



ILO EVALUATION

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

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List of Acronyms

ACTEMP	Bureau for Employers' Activities
ACTRAV	Bureau for Workers' Activities
BDC	Business Development Centre
BDS	Business Development Service
CAMPAS	Central Agency for Public Mobilisation and Statistics
CPO	Country Programme Outcome
CTA	Chief Technical Advisor
DWT	Decent Work Team
EU	European Union
EYE	Employment for Youth in Egypt
FGD	Focus Group Discussion
FEI	Federation of Egyptian Industries
GET Ahead	Gender and Entrepreneurship Together
GoE	Government of Egypt
ILO	International Labour Organisation
INWORK	Labour Relations and Working Conditions Branch
IP	Implementation Partners
ITC	Industrial Training Centre
MoP	Ministry of Planning, Monitoring, and Administrative Reform
MLD	Ministry of State for Local Development
MSMEDA	Micro, Small- and Medium Enterprise Development Agency
MTI	Ministry of Trade and Industry
OECD/DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
P&B	Programme and Budget

SCORE	Sustaining Competitive and Responsible Enterprises
SDG	Sustainable Development Goals
SFD	Social Fund for Development
SIYB	Start and Improve Your Business
SME	Small- and Medium Enterprises
ToC	Theory of Change
UNEG	United Nations Evaluation Group
UNPDF	United Nations Peace and Development Trust Fund
USD	United States Dollar

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This report was prepared by an evaluation team consisting of: Team leader, Sten Toft Petersen; International Consultant and team member, Eman Shady; National Consultant.

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1 EXECUTIVE SUMMARY

The project under evaluation, "Employment for Youth in Egypt (EYE): "Working Together in Qalyoubia and Menoufia" is a continuation that builds on the International Labour Organisations (ILO)'s experiences in supporting the Government of Egypt (GoE), to take forward the actions stipulated in the Egypt Sustainable Development Strategy "Vision 2030", which was adopted in 2014. This project was to contribute to Vision 2030 which has set a target of reducing the unemployment rate to 5 percent and of "generating decent and productive jobs, and a GDP per capita reaching high-middle income countries level". The project strategy and approach was consistent and pertinent to the short- and long-term development needs of Egypt, beneficiaries' requirements, and policies of partners and the donor. The project was aligned with the ILO P&B, Decent Work Agenda, SDGs and other relevant development policy frameworks.

The project was generally seen to be relevant by the involved stakeholders, as it was designed and customised to the Egyptian context. The project focused on policy development and implementation in a context, where policies and strategies had been developed during previous projects, so it was relevant to concentrate on contributing to the implementation of these policies and strategies. The donor requested that the project should be built on the results of already implemented projects. In 2013, the Danish-funded project, "Decent Jobs for Egypt's Young People Tackling the Challenge in Qalyoubia and Menoufia", was launched in these two governorates, Qalyoubia and Menoufia. The project succeeded in establishing solid relationships with the local authorities. Consequently, the ILO became familiar with the needs and capacities in the area and was able to build upon their acquired knowledge base, and the local capacities that developed through the project.

The overall developmental objective was to contribute to increased productive employment, business creation and decent work opportunities for young men and women in Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges and are at the risk of labour market exclusion.

The project aimed at achieving:

Outcome 1: National institutions are strengthened for SME development

Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia

This report contains the findings of the final evaluation of the project conducted during July-September 2020. The purpose of this final evaluation was to be accountable to the Project's donor as well to its tripartite constituents, and to serve as internal organisational learning for improvement of similar projects in the future. The evaluation used an evidence-based methodology, consisting of quantitative information gathered from a desk review and qualitative information gathered from focus groups and in-depth interviews, covering a cross-section of project stakeholders.

1.1 Relevance and Validity of Design

The objectives of the project were very consistent with the beneficiaries' needs, as the project was intended to support the implementation of the Government of Egypt's (GoE) strategies for SME development and to overcome the challenges of youth employment. The project design, as laid down in the Project Document, is logical and coherent with a comprehensive Logical Framework that defines the objectives, outcomes, outputs, indicators and means of verification. The evaluation finds that the design was very optimistic, not least for having a short timeframe (12 months) in mind.

The Project Document did foresee that the project should be implemented in close cooperation with all three ILO constituents. It was further foreseen to establish steering and advisory committees on a national as well as a governorate level, but this did not materialise. The project management identified the main reasons for this as being changes in governmental structures.

The establishment of a SME unit in the FEI was a major achievement for the project. Entrepreneurship development was a key target of the project, and the intervention was very successful.

The design of the job placement intervention was based on the assumption that the Industrial Training Council (ITC) would be responsible for the outreach to the young people who often have negative attitude towards manual work, when the ITC unexpectedly was dissolved. The project was challenge and confronted with difficulties in convincing young people of the benefits of having a job in the formal sector. This had negatively affected the achievements in this component of the project and led to changes in the project's strategy.

Towards the end of the project, the COVID-19 pandemic had a strong impact on beneficiaries' lives, but dealing with those new challenges was beyond the scope and financial possibilities of the project. However, the project made all efforts possible to accommodate the challenges into the implementation.

1.2 Project Effectiveness

Generally, the project met its quantitative targets and, thereby, managed to reach out to the expended number of ultimate beneficiaries. In many ways the project reached quantitative achievements beyond the expected. The evaluation finds it positive that flexibility was shown, as concerns training, as it turned out to be a challenge for some of the factories to let workers already integrated in the production lines off for training purposes. It should be considered if the training could be optimized by alternative solutions, for example conducting the training prior to the enrolment in the production process.

The project contributed to the consolidation and institutional development of the SME unit, within the FEI, with high quality technical input, guidance and coaching. The SME unit has become an integrated part of the FEI's institutional framework, which guarantees its sustainability beyond the lifetime of the project. The ILO contribution functioned as both seed and bridging funding to other (EU) donor funding. This was very much thanks to the high level of flexibility shown by both the ILO and the Government of Norway as a back-donor.

In response to a request from the MTI, the project produced a study of the economic sectors and sub-sectors with highest growth and employment potential. It used the industrial zones in the Qalyoubia and

Menoufia governorates as case studies for an in-depth industrial investment mapping, to be later scaled up to all governorates following the established methodology.

One of the key elements that were foreseen in the current project was a program targeted on training 3000 young men and women (2500 for job placement and 500 for entrepreneurship). However, the initiative faced a significant set-back when the ITC which was foreseen to co-finance this initiative was dissolved. The original target of 2500 was therefore reduced to 1000.

However, the service providers were challenged by young peoples' lack of interest in entering into manual jobs. The manufacturing industry does not have an attractive image in society and among youth in particular. Even though the jobs offered within this project were permanent formal jobs with all the benefits this entailed, they were not seen as attractive by many young people.

SCORE's introduction into 30 factories (original target = 25) in the engineering and chemical industries was a significant and highly appreciated intervention. Almost all of the factories reported increased productivity and lower staff turnover. The factories were offered two SCORE modules, and there is a high demand from them to receive more modules and more follow-up and coaching. The success of the program can partly be contributed to the fact that it was customized to an Egyptian context.

A 'Supervisory Skills Training' was given in companies where participants in the Training for Employment were placed and reached 31 supervisors. The training focuses on behavioural change and changes in mindset focus on communication, dialogue and conflict solution.

The project introduced an entrepreneurship development initiative. The project intended to reach out to groups of young people, who already had business ideas in mind. The young people went through a five-days training session, during which they developed individual business plans.

One major obstacle for young people wanting to open their own business is access to financing. In order to find ways to overcome this challenge, the project engaged in a two-week training workshop, with 22 participants from senior and middle management in microfinance institutions, in Qalyoubia and Menoufia.

The project gave 593 (43% women) youth entrepreneurship training. Most of the training was based on the ILO's training tool, Start and Improve Your Business (SIYB).

As concerns the impact of the SIYB workshop on the participants who maintained the same business, it was found that 49 per cent of the respondents had experienced a significant increase in their monthly sales' revenues following their participation in the workshop. The success rate among those who participated in the program was relatively high – after one year some 19 per cent still were in business.

The project also engaged in a number of activities on promoting social entrepreneurship, micro business development, handicraft and organic supply chains. The results of this engagement are however not measurable but contribute to creating employment opportunities also for young people.

The project team shifted the strategy on Training for Employment, because it was difficult to reach the target. The focus was shifted to Job Search Clubs and thereby the opportunity to gain female participants increased significantly.

Strong cooperation was established at the governmental level and a positive enabling environment was created with the MTI, the Ministry for Youth and Sport and the Governor's Office in Qalyoubia. During the project's implementation a strong and fruitful cooperation was developed with the FEI and the relevant chambers. This is an important relationship as it contributed to improved connections between the ILO and the FEI. The SME unit in the FEI has become an integrated institutional part of the FEI and its sustainability is thereby secured, meaning it can continue its activities beyond the lifetime of the project.

This was the first time that SCORE had been introduced to Egypt, and the results were very encouraging. The factories have already seen concrete economic results from increased productivity and the workers now have a more decent workplace, with better working and employment conditions.

1.3 Project Efficiency

In general, the financial resources were spent in accordance with the budget, with some reallocations being agreed with the donor, in connection to applications for non-cost extensions. The Egyptian partners very much appreciated the high level of technical support and training received, especially from SME and SCORE experts.

The Training for Employment intervention was confronted with serious challenges, technical support was provided to the service providers, but the targets turned out to be too optimistic, the project management decided therefore to change strategy. Under the new strategy more resources were allocated to the very successful ongoing SCORE activities and it was decided to include "Job Search Clubs" already being promoted by other projects in the current project also.

A number of employment-related projects are being implemented by the ILO's Cairo Office. However, there is no employment unit/cluster in place, even though there are many cases of resource sharing between projects, a fact which helps to optimise the intervention's impact. The evaluation team finds that the Project Team worked well to maximise the outputs of the project, given the circumstances.

The evaluation finds that the project would have benefitted from the constituents' stronger involvement in the implementation of the project as a whole. Due to different reasons, the foreseen inclusive management structures were not established.

The nature of the monitoring of the service providers' work was time-consuming. The project management did spend significant human resources on training and monitoring of the service providers.

1.4 Impact Orientation and Sustainability

The workers and employers in the factories, which benefitted from the SCORE project, have clearly felt a positive change in their working lives. For some of them, there was a huge and positive peak of change. Workers reports to have more interesting and giving jobs which is also documented by a decrease in absenteeism and staff turnover in the involved factories. For the employers, in most cases, the initiative has given the companies a boost, and has increased productivity, lowered material waste, raised quality, lowered absenteeism and staff turnover and lessened conflicts in the workplace.

The many entrepreneurs who have started their businesses and who have already been in the market for more than a year have a good chance of surviving – under normal circumstances – but the pandemic, and the economic crisis linked to this, is putting all these gains in question. It can be expected that many businesses will not survive the economic crisis provoked by the pandemic.

Both, formal and informal employment, have dropped because of the economic crisis developing during and in the aftermaths of the COVID-19 pandemic. It can be expected that young people with less or no labour market experience will have even more difficulties in entering the labour market as many experienced and skilled workers will be available on the market.

1.5 Crosscutting Issues

Tripartism

The ILO is a unique organisation within the UN family, with its tripartite structure, and indeed within the global labour market framework. The potential of the tripartite structures was not used in full, in the management of the current project noting the reported non-conducive environment for an effective tripartism in Egypt during the time of the implementation of the project.

Gender

The project was foreseen to have a strong gender profile reaching out to young unemployed women especially in rural areas among others through the Training for Employment initiative, this however did not fully materialize (24% women were employed), whereas Job Search Clubs proved to be more attractive for women (80% of participants).

Many micro businesses are owned by women, these women are confronted with specific challenges e.g., work-family balance. Some informants from employers' side indicated to the evaluation that they did not employ women in production, or they have stopped employing women, and that vacancies were filled by males only.

Vulnerable groups

The projects original target group was unemployed young people, especially young women from the poorest regions of the two governorates, disabled young men and women and university students who did not get a job after finishing their studies. 2% of those placed in jobs were young people with disabilities against a target of 5%. A discussion of an inclusive labour market was not initiated within the project.

1.6 Conclusion

The project was able to complete almost all outputs and activities that were under the control of the ILO for delivery, whereas some outputs were not completed because of the delays caused by lack of implementing capacity among service providers, political environment and many changes among the responsible government officials. It can be concluded that a significant outcome of the project, has been its contribution to the recognition of youth employment and SME development as an important part of the public and political agenda in Egypt.

As concerns the strategic fit of the project objective and Outcomes fits well into the country' employment policy.

As concerns effectiveness and efficiency, it is concluded that the Outcomes were achieved, to the greatest extent possible, within the given circumstances. One of the main reasons for the project's inability to complete all the activities on time and, hence, to achieve the planned outcomes, was mainly caused by delays within the government system.

1.7 Recommendations

Recommendation 1:

Addressed to	Priority	Time frame	Resources
ILO	High	Short-term	None

It is recommended that the ILO consults with the tripartite constituents prior to and during design of projects in the field of youth employment and increased employability of vulnerable groups, this should be followed by maximum involvement of the constituents both at the national, governorate and the local level during implementation to secure ownership and sustainability of the intervention and improved perspectives for the development of an inclusive labour market.

Recommendation 2:

Addressed to	Priority	Time frame	Resources
ILO	High	Long-term	High

It is recommended that future project that are targeted on increasing employability, develop and conduct a needs assessment of the local employers, to enable a targeted skills upgrade that includes both soft and vocational skills.

Recommendation 3:

Addressed to	Priority	Time frame	Resources
ILO and constituents	High	Mid- and Long Term	High

There is a high demand for further training and coaching on SCORE. It is recommend that the ILO and the constituents investigate the possibility of a significant scaling of all of the elements of the SCORE program, and include in the scaling a mechanism that secures follow-up and coaching, beyond what is foreseen in the standard SCORE program.

Recommendation 4:

Addressed to	Priority	Time frame	Resources
GoE	Medium	Mid-term	Medium

It is recommended that the GoE and other stakeholders investigate the possibilities for providing financial and expert support to factories, which want to initiate SCORE program and/or continue and further develop processes already in place.

Recommendation 5:

Addressed to	Priority	Time frame	Resources
FEI	High	Short-term	Low

It is recommended that FEI establish networks/clubs for factories, which have already benefitted from SCORE, and also for factories, which are interested in introducing the program.

Recommendation 6:

Addressed to	Priority	Time frame	Resources
GoE and social partners at all levels	High	Long-term	Low

It is recommended that the GoE take the initiative to establish employment councils at all administrative levels, to ensure local engagement and to maximise the available local resources – both private and public – to meet the challenges of youth employment. Challenges which can be expected to be even bigger post COVID-19.

1.7 Lessons Learned and Emerging Good Practices

The evaluation finds that one lesson learned from the current project is the need to improve the image of **work in the manufacturing sector as today this is not attractive to young people** and any interventions needs to address this point. This is also about changing the mindset of both young people, their parents and friends. However, employers also have a job to do; that is to secure good and attractive working conditions.

The tripartite partners have **to find solutions together through social dialogue at the local level**, to the problem that jobs in the informal sector are financially more attractive for young people at the short term. They are typically not concerned about the long-term benefits of formal employment. This is a second lesson learned.

A third lesson is the need for securing that **well qualified service providers** are selected for the project implementation, this to secure full delivery at time without increasing workload on project staff. In

the current project the workload on the project management was extraordinary high not at the least because the requested close monitoring of service providers.

A fourth lesson learned from the current project is the need to use **soft skills in combination with other initiatives to secure increased employability**. There is a great benefit of adding soft skills development with other interventions to maximise the outcomes.

An emerging good practice, which needs to be investigated more is the **implementation of SCORE and Training for Employment in one factory**. It seems that there might be a positive effect of following such an approach, but it needs further testing in different environments. In the current project the employers highly appreciated the approach.

The **training of supervisors in manufacturing enterprises on communication and conflict solution** is to be seen as an emerging good practise which has the potential to contributing to minimizing the decent work deficit. The good experiences from the current project confirms similar results in especially manufacturing industries in other countries.

2 Background

2.1 Project background¹

Youth aged 18-29 makes up 19 million people in Egypt, one-quarter of the country's population. In the past two decades, employment growth in Egypt has failed to keep up with the growth of the working age population. In the year when the project started, 90 per cent of people unemployed were under the age of 30, and unemployment reached an unprecedented high of one third of the active youth population.

The central focus of the Government of Egypt's (GoE) to generate employment for young people is on fostering entrepreneurship among youth. Egypt's central bank opened a special line of credit – 200 billion LE (20 billion USD) – for commercial banks to lend to SMEs. This created a major opportunity for many more young people to enter into business. However, many capable youths, with good business ideas, were not able to secure the funding and/or get through the start-up phase, without technical support and coaching. Only 7% of youth are self-employed/entrepreneurs, and of these are the majority involved in micro/informal businesses.

The unemployment is only part of the challenges young people are confronted with, many young people have to accept low paid and insecure jobs in the informal sector, where the wages is at the least somehow higher than in the formal sector. The lack of decent work is limiting the next generation of Egyptians from gaining the skills, experience and income necessary for the further economic, social and political development of the country.

Another problem confronting young people entering the labour market is a mismatch between the young people's educational background and the needs of the labour market. There exists an inverse correlation between educational attainment and labour market achievement, which means that the more youth are educated, the more youth are unemployed. This is particularly true for university graduates, whose numbers have increased significantly in recent years. Roughly one in four young persons, of an age class, enrol for vocational education, which still holds good prospects for employment. In several sectors, employers are not able to recruit qualified workers. The structures in place to secure intermediation between employers, authorities, education and training providers and workers representatives to overcome these challenges are insufficient.

The two governorates selected for implementation of the current project, Qalyoubia and Menoufia, were particularly indicative of the overall national context. Both have large populations and high youth unemployment rates. These governorates were also selected based on the already established ILO capacity to operate there. In 2013, the Danish-funded project, "Decent Jobs for Egypt's Young People: Tackling the Challenge in Qalyoubia and Menoufia", was launched by ILO in these two governorates. It succeeded in establishing solid relations with the local authorities. Through this project the ILO also became familiar with the needs and capacities in the area. For this reason, it expected to be able to build upon the acquired knowledge base, the developed local capacities, and the established cooperation arrangements. This

¹ The background information is built on information from project related documents, as the evaluation team due to limited time available did not have the possibility of up-dating background data.

allowed the project to meet the projected targets, despite the very tight implementation timeline that was set.

These two governorates attract relatively little donor investment, as such often focuses on 'upper Egypt's' more rural areas. Both governorates possess good foundations for building and strengthening their employment potential. Both also have strong industrial zones, which gives strong potential for matching-making between service providers and existing enterprises. Two industrial sectors were selected as target sectors the SCORE component of the current project: engineering and chemical. These are sectors that fit into the project goal of improving enterprise workplace conditions, and of working with employers to implement labour laws, and provide a minimum wage, etc. Additionally, the two governorates offer good potential for increased agricultural and food production. Qalyoubia and Menoufia also have markets for textile, handicrafts, carpet production, recycling, etc., which could be linked into the value chain effectively, through capacity building and financial support. It was foreseen that all of these areas of production and potential production would be tied into the project's component of increasing entrepreneurship and decent job creation. Finally, the two governorates of Qalyoubia and Menoufia were selected for this project because of their expected strong commitment to supporting and facilitating the project, including the provisioning of office space and staff in each governorate.

