.
Indicate measurable impact and targeted beneficiaries	The revenue of most businesses supported has increased by around 80% which is estimated by around 157 million Egyptian Pounds.
Potential for replication and by whom	UNIDO, ILO
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Program and Budget Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
Other documents or relevant comments	

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GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Youth-led initiatives have proved to be more effective and innovative.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This was achieved by 8 youth initiatives that conducted labor market surveys, identified job opportunities, and provided guidance on available training opportunities in Qalubia and Menoufia. The initiatives also equipped the youth with employability skills, enabling them to meet the demands of the labor market. As a result, a web-based job bank was launched, publishing jobs, training opportunities, and essays on work-related subjects.
Establish a clear cause- effect relationship	Youth are the main target group and the youth who led the initiatives were able to reach directly to areas where young men irregularly migrate to Europe.
Indicate measurable impact and targeted beneficiaries	The main impact was on the youth who participated in the initiatives since they played two major roles one increasing the awareness of the youth to the hazards of illegal migration and at the same time supporting youth by enhancing their employability skills and linking them to places that provide vocational training.
Potential for replication and by whom	ILO, and Ministry of Youth
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Program and Budget Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
Other documents or relevant comments	

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The organization reached out to youth in both governorates through social media ads and through collaboration with universities in Qalubia and Menoufia.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The organization reached out to youth in both governorates through social media ads and connections within universities in Qalubia and Menoufia. They also decided to conduct the training in Benha, in a location convenient for youth from both governorates. The green energy academy provided more flexible time slots for training since they and the youth were concerned about the shortage of time in the project compared to the time of final exams and assignments. This put them in a hurry to reach their targets in a couple of months starting in March and to be finished in June 2023.
Establish a clear cause-effect relationship	Social media and university channels are well-functioning channels to reach out to well-educated people
Indicate measurable impact and targeted beneficiaries	The targeted beneficiaries are mainly well-educated youth and university students to prepare them for the opportunities in the labor market.
Potential for replication and by whom	UN organizations and National partners
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Program and Budget Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
Other documents or relevant comments	

Egypt Youth Employment: Providing a Reason to Stay

Project DC/SYMBOL: Egypt Youth Employment: Providing a Reason to Stay

Name of Evaluator: Dr. Maha El-Said, Dr. Ahmed Seliem.

Date: July 2023.

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The connection with youth centers for outreach. This connection channel between some service providers and youth centers opened the door for an effective reach out channel for local youth in wide areas in both governorates.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The purpose of youth centers is to connect with young individuals in rural areas and encourage them to take part in SIYB and Enroot training. The Ministry of Youth in Egypt has youth centers located in nearly every village and district, providing a space for youth to participate in various initiatives and engage in common sports. SIYB trainers and the Enroot team utilized their networks with local youth centers to reach more youth and inform them of available training opportunities for managing micro and small businesses, including green businesses. Youths were aware of such training opportunities through the youth centers. A community dialogue hosted by youth-led initiatives invited local MOY staff to discuss the low-quality services that could discourage youth from using the centers. MOY began to follow up and improve their services in response to attract more youth to the centers.
Establish a clear cause- effect relationship	Since the project targets youth in both governorates, the youth center is considered a center where youth from different backgrounds can access freely without any limitations, so it was a good channel to reach more young men and women.
Indicate measurable impact and targeted beneficiaries	The major impact is providing youth with different training opportunities on launching and managing microbusinesses and orient them with the available business opportunities in the community.
Potential for replication and by whom	ILO and MSMEDA
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Program and Budget Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
Other documents or relevant comments	

EGYPT YOUTH EMPLOYMENT: PROVIDING A REASON TO STAY >

Project DC/SYMBOL: Egypt Youth Employment: Providing a Reason to Stay

Name of Evaluator: Dr. Maha El-Said, Dr. Ahmed Seliem.

Date: July 2023.

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Using untraditional means of awareness raising such as involvement of returned illegal immigrants or artistic methods like the interactive drama are effective tools.
Context and any related preconditions	The youth in the project affiliated with AlKorra, have been capacitated to develop their own initiatives to limit unemployment in two governorates. Participants of the youth initiatives succeeded to use untraditional ways to reach more youth through an electronic campaign to combat illegal immigration within the framework of finding reason to stay project. The campaign titled "I am young and I reject the illegal migration". The campaign achieved 6300 views._ One of the initiatives in Qaliubia has produced and published a short video on the illegal migration. The film is an initiative from one of the graduates of the capacity-building program (Ms. Wissam). It includes some interviews with some persons around migration (uploaded on the project channel on YouTube https://youtu.be/mC6USiuy-Ak
Targeted users /Beneficiaries	UNTFHS, ILO, UNIDO, UNDP, and MOY
Challenges /negative lessons - Causal factors	The change in the mindset of youth willing to illegally migrate needs more time and collaborative efforts focusing on both youth and their parents and to provide example of successful youth living in the same community without need to migrate.
Success / Positive Issues - Causal factors	Alkorra build the capacities of youth, coached them, and empowered them to initiate their own ideas
ILO Administrative Issues (staff, resources, design, implementation)	The high turnover rate in the ILO project team made the linkages among youth led initiatives and other initiatives led by MOY