Overall, the current project built on the lessons learned and partnerships of the ILO's previous youth employment programme in Egypt. This foundation had the potential for allowing the ILO to build an extensive network of vital implementation partners and experts. The ILO's relationship with the government in a restrictive political and security environment, where it had become increasingly difficult for many NGOs and international players to pursue their work, should also have been a strength of the project.

The current initiative for youth employment was implemented to enhance capacities and to stimulate partnerships for the creation of local employment, though the integration of both the supply (young workers) and demand side (the private sector) of the labour market. Local employment and economic development diagnoses, which had already been conducted as part of the Danish-funded project, were available for both areas. These analyses, together with ILO Cairo's pre-existing knowledge of what works best for youth employment in Egypt, evidenced the most important priorities and opportunities for promoting local jobs and economic growth in the two governorates. Factors, such as better local governance, win-win deals among public and private actors, and targeted entrepreneurship and vocational interventions were foreseen to be instrumental in unlocking local potential to make better use of opportunities.

The project linked the local dimension with key institutions and partnerships at a national level. It capitalised on the ILO's excellent cooperation with the Federation of Egyptian Industries (FEI), the overarching representative of business in Egypt. In particular, the project was supported by the FEI's newly established SME Unit, which was created to enhance the services provided to the FEI's member organisations. The project also worked with the Ministry of Trade and Industry, most notably by supporting its Policy Unit in the improvement of the ministry's industrial policy, from an employment and SME-development perspective.

Entrepreneurship could represent an option for many more young people in Egypt. However, very few young persons do start a business. A number of reports (World Bank, Social Fund for Development, ILO) have pointed at access to finance as a challenge for young start-uppers.

Project Objective and outcomes

The project aimed to contribute to increased productive employment, business creation and decent work opportunities for young women and men in the two selected Governorates in Egypt: Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges and are at risk of labour market exclusion.

This project aligned with the initiative of the Government and the private sector for job creation in SMEs Clusters at the Governorate level as well as with SDGs 8 on decent work and economic growth and SDG 12 on responsible consumption and production. SMEs have been identified as an important strategic sector for promoting growth and social development of Egypt

The project aimed to contribute to increased productive employment, business creation and decent work opportunities for young women and men in Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges.

This overall objective should be achieved through two outcomes:

Outcome 1: National institutions are strengthened for SME development.

Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia.

Project Strategy

The project build on lessons learnt and partnerships of the ILO youth employment programmes in Egypt. It was implemented in close cooperation with the Federation of the Egyptian Industries (FEI), the ILO employer constituent and umbrella representative of the private sector in Egypt, and with the Ministry of Trade and Industry (MTI), as well as with key actors in the skills development and entrepreneurship development fields. The project strategy was divided into three levels:

The policy level: capacity-building activities for the Ministries of Trade and Industry, the Ministry of Youth, the governorates of Qalyoubia and Menoufia, the Federation of Egyptian Industries, as well as other public stakeholders in the area of youth employment related issues (in their functions as main implementing partner).

The partnership level: building capacity of organisations and institutions that work in the field of youth employment in Egypt, including development of networks, identifying needs of actors (in terms of material and knowledge), creating agreements and cooperating with others on concrete actions on the ground; streamline them towards the common goal of youth employment and empower them to do a better job.

The field level: in order to demonstrate how interventions can make a difference in youth employment, the project worked on the ground through pilot projects and providing assistance to implementing entities. Six strategies were planned:

- Improve employability of young people;
- Support self-employment;
- Improve opportunities to access financial and non-financial services;
- Increase engagement of civil society partners and young people in supporting community development;
- Strengthen vocational guidance and labour market entrance/placement practices and services;
- Support SMEs to improve their competitiveness.

2.2 Evaluation Background

The evaluation, reported herein, is the final evaluation of the project on “Employment for Youth in Egypt (EYE): “Working Together in Qalyoubia and Menoufia”. The evaluation in ILO is for the purpose of accountability, learning, planning, and building knowledge, taking into account the project’s relevance, effectiveness, efficiency, impact and sustainability. No mid-term evaluation was conducted as the project was planned to be implemented over 12 months only.

This report contains the findings of the final independent evaluation that was conducted during July - September 2020.

The present Final Evaluation of the youth employment project was conducted under the ILO’s evaluation policy and procedures. The ILO adheres to the United Nations system’s evaluation norms and standards, as well as to the OECD/DAC’s Evaluation Quality Standards. The ILO uses a conceptual framework that is consistent with Results-Based Management (RBM) and which addresses five Evaluation Criteria, as specified in the ToR (see Annex 1). For each of these criteria, a series of evaluation questions was developed in the Inception Report. A mix of qualitative and quantitative data was used, as well as observations, critical reflection and a triangulation of acquired information.

In particular, this evaluation followed the ILO’s policy guidelines for results-based evaluation; and the ILO’s EVAL Policy Guidelines Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report” and Guidance notes 4 and 7.

2.3 Purpose of the Evaluation

The evaluation is for the purpose of accountability, learning, building knowledge and inform future interventions. An independent final evaluation gives an impartial assessment of the progress of a project. It ascertains which of the stated objectives the project has or has not achieved; what the results of project’s interventions have been on the target stakeholders and institutions; which chosen strategies and implementation modalities show how activities have been implemented; how the project is perceived and valued by the targeted groups and stakeholders; the appropriateness of the project design, the project’s

constraints and opportunities; the effectiveness of the project's management structure; and the efficiency of the project's use of resources to achieve the intended results.

The evaluation identified effective practices and assessed the prospects for sustaining them beyond the life of the project. Furthermore, the evaluation provided recommendations for how to transfer the successes of the current phase to the future design of other eventual EYE projects.

The independent evaluation had the following specific purposes; to:

- Assess the extent to which the project achieved its stated objectives and expected results, while identifying the supporting factors and constraints that led to those, including the chosen strategies and implementation modalities and partnership arrangements;
- Identify any unexpected positive and negative project results;
- Assess the extent to which the project's outcomes will be sustainable;
- Establish the relevance of the project's design and implementation strategy, in relation to the ILO, UN and national development's frameworks (i.e. SDGs and UNPDF);
- Identify lessons learned and potentially good practices, especially concerning models of interventions that can be applied further;
- Provide recommendations to project stakeholders, of how to encourage sustainability and support the further development of the project's outcomes

The evaluation assessed the positive and negative changes engendered by the project – be they intended or unintended, direct or indirect – as reported by the informants, and reflected on the project's performance data.

2.4 Scope of the Evaluation

The evaluation covered the project's entire lifespan, including all outputs and results, including unexpected results.

The evaluation integrated gender equality as a crosscutting concern throughout its deliverables and processes, with special attention paid to women workers. This was addressed in line with EVAL Guidance Notes # 4 and # 7, to ensure stakeholder participation. Furthermore, the evaluation paid attention to issues related to the encouragement of social dialogue, tripartite processes and international labour standards. Moreover, the evaluators reviewed data and information that were disaggregated by sex and gender, as much as it was available, and assessed the relevance and effectiveness of gender-related strategies and outcomes on improving the lives of men and women.

The evaluation paid specific attention to how relevant the project was to the ILO's programme and policy frameworks, at the national and global levels.

The project aimed to increase the employability of vulnerable groups. The evaluation considered the extent to which people living with disabilities and other vulnerable groups' employability benefitted from the intervention.

The geographical coverage of the evaluation's field visits included the two governorates, Menoufia and Qalyoubia, where the project activities were implemented.

The final evaluation included a consideration of whether the means of action contributed toward achieving relevant Decent Work Agenda outcomes. It also examined the strengths and weaknesses, opportunities and challenges, and any external factors, that might have affected the achievement of the immediate objectives and the delivery of the project's outputs.

The evaluation assessed the impact of the COVID-19 pandemic, on the sustainability of the project's achievements, as much as possible.

2.5 Evaluation Criteria and questions

The evaluation covered the following five criteria:

- 1 Relevance and strategic fit of the program
- 2 Coherence and validity of the project's design and the strategies adopted by the program
- 3 Effectiveness: Project's progress and delivery of results
- 4 Efficiency: Organisational management arrangements and use of financial and human resources
- 5 Impact orientation and sustainability, as defined in ILO policy guidelines for results-based evaluations

Moreover, gender and non-discrimination, international labour standards and social dialogues were integrated throughout the five criteria questions

Relevance and validity of design

- How relevant were the project's expected results to the development priorities of the Government of Egypt (the economic reform programme since 2016 and the SDS 2030), UN Development Frameworks, and ILO priorities?
- How has the project addressed the needs of the ultimate beneficiaries? Has there been changes in these needs during the life of the project?
- How well does the project complement and build on other complete and ongoing ILO projects in the country?

Project efficiency

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?
- Assess if the management and governance arrangement of the project contributed to facilitate the project implementation
- Has the project received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (DWT Cairo and ILO ITC the technical units in headquarters?)
- Has the project put in place adequate monitoring and evaluation arrangements to support project achievement of results

Project effectiveness

- To what extent has the project achieved its outcomes at national and sub-national levels
- Do the results accrue equally to men and women?
- Has this been done through the planned outputs or new ones have been included, why and how effective have these been?
- Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- What, if any, unintended results of the project have been identified?

Impact orientation and sustainability

- To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?
- Assess whether project outcomes are sustainable and identify the steps that have been taken to enhance it.
- Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic.

2.6 Stakeholders and Target Groups

The key stakeholders, including the ILO's constituents, the key partners and the ILO DWT Cairo, were consulted throughout the evaluation process. Thus, the evaluation process and report follow ILO guidelines. The evaluation complies with the United Nations Evaluation Group (UNEG)'s Evaluation Norms and Standards.

The clients of the evaluation's findings, conclusions and recommendations are:

- The ILO constituents in Egypt;
- MTI as well as all the project's implementation partners (IPs) who were actively involved in the evaluation;
- Government of Norway;
- The project management (ILO CO Cairo), which will be able draw lessons learned from them, to adapt the strategy for future potential youth employment interventions. They are the primary user;
- The ILO Decent Work Team and any relevant ILO technical backstop units;
- Other projects of the EYE programme, which have established synergies with the current project, and which may draw lessons from the strategy and implementation, particularly those involving common partners;
- Other projects of the ILO, which can gain experience, good practices and lessons learned, for their partnership mechanisms and activities implementation;

The possible users of this evaluation, in addition to its clients, are all of the direct beneficiaries of the project.

3 Methodology

The evaluation complies with the evaluation norms and standards, and follows the ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adheres to the United Nations' system of evaluation norms and standards, as well as to the OECD/DAC's Evaluation Quality Standards (2019).

In particular, this evaluation followed the ILO's policy guidelines for results-based evaluation; and the ILO's EVAL Policy Guidelines; Checklist 4, "Validating methodologies"; and Checklist 5, "Preparing the evaluation report".

The evaluation used a mixed method that combined both qualitative and quantitative evaluation approaches. A combination of methods provides a better understanding of research problems than each approach would on its own. The evaluation fieldwork was generally qualitative and participatory in nature. Qualitative information was obtained through field visits, one-on-one interviews (face-to-face, Skype or Zoom) and focus group discussions (FGDs), as appropriate. The stakeholders' opinions helped to clarify and improve the quantitative data obtained from the project's documents. The participatory nature of the evaluation contributed to a sense of ownership among the stakeholders. Quantitative data were drawn from the project's documentation, including the Technical Progress Reports. A combination of sound quantitative and qualitative research methods was developed for each evaluation question, as deemed appropriate (for example, interview and focus group discussions with the appropriate quantitative data analysis methods for each type of data collected). However, different evaluation questions were combined into one tool/method, for specifically targeted groups, as appropriate. Attempts were made to collect data from different sources, by different methods, for each evaluation question and, thereafter, the findings were triangulated to draw valid and reliable conclusions. Data were disaggregated by sex, wherever possible and appropriate.

The data from these sources were triangulated to increase the validity and rigor of the evaluation's findings.

Recommendations, arising from the evaluation, were linked to the evaluation's findings and will provide guidance to all of the stakeholders on how they might address these. Each recommendation indicates whom it is directed as well as its priority, and the resources and timeframe (long, medium or short), required to achieve it.

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation was conducted within the context of the criteria and approaches that are outlined in the ILO's internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020), and field visits were conducted only after obtaining the ILO CO and Regional Office's approvals.

The evaluation was conducted virtually (home-based), by an international consultant, with the support of a national consultant, who conducted field visits that comprised in-person interviews and virtual interviews. A full schedule of the data collection is attached as Annex 4.

The methodology comprised the following elements:

3.1 Inception

During the desk review, the following information sources were studied:

Project documents

Progress reports

Project's budget and related financial reports

Reports from various activities (including training, workshops, task force meetings, and video conferences etc.)

Various reports and policy briefs, produced within the framework of the project

Others as required

(Full list attached as Annex 6)

During the inception period, the evaluation team developed a list of the most important informants, together with project staff. A full list of these informants is attached as Annex 5.

Due to the COVID-19 regime it was not possible for the international consultant to conduct a field visit to Egypt. It was therefore agreed that Skype/Zoom would be used in all cases, where possible. If the informant was not an English speaker, the ILO made a translator available for simultaneous translation during the major interviews. Likewise, the national consultant participated in the interviews, via Zoom and Skype. She also conducted a field visit to the two governorates, where she conducted face-to-face interviews and FGDs.

3.2 Data Collection

The data collection phase, including field visits, was from the 9th to the 20th of August 2020. The current COVID-19 pandemic severely restricted the mobility of the ILO's staff and consultants in Egypt. However, the ILO's RO approved the national consultant's making a field trip to the two governorates covered by this project.

Guides were developed for the semi-structured interviews, as well as a short questionnaire, to be used for FGDs (see Annex 10).

FGDs were conducted with the end beneficiaries (young men and women), by the national consultant, in Arabic and with full or joint preparation with the team leader. The project team made a database available to the evaluation team that contained the contact details of the ILO's constituencies and stakeholders. They also assisted the national consultant in setting up meetings, where necessary.

Virtual interviews were arranged with English-speaking informants with the participation of both team members. Some major Arabic speaking informants were interviewed by the TL with translation and other interviews were conducted by the national consultant in Arabic.

A virtual stakeholders' workshop was organised on the 26th of August 2020, with the key stakeholders, the ILO's staff, representatives of the development partners and the donors, to discuss the initial findings and to complete any data gaps.

The gender dimension and non-discrimination, e.g. people with disabilities, was considered a cross-cutting concern throughout the evaluation's methodology, deliverables and final report. The evaluation included the voices of key stakeholders; thus, ensuring gender balance in their participation throughout the project.

The evaluation's methodology included examining the interventions' Theory of Change, particularly in the light of logical connections between the levels of results, its coherence with external factors, and their alignment with the ILO's strategic objectives, SDGs and related targets, as well as the national and ILO country level outcomes.

However, the intervention did not establish a ToC from its starting point. Nevertheless, the desk review that was conducted during the project's inception showed that the project had the following implicit ToC:

- if public stakeholders are strengthened to improve support to SMEs;
- if an SME unit is established in the FEI;
- if local employment and economic development is promoted;
- if local actors are mobilised around creating better jobs for young men and women;
- if improved working conditions and productivity in SMEs are promoted; and
- if young men and women are empowered to start and develop their own business.

Then increased productive employment, business creation and decent work opportunities for young men and women in Qalyoubia and Menoufia will be in place.

3.3 Key Evaluation Questions and Selection of Informants

The evaluation team worked in close cooperation with the project's staff and the ILO Cairo Office, to identify informants among the intervention's stakeholders, including government officials, employers and employer's organisations and end beneficiaries. However, in line with the proposed methodology, and to ensure that the evaluation contributed to a more in-depth understanding of the factors (in design and operations) that contributed to, or impeded, the achievement of results, the evaluation team obtained information from 81 informants (30 male and 51 female) representing the following groups of informants:

In Cairo:

- Interviews with 13 ILO staff incl. the heads of other projects. The purpose was to explore how, or under which circumstances, the intervention contributed to the desired changes.
- Interviews with 15 governmental officials, who deal with youth employment and SME development. The purpose was to understand to what extent governmental institutions appreciated the project and were ready to continue the initiatives beyond the project.

- Interviews with 8 representatives of employer’s organisations. The purpose was to explore the impact of the initiative and cooperation with the project’s management.
- Interview with the Norwegian Embassy.
- Interviews with 3 sub-contracted implementing partners and consultants.

In the governorates:

- Two focus group discussions with trainees (more than 80 per cent of whom were women) from local training activities. The purpose was to understand the level of change the trainees had experienced and to what extent this led to increased employability/entrepreneurship.
- Interviews with 14 local project staff
- Interviews with 3 governorate officials (in both governorates)
- Interviews with 3 government officials (public partners)
- Interviews with 9 national partners
- Interviews with 8 employers and private sector partners (10 persons)
- Interviews with 18 young people, who have a job, five started their own businesses, and one was unsuccessful in starting a business
- Interviews with 3 local providers of skills development

The above samples were not statistically representative, because this evaluation’s methodology uses a mainly qualitative approach for data collection. Time and resource constraints did not allow for using a full sample. However, the beneficiaries were selected, after taking different types of beneficiaries into consideration, based on their age, gender, type of training (SCORE, employment, and entrepreneurship), educational background and vulnerability.

A stakeholders’ preliminary findings workshop was organised, soon after the data collection on the 26th of August 2020, to validate any findings and to complete any data gaps, with the main stakeholders, ILO staff and representatives of the development partners. Thirty-seven stakeholders participated in the four-hour long discussion, which was conducted in an constructive and forward-looking manner.

3.4 Limitations

Since a number of questions in the interviews dealt with issues that had taken place in the past, a certain bias cannot be excluded. The evaluation covered activities that started in December 2016; so, some respondents found it difficult to reflect accurately on the situation, so many months later. Some partners had had little follow-up contact with the end beneficiaries after the project, and it was a challenge to track them down and to contact them.

The sampling of informants considered practical issues, such as who was reachable or unreachable, during the period of fieldwork. Some vital informants had changed their jobs and were no longer available. Some vital informants had joined the project at a later stage and, therefore, lacked knowledge of activities that had been implemented previously. The 'feasible sampling' deviated slightly from an 'ideal sampling' of key informants with relevant knowledge and experience with the project.

There is a known tendency among respondents to under-report socially undesirable answers and to alter responses to match what they perceive as the social norm (halo bias). This bias may occur when the respondents are asked to assess the performance of their colleagues or people whom they depend upon for the provision of services.

The evaluation team sought to mitigate these limitations and to minimise possible bias through the triangulation of methods and data. The evaluation team provided the respondents with guarantees of confidentiality and anonymity; conducted the interviews in settings where respondents felt comfortable; and established rapport between the interviewer and the informant.

The triangulation of the findings was achieved through triangulation-by-method as well as by-source, through the use of a range of rapid assessment methods. These included in-depth interviews, group interviews (where feasible and appropriate), and the analysis of secondary data (reviewing a wide range of documents). These tools were used to interview a range of stakeholders at different levels and from a variety of institutions.

The national consultant visited the governorates, where the project had been implemented, and consulted with all of the project stakeholders, including the local project management, employers and youth (beneficiaries), where possible. However, the entire data collection was greatly impacted by the limitations put in place in relation to the COVID-19 pandemic and its regimes. As entrepreneurs refused to gather in one place, to conduct FGDs, it became necessary to conduct direct individual interviews; all within the limited time allocated for data collection: In addition, the national consultant was unable to visit remote locations. The evaluation team made every effort to gather the maximum amount of objective quality input.

The trade unions were not involved with the current project and were not interviewed. Likewise they were not invited to the validation workshop, conducted as part of the evaluation. This lack of involvement from the workers' side in the project and – consequently – in the evaluation is seen as a limitation of the evaluation.

4 Overall Findings

The final evaluation was based on the OECD/DAC's evaluation criteria. The five evaluation criteria were identified, in the subsection 0, and will be discussed in depth in this chapter.

4.1 Relevance and Validity of Design

Relevance towards the development priorities of; the Government of Egypt (the economic reform programme, since 2016 and the SDS 2030), the UN Development Frameworks, and the ILO's priorities

The project strategy and approach were consistent and pertinent to the short- and long-term development needs of Egypt, the beneficiaries' requirements, and the partners and the donor's policies. The project was aligned with the ILO's P&B, the Decent Work Agenda, the SDG 8 on decent work and economic growth and SDG 12 on responsible consumption and production and other relevant development policy frameworks.

From its inception, the project was under the ILO's Programme and Budget (P&B) and Country Programme Outcomes (CPOs), mainly linked to Outcome 4: Promoting sustainable enterprises, in addition to the outcomes Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects; and Outcome 5: Decent work in the rural economy. The project was also linked to the following CPOs: EGY 103 Programmes that provide relevant skills for young men and women to access productive employment and decent work are reviewed and upgraded or established; EGY 106 Employment for young men and women through entrepreneurship, Value Chain Development, green enterprises, social enterprises and cooperatives and business development programmes promoted; and EGY 102 Targeted programmes in rural areas are implemented to reduce skills mismatch, foster productive employment and economic diversification and sectors with export potential.

That being said, this project was also intended to have an impact on the realisation of the Egypt Sustainable Development Strategy "Vision 2030", which was adopted in 2014. This project was to contribute to Vision 2030 which has set a target of reducing the unemployment rate to 5 percent and of "generating decent and productive jobs, and a GDP per capita reaching high-middle income countries level".

Additionally, in 2016, Egypt launched a major initiative for SME development, spearheaded by the Central Bank. A total lending capital of 200 billion LE (18 billion USD) was made available to commercial banks and other FSPs for SME lending, at an interest rate of 5 per cent.

Moreover, the government aimed to create SME cluster programmes, to promote small, labour-intensive industrial complexes, to which residential complexes and services were attached. Export-oriented industries were a specific area of focus. Thus, the government intended to create new areas of industrial activity, in particular in areas where there was a high availability of labour.

The project was generally seen to be relevant by the involved stakeholders, as it was designed and customised to the Egyptian context. The project focused on policy development and implementation in a context, where policies and strategies had been developed during previous projects, so it was relevant to concentrate on contributing to the implementation of these policies and strategies.

The design of the Training for Employment intervention was based on the assumption that the ITC would be responsible for the outreach to the young people who often have negative attitude towards manual work, when the ITC unexpectedly was dissolved. The project was challenged and confronted with difficulties in convincing young people of the benefits of having a job in the formal sector. This had negatively affected the achievements in this component of the project and led to changes in the project's strategy. It is reported that many employment (including youth employment) related projects were and are being implemented in Egypt. The evaluation finds that the project might have benefitted from reaching out to one or more of these project to confront the challenges of attracting young people to manual jobs.

The Project Document did foresee that the project should be implemented in close cooperation with all three ILO constituents. It was further foreseen to establish steering and advisory committees on a national as well as a governorate level, but this did not materialise. The project management saw the main reasons for this as being changes in governmental structures. The evaluation finds that the short-term character of the project, twelve months, might also have required other management solutions to secure a systematic participatory approach. The evaluation notes the limited engagement with workers' representatives justified by project management by the overall challenging environment for trade union involvement in social dialogue especially during the period when the project was implemented.

The project design introduced some very strict criteria for participation in the different parts of the project and it turned out to be difficult for service providers to find candidates who met the criteria. It is reported that, in many cases, this made it hard for them to deliver the requested number of candidates to join the various pilot projects. This might be reasoned in either too strict criteria or insufficient capacity among the service providers. The evaluation understands that the project was confronted with the dilemma that single factories were ready to employ all the young people engaged with the project on the one and on the other hand the wish to reach out to more factories with Training for Employment approach.

The contribution to the development of an SME unit in the FEI was a major achievement for the project. The project conducted a survey on the mandate, functions, programmes and services prior to the establishment of the unit. Youth owned SMEs and the Egypt Junior Businessmen Chamber were part of the survey. However, the evaluation notes that in the documents related to the tasks and strategies of the unit 'youth' is only mentioned once, and youth employment is not a part of the unit's priorities. The inclusion of this for employment and labour market policy development very much appreciated initiative in a youth employment project can be questioned when not more attention is paid to the issue.

A major target for the project was entrepreneurship development, and the intervention was very successful. However, the evaluation questions whether the target groups were a good fit for entrepreneurship training, as set out in the project document they were: aged between 15 and 30; with a status of long-term unemployment (at least six months); has residency in the governorates, and in particular in poorest areas of these. A special quota would be devoted to university graduates who met these latter two, given the particularly high unemployment rate among this sub-group and the same applied to females. Young self-employed or home-based females and males in the informal sector represented a second category of beneficiary. During the implementation, the project had to waiver the above selection criteria to follow the selection criteria and methodology set forth by SYB programme that ensure that participants are able to benefit from the content delivered during the training. The age group

was fixed to between 21 and 45 (21 is the minimum age as set by law) by MSMEDA, and there was no target in the selection criteria, neither for women nor for young disabled persons. The intervention also was not targeted toward the regions with the highest poverty levels. Egyptian experts reported to the evaluation that successful entrepreneurs in Egypt are normally aged 29 and over. Participants of older ages were admitted on exceptional basis only.

Fit to the needs of projects final beneficiaries and changes during

Several of the project interventions had an indirect link only to the end beneficiaries, e.g., the FEI's SME unit and the industrial investment mapping. Therefore, it can be stated that in some respects the project had rather a broader employment focus than specifically that of youth employment.

During the project implementation, it was understood that there was a significant and rather problematic skills' gap among the supervisors in the factories, and this had a negative impact on the project's potential achievements. In most cases, the supervisors had no knowledge about rights and obligations, communication, conflict solution and other interpersonal skills. The manufacturing industries in many countries are confronted with these challenges, because of an evolving industrial manufacturing sector and first-generation industrial workers. It was essential to influence the mindset of the supervisors, especially in the production units, to ensure the success of two particular elements of the current project: SCORE and Training for Employment. Therefore, the project allocated funds for training 31 supervisors from the benefiting factories. The effect of this training was highly appreciated by employers, workers and the supervisors themselves.

Building on other completed or ongoing ILO projects in the country

In 2013, the Danish-funded project, "Decent Jobs for Egypt's Young People Tackling the Challenge in Qalyoubia and Menoufia", was launched in these two governorates, Qalyoubia and Menoufia. The project succeeded in establishing solid relationships with the local authorities. Consequently, the ILO became familiar with the needs and capacities in the area and was able to build upon their acquired knowledge base, and the local capacities that developed through the project. The donor, the Government of Norway, was very much concerned that the current project built on previous experiences, particularly because of the short-term character of the project, and despite there being an understanding, from the beginning, that a non-cost extension might be needed. The evaluation noted that the current project had to shift to new implementing partners, which might have had an impact on the achievements.

When designing the current project, consideration was given to the recommendations from the Danish-funded project's appraisal.

Some of the lessons learned were:

- 1) It is essential to go regional/local with the action plans; however, initiatives and interventions need to be embedded into national employment frameworks.
- 2) Efforts must be invested in bringing all of the stakeholders, who are relevant to the governance of the local labour market, to the table, to engage in meaningful dialogue.
- 3) Tackle the demand side, the supply side and the matching processes in parallel.

- 4) Involve youth, to get their commitment and to support their creativity.
- 5) Focus on the age cohort selected and identify champions.
- 6) Inter-agency and multi-sectoral coordination was much more successful at the local rather than at the national level.

Recommendation 1), 3) and 4) were heeded in full. The evaluation finds that the project would have benefitted from having paid more attention to bringing all the constituents and other stakeholders “to the table” at the local and governorates level in a formalized/institutionalized set-up (Recommendation 2). Furthermore, the evaluation further finds that the achievements of the project could have been even stronger if more attention had been paid to Recommendation 5) and by strengthening further the coordination at the national level 6).

The evaluation finds that it is of high importance to ensure that all partners feel involved with the intervention and that local ownership of the project, as a whole, is established, especially in a project with so much local outreach.

The evaluation notes that SCORE Egypt has been selected to feature in the ILO publications of “Success Africa” that gather every year the unique success stories from all the African countries covered by the ILO.

4.2 Project Effectiveness

Achievement of Outcomes at the national and sub-national level

The Project was carried out by the ILO Country Office for Egypt. While the ILO DWT-Cairo was the lead technical unit for all of the components of the project, units in the ILO’s headquarters’ provided technical support, such as the Inclusive Labour Market, Labour Relations and Working Conditions Branch (INWORK); the Bureau for Employers’ Activities (ACTEMP), the Youth Employment Unit and Enterprise Department and Sustaining Competitive and Responsible Enterprises (SCORE). More broadly, the project benefited from the support of the ILO’s headquarters, and each component of the project had a technical backstop department, at the ILO headquarters. This ensured global experience and technical materials, about what works best for youth employment was available, and technical dialogue was possible with HQ specialists.

Generally, the project met its quantitative targets and, thereby, managed to reach out to the expended number of ultimate beneficiaries. In many ways the project reached quantitative achievements beyond the expected. The evaluation finds it positive that flexibility was shown, as concerns training, as it turned out to be a challenge for some of the factories to let workers already integrated in the production lines off for training purposes it should be considered if the training could be optimized by alternative solutions ex. conduct the training prior to the enrolment in the production process. Service providers focused very much on numbers; e.g., when training workers under the Training for Employment program, they shortened the training from 46 to 30 hours in some cases or took the training out of the classroom to the production floor. The evaluation team was even informed that this flexibility went so far that the workers in one factory were trained, individually, for 30 minutes in their workplaces. The evaluation finds it positive that flexibility

was shown, as concerns training, but it is important to keep high standards and to require that the service providers deliver the agreed quantity and quality capacity building.

The project contributed to the consolidation and institutional development of the SME unit, within the FEI, with high quality technical input, guidance and coaching. The SME unit has become an integrated part of the FEI's institutional framework, which guarantees its sustainability beyond the lifetime of the project. This can have enormous strategic impact as 75% of the members in FEI are SMEs. A promotion of SMEs is also key in the GoE's economic strategy.

Effectiveness as per Outcome and Output

Outcome 1: National institutions are strengthened for SME development

The project has clearly contributed to strengthening the MTI and the FEI. The establishment of the SME unit, within the FEI, was a milestone for increasing the SME's profile in the organisation, and for strengthening promotion and advocacy of SMEs at the national level.

The MTI had been given important analyses and surveys, and cadres in the ministry have been given skills and knowledge upgrades.

The project has contributed to giving the SMEs a stronger profile in the debate and on the political agenda, and has opened discussion on their potential, both economically and as concerns employment.

Output 1.1: The SME unit within FEI is enhanced to deliver services for SMEs and to influence policymaking

The project contributed to the consolidation and institutional development of the SME unit, within the FEI, with high quality technical input, guidance and coaching.

The ILO contribution functioned as both seed and bridging funding to other (EU) donor funding. This was very much thanks to the high level of flexibility shown by both the ILO and the Government of Norway.

The Project Document foresaw that the SME unit would be a service provider for the FEI's SME affiliates. However, during the implementation process, the FEI decided to place all membership services within the Business Development Centre (BDC). This arrangement did not affect the project's strong achievement in any way. The SME unit now functions as a strong advocacy and policy development unit within the FEI. It is reported that the unit's fingerprints are already visible in new rules and regulations.

The SME unit has become an integrated part of the FEI's institutional framework, which guarantees its sustainability beyond the lifetime of the project. The strategic plan for the unit creates a structured foundation for the unit, including a high-level external expert's development of:

- A survey, assessing the stakeholders' perception of the mandate, functions, governance, and scope of the unit's programmes and services;
- A concept note: providing an overview of the FEI's SME Unit's purpose, structure, and functions; and
- A roadmap: offering a time-bound description of the process(es) through which the SME Unit could be brought to its full capacity.

Output 1.2: Public stakeholders, including the MTI, are technically supported, to improve government interventions and the business environment for SME's development

In response to a request from the MTI, the project produced a study of the economic sectors and sub-sectors with highest growth and employment potential. It used the industrial zones in the Qalyoubia and Menoufia governorates as case studies, for an in-depth industrial investment mapping, to be later scaled up to all governorates following the established methodology.

Two policy briefs were produced by the project:

- “Towards an Effective SME Promotion Agency: Policy Brief” – for MSMEDA
- “Policy Brief: ACCESS – MSME POLICY FORUM”.

The latter was based on the outcomes of the ACCESS Policy Forum, which was conducted in 2017, in collaboration with the MTI and the International Council for Small Business. The intervention was very timely and contributed to the dialogue on new legislation introduced to support the GoE's strategy and high priority given to promotion of an enabling environment for SME development and entrepreneurial initiatives. The Minister of Trade of Industry participated in the launch of this policy brief and was very attentive to all the recommendations. The new legislation has recently been adopted.

The project offered capacity building to government officials and officials from FEI. This included, among others: three staff from the Ministry of Investment and International Cooperation (MIIC), the Federation of Egyptian Industries (FEI) and the former Industrial Training Council attended a joint training course on ‘Productivity and Working Conditions in SMEs’, at the ILO/ITC in Turin; two senior officials from the Ministry of Local Development attended the Youth Employment in North Africa Conference on: The Future on Youth and Employment in North Africa; the ILO HQ hosted a High-Level Conference in Geneva on Youth and Employment in North Africa with participation also of Egypt; and nine representatives of key stakeholders (government officials, private sector, NGOs) were introduced to the materials and methods required to develop a strategy for coaching and follow-up work with entrepreneurs, through the SIYB Training of Trainers received.

Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia

The impact of a project of this size is, of course, limited when it comes to meeting the huge challenges with which the labour market in the two Governorates is confronted. However, the pilot projects that were implemented showed good examples for possible ways forward. The SCORE intervention was a success and a wider use of this concept in the mid- and long-term could increase the profitability of factories and open them up for more jobs.

The project tested different tools for entrepreneurship development and training of the unemployed. The entrepreneurship activities almost met their targets, whereas the soft skills training and job placement turned out to be more challenging than foreseen.

Output 2.1: Local actors are mobilised around the local comparative advantage of the target governorates towards better job creation for young men and women

One of the key elements that were foreseen in the current project was a program targeted on training 2.500 young men and women for job placement. However, the initiative faced a significant set-back when the ITC which was foreseen to co-finance this initiative was dissolved. The original target of 2.500 was therefore reduced to 1.000. The target group was defined as: aged between 15 and 30; with a status of long-term unemployment (at least six months); has residency in the governorates, and in particular in poorest areas of these. A special quota would be devoted to university graduates who met these latter two, given the particularly high unemployment rate among this sub-group and the same applied to females.

However, the service providers were challenged by young peoples' lack of interest in entering into manual jobs. The manufacturing industry does not have an attractive image in society and among youth in particular. Even though the jobs offered within this project were permanent formal jobs with all the benefits this entailed, they were not seen as attractive by many young people, who believed they could gain a higher income from informal jobs.

In general, the young people, who were targeted, had a technical college background with no practical experience. No involvement of the vocational training providers was foreseen in the project design; solely soft skills were offered for improving the employability of the young men and women. Those soft skills included: awareness of communication, conflict resolution, teamwork, rights and obligations and others. While the lift in soft skills was appreciated by employers, it should be considered whether a stronger skills up-grade, with some vocational elements, would have had a more positive impact on the employability.

The project produced two studies, in partnership with the Egyptian Center for Economic Studies:

- “Analytical Study for Economic Development”
- “Youth Employment in Qalyoubia and in Menoufia”.

These studies included an analysis of labour market trends at the governorate level, an assessment of relevant labour market institutions, and an analysis of industrial investment opportunities in each governorate.

Output 2.2: A programme linking work placement of young men and women, improved working conditions and productivity in SMES is implemented in partnership with the Industrial Training Council

Productivity and working conditions

SCORE's introduction into 30 factories (original target = 25 – the increase was made possible by a reallocation of funds from the Training for Employments, that faced problems with delivery) in the engineering and chemical industries was a significant and highly appreciated intervention. The factory management representatives from factories engaged in the SCORE program interviewed confirmed the reported increased productivity and lower staff turnover. The factories were offered two SCORE modules, and there is a high demand from them to receive more modules and more follow-up and coaching. There was a high demand for further training and coaching on SCORE. ILO and the constituents are recommended to investigate the possibility of significant scaling of all elements of the SCORE program and establish a mechanism that secure follow-up and coaching beyond what is foreseen in the standard SCORE program. The success of the program can partly be contributed to the fact that it was customized to an Egyptian context.

The project faced a severe setback in achieving its output. This occurred when the Industrial Training Council, which was foreseen to support, and share the costs of, the delivery of tools for SCORE and Training for Employment was dissolved and, thereafter, integrated – technically and financially – into MSMEDA. This meant they could no longer contribute the expected funds.

The project achieved nevertheless a great success in the productivity and working conditions component of the output, by introducing SCORE training, for the first time in Egypt. SCORE materials and manuals were adapted to the Egyptian context and a group of twelve trainers were trained in how to deliver SCORE training. A pilot SCORE training session and in-factory counselling programme was rolled out in 30 SMEs, with a total of 120 participants: in the engineering sector (18 SMEs) and the chemical sector (12 SMEs), and in Qalyoubia (19 SMEs) and Menoufia (11 SMEs). These factories represented a total workforce of 3,246 workers. The implementation was built on cooperation between the FEI and the chambers of the engineering and chemical industries. All companies were offered the basic Module 1, “Workplace Cooperation”, which is mandatory if one is to participate in the programme. They then chose their second module, according to their needs, from the remaining four modules: Module 2 “Quality Management” (chosen by 12 enterprises), Module 3 “Clean Production” (n=5 enterprises), Module 4 “Human Resources” (n=7 enterprises), and Module 5 “Occupational Safety and Health” (n=5 enterprises).

Only three of the 30 factories that were engaged with the project dropped out during the process. Impressive results were reported from the pilot programme. Among other achievements were: increased productivity (n=17 enterprises), cost saving (n=27 enterprises), reduction in defects (n=25 enterprises), a 40% reduction in energy consumption (= 7 enterprises), and a reduction in absenteeism and labour turnover (n=17 enterprises). This will certainly lead to economic growth and may lead to job creation.

The Training for Employment intervention involved comprehensive soft skills’ training (46 hours). The training was conducted only after the worker and the employer had signed an employment contract and the contract was approved by the project team. After the training, the trainees were placed in decent jobs for at least three months, to guarantee the sustainability of the contracts. Normally, the ILO would request a one-year contract for a decent job, but a waiver was put in place in this case.

The project recruited and trained two local service providers, to implement the intervention for the 1000 beneficiaries. One service provider trained and placed 358 beneficiaries (n=97 females) and the other 43 beneficiaries (n=0 females). Problems were encountered in reaching out to the young people. A wide range of methods were used including social media, pamphlets, face-to-face, job fairs and many others to solve this problem.

Because of the challenges that the Training for Employment confronted, in achieving its targets, it only trained and placed 401 persons (40 per cent of target) with 97 women (24 per cent) in jobs for three months. In agreement with the donor, the project reduced its target number of beneficiaries from 2500 to 1000, and reallocated part of its budget to the SCORE tool and a new strategy that focussed on increasing employability activities in “Job Search Clubs was introduced. The evaluation found that the focus of the service providers because of the problems in finding candidates for the TfE was on the numbers and the training whereas ex. the retention support measures were attended to in a limited degree. All candidates who met the criteria were invited without any further selection process. The recruitment was closely

monitored by the project team. If the Training for Employment had been implemented with full attention to all support measures the intervention might have been more successful.

Two companies, where SCORE training was implemented, also participated in the Training for Employment programme. A total of 58 job seekers were hired in those two companies, and six supervisors were trained. In one of the two factories, the result of having two interventions being implemented in parallel was felt as '1 +1 = 3', meaning that the effect of the interventions was multiplied by having them implemented in parallel. In this factory 40 out of the 50 employed through the Training for Employment project stayed on in the company beyond the three months, which is a for Egypt very high per centage. The other factory could not report a similar result, and only half of the employees remained. Of course, two experiences is not enough to draw any conclusions, but the evaluation would find it timely for a larger pilot project to investigate whether there would be a multiplying 1+1=3 effect and what possible adjustment of the training package could be made to optimise the results.

A 'Supervisory Skills Training' was given in companies where participants in the Training for Employment were placed and reached 31 supervisors. The training focuses on behavioural change and changes in mindset focus on communication, dialogue and conflict solution. The trainees learn not to see the workers in the factory as their subordinates, but rather as colleagues. This facilitates the creation of a healthy and accommodating work environment and, thereby, creates a situation where there is a lower labour turnover.

Because of the challenges that were encountered in the Training for Employment initiative, the project team as mentioned above decided to shift its strategy and established Job Search Clubs, where young people could learn how to look for a job, how to approach an employer, and how to write a CV etc. Five such clubs were established within the framework of the project, in youth centres in five villages in Qalyoubia. Eighty-five young people (n=75 females (=88 per cent) benefitted from these clubs. More clubs were planned but had to be cancelled because of the COVID-19 pandemic, which resulted in the closure of youth centres, for several months.

The project organised a one-day workshop, "Pathways to Employment: What works, what does not, and how can we innovate?" and was attended by 100 participants. The objective of the workshop was to foster cooperation when examining the needs of advisory services, related to the development of coordinated employment programmes. The workshop helped in creating synergies amongst different employment programmes and stakeholders, to address cross-cutting challenges, evaluate current pathways and schemes, to reach consensus on the best practices, and to provide opportunities for networking and collaboration.

A consultant was engaged to assess the implementation of the Training for Employment programme and to draft a comprehensive report on the results. Likewise, independent data collectors were hired to trace beneficiaries and to confirm their employment status, after the intervention was completed. Late in the project, an alliance was established with the Directorate of Education, local NGOs, technical schools and private sector in Qalyoubia and Menoufia. Subsequently, they participated in the "Pathways to Employment" event. The evaluation finds that the project could have benefitted from the establishment of an alliance from the very beginning.

Output 2.3: Young male and female entrepreneurs are empowered to develop and start their businesses, in partnership with the SME unit, and public and private stakeholders at the local level

The project introduced an entrepreneurship development initiative. The project intended to reach out to groups of young people, who already had business ideas in mind. The young people were to be between 21 and 45 years old. The lower limit is given by law, as you can only open a business account at 21. The young people went through a five-days training session, during which they developed individual business plans. It turned out to be quite difficult for the service providers to find suitable candidates. The fact that the service providers had to be sure that the participant would open a business in the formal sector to make it count in their delivery forced them to be very selective, as they otherwise would not have been able to meet the targets, set out in the project documentation.

The project gave 593 youth entrepreneurship training. Most of the training was based on the ILO's training tool, Start and Improve Your Business (SIYB), as well as the female-specific "Gender and Entrepreneurship Together (GET Ahead)" Training, and the "Start Your Waste Recycling Business" training.

565 participants (n=243 females (43 per cent)) were trained on Start Your Business, by trainers who were certified by the ILO.

Practice shows that 34 per cent of the participants will open a business. If we assume the same would occur in the two governorates, this would mean that some 192 businesses were established. If each of these created additional two jobs, a total of 576 jobs would have been created. The target was 500.

The project carried out a follow-up exercise to assess the outcomes of the SYB training (implemented in Qalyoubia and Menoufia) and their impact on the participants. A sample of 172 participants (n=70 females) (140 from Qalyoubia and 32 from Menoufia) were surveyed. The sample included three main groups: 1) participants who had completed the training, but had not started a business (37 per cent); 2) participants, who had started a new business (23 per cent); and 3) participants who maintained the same business they had before joining the training (40 per cent).

They concluded that 82 per cent of respondents found the SYIB workshops useful and felt that they covered the topics and issues they considered important and relevant. In addition, 91 per cent of respondents confirmed that the SYB trainers were competent. Conversely, 41 per cent of the respondents, who did not start a business, cited a limited, or complete lack of access to finance as their major obstacle to starting a business, whereas 85 per cent of the respondents, who started a new business specified that personal savings and family and friends constituted their main sources of financing. As concerns the impact of the SYIB workshop on the participants who maintained the same business, it was found that 49 per cent of the respondents had experienced a significant increase in their monthly sales' revenues following their participation in the workshop. Most of the young women and men who entered the program were either in employment or had opened their own business within the last twelve months. The success rate among those who participated in the program was relatively high – after one year some 19 per cent still were in business.

One major obstacle, for young people wanting to open their own business, is access to financing. In order to find ways to overcome this challenge, the project engaged in a two-week, "Making Microfinance Work: Management for Better Performance", training workshop, with 22 participants from senior and

middle management in microfinance institutions, in Qalyoubia and Menoufia. It was organised in partnership with the Egyptian Microfinance Federation. The training included diverse, all-encompassing modules on the strategy, marketing, risk management, organisational architecture, efficiency and productivity of their unit, branch or institution.

Eighteen young women received GET Ahead training in Qalyoubia. This training aims to address some of the barriers women face when starting and running a business (i.e. lack of knowledge, lack of skills, low confidence, family expectations and responsibilities, etc.) and to bridge the gender gap by offering men and women business management skills and key soft skills. The programme addresses the shortcomings of standard business skills' training programmes, by tackling the needs of women with low literacy levels. It seeks to give women the necessary support to start and grow thriving small businesses.

Ten potential entrepreneurs (n= 3 females) were trained in the Start Your Waste Recycling Business course, in Menoufia. The training aimed to provide potential entrepreneurs, in the field of waste recycling, with adequate theoretical and hands-on practical knowledge. A major challenge herein is to ensure that these green jobs are also decent and that they allow the entrepreneur to have a decent income and livelihood.

The project also engaged in a number of activities to encourage social entrepreneurship, micro business development, handicraft and organic supply chains. This also included contribution to promotion of pro-poor innovation through the NAWAH Social Entrepreneurship Competition, where the winners were rewarded with grants and technical support. However, the results of this engagement were not measurable, but they did contribute to creating employment opportunities for young people.

Equal benefit for men and women

No quota was indicated in the contracts with service providers for the entrepreneurship program, but the percentage of women participating in the project reached 43 per cent (n=243 out of 565) even without a quota.

Among the participants in the Training for Employment, 97 out of 401 (24 per cent) were women, whereas in the Job Search Clubs 88 per cent (n=75 out of 85) women joined.

Both men and women benefitted from the SCORE intervention; however, because two industrial sectors with fewer women employees were selected (engineering and chemicals) more men benefitted. No gender disaggregated data were available on the number of women in the factories, which had a total of 3,632 employees.

Informants reported that many women who had their own businesses did not want to expand them, as they were already trying to balance business and family and felt that a possible expansion of their business could question this balance.

Effectiveness of planned and new outputs introduced

A high gender profile was foreseen in the targets that were set out. In the entrepreneurship training there was a good representation of women (40%) whereas the Training for Employment only came out with a women participation of 24%. The project team shifted the strategy on Training for Employment,

because it was difficult to reach the target. The focus was shifted to Job Search Clubs and thereby the opportunity to gain female participants increased significantly and more than 80% were women.

Establishment strengthening of an enabling environment

Strong cooperation was established at the governmental level and a positive enabling environment was created with the MTI, the Ministry for Youth and Sport and the Governor’s Office in Qalyoubia. During the project’s implementation a strong and fruitful cooperation was developed with the FEI and the relevant chambers. This is the more an important relationship as it contributed to improved connections between the ILO and the FEI.

This was the first time that SCORE had been introduced to Egypt, and the results were very encouraging. The factories have already seen concrete economic results from increased productivity and the workers now have a more decent workplace, with better working and employment conditions.

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31 participants that were interviewed by the evaluators filled a questionnaire, as a mini survey, during the FGDs and some interviews. They indicated the following:

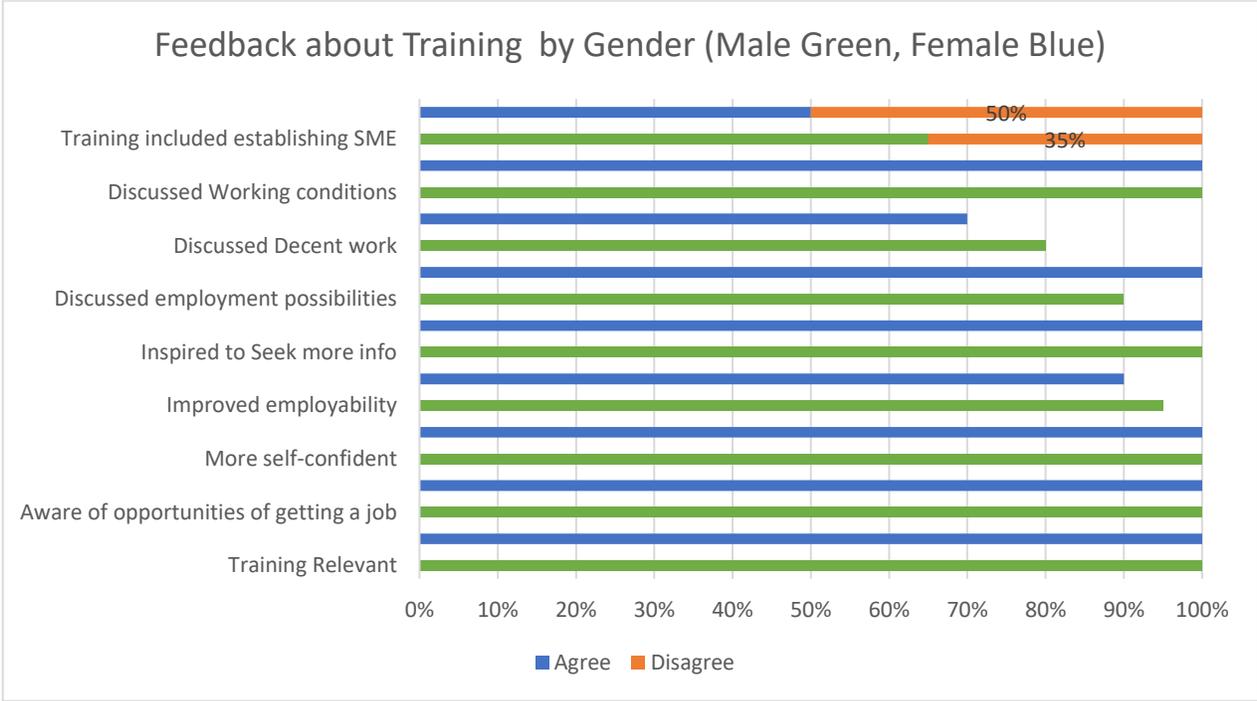


Figure 1: Training Feedback

Source: Survey conducted by evaluation

There is no significant statistical difference between males and females in the sample; they all either agree or strongly agree that the training was relevant to their needs. The same is true for being aware of opportunities and challenges of getting a job. All of the beneficiaries felt more self-confident after the

training. Therefore, both males and females agreed that their employability had improved because of the training (95 per cent and 90 per cent, respectively).

Any disagreement about the SME training comes from the fact that not everyone was expected to join this training; e.g., those participating in the Training for Employment activities.

Main contributing and challenging factors to the project's success in attaining its targets

The original targets were very optimistic, bearing in mind the short timeframe allocated for the implementation of the project.

The ILO was always flexible when accepting that service providers adjusted the intervention to fit changes in the context, but it should have ensured that the quality did not suffer because of this. An intervention that is focused on quantitative targets can lose something in its quality.

The success of SCORE was partially linked to the fact that there was a strong demand for skilled workers and that employers understood that extraordinary initiatives were needed to arrive at a skilled and stable work force.

Another major factor in the success of the project was the flexibility shown by the donor and the ILO in reallocating funds to key target areas. The fact that the ILO in Egypt was implementing a number of projects in the employment field, made it possible to share cost and to build on previous experiences. The project team had a high level of professionalism and engagement during the project implementation.

Unintended results of the project

This was the first time that SCORE had been introduced to Egypt, and the results were very encouraging. The factories have already seen concrete economic results and the workers now have a more decent workplace, with better working and employment conditions. One employer stated, "It was much better than we expected!"

4.3 Project Efficiency

Efficiency in allocation and use of resources (human resources, time, expertise, and funds etc.) to provide the necessary support, and to achieve the project's broader objectives

The ILO's Country Director for Egypt lead the project's implementation. It was closely backstopped by the international enterprise development specialist from the ILO Cairo DWT. It also benefitted from the support of the ILO Cairo's International Employment Specialist, and Skills and Employability Specialist. The ILO Cairo's Senior Administrator and Programme Unit monitored the project's implementation, from a value-for-money and results-based management perspective.

The project used the services and expertise of the ILO's International Training Centre in Turin for specific capacity building activities.

A Project Management Team (PMT) ran the project and consisted of one unit based in Cairo and one unit in Qalyoubia and Menoufia, respectively. This project was a continuation of a Danish-funded project

and therefore maintained the same team structure at the Cairo unit. The Cairo-based unit provided overall administrative and financial support, as well as technical support and monitoring services.

In general, the financial resources were spent in accordance with the budget, with some reallocations being agreed with the donor, in connection to applications for non-cost extensions.

The Training for Employment met some challenges, and the implementation funds were subsequently transferred from this element, to the very successful SCORE program, even though the planned co-financing from ITC had also been eliminated.

The project was foreseen to be implemented within 12 months, however it lasted almost four years, and this has had some impact on the expected exchange rates and cost increases over time. These changes were outside of the control of project management. The project team showed a good level of flexibility for and openness to for new initiatives. Funds were mobilised for critical new interventions, even though these were not directly foreseen in the Project Document.

Some aspects of the project (ex. TFE) were under very close monitoring by the project management. The project management justify this by the need to ensure quality delivery. The evaluation however finds that extraordinary many resources were spend by the project management on controlling each employment contract between worker and company. The service providers were given very clear criteria (age, education, employment status etc.) for both the target group for employment and the quality of the contract (duration (1 year), wage and other conditions). Therefore, it was to be expected that the service provider followed these guidelines and that quality control, by the project management, should have been limited to a representative sample. The service providers were measured on the number of successful employments and successful establishments of businesses in the formal sector. This was despite many of the factors for success being beyond the reach of the service providers. This led them to be extraordinarily selective when choosing candidates. As past experiences already evidence dropouts or unsuccessful participants, in these types of project, service providers should have been measured on delivery criteria which were within the sphere of their control.

The skills and knowledge upgrade provide to the service providers together with the close monitoring was highly appreciated by these.

Technical and financial resources available for meeting the project's plans

The Egyptian partners very much appreciated the high level of technical support and training received, especially from SME and SCORE experts. Had more funds been available, full scale, or more elements of SCORE, could have been included. The factories that benefitted from the realised SCORE training, keenly requested further training and guidance provided by ILO as they do not have own resources available to pay for the service.

The project provided the FEI SME unit with high quality and expensive external expertise. The evaluation finds that the high costs were fully justified by the extraordinary good results achieved.

The Training for Employment was confronted with serious challenges. M&E technical support was provided to the suppliers, but the targets turned out to be too optimistic the project management decided therefore to change strategy. It could have been considered to engage with concrete technical support

interventions on employment and employability to overcome the challenges within the ongoing Training for Employment activities. Under the new strategy more resources were allocated to the very successful ongoing SCORE activities and it was decided to include “Job Search Clubs” already being promoted by other projects in the current project also.

Assessment of project’s management and governance arrangements

A number of employment-related projects are being implemented by the ILO’s Cairo Office. However, there is no employment unit/cluster in place, even though there are many cases of resource sharing between projects, which help to optimise the intervention’s impact.

The evaluation finds that the project would have benefitted from the constituents’ stronger involvement in the implementation of the project. Due to reasons outside the control of the project, the foreseen inclusive management structures were not established. The evaluation team finds that the Project Team has worked well to maximise the outputs of the project, given the circumstances.

Administrative, technical and policy support from the ILO’s office and specialists in the field (DWT Cairo and ILO ITC the technical units in headquarters)

The SME unit and the SCORE parts of the project benefitted from technical support of a very high standard, which was highlighted by all of the stakeholders, who benefitted from these parts of the project. A high-profile international consultant was engaged for the SME unit, and expertise was made available for SCORE in-house, within the ILO.

The project team, led by the CTA, showed strong commitment and strong ownership of the project, and they implemented it with great enthusiasm. The efforts of the team were highly appreciated by the stakeholders. The Employers’ Specialist and the Employment and the Enterprise Specialists actively contributed to a successful project implementation. The Employment Specialist even continued to support the team after she had left her position in Cairo. The FEI highly appreciated the highly qualified advisory they received from the ACTEMP Specialist and external consultant.

Monitoring and evaluation arrangements

The project was foreseen to have been implemented within 12 months; therefore, the monitoring and evaluation framework was limited. The Project Document foresaw only one final report and no progress reports. Therefore, progress reports were only prepared in connection with non-cost extension requests. These reports mainly reported on implemented activities.

As elaborated in detail elsewhere, none of the foreseen steering and advisory bodies were established. This left the monitoring and evaluation as practically internal only exercise. The evaluation finds that for example the follow-up to the MTE could have been stronger if the Recommendations had been attended to in a discussion with all the constituents. It could also have contributed to a more critical view of the service providers performance.

The nature of the monitoring of the service providers’ work was time-consuming. Weekly meetings were conducted on progress, and all employment contracts and Letters of Commitment were approved by the project team. The project management did spend significant human resources on training and

monitoring of the service providers. The service providers were measured on end-results; e.g., the numbers of businesses opened in the formal sector and how many people, who were placed in formal jobs, stayed for more than three months, this turned out to be difficult for them to deliver on.

4.4 Impact orientation and sustainability

Evidence of positive changes in the life of the ultimate project beneficiaries

The workers and employers in the factories, which benefitted from the SCORE project, have clearly felt a positive change in their working lives. For some of them there was a huge and positive peak of change. Benefits have increased for the workers and they have more interesting jobs. For the employers, in most cases, the initiative has given the companies a boost, and has increased productivity, lowered material waste, raised quality, lowered absenteeism and staff turnover and lessened conflicts in the workplace. In some cases, this has led to new orders from new buyers and invitations to be part of other projects.

Sustainability of Outcomes

The factories that were involved in the project all expressed great enthusiasm about the SCORE program, as well as the significant results they experienced in their factories, as concerns productivity, quality, accidents, absenteeism and staff turnover. At the same time, many of them were worried about whether they could keep the momentum going and whether they could maintain the high level of internal communication and innovative approach mid- and long-term. Not all factories would have had the resources, in the short term, to finance a full SCORE program, with additional follow-up and coaching. Therefore, further ways of mobilising resources should be considered, either through credit lines, subsidies or public service providers.

SCORE “clubs” and networks for the exchange of experience and mutual support could at very low cost be facilitated by the FEI or MSMEDA, at very low cost.

The SME unit in the FEI has become an integrated institutional part of the FEI and its sustainability is thereby secured, meaning it can continue its activities beyond the lifetime of the project. This can have a significant impact in advocacy towards the GoE and investors that as the unit can keep the challenges the SMEs are confronted with on the agenda and also influence new legislation relevant for SME’s. The FEI informed the evaluation that the very systematic approach suggested by the ILO Consultant had created the basis for creating a solid unit with a clear mandate and a strong strategy. The positive experience FEI has had with the ILO in this regard can have a positive impact on the sustainability of possible future joint interventions. The evaluation recommend the FEI SME unit to engage in promoting the SCORE program among their affiliated enterprises.

The many entrepreneurs who have started their businesses and who have already been in the market for more than a year have a good chance of surviving – under normal circumstances – but the pandemic, and the economic crisis linked to this, is putting all these gains in question. It can be expected that many businesses will not survive the economic crisis provoked by the pandemic.

As mentioned above, the SCORE factories were very enthusiastic about the improvements and would all very much like to continue. A number part of them certainly will be able to mobilise the motivation and resources required for a continued use of the methodology, but some factories expressed a fear of losing momentum. They feared that as business expands, so they might forget to step up and keeps the SCORE process going. As a consequence, they could be victims of their own success.

The young men and women who were employed through the Training for Employment initiative and who stayed on for more than six months, are likely to stay in employment. If they did leave their current workplaces it would be for other employment, rather than unemployment.

The many young people who participated in Training for Employment or who joined the Job Search Clubs will have gained some skills, even if they have not got a job yet, and they will take these skills with them in their further job search.

Sustainability strategy in the light of potential changes in the country, because of the COVID 19 pandemic.

The evaluation finds that the development of employability among young people in Egypt needs further attention and, potentially, some structural changes too. The current project did not target vocational training, as such, and some of the interventions – especially Training for Employment – suffered from a lack of labour market info and insight into the needs of individual employers. National and local authorities are confronted with this problem, in many countries, although many other countries have found solutions. The evaluation finds that this cannot be solved by one-off meetings of stakeholders; rather it requires an institutional set-up that guarantees the full involvement of all the relevant stakeholders, and foremost the ILO constituents. Furthermore, the evaluation finds that if local “employment councils” were in place, at the various administrative levels, down to the absolute grassroots level, many of the problems of skills’ mismatch could be overcome. It is therefore recommended that tripartite employment councils are established, where the three social partners can discuss the needs of enterprises, and what human resources are available, with vocational training centres and local service providers, as well as how to overcome possible gaps.

Very few of the interviewed end-beneficiaries were informed that this was an ILO project or what the ILO is, for that matter. Even though it is no requirement from the ILO that it should be flagged in relation to project activities, doing this could be considered, to raise the ILO’s profile and more so that of the donor more. Most interviewees among end beneficiaries mentioned the NGO or service provider as those implementing the project.

The SCORE Programme (global-ILO Geneva) developed a survey to assess the impact of Covid-19 on enterprises and their need for assistance. This survey aimed to help the ILO SCORE Programme and the project gather information from enterprises that participated in SCORE training in Egypt on the impact of Covid-19. Based on the survey results, the project can adjust its assistance to enterprises and partner organisations to meet their needs. The survey was carried out in 27 SCORE enterprises, in Egypt.

Five hundred and thirty-nine beneficiaries were trained on entrepreneurship skills, and it was planned to train an additional 107, to reach the output target, but this had to be cancelled because of the outbreak of the COVID-19 pandemic.

Both formal and informal employment has dropped, because of the economic crisis that developed during and in the aftermath of the COVID-19 pandemic. It can be expected that young people with little or no labour market experience will have even more difficulty entering the labour market, as many experienced and skilled workers will also be looking for work.

Towards the end of the project, the COVID-19 pandemic had a strong impact on beneficiaries' lives but dealing with those new challenges was beyond the scope and financial possibilities of the project. However, the project made all efforts possible to accommodate the challenges into the implementation.

4.5 Crosscutting issues

Tripartism

The ILO is a unique organisation within the UN family, with its tripartite structure, and indeed within the global labour market framework. The potential of the tripartite structures was not used in full, in the implementation of the current project. None of the planned steering and advisory committees could be established and the workers representatives were practically not involved in the project at all.

Gender

The project was foreseen to have a strong gender profile reaching out to young unemployed women especially in rural areas among other through the Training for Employment initiative, this however did not fully materialize (24% women were employed), whereas Job Search Clubs proved to be more attractive for women (80% of participants).

Some informants from employers' side indicated to the evaluation that they did not employ women in production, or they have stopped employing women, and that vacancies were filled by males only. This is a very unfortunate trend

Many micro businesses are owned by women, but few specific initiatives were targeted towards these women or the specific challenges they are confronted with e.g., work-family balance.

Vulnerable groups

The projects original target group was unemployed young people, especially young women from the poorest regions of the two governorates, disabled young men and women and university students who did not get a job after finishing their studies. 2% of those placed in jobs were young people with disabilities this against a target of 5%. A discussion of an inclusive labour market was not initiated within the project.

There were many success stories to tell and information materials, e.g., YouTube videos, social media input and many more, were produced. However, no strategy for the dissemination of the success stories was in place, in order to reach out to the young men and women from vulnerable groups who were the projects' target group.

5 Conclusion and Recommendations

5.1 Conclusion

The project was seen by all stakeholders as highly relevant. The COVID-19 and the economic crisis following from this has just made youth unemployment an even bigger problem and by that, the project even more relevant.

The project has through its activities contributed to highlighting the importance and potential of MSMEs for the Egyptian economy and labour market. SME development is a high priority for both the GoE and the FEI.

Specific conclusions

1) The initiatives taken within the project showing success ex. SCORE and the establishment of the SME unit within the FEI have been great successes broadly embraced by stakeholders, but these interventions were in fields that only indirectly can have an impact on youth employment. Anyway, were the interventions highly appreciated by both the FEI and the employers involved with the project. Both the quantitative and qualitative targets were met to a big extend and the sustainability is secured for the SME unit. The employers in SCORE factories are very much interested in sustaining the results and further develop themselves and their factories on the basis of SCORE methodology. The ILO should together with the GoE, FEI, service providers and other relevant stakeholders consider how the positive experiences from the SCORE pilot factories can be sustained and scaled to national level.

2) The projects entrepreneurship activities were well received, and a good number of businesses were established. The targets were however not met in full due to the COVID-19 regime that made it impossible to conduct the training of the last batches of potential entrepreneurs. One year after the training (pre-CORONA-19) some 19% of the businesses were still operating what is to be seen as satisfactory. It is however an open question how many of the new businesses will survive the economic crisis.

3) The project was confronted with a number of challenges and delays that were outside the control of the project management among these were:

- Delay in the launching of the project due to delay in obtaining the security clearances which delayed the start of the project significantly.
- Dissolution of the Industrial Training Council (ITC) a key partner in some of the project's major activities. The ITC had funds available to cost share the 'Training for Employment' programme. The dissolution resulted in an interruption in ITC's cooperation with the project, which led to the reduction of the number of target beneficiaries to one third
- The Presidential elections on 2018 resulted in changes in the ministries and governors' levels that caused changes in the senior technical officials within national counterpart's institutions, causing additional delays in project implementation. This resulted in the need to frequently re-initiate advocacy efforts and negotiations with respect to project priorities.

Corrective action was taken to mitigate the delays the project team focused on: Maintaining relationship with government officials at the national and governorate levels and collaborate with other employment projects.

4) It has been a major challenge to match unemployed young people with available vacancies. Huge youth unemployment and enterprises in desperate search for skilled workers is a paradox that it will require deep going reforms of the education system especially the vocational training to overcome. Within the current project it was foreseen that young people would be provided with soft skills during the initial period of employment. This intervention was however met with some severe challenges. An expected co-financing did not materialize, as mentioned above, and it turned out to be very difficult for the service providers to find suitable candidates that were ready to take on the job offers.

A number of issues were challenging the job placement the evaluation finds that some of these could have been foreseen during the design of the project ex. the negative image of manual work and the fact that a person can earn higher salary in an informal job than in a formal job and these jobs in the formal sector therefore are less attractive even the many benefits which follows with formal employment. To get more candidates, the age limit was increased to 35 and some of those employed were even beyond 40. There was a clear tendency that the older part of the target group was keener to stay in the jobs for a longer period of time. The project design did foresee that during the first weeks of employment the new employees should attend a 46 hours soft skills training course. This turned out to be hard to implement as it is difficult to take a number of workers out of the production lines when they already are integrated in this. A different approach should be chosen in possible future interventions to overcome this problem.

This project however was a youth employment project and should as such be focused on increasing the employability of young women and men, especially those from the most vulnerable groups of young people. The project should be recommended for its strong and solid achievements, but it should also be noted that the focus only partly attended to the complex problems of employability of young people and specifically the most vulnerable of them as the training provided under TfE was focused on soft skills (labour law workers’ rights and duties and OSH).

5.2 Recommendations

Recommendation 1:

Addressed to	Priority	Time frame	Resources
ILO	High	Short-term	None

It is recommended that the ILO consults with the tripartite constituents prior to and during design of projects in the field of youth employment and increased employability of vulnerable groups, this should be followed by maximum involvement of the constituents both at the national, governorate and the local level during implementation to secure ownership and sustainability of the intervention and improved perspectives for the development of an inclusive labour market.

Recommendation 2:

Addressed to	Priority	Time frame	Resources
ILO	High	Long-term	High

It is recommended that future project that are targeted on increasing employability, develop and conduct a needs assessment of the local employers, to enable a targeted skills upgrade that includes both soft and vocational skills.

Recommendation 3:

Addressed to	Priority	Time frame	Resources
ILO and constituents	High	Mid- and Long Term	High

There is a high demand for further training and coaching on SCORE. It is recommend that the ILO and the constituents investigate the possibility of a significant scaling of all of the elements of the SCORE program, and include in the scaling a mechanism that secures follow-up and coaching, beyond what is foreseen in the standard SCORE program.

Recommendation 4:

Addressed to	Priority	Time frame	Resources
GoE	Medium	Mid-term	Medium

It is recommended that the GoE and other stakeholders investigate the possibilities for providing financial and expert support to factories, which want to initiate SCORE program and/or continue and further develop processes already in place.

Recommendation 5:

Addressed to	Priority	Time frame	Resources
FEI	High	Short-term	Low

It is recommended that FEI establish networks/clubs for factories, which have already benefitted from SCORE, and also for factories, which are interested in introducing the program.

Recommendation 6:

Addressed to	Priority	Time frame	Resources
GoE and social partners at all levels	High	Long-term	Low

It is recommended that the GoE take the initiative to establish employment councils at all administrative levels, to ensure local engagement and to maximise the available local resources – both private and public – to meet the challenges of youth employment. Challenges which can be expected to be even bigger post COVID-19.

6 Lessons Learned and Emerging Good Practises

The evaluation finds that one lesson learned from the current project is the need to improve the image of **work in the manufacturing sector as today this is not attractive to young people** and any interventions needs to address this point. This is also about changing the mindset of both young people, their parents and friends. However, employers also have a job to do; that is to secure good and attractive working conditions.

The tripartite partners have **to find solutions together through social dialogue at the local level**, to the problem that jobs in the informal sector are financially more attractive for young people at the short term. They are typically not concerned about the long-term benefits of formal employment. This is a second lesson learned from the current project which all points to the problems mentioned under LL 1 as a solution to those problems also needs to be found jointly.

A third lesson is the need for securing that **well qualified service providers** are selected for the project implementation, this to secure full delivery at time without increasing workload on project staff. In the current project the workload on the project management was extraordinary high not at the least because the requested close monitoring of service providers. When engaging a service provider it should be calculated how much resources are needed from ILO to secure that the service provider can deliver the expected services in time and of good quality.

A fourth lesson learned from the current project is the need to use **soft skills in combination with other initiatives to secure increased employability**. There is a great benefit of adding soft skills development with other interventions to maximise the outcomes. If the soft skills training is standing alone the impact seems to be less compared to interventions where it is combined with other programs.

An emerging good practice, which needs to be investigated more is the **implementation of SCORE and Training for Employment in one factory**. It seems that there might be a positive effect of following such an approach, but it needs further testing in different environments. In the current project both the

employers and workers highly appreciated the approach. If this turns out successfully it can help to make employment in the manufacturing sector more attractive to young people as the decent work deficit will be less and the increased productivity can open for increased wages to take up the competition with the informal sector employment.

The **training of supervisors in manufacturing enterprises on communication and conflict solution** is to be seen as an emerging good practise which has the potential to contributing to minimizing the decent work deficit. In factories with well qualified (trained) supervisors the conflicts, work stoppages, absenteeism and staff turnover is minimized and the atmosphere in the factories is less stressful. The good experiences from the current project confirms similar results in especially manufacturing industries in other countries.

Appendix 1 ToR

Independent Final Evaluation

Employment for Youth in Egypt (EYE):
Working Together in Qalyoubia and Menoufia

ILO Project Code	EGY/16/02/NOR
Project Country	Egypt: Qalyoubia and Menoufia
Administrative Unit in Charge of the Project	DWT/CO Cairo
Technical Backstopping Unit	DWT/CO Cairo
Type of Evaluation	Independent Final Evaluation
Project Period	December 2016 to 1st September 2020
Total Project Budget	USD 1,194,600
Funding Agency	Norwegian Ministry of Foreign Affairs
Evaluation Manager	Inviolata Chinyangarara

Introduction

The project, Employment for Youth in Egypt (EYE): Working Together in Qalyoubia and Menoufia, is a collaborative effort of the International Labour Organisation (ILO) and Norwegian Ministry of Foreign Affairs. This project builds on the interventions of the Decent Jobs for Egypt's Young People (DJEP) - Danish-Arab Partnership Programme (DAPP) and is part of a larger EYE programme.

The project aims to contribute to increased productive employment, business creation and decent work opportunities for young men and women in two selected Governorates in Egypt: Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges and are at risk of labour market exclusion.

Youth employment is a major challenge in Egypt. Strengthening ILO social partners' capacity for addressing youth unemployment challenges is part of a broader programme of the ILO to promote decent work and sustainable development. A central focus of recent Government of Egypt action and of this proposal is on fostering entrepreneurship among youth. The two Governorates selected for this proposal are particularly symptomatic of the overall national context, with large populations and youth unemployment rates of 33.7 per cent in Qalyoubia and 27.1 per cent in Menoufia in 2015.

This project aligns with the new initiative of the Government and the private sector for job creation in SMEs Clusters at the Governorate level as well as with SDGs 8 on decent work and economic growth and SDG 12 on responsible consumption and production. SMEs have been identified as an important strategic sector for promoting growth and social development of Egypt

Project Objective and outcomes

The project "Employment for Youth in Egypt (EYE): Working Together in Qalyoubia and Menoufia" aims to contribute to increased productive employment, business creation and decent work opportunities for young men and women in Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges.

This overall objective will be achieved through two outcomes:

Outcome 1: National institutions are strengthened for SME development.

Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia.

Project Strategy

This project builds on lessons learned and partnerships of the ILO youth employment programmes in Egypt. It is implemented in close cooperation with the Federation of the Egyptian Industries (FEI), the ILO employer constituent and umbrella representative of the private sector in Egypt, and with the Ministry of Trade and Industry (MTI), as well as with key actors in the skills development and entrepreneurship development fields. The project strategy is divided into three levels:

The policy level: Capacity-building activities for the Ministries of Trade and Industry, the Ministry of Youth, the governorates of Qalyoubia and Menoufia, the Federation of Egyptian Industries, as well as other

public stakeholders in the area of youth employment related issues (in their functions as main implementing partner).

The partnership level: Building capacity of organisations and institutions that work in the field of youth employment in Egypt, including development of networks, identifying needs of actors (in terms of material and knowledge), creating agreements and cooperating with others on concrete actions on the ground; streamline them towards the common goal of youth employment and empower them to do a better job.

The field level: in order to demonstrate how interventions can make a difference in youth people, the project works on the ground through pilot projects and providing assistance to implementing entities. Six strategies are followed:

Improve employability of young people;

Support self-employment;

Improve opportunities to access financial and non-financial services;

Increase engagement of civil society partners and young people in supporting community development;

Strengthen vocational guidance and labour market entrance/placement practices and services;

Support SMEs to improve their competitiveness.

Major project results by July 2020 as reported by the project

The following major results have been reported:

At the national level, significant, the SME unit in the FEI has strengthened its strategic role in guiding policy reform for a conducive environment for SMEs. A policy brief with concrete recommendations based on international experience and good practices brief was developed to support the establishment of the Micro, Small, and Medium Enterprises Development Agency (MSMEDA).

A policy brief on supporting business access to markets, information, capital and talent was developed

A national study, with Qalyoubia and Menoufia as case studies, on the economic sectors and sub-sectors with the greatest potential for growth and job creation was developed.

At local level, the implementation of the pilot programme for 'Sustaining Competitive and Responsible Enterprises (SCORE) that produced positive results for both increasing productivity as well as improving working conditions.

At local level too, training for employment programme to support more sustainable employment and reduce labour turnover by ensuring that industrial companies can recruit better candidates was implemented.

Regarding enterprising youth, the project has created more than 160 businesses with at least 500 new jobs. It has also contributed to the promotion of social entrepreneurship and innovative entrepreneurship in business competitions and by providing training to microfinance institutions and BDS providers.

Evaluation background

The evaluation in ILO is for the purpose of accountability, learning, planning, and building knowledge. It should be 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.

The evaluation will be managed by an ILO official trained as evaluation manager by EVAL and with no links with projects and oversight by the Regional Senior evaluation officer for Africa and final approval by EVAL. The independent evaluators (International team leader and a national team member) will be selected through a Call for Expression of interest with final approval of EVAL. Key stakeholders, including the ILO constituencies and the donor will be consulted throughout the evaluation process.

Purpose of the Evaluation

The independent evaluation has the following purposes:

1. Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have led to them, including strategies and implementation modalities chosen, partnership arrangements;
2. Identify unexpected positive and negative results of the project
3. Assess the extent to which the project outcomes will be sustainable;
4. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNDAF);
5. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
6. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

Scope of the Evaluation

The evaluation covers the entire life of the project including all outputs and results, and unexpected results.

The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue and international labour standards.

The evaluation will give specific attention to how the project is relevant to the ILO's programme and policy frameworks at the national and global levels, relevant Sustainable Development Goals (SDGs), UNSDF (former UNDAF) and national sustainable development strategies (or their equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programmes.

Evaluation Criteria and Questions

The evaluation will cover the following evaluation criteria:

1. Relevance and strategic fit of the program
2. Coherence and validity of the Project design and strategies adopted by the program
3. Project progress and delivery of results
4. Organisational management arrangements
5. Impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation

With gender and non-discrimination, international labour standards and social dialogues integrated throughout the five criteria questions.

Relevance and validity of design

How relevant were the project's expected results to the development priorities of; the Government of Egypt (the economic reform programme, since 2016 and the SDS 2030), the UN Development Frameworks, and the ILO's priorities?

How has the project addressed the needs of its final beneficiaries? Did these needs change during the project's lifetime?

How well does the project complement and build on other complete and ongoing ILO projects in the country?

Project efficiency

How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?

Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?

Assess if the management and governance arrangement of the project contributed to facilitate the project implementation

Has the project received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (DWT Cairo and ILO ITC the technical units in headquarters?)

Has the project put in place adequate monitoring and evaluation arrangements to support project achievement of results

Project effectiveness

To what extent has the project achieved its outcomes at national and sub-national levels

Do the results accrue equally to men and women?

Has this been done through the planned outputs or new ones have been included, why and how effective have these been?

Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?

Which have been the main contributing and challenging factors towards project's success in attaining its targets?

What, if any, unintended results of the project have been identified?

Impact orientation and sustainability

To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?

Assess whether project outcomes are sustainable and identify the steps that have been taken to enhance it.

Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic

Methodology

1. The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.
2. In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; Checklist 5 "Preparing the evaluation report" and Checklist "6 Rating the quality of evaluation report"
3. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).
4. Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020)

5. The evaluation will be conducted by an international consultant virtually (home-based) with support of a national consultant
6. In the case that the COVID-19 situation improves in Egypt and it is feasible, a national consultant will conduct field visits to the project sites. This will be discussed when the situation would arise.

The methodology will comprise of the following elements:

Inception Phase

The evaluator team leader will be briefed in methodological terms by the Evaluation manger by phone/Skype.

The Desk review will include the following information sources:

Project document

Work plans

Project monitoring plans

Progress reports

Project budget and related financial reports

Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)

Others as required

All documents will be made available by the Project manager, in coordination with the evaluation manager, in a drop-box (or similar) at the start of the evaluation.

In addition, the evaluation team will conduct initial electronic or telephone interviews with the project and the donor. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.

The Inception report (see Checklist 3 in Annex I) will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, detailed work plan, list of stakeholders to be interviewed, outline of the stakeholders' workshop and of the final report, following EVAL Checklist 3.

The Evaluation team leader will receive a list of key stakeholders² by the project manager. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the Inception report.

² A tentative list of stakeholders will be provided by the EYE project team

An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager. This list will include:

Governorate representatives of Qalyoubia and Menoufia

Government representatives: Ministry of Youth

Representatives of Employers Organisation

Representatives of SME Agencies

The Embassy of Norway

Corporate beneficiaries of the SCORE and Training for Employment Programmes

Beneficiaries among SMEs, BDS providers and Microfinance Institutions.

Others to be agreed by the consultant and the EAC

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions.

Data Collection Phase

The current COVID-19 pandemic severely restricts mobility of ILO staff and consultants. In line with these restrictions, the evaluation data collection methodology will focus on remote/virtual data collection unless the situation allows for field visits.

Within this scenario, reliance on desk review and online methods (e.g. online surveys, telephone, Zoom and skype interviews) will take higher prominence. This will require enhanced engagement and collaboration with the project team.

As indicated earlier, if it becomes feasible, field visits to the project sites will be conducted.

The project team will develop and avail to the evaluator team leader a database with contact details of ILO constituencies and stakeholders and will work closely with the evaluator to make the virtual meetings available (including covering communications cost if needed)

Virtual contact with stakeholders and target groups individuals (Online/email questionnaires and telephone and video interviews).

Face to face, interviews and field visits can be organised to the project sites in the case that the COVID-19 situation improves in Egypt.

The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organisation these virtual interviews.

Meetings will be scheduled by the ILO in advance of the field visits in accordance with the evaluator's requests and consistent with the TORs.

The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

A virtual stakeholders' workshop will be organised to discuss initial findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. The workshop will be logistically supported by the project and programmatically managed by the evaluator. The details of it should be stated clearly in the Inception report for further preparation during the data collection phase.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the Evaluator will draft evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to share it with key stakeholders for their inputs/comments.

The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report.

The Evaluator will finalise the report, taking into consideration the stakeholder comments and submit one complete document, with a file size not exceeding 3 megabytes. Photos, if appropriate should be included, inserted using lower resolution to keep overall file size low.

Evaluators Responsibilities and Deliverables

Evaluation team leader responsibilities
<ul style="list-style-type: none">a. Desk review of programme documentsb. Briefing with ILO/ Evaluation Managerc. Preliminary interviews with the project manager and the donord. Development of the Inception report including the evaluation instrumente. Undertake interviews with stakeholders (skype, telephone, or similar means)f. Facilitate the virtual stakeholders workshopg. Draft evaluation reporth. Finalise evaluation report

Evaluation team member responsibilities
<ul style="list-style-type: none">a. Support the desk review of programme documentsb. Undertake interviews with stakeholders (skype, telephone, or similar means)c. Support the facilitate the virtual stakeholders workshopd. Provide inputs in the draft evaluation report

Deliverables

All deliverables will be developed in English with the Executive Summary of the report (at draft and final stages) in Egyptian Arabic.

Deliverable 1: Inception report including the evaluation methodology

The inception report should detail the Evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables. The evaluation methodology should include a description of an analytical approach to assessing the project across locations; and a methodology to select and evaluate project sites. It will follow EVAL checklist 3 (see annex)

Deliverable 2: Presentations of preliminary findings, conclusions and recommendations in a virtual workshop

The evaluator will prepare for discussion a presentation for the project stakeholders' workshop at the end of the field work of preliminary evaluation findings, conclusions and recommendations. These can be reviewed at the time of developing the report. These will be relevant only for the workshop discussion

Deliverable 3: Draft Evaluation Report

The evaluator will submit his /her first draft evaluation report to the Evaluation Manager in the format prescribed by the ILO checklist (see Checklists 5 and 6).

Cover page with key project and evaluation data

Executive Summary (English and Arabic)

Acronyms

Description of the project

Purpose, scope and clients of the evaluation

Methodology and limitations

Clearly identified findings for each criterion or per objective

Conclusions

Recommendations (i.e. for the different key stakeholders indicating priority, resources and time required)

Lessons learned and good practices

Annexes:

- TORs

- Evaluation matrix

- Data collection tools

- List of people interviewed

- Schedule of the fieldwork

- Documents reviewed

- Project outputs achieved versus planned as per the Project logical framework targets and comments by each one.

- Lessons learned and Good practices in ILO/EVAL templates

Deliverable 4: Final Evaluation Report

The final evaluation refers to the draft report addressing stakeholders' comments, along the comments log.

Evaluation summary

A standalone summary of the evaluation in the template provided by EVAL for wider dissemination.

Work Plan & Time Frame

The total duration of the evaluation process is estimated to be 21 workdays for the evaluator between July and September 2020.

Phase	Task	Responsible Person	Number work days/team leader	Number work days/team member	Timing
i.	Preparation of draft ToR	Evaluation Manager	0	0	11-22 May- 2020
ii.	Circulation of draft TORs among key stakeholders and finalisation	Evaluation Manager	0	0	
iii.	Call for EoI for evaluators	Evaluation Manager	0	0	25 th June- 8 th July
iii.	Selection of evaluation team and contractual processes	Evaluation Manager	0	0	9 th - 17 th July
iii.	Registering in IRIS	Evaluation Manager	0	0	Not required
iv	Contract of the selected evaluation team ; Entering contracts and preparation of budgets and logistics	Evaluation Manager	0	0	20 th -24 th July
iii.	Inception phase: Desk review, initial briefing with Evaluation Manager, internal briefings with CTA development of a draft inception report and agenda for meetings	Evaluator	5	1	26 July-6 August (taking in consideration national holidays)
iv.	Data collection phase: virtual Meeting with key stakeholders, facilitate stakeholders meetings	Evaluator	10	8	

Phase	Task	Responsible Person	Number work days/team leader	Number work days/team member	Timing
	and interviews, debriefing with ILO CO- Cairo Field Office				9 th of August – 19 th Aug
v.	Report writing phase: Draft evaluation report based on desk review and consultations from visits	Evaluator	5	1	20- 26 August
vi.	Circulate draft evaluation report to project stakeholders and consolidate comments of stakeholders and send them to Evaluator	Evaluation Manager	0		27 th August -10 th Sep.
vii.	Finalise report including explanations on comments not included and preparing Evaluation Summary	Evaluator	1	0	11 th Sept
viii.	Approval of report by EVAL	EVAL	0		5 days 18 th September
	TOTAL		21	10	

Management Arrangements

The evaluator will report to the evaluation manager (Ms. Inviolata Chinyangarara i.chinyangarara@itcilo.org) and should discuss any technical and methodological matters with the evaluation manager, should issues arise.

For this evaluation, the final report and submission procedure will be as follows:

- a) The Evaluation Consultant will submit a draft evaluation report to the Evaluation Manager
- b) After reviewing compliance with the TORs and accuracy, the Evaluation Manager will forward to all key stakeholders, including the project and the donor, for comment and factual check;
- c) The Evaluation Manager will consolidate the comments and send these to the Evaluation Consultant;

- d) The Evaluation Consultant will finalise the report, incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the Evaluation Manager;
- e) The Evaluation Manager will forward the report to the Regional evaluation officer and then shared, for last review and approval, with EVAL. Feedback from EVAL on corrections is required before approval could take place.
- f) Once approved, EVAL publishes the report in i-eval Discovery and informs PARDEV and/or the ILO responsible official for the submission of the approved report to the key stakeholders, including the donor.

Resources

The following resources are required:

- a) International Consultant fees for 21 work days
- b) National Team member fees for 10 days
- c) Virtual stakeholders workshop (if feasible)
- d) Communication costs

Profile of Evaluation team

The Evaluator should have the following qualifications:

Team leader

- a) Advanced university degree in social sciences or related graduate qualifications;
- b) A minimum of 7 years of professional experience in evaluating social development projects initiatives; including role of sole evaluator or team leader experience in the area of skills will be an added advantage;
- c) Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- d) Fluency in written and spoken English required. Arabic will be an asset.
- e) Knowledge and experience of the UN System;
- f) Understanding of the development context of the Project Country is an advantage;
- g) Excellent consultative, communication and interview skills;
- h) Demonstrated ability to deliver quality results within strict deadlines.

Team member (national consultant)

- a) University degree in social sciences or related graduate qualifications;
- b) A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research; as team member (i.e. data collection and analysis, on the area of skills will be an added advantage;
- c) Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- d) Fluency in written and spoken Arabic and good knowledge of English required.
- e) Knowledge and experience of the UN System an advantage;

- f) Understanding of the development context of the Project Country is an advantage;
- g) Excellent communication and interview skills;
- h) Demonstrated ability to deliver quality results within strict deadlines.
- i) Based in Cairo

ANNEX 1: All relevant ILO evaluation guidelines and standard templates

1. Integrating gender in the monitoring and evaluation of projects,
https://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
2. ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations (3rd ed. August 2017),
http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
3. Checklist No. 3 Writing the inception report:
http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf
4. Checklist No. 5 Preparing the evaluation report:
http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf
5. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
8. Writing the evaluation report summary
http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm
9. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
10. ILO internal guide on **implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020)**
http://www.ilo.ch/eval/WCMS_744068/lang--en/index.htm

Appendix 2 Lessons Learned and Emerging Good Practice

ILO Lesson Learned Template	
<p>Project Title: “Employment for Youth in Egypt” (EYE): “Working Together in Qalyoubia and Menoufia”</p> <p>Project TC/SYMBOL: EGY/16/02/NOR</p> <p>Name of Evaluator: Sten Toft Petersen (Team Leader), Eman Shady (National Consultant)</p> <p>Date: September 2020</p> <p>The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.</p>	
LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>Formal decent manual jobs in the manufacturing sector need promotion</p> <p>A lesson learned from this project is that young people are reluctant to take manual jobs in the formal sector. They prefer jobs in the informal sector as the here and now salary is higher than in a formal job. They do not care about the long-term benefits of having a formal permanent job. Jobs in the manual sector have a bad image as being hazardous, low paid, without career perspective and with low social status.</p> <p>The Training for Employment intervention was confronted with challenges in attracting young people to the job offered. These challenges have their roots in the above. There is a need for the tri-partite partners to promote decent, well paid jobs with perspective of promotion in the formal sector. This to change the mindset of young people and their parents and improve the image of work in the manufacturing sector to make it more attractive to young people.</p> <p>Without a change in mindset, it will be difficult to fight youth unemployment successfully.</p>
<p>Context and any related preconditions</p>	<p>The project was target on employability of youth</p> <p>Young people reject formal employment in the manufacturing sectors</p>
<p>Targeted users / Beneficiaries</p>	<p>Young unemployed women and men</p>

Challenges /negative lessons - Causal factors	Many projects being implemented, but the image problem not attended to in full The employability of young people is low
Success / Positive Issues - Causal factors	There is a demand for skilled workers in many industrial sectors Many young people are well educated just lacking the needed skills
ILO Administrative Issues (staff, resources, design, implementation)	Should be taken up by a possible future project on employment

ILO Lesson Learned Template

Project Title: “Employment for Youth in Egypt” (EYE): “Working Together in Qalyoubia and Menoufia”

Project TC/SYMBOL: EGY/16/02/NOR

Name of Evaluator: Sten Toft Petersen (Team Leader), Eman Shady (National Consultant)

Date: September 2020

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Soft skills for increasing employability A lesson learned from the current project is that the soft skills training is positive and helps to motivate the young people to stay in the jobs to which they are guided, but also that the training schedule shall be carefully planned with employers and service providers to secure that the newly employed are given the agreed availability to join the training.
Context and any related preconditions	The project was target on employability of youth. When the newly employed have become a part of the production it is difficult for the employers to take them out of the production again for training purposes.
Targeted users / Beneficiaries	Young unemployed women and men.
Challenges /negative lessons - Causal factors	The employability of young people is low because of lack of skills and motivation The wages in the formal sector are often lower than in the informal sector, the soft skills therefore need to help the young people to understand the benefits of formal employment
Success / Positive Issues - Causal factors	There is a demand for skilled workers in many industrial sectors and the soft skills can help to motivate the young people Many young people are well educated just lacking the specific vocational skills
ILO Administrative Issues (staff, resources, design, implementation)	Should be taken up by a possible future project on employment or inclusive labour market development

ILO Lesson Learned Template

Project Title: “Employment for Youth in Egypt” (EYE): “Working Together in Qalyoubia and Menoufia”

Project TC/SYMBOL: EGY/16/02/NOR

Name of Evaluator: Sten Toft Petersen (Team Leader), Eman Shady (National Consultant)

Date: September 2020

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Selection of service providers</p> <p>A lesson learned from this project is that the selection of service providers can be challenging. It should be secured that the service providers have the needed experience and human resources available to secure a successful implementation of the tasks they are contracted to fulfil. It should also be secured that the service providers can work without hands-on guidance and monitoring from project management</p>
Context and any related preconditions	<p>The project engaged service providers which were challenged by the tasks they had committed to implement. One of the partners was fare from deliver the expected results, but the contract was not terminated.</p> <p>As a result of the unsatisfactory delivery was the targets on Training for Employment not met.</p>
Targeted users / Beneficiaries	ILO and service providers
Challenges /negative lessons - Causal factors	It is a challenge to find qualified service providers, some NGOs have established commercial structures to be able to take up tasks on project implementation. It is however a challenge that these might be seen as implementing partners rather than service providers.
Success / Positive Issues - Causal factors	If strong service providers are chosen, the workload on project management will be less and human resources can be allocated for other needed interventions.

ILO Administrative Issues (staff, resources, design, implementation)	ILO project management and procurement officers
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ILO Lesson Learned Template

Project Title: “Employment for Youth in Egypt” (EYE): “Working Together in Qalyoubia and Menoufia”

Project TC/SYMBOL: EGY/16/02/NOR

Name of Evaluator: Sten Toft Petersen (Team Leader), Eman Shady (National Consultant)

Date: September 2020

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Coordination of employment initiatives and demand driven approach</p> <p>Involvement of all stakeholders in fighting unemployment especially among youth has proven important in many countries a lesson learned from the current project proves that when there is no formal and structured set-up at the local level to take up the challenge then it becomes difficult to secure coordination between different initiatives and to meet the demands at the market. The local service providers including vocational training institutions should be an important player in such coordination as they are those to deliver beyond the lifetime of any project.</p>
Context and any related preconditions	<p>The project was target on employability of youth</p> <p>There are no strong local structures focused on employment involving all stakeholders in place. At the same time there is a mismatch between young people’s education and demands of the market.</p>
Targeted users / Beneficiaries	Local stakeholders at the labour market and young unemployed people and enterprises as end beneficiaries.
Challenges /negative lessons - Causal factors	The social dialogue is not well functioning. Many employment efforts are project based with too little overall coordination.
Success / Positive Issues - Causal factors	<p>There is a demand for skilled workers in many industrial sectors</p> <p>Many young people are well educated just lacking the needed skills</p>

ILO Administrative Issues (staff, resources, design, implementation)	A future project could be focused on establishing an employment policy development and implementation structure at the local level with involvement of all stakeholders.
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ILO Emerging Good Practice Template

Project Title: “Employment for Youth in Egypt” (EYE): “Working Together in Qalyoubia and Menoufia”

Project TC/SYMBOL: EGY/16/02/NOR

Name of Evaluator: Sten Toft Petersen (Team Leader), Eman Shady (National Consultant)

Date: September 2020

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>For the first time the SCORE program was introduced to Egypt. 27 factories benefitted with great success from the project, they all report on increased productivity, improved working conditions, lower turnover and less absenteeism. In two factories Training for Employment soft skills training program for young unemployed women and men was introduced. In one factory this has highly successful and 80% of those who joined through the program stayed on in the factory (a for Egypt very high number) and in the other factory some 50% continued their employment after three months.</p> <p>It needs more investigation if 1+1=3 if the interventions are run in parallel, if it proves right maybe with minor adjustments it can be an interesting practice to scale.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The practice must be investigated more in different contexts and with a higher number of factories preferable in different industrial sectors to test the effect.</p>

Establish a clear cause-effect relationship	Young people are reluctant to take jobs in the manufacturing sector. By improving working environment and conditions via SCORE and at the same time increase the young people's soft skills there is a likelihood they will stay on the jobs.
Indicate measurable impact and targeted beneficiaries	The young people will have permanent employment in decent jobs in the formal sector.
Potential for replication and by whom	After further successful testing there are great perspectives for replication.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The practice will if successful link to employment (especially youth employment), social dialogue, productivity and OHS goals.
Other documents or relevant comments	N/A

ILO Emerging Good Practice Template

Project Title: “Employment for Youth in Egypt” (EYE): “Working Together in Qalyoubia and Menoufia”

Project TC/SYMBOL: EGY/16/02/NOR

Name of Evaluator: Sten Toft Petersen (Team Leader), Eman Shady (National Consultant)

Date: September 2020

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Many manufacturing enterprises are confronted with problems of spontaneous work stoppages, absenteeism, high staff turnover and a general unpleasant working environment. It has proven that many of these problems come from supervisors not having sufficient communication and conflict solution skills. In the current project flexibility was shown and funds reallocated to train 31 supervisors in basic HR management incl. communication and conflict solution.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The experience is relevant in SMEs and larger enterprises especially in industrial sectors where first-generation industrial workers are entering. The investment is limited and relatively easy to replicate.
Establish a clear cause-effect relationship	The supervisors have when they themselves were workers been treated badly and with no other tools, they behave themselves in the same way as their supervisors did. This leads to a unhealthy working environment with a lot of unsolved conflicts which again increase the number of work stoppages, absenteeism and turnover all problems that are very expensive for the employers.

Indicate measurable impact and targeted beneficiaries	Both workers and supervisors will have a better working environment and the potential for increased productivity will increase.
Potential for replication and by whom	The economic benefits should be calculated in concrete business cases, this would encourage employers to invest in the training of supervisors.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The practice will directly minimize the decent work deficit.
Other documents or relevant comments	N/A

Appendix 3 Recommendations

Evaluation Criteria	Recommendations	Relevant Stakeholders (Recommendation made to whom)	Priority of importance	Time frame for the implementation	Resource implications to implement the recommendations
Relevance and validity of design	It is recommended that the ILO consults with the tripartite constituents prior to and during design of projects in the field of youth employment and increased employability of vulnerable groups, this should be followed by maximum involvement of the constituents both at the national, governorate and the local level during implementation to secure ownership and sustainability of the intervention and improved perspectives for the development of an inclusive labour market.	ILO	High	Short-term	None
Project effectiveness	For the development of future project targeted on increasing employability it is recommended to conduct a needs assessment with the local employers to enable a targeted skills upgrade including both soft and vocational skills.	ILO	High	Long-term	High

	There is a high demand for further training and coaching on SCORE. ILO and the constituents are recommended to investigate the possibility of significant scaling of all elements of the SCORE program and establish a mechanism that secure follow-up and coaching beyond what is foreseen in the standard SCORE program.	ILO and constituents	High	Medium - and long-term	High
Impact orientation and sustainability	The GoE and other stakeholders are recommended to investigate possibilities for providing financial and expert support to factories which want to initiate SCORE program and/or continue and further develop processes already in place.	GoE	Medium	Medium-term	Medium
	FEI and/or MSMEDA are recommended to establish networks/clubs for factories already benefitting from SCORE and also for factories which are interesting in introducing the program.	FEI and MSMEDA	High	Short-term	Low
	The GoE is recommended to take initiative to establish employment councils at all administrative levels to ensure local engagement and maximising the available local resources both private and public to meet the challenges of	GoE and social partners at all levels	High	Long-term	Low

	<p>youth employment. Challenges which can be expected to be even bigger post COVID-19.</p>				
<p>Crosscutting issues</p>	<p>The ILO is recommended to secure maximum involvement of all three constituents to secure ownership and maximum impact of achieved outcomes. The tri-partite approach would also show an example to be followed by the constituents in a broader perspective and on as many labour market issues as possible.</p>	<p>ILO</p>	<p>High</p>	<p>Short-term</p>	<p>Low</p>

Appendix 4 Field Mission Schedule

Date all Aug.	Time	Activity/Name and organisation of informant
9 Aug. 20 Sunday	9:00 – 11:50	Project M&E and Admin staff
	14:00 – 15:30	Project Team
	16:00 – 17:30	Project Team Wafaa Abdel Kader Miguel Solana, out office till 30 Aug.
10 Aug. 20	14:10 – 15:30	ILO CO
Monday	15:45 – 17:15	CTAs/NPCs employment projects
	17:30 – 19:00	

11 Aug. 20	10:45 – 12:15	FEI Khaled Abdelazim, Rania El Nady, Adel Nouredin,
Teusday	12:30 – 14:00	Hesham Bayoumi
	14:55 – 15:55	Farid Hegazy,
	16:00 – 17:30	Heba Shehata, ILO
	17:30- 19:00	Lina Nabarawy (former NPC),

Date all Aug.	Time	Activity/Name and organisation of informant
12 Aug	9:00-10:00	Michael Elkin, ILO,
Wednesday	10:15 – 11:30	Eng. Eman El Sweify IMC <u>Reham Ahmed Saeed</u>
	14:00 – 15:30	Shahimaa Aly, MTI, Dr Abeer elsaadi Arabic
	15:45 – 17:15	Nanise El Nakory, Ministry of Youth, Arabic

13 Aug. 20 Thursday	13:00 – 14:30	ACTRAV Specialist Wafaa Osama
	14:45 – 16:15	MSMEDA Mahmoud Zein, Arabic
	16:30 – 18:00	

14 Aug. 20 Firday		
15 Aug. 20 Saturday	9:00 - 10:00	KAIZEN Center, RASHA BADIA MAHROS AHMAD, Arabic Mobile call
	12:00 – 13:30	
	13:45 – 15:15	Maria Amideast, Hana El Feki
	15:30 – 17: 00	Hesham Bayoumi

Date all Aug.	Time	Activity/Name and organisation of informant
	21:00	Governor of Menoufia Office, Ola El Ghotmy, Arabic Mobile call
16 Aug. 20 Sunday	8:30 - 10:00	
	10:00 – 11:00	MSMEDA Eng. Ahmed Elgendy,
	12:00 – 13:30	Governor of Qalyoubia Office, Eman Rayan, Governor of Qalyoubia Office, Naglaa Fathy, Arabic
	13:45 – 15:15	Luca Fedi ILO
	15:30 – 17: 00	Somon White, Consultant,
17 Aug. 20 Monday	9:00 - 10:00	Nahdet ElMahrousa, Dina Rafe', Rannia Elsayed
	10:15 – 11:45	SCORE trainers, Mohamed Husseiny Abd El-Maksoud,
	12:00 – 13:30	SHM Industries, Mostafa Mahmoud, عربي Arabic

Date all Aug.	Time	Activity/Name and organisation of informant
	13:45 – 15:15	ADM Chemical Industries, Mohamed Sayed Shabana, Arabic
17 Aug	Monday	Eman in Qalyoubia 2 FGD Beneficiaries Plus individual interviews (cases)
18 Aug. 20 Tuesday	8:30 - 10:00	Ahmed Osman, ICSB,
	10:15 – 11:45	Private company job placement, Esperanza, Mohamed Magdy, عربي Arabic Mahmoud Alaa Mahmoud Alaa HR manager
	12:00 – 13:30	Private company job placement Simplex, Eman El Bana, عربي Arabic
	13:45 – 15:15	Ms. Noha Fathi
	15:30 – 17: 00	
18 Aug	Teusday	Eman in Meunofia 2 FGD Beneficiaries Plus individual interviews (cases)
19 Aug. 20 Wednesday	8:30 - 10:00	
	10:15 – 11:45	
	12:15 – 13:15	Reem Abdel Halim, Consultant,

Date all Aug.	Time	Activity/Name and organisation of informant
	13:30 – 15:00	Mahitab Mohamed, Norwegian Embassy, Topic: Norwegian Embassy Meeting Time: Aug 19, 2020 01:30 PM Cairo
	15:00 – 17: 00	Erick ILO CO Director Debriefing meeting
20 Aug.		Wrap-up Meeting with ILO CO
26 Aug. 20 Monday		Stakeholders meeting on Initial Findings of Final Evaluation

Appendix 5 List of Informants

No.	Name	Role
1	Mr. Eric Oechslin	ILO, CO Director
2	Ms. Mahitab Mohamed	Norwegian Embassy
3	Ms. Inviolata Chinyangarara	Evaluation Manager
4	Mr. Ricardo Furman Wolf	ILO, Senior Monitoring and Evaluation Officer
5	Ms. Nashwa Belal	ILO, CTA & Project Manager
6	Ms. Racha Elassy	ILO, National Project Coordinator
7	Mr. Salah Elrashidy	ILO, Programme Officer
8	Ms. Rasha Radi	ILO, Admin and Finance Assistant
9	Mr. John Samuel	ILO, Admin and Finance Assistant
10	Ms. Reem Akl	ILO, Communication Officer
11	Mr. Luca Fedi	ILO, Employment Specialist
12	Ms. Wafaa Osama	ILO, ACTRAV Specialist
13	Mr. Farid Hegazy	ILO, Employers Activities Specialist
14	Mr. Michael Elkin	ILO, Global Manager for the ILO SCORE Programme
15	Ms. Lina Nabarawy	ILO, former NPC
16	Ms. Heba Shehata	ILO, National Project Coordinator
17	Mr. Khaled Abdelazim	FEI, Executive Director
18	Ms. Rania El Nady	FEI, Head of SME Unit
19	Mr. Adel Nouredin	FEI, BDSC Director
20	Mr. Simon White	Research Consultant
21	Mr. Hesham Bayoumi	SCORE Coordinator
22	Ms. Eman El Sweify	IMC, BRCs Director
23	Ms. Reham Ahmed Saeed	IMC
24	Ms. Shahimaa Aly	MTI, Head of Strategies and Development Projects Department
25	Ms. Nanise El Nakory	Ministry of Youth, General Manager of the department of Projects

No.	Name	Role
26	Mr. Ahmed Gaber	Ministry of Youth
27	Mr. Ahmed Elgendy	MSMEDA, General Manager
28	Mr. Mahmoud Zein	MSMEDA, Entrepreneurship Administration Director
29	Ms. Rana Ezz Eldin	MSMEDA
30	Ms. Rasha Badia Mahros Ahmad	KAIZEN Center, Senior Quality Improvement Engineer and SCORE Trainer
31	Ms. Maria Arruda	AMIDEAST, Assistant Country Director for Programs
32	Ms. Hana El Feki	AMIDEAST
33	Ms. Ola El Ghotmy	Menoufia Governorate, Head of International cooperation unit
34	Ms. Eman Rayan	Qalyoubia Governorate, Deputy Governor
35	Ms. Naglaa Fathy	Qalyoubia Governorate, Head of Communication Office
36	Ms. Dina Rafe'	Nahdet ElMahrousa, Training for Employment focal point
37	Ms. Rannia Elsayed	Nahdet ElMahrousa
38	Mr. Sameh	Heloul, Director
39	Mr. Mohamed Hussein Abd El-Maksoud	SCORE trainers
40	Mr. Mostafa Mahmoud	SHM Industries, HR Manager
41	Mr. Khaled Yousef	SHM Industries,
42	Mr. Mohamed Sayed Shabana	ADM Chemical Industries, Deputy General Manager
43	Mr. Ahmed Osman	ICSB, President
44	Mr. Mohamed Magdy	Esperanza, Director
45	Mr. Mahmoud Alaa	Esperanza, HR Manager
46	Ms. Eman El Bana	Former Simplex company
47	Ms. Reem AbdelHalim	Consultant
48	Mr. Ahmed M Ibrahim	Aqua Pora Factory, Production manager
49	Mr. Tamer Khalil	Aqua Pora Factory, Production supervisor
50	Mr. Mohamed Tag	Aqua Pora Factory, Financial Manager
51	Ms. Doaa Kamel	Aqua Pora Factory, Operation Manager
52	Mr. Mohamed Bayoumi	Aqua Pora Factory, Research and Development Manager
53	Mr. Moemen Saad	Maarab Factory, HR Manager

No.	Name	Role
54	Mr. Yousef Rafaat	Maarab Factory, Packging
55	Ms. Asmaa Gamal	Maarab Factory, Machine worker
56	Mr. Saad Ashraf	Maarab Factory, Production Assistant
57	Ms. Hanan Saber	Maarab Factory, Machine worker
58	Ms. Walaa Zakria	Maarab Factory, Quality worker
59	Ms. Zeinab Mahmoud	Maarab Factory, Machine worker
60	Mr. Belal Mohamed	Maarab Factory, Production Quality worker
61	Mr. Essam Mahmoud	Almania Medical, Owner
62	Mr. Hussien Fahmy	Alhandsia for manufacturing factory, Quality Inspector
63	Mr. Tamer Samir	Gharabouy Librarya and electric maintenance, Owner
64	Mr. Mohamed Nabil	MAF for civil engineering consultancies, Owner
65	Mr. Mohamed Ismail	Alhandsia for manufacturing factory, Director
66	Mr. Hassan Mostafa	Town Team factory, HR Specialist
67	Mr. Ahmed Omr	Town Team factory, Planning specialist
68	Ms. Magda AbdelMaksoud	Town Team factory, Sewing worker
69	Mr. Mahmoud Mohamed	Town Team factory, Sewing worker
70	Mr. Mohamed Khaled	Town Team factory, Sewing worker
71	Ms. Amany Fawzy	Town Team factory, Sewing worker
72	Ms. Asmaa Zakaria	Town Team factory, Quality supervisor
73	Ms. Rabab Gaber	Town Team factory, Quality supervisor
74	Mr. Amr Gaber	Town Team factory, Sewing worker
75	Mr. Ahmed Said	Town Team factory, Sewing worker
76	Mr. Mohamed Nabouy	Town Team factory, Production supervisor
77	Mr. Magdy Said	Town Team factory, Sewing worker
78	Ms. Reda Mabrouk	Mafroshat, Owner
79	Mr. Ahmed Elzamly	Plastic manufacturing, Owner
80	Mr. Alsayed Nour Eldin	SME, Currently Accountant
81	Ms. Lobna Kassim	ILO, M&E officer

Appendix 6 Reviewed Documents

1	Project document (Proposal)
2	Project Monitoring Framework quantitative results
3	Log-frame
4	Semi-Final Evaluation Stakeholders List EYE I (27 July 2020)
5	Technical Progress Report (26 November 2019)
6	Final Progress Report
7	EYE presentation
8	EYE presentation short
9	Approval minutes between (Norwegian Ministry of FA & ILO)
10	Implementation plan, including: <ul style="list-style-type: none"> - 1. Work Breakdown Structure - 2. Responsibility Matrix - 3. Work Scheduling - 4. Resource Plan - 5. Budget Matrix
11	Outcome 1 Output 1.1 SME unit enhanced, including: <ul style="list-style-type: none"> - FEI SME Unit: Concept, Roadmap & Capacity (English & Arabic) - FEI SME Unit Survey (English & Arabic) - ILO Cairo FEI Unit Work Plan - ILO FEI SME Unit Discussion Paper & Annex (White 2018) (English & Arabic)
12	Outcome 1 Output 1.2 National stakeholders supported to improve SME environment, including: <ul style="list-style-type: none"> - ACCESS Policy Brief (English & Arabic) - Industrial Investment Map for (Qalyoubia & Menoufia) - Towards an effective SME agency, Policy Brief (English & Arabic)
13	Outcome 2 Output 2.1 Local actors mobilised to support job creation, including: <ul style="list-style-type: none"> - Analytical Study for Economic Development and Youth Employment in Menoufia - Analytical Study for Economic Development and Youth Employment in Qalyoubia - Productivity Working Conditions Course Event for Policy Makers - Productivity Working Conditions Course Information - YENA Conference Information Note - YENA Conference Report

14	<p>Outcome 2 Output 2.2 Job placement, working conditions and productivity supported, including:</p> <ul style="list-style-type: none"> - Policy Brief Pathways to Employment (English & Arabic) - Pathways to Employment agenda (English & Arabic) - Pathways to Employment concept note (English & Arabic) - SCORE Egypt Brochure (English) - SCORE Egypt Results Publication (July 2019) - SCORE Factsheet Egypt (English) - SCORE links to materials produced by EYE - TfE Final Report (AMIDEAST) - TfE Final Report (Nahdet ElMahrousa& Holol Final Report) - TfE Final Report General by Mohamed Ezzat - SCORE FINAL REPORT
15	<p>Outcome 2_output 2.3 Entrepreneurs empowered, including:</p> <ul style="list-style-type: none"> - Nawah Competition Progress Report I - Nawah Competition EYE progress Report 2 - Nawah Competition EYE Final Report - SYB Implementation Report (The Marketer 2018) - SYB GET Ahead Implementation Report (The Marketer 2019) - Summarise report for ILO 2018 SYB (Qulyobia & Menoufia) - SYWRB Menoufia Final Report - Making Microfinance Work (November 2017) <ul style="list-style-type: none"> • MMW Trainers Schedule (November 2017) • Attendance Lists • MMW Trainers Final Report (November 2017) - Social Entrepreneurship Programme <ul style="list-style-type: none"> • Awareness Raising Workshop report SE 1 • Awareness Raising Workshop report SE2 (For Benha, Qalyoubia) • Awareness Raising Workshop report Menofia SE 3 • SE Program Outreach Final Numbers (890 applicants) • SE Program FGDs Report EYouth (6 April 2020)
16	Budget/ financial report

Appendix 7 Results against Indicators

Objective	Performance Indicator	Target	Final Evaluation Findings
<p>Development Objective: To contribute to increased productive employment, business creation and decent work opportunities for young men and women in Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges and are at the risk of labour market exclusion.</p>			<p>The project succeeded well in increasing productivity and business creation already within the lifetime of the project.</p> <p>When it comes to vulnerable groups of young people there is still a way to go to reach the long-term objective of the projects</p>
<p>Outcome 1: National institutions are strengthened for SME development</p>	<p>Influence of FEI's policy guidance on Government policies and legislation</p> <p>Government industrial and trade policy targets more explicitly employment creation</p>	<p>Direct contribution on Government policy and legislation is attributable/policy briefs developed</p> <p>Official MTI and Government documentation/statistics</p>	<p>FEI reports that they already see results of the SME unit's advocacy work in new rules and regulations.</p> <p>N/A</p>
<p>Output 1.1: The SME unit within FEI is enhanced to deliver services for SME's and to influence policy-making</p>	<p>Number of services provided by SME unit to FEI's members</p> <p>Influence of the policy guidance provided on Government policies and legislation</p>	<p>4 services provided to the FEI's members</p> <p>Government publications and announcements and media coverage</p>	<p>The project has produced a strategic plan to guide the unit in its provision of services to FEI's member SMEs.</p>
<p>Output 1.2: Public stakeholders including the MTI, are technically supported to improve government intervention and the business</p>	<p>Study is published by MTI, FEI and Chambers Federation</p>	<p>The study is published</p>	<p>In response to a request from the Ministry of Trade and Industry (MTI), EYE produced a study of the economic sectors</p>

Objective	Performance Indicator	Target	Final Evaluation Findings
environment for SMEs development	<p>Number of PPPs negotiated</p> <p>Policy notes prepared in partnership between MTI, FEI and SME stakeholders</p>	<p>Number of project inception</p> <p>2 policy notes are published every year as a direct contribution to Government policy and legislation</p>	<p>and sub-sectors with highest growth and employment potential, using the industrial zones in Qalyoubia and Menoufia Governorates as case studies for an in-depth investment mapping, to later be scaled up to all governorates following the established methodology.</p> <p>N/A</p> <p>Two policy briefs were produced by the project:</p> <p>“Towards an Effective SME Promotion Agency: Policy Brief” and “Policy Brief: ACCESS – MSME POLICY FORUM”</p>
<p>Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia</p>	<p>No of youth accessing decent jobs</p> <p>Target SMEs improve significantly their productivity and working conditions</p>	<p>1.000 (40% are women) trained and placed in factories at the end of the project duration; 500 jobs created through SMEs</p> <p>25 factories</p>	<p>401 were placed in jobs (24% women)</p> <p>565 jobs in place (some created within 12 months prior to the intervention) with in 192 businesses</p> <p>27 factories reported improvements in productivity and a long list of other improvements towards decent jobs</p>

Objective	Performance Indicator	Target	Final Evaluation Findings
Output 2.1: Local actors are mobilised around the local comparative advantage of the target Governorates towards better job creation for young men and women	Key public economic and social stakeholders at Governorate level are engaged on youth employment	N/A	N/A
	Governorate report published	N/A	The project produced two studies, in partnership with the Egyptian Center for Economic Studies: Analytical Study for Economic Development and Youth Employment in Qalyoubia and in Menoufia.
	Number of key local stakeholders certified on core competencies	N/A	<p>Three staff of the Ministry of Investment and International Cooperation (MIIC), the Federation of Egyptian Industries (FEI) and the former Industrial Training Council, participated in a training course on ‘Productivity and Working Conditions in SMEs’, at ILO/ITC in Turin.</p> <p>Two senior officials from the Ministry of Local Development attended the Youth Employment in North Africa Conference: The Future on Youth and Employment in North Africa.</p> <p>The ILO HQ hosted a High-Level Conference in Geneva</p>

Objective	Performance Indicator	Target	Final Evaluation Findings
			<p>on Youth and Employment in North Africa.</p> <p>Nine representatives of key stakeholders (government officials, private sector, NGOs) were acquainted with the materials and methods to develop a strategy for coaching and follow-up work with entrepreneurs through the SIYB Training of Trainers received.</p> <p>The project translated and adapted SCORE manuals to Egypt's context and trained a selected group of 12 trainers on delivering SCORE training.</p>
<p>Output 2.2: A programme linking work placement of young men and women, improved working conditions and productivity in SMEs is implemented in partnership with the Industrial Training Council (at the least 2.500 young men/women employed within the SME sector</p>	<p>Number of SMEs implementing SCORE</p> <p>Improvement in working conditions and in productivity</p> <p>Number of youth accessing decent jobs</p>	<p>25 SMEs display significant improvement in working conditions and in productivity</p> <p>1.000 jobs</p>	<p>The number of factories was increased to 30 during the process of implementation of these 27 reported improvements. (The evaluation did not have the possibility to visit the factories involved and could therefore not verify the improvement of working conditions.)</p> <p>Trained and placed 401 participants in jobs for 3 months</p> <p>The project in addition initiated five Job Search Clubs in youth</p>

Objective	Performance Indicator	Target	Final Evaluation Findings
			centres in five villages in Qalyoubia to 85 youth (75 females).
<p>Output 2.3: Young male and female entrepreneurs are empowered to start and develop their businesses, in partnership with SME unit, and public and private stakeholders at the local level (at the least 500 jobs created)</p>	<p>Number of FSPs receiving technical assistance</p>	<p>20 FSPs receiving technical training</p>	<p>On the institutional level, EYE engaged 22 participants from senior and middle management in microfinance institutions in Qalyoubia and Menoufia in a two-week “Making Microfinance Work: Management for Better Performance” training workshop, organised in partnership with the Egyptian Microfinance Federation.</p>
	<p>Number of youth receiving entrepreneurship awareness</p>	<p>700 youth receiving entrepreneurship services</p>	<p>The project provided 593 youth with entrepreneurship training. Training was mostly with the flagship ILO Start and Improve Your Business (SIYB) training, but also with the female-specific “Gender and Entrepreneurship Together (GET Ahead)” Training, and the “Start Your Waste Recycling Business” Training, as follows:</p> <p>565 participants (243 females) were trained on Start Your Business, by trainers</p>

Objective	Performance Indicator	Target	Final Evaluation Findings
			that EYE trained and certified in Qalyoubia and Menoufia.
	Number of youth accessing finance and/or business plan preparation services	500 new jobs created	It is assumed that the project has contributed to establishment of 192 businesses, which would create at least 2 additional jobs, thus contributing to around 576 jobs, exceeding the target for this output
	Number of jobs created as attributable to the project		18 female participants received GET Ahead Training in Qalyoubia, which aims to address some of the barriers women face to starting and running a business 10 potential entrepreneurs (3 females) were trained on Start Your Waste Recycling Business in Menoufia.
	MSMEs provided with grants through innovation fund	2 MSMEs are provided with grants through innovation fund	The project contributed to promotion of pro-poor innovation through the NAWAH Social Entrepreneurship Competition, where the winners were rewarded with grants and technical support.

Annex 8: Evaluation Questions

Evaluation Questions	Indicator	Sources of Data	Method
Relevance and validity of design			
1. How relevant were the project's expected results to the development priorities of the Government of Egypt (the economic reform programme since 2016 and the SDS 2030), UN Development Frameworks, and ILO priorities?	Project referred to in internal ministerial documents	Documents and informants	Desk review and interviews (Q5 &6) in
2. How has the project addressed the needs of the ultimate beneficiaries? Has there been changes in these needs during the life of the project?	Number of young people (beneficiaries) employed or self-employed. Institutional capacity of Constituents increased.	ILO Constituents, ILO CO Management and project staff Baseline information, technical progress reports (TPR), amendments to PD and budget	Interviews and desk review
3. How well does the project complement and build on other complete and on-going ILO projects in the country?	Synergy with other employment projects established	ILO CO and TPR	Interviews and desk review
Project efficiency			
4. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?	Outcomes achieved and outputs delivered timely and within project deadlines	TPR and financial reports. Fin/adm staff	Interviews and desk review

5. Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?	High delivery rate	TPR and financial reports	Desk review
6. Assess if the management and governance arrangement of the project contributed to facilitate the project implementation	Constituents have ownership and project deliver timely	Project partners and ILO staff	Interviews and desk review
7. Has the project received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (DWT Cairo and ILO ITC the technical units in headquarters)?	Constituents and beneficiary's express satisfaction with quality	Project partners and ILO staff	Interviews
8. Has the project put in place adequate monitoring and evaluation arrangements to support project achievement of results	Reporting and monitoring is implemented satisfactory and outcomes met	ILO CO, RO and EVAL	Interviews and desk review
Project effectiveness			
9. To what extent has the project achieved its outcomes at national and sub-national levels	Outcomes met	Constituents and ILO CO	Desk review and interviews
10. Do the results accrue equally to men and women?	50% women participation in capacity building and increased role of women	Implementing partners, Constituents and project staff	Interviews and FGDs
11. Has this been done through the planned outputs or new ones have been included, why and how effective have these been?	N/A	Project documents and TPR	Desk review and interviews
12. Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?	Partners ownership established and women and men participate actively	Implementing partners and TPRs	Interviews and FGDs

13. Which have been the main contributing and challenging factors towards project's success in attaining its targets?	N/A	Implementing partners and TPRs	Interviews and FGDs
14. What, if any, unintended results of the project have been identified?	N/A	Implementing partners, Constituents and project staff	Interviews and desk review
Impact orientation and sustainability			
15. To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?	Number of young people out of unemployment and Constituents with stronger capacity on youth employment	TPR, project staff and partners	Desk review and interviews
16. Assess whether project outcomes are sustainable and identify the steps that have been taken to enhance it.	Commitment to financing of scaling	TPR and Constituents	Desk review and interviews
17. Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic.	N/A	Implementing partners and Constituents	Desk review and interviews
Cross-Cutting Issues			
18. Gender equality, international labour standards, and social dialogue including tri-partism, environmental sustainability, along with development, has been identified by the ILO as a crosscutting issue of the strategic objectives of its global agenda of Decent Work. Constituent capacity development should also be considered in this evaluation.	N/A	Project documents, ILO technical specialists and women beneficiaries	Desk review, FGDs and interviews

Annex 9 Overview of Stakeholder, Topics and Data Collection Methodologies

Social actors interviewed	Issues to be explored	Proposed activities
Workers	<p>Changes (outcomes) experienced related to the intervention e.g. with respect to working and employment conditions, or workers' own attitude, knowledge, skills, behaviour, relations to TUs, other workers or employers.</p> <p>Relevance and contribution of the intervention to changes identified:</p> <ul style="list-style-type: none"> ➤ What would it take to make the governments interventions even more relevant ➤ In what way has the situation for workers changed over resent years ➤ Reasons to report on working conditions and salary. ➤ Barriers and drivers related to the context, workers themselves or the intervention for using information provided through the project ➤ Do workers feel change in the way TUs are working ➤ Are there any changes in employers' attitude 	<p>Staff and partner workshop</p> <p>Desk review</p> <p>Focus group discussions with workers (men and women)</p>
Governmental Officials	<p>Changes (outcomes) experienced related to the intervention e.g. with respect to implementation of the NIRF.</p> <p>Relevance and contribution of the intervention to changes identified:</p> <ul style="list-style-type: none"> ➤ Reasons for engaging with the ILO project ➤ Experiences cooperating with the project and its partners ➤ Usefulness of tripartite social dialogue in relation to industrial relations ➤ Experiences engaging with trade unions and employers' associations ➤ Barriers and opportunities for engaging workers and employers and their respective organisations ➤ Role in on complaints 	<p>Staff and partner workshop</p> <p>Desk review</p> <p>Semi-structured interviews</p> <p>Focus group discussions with trainees</p>

	<ul style="list-style-type: none"> ➤ Role in minimising decent work deficits 	
Trade Union leaders (national)	<p>Changes (outcomes) experienced related to the intervention e.g. with respect to implementation of the NIRF, or TU representatives' capabilities (attitude, knowledge, skills, relations) to handle industrial relations related issues.</p> <p>Relevance end efficiency of the intervention to changes identified:</p> <ul style="list-style-type: none"> ➤ Reasons to cooperate with ILO and the social partners ➤ Relevance of the project to trade unions ➤ What would it take to make the capacity building and information provided even more relevant ➤ Barriers and drivers related to the context, workers themselves or the intervention for using information provided ➤ Has the project filled skills/knowledge gaps in your organisation ➤ Has the employers attitude changed 	<p>Staff and partner workshop</p> <p>Desk review</p> <p>Semi-structured interviews</p>
Employers' associations	<p>Changes (outcomes) experienced related to the intervention e.g. with respect to employers' attitude, knowledge, or relations to make use of skills availed through the intervention:</p> <ul style="list-style-type: none"> ➤ Relevance end efficiency of the intervention ➤ Reasons to cooperate with ILO ➤ Relevance of the project to employers ➤ What would it take to make the capacity building and information provided even more relevant ➤ Barriers and drivers related to the context, employers themselves or the intervention for using information provided through the project. 	<p>Staff and partner workshop</p> <p>Desk review</p> <p>Semi-structured interviews</p>
Employers	<p>Relevance or contribution of the intervention to changes observed:</p>	<p>Desk review</p>

	<ul style="list-style-type: none"> ➤ To what extent is the intervention known in the employer’s community ➤ In what way was the project relevant to your company ➤ What would it take to make it even more relevant for small as well as big companies ➤ How did the initiative interact with your company/HR department 	<p>Semi-structured interviews</p> <p>Focus group discussions with trainees</p>
<p>Other stakeholders</p>	<p>Relevance or contribution of the intervention to changes observed by other stakeholders.</p> <ul style="list-style-type: none"> ➤ The projects contribution to improving working conditions ➤ Interaction with other stakeholders ➤ Synergies established with other initiatives ➤ Improvements in working and employment conditions 	<p>Desk review</p> <p>Semi-structured interviews</p>

Appendix 10 Interview guidelines

Guide for Focus Group Discussions (FGDs) with participants in capacity building

Background information

- 1) Date of FGD _____
- 2) Gov. _____
- 3) Employed - Unemployed - Entrepreneur
- 4) Total Number of participants _____
- 5) No. Male _____ No. Female _____
- 6) Average age (estimate) _____
- 7) Month of latest training/information provided by the project _____

Relevance and contributions of the project

- 8) Do you know the ILO project? Do you know the name of it? If yes what is it?
- 9) Do you know how you were selected for to be trained by the ILO project?
- 10) What types of trainings and support did you get from the project?
- 11) What are major focuses of trainings and support? How did you use the skills and knowledge acquired from the training and technical support?
- 12) Are the trainings and support relevant to your needs?
- 13) What are limitations of trainings and support?
- 14) What are main challenges of workers men? and women?
- 15) Which challenges have been solved due to the project and which ones are not solved?
- 16) Did the training/project address gender specific issues?

Questionnaire (Handout for participants in FGD)

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
1. The training was useful/relevant.					
2. I am now aware of opportunities and challenges of getting a job.					
3. I feel more self-confident after the training.					
4. My employability has improved.					
5. The information/training I got inspired me to seek more information.					
6. I have used the information to raise a discussion with others about employment possibilities.					
7. After the trainings by the project, I have participated in discussions with other young people about decent work.					
8. The project has stimulated a dialogue in our community about how working conditions and productivity can be improved.					
9. The training include how to establish an enterprise.					
10. I encountered problems with financing my project.					
11. I am now out of unemployment					

**Guide for Semi-structured interviews with:
Project management (ILO Country Director, CTA, NPC and others)**

1. What are/were motivations for the project set-up?
2. Who are the implementation partners in the project? What are partner selection criteria?
3. Was project design participatory and realistic?
4. Has the project design clearly defined outcomes, outputs and performance indicators with baselines and targets?
5. How relevant the project in terms of alignment with government priorities? ILO (DW Agenda and P&B) and UN priorities? Needs of beneficiaries.?
6. What are interactions/synergies between the ILO project and other government and NGO/INGOs initiatives?
7. What are the underlying assumptions of the project? What are strengths and weaknesses of these assumptions?
8. How did the assumptions change in the process of project implementation? How did the project response to the changes?
9. What previous experiences were used in designing and implementing the project?
10. What type of support was obtained from ILO specialists (RO and HQ)?
11. Specialists: What is your participation or contribution to the project? How has the project engaged your services?
12. Have the available technical and financial resources been adequate to fulfil the project plans? If not, what other kind of resources may have been required?
13. What are major **achievements** and **challenges/difficulties** faced of the project?
14. What are mechanisms for monitoring and self-evaluation and key lessons learnt?
15. How lessons learned and knowledge gained have been captured, compiled and shared?
16. Are results of the project shared and used to facilitate scale up best practices (**scalability**)?
17. **Crosscutting issues:** gender clearly indicated in the project document and did the project equally benefit female workers?
18. How useful are the progress reports to assess the project effectiveness?
- 1) Is there any strategy put in place to ensure sustainability of the results after the life of the project (**sustainability**)?

Guide for Semi-structured interviews with:

Advisory committee members

1. Was project design participatory, realistic and its implementation valid and timely?
2. Has the design clearly defined outcomes, outputs and performance indicators with baselines and targets?
3. Relevance of the project to the government development strategies, plans and policies at federal, regional and local levels? Is it relevant to the felt needs of the beneficiaries?
4. Who are major beneficiaries of the project? How project beneficiaries were selected (beneficiary selection criteria)? Any potential appropriate beneficiaries left out from the project?
5. What are major achievements of the project in terms of improving targeted policies, creating enabling environment (systems, people's attitudes, etc.), improving social dialogue and meeting other targeted outputs/outcomes at various levels?
6. What are unintended/unexpected effects of the project (both positive and negative)?
7. Have the available technical and financial resources been adequate to fulfil the project plans? If not, what other kind of resources may have been required?
8. Assess if the management and governance arrangement of the project contributed to facilitate the project implementation.
9. Has the project created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders, including the development partners, to achieve the project results?
10. Has the project received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field?
11. **Crosscutting issues:** gender clearly indicated in the project document and did the project equally benefit female workers?
12. Do you think that the project outcomes/results are sustainable? Why?

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

**Guide for Semi-structured interviews with:
National and Regional government officials/staff**

1. Why your office/bureau/institute has been engaged in the project?
2. Was project design participatory, realistic and its implementation timely and valid?
3. Who are project beneficiaries? How project beneficiaries were selected (beneficiary selection criteria)? Any potential/appropriate beneficiaries left out from the project? If yes, why?
4. Relevance of the project to the government development strategies and objectives of your office? Is it relevant to felt needs of beneficiaries (young women and men)?
5. Has the project filled gaps in government offices/bureaus in terms of skills and resources? at what levels?
6. What are major achievements of the project in terms of improving targeted policies, creating enabling environment (systems, people's attitudes, etc.), improving social dialogue and meeting other targeted outputs/outcomes at federal and regional levels?
7. What are the types of vacancies the project has helped to fill in?
8. Is there a reduction or increase in the number of unemployed youth?
9. Are more SMEs established?
10. Did the training help to increase the employability of vulnerable groups incl. university students?
11. What are unintended/unexpected effects of the project (both positive and negative)?
12. What are barriers in your office/bureau (if any) that limited full utilization of resources, information and capacity provided by the project?
13. Has the project received adequate administrative, technical and - if needed – policy support from the ILO office and specialists in the field?
14. Do you think that the project outcomes/results are sustainable? Why?
15. What foundations have the project laid in place in order to ensure sustainability?
16. **Crosscutting issues:** gender clearly indicated in the project document and did the project equally benefit female workers?

Guide for Semi-structured interviews with:

Employers

1. What are reasons to join the project?
2. How relevant the project is to the needs of employers?
3. Has the project influenced your relations with workers/trade unions/ government?
4. What are factors that may have strengthened the relevance of the project and its activities?
5. What are major challenges related to young peoples (men and women) skills, attitude and knowledge?
6. What are key successes of the project in addressing the major challenges?
7. What are impacts of the project on the beneficiaries (young women and men)?
8. How many of the trainees did you hire and for how long did they stay?
9. Did the training strengthen their attitude and readiness for change?
10. What are unintended/unexpected effects of the project (both positive and negative)?
11. What are employers'/employer' organisations barriers and drivers for using information and capacity provided through the project?
12. How results of the project can be sustainable?
13. **Crosscutting issues:** gender clearly indicated in the project document and did the project equally benefit female workers?

**Guide for Semi-structured interviews with:
Employers' federations/associations**

1. Why did your association join the project?
2. What is the relevance of the project to the needs of employers in terms of improving employability and increasing productivity, reducing absenteeism, motivating workers, increasing mutual understanding of between employers and workers about rights and obligations?
3. In what way has the project helped to increase the capacity of your organization?
4. Has the project filled in skills and/or knowledge gaps in your organization?
5. What are factors that may strengthen the relevance of the project and its activities?
6. What are major challenges young workers are confronted with?
7. What are key successes of the project in addressing the major employment related challenges?
8. In what way has the project contributed to strengthening of ILO Constituents?
9. What are impacts of the project on the beneficiaries?
10. What are unintended/unexpected effects of the project (both positive and negative)?
11. What are your organizations and your members' barriers and drivers for using information and capacity provided through the project?
- 12. Crosscutting issues:** gender clearly indicated in the project document and did the project equally benefit female workers?
13. Have women got a more prominent position in your organization?
14. How results of the project can be made sustainable?

Guide for Semi-structured interviews with:

Trade Union Confederations and their local structures

1. Why did your organization join or not join the project?
2. What is the relevance of the project to the needs of workers in terms of increased employability and improving working conditions (increasing wage, reducing conflicts, motivating workers, awareness creation among workers about their rights and responsibilities, etc.)?
3. Has the project contributed positively to the work of trade unions?
4. In what way has the project helped to increase the capacity of your organization?
5. Has the project filled in skills and/or knowledge gaps in your organization?
6. What are factors that may strengthen the relevance of the project and its activities?
7. What are major challenges in relation to youth employment?
8. What are the major challenges young workers are confronted with?
9. What are key successes of the project in addressing the major employment related challenges?
10. What are impacts of the project on the beneficiaries?
11. What are unintended/unexpected effects of the project (both positive and negative)?
12. What are barriers and drivers for using information and capacity provided through the project?
- 13. Crosscutting issues:** gender clearly indicated in the project document and did the project equally benefit female workers?
14. Have women got more influence in your organization?

Guide for Semi-structured interviews with:

Young Workers (women and men)

Age:

1. Why did you join the project?

2. What is the relevance of the project to your needs in terms of improving your employability?
3. Has the project contributed to your knowledge about rights and obligations? If, how?
4. In what way has the project helped to increase your capacity to earn a living? (effectiveness 12)
5. Has the project filled in skills and/or knowledge gaps? (effectiveness 12)
6. What are factors that may strengthen the relevance of the project and its activities?
7. What are major challenges you are confronted with, when it comes to employment/starting your own business?
8. What are key successes of the project in addressing the major challenges?
9. What are impacts of the project on the beneficiaries (you and others whom you know)?
10. What are unintended/unexpected effects of the project (both positive and negative)?
11. What are barriers and drivers for using information and capacity provided through the project?
- 12 **Crosscutting issues:** did the project equally benefit female and male young people?
- 13 Have more women got increased employability?