



ILO EVALUATION

- **Evaluation Title:** Decent Jobs for Egypt's Young People: Tackling the Challenge in Qalyoubia and Menoufia
- **ILO TC/SYMBOL:** EGY/12/02/DAN
- **Type of Evaluation :** Final
- **Country(ies) :** Egypt
- **Date of the evaluation:** January 2017
- **Name of consultant(s):** Bassem Adly
- **ILO Administrative Office:** DWT Cairo
- **ILO Technical Backstopping Office:** EMP/POLICY
- **Date project ends:** Dec. 2016
- **Donor: country and budget US\$** The Danish-Arab Partnership Program (DAPP); USD 1,6 million
- **Evaluation Manager:** Lobna Kassim
- **Key Words:** Employment; SMEs and skills development policies; entrepreneurship; business development services.

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.

Table of Contents

Executive summary	4
1. Background, objectives and methodology	8
2. Findings and assessment	14
2.1. Relevance	14
2.2. Efficiency	16
2.3. Effectiveness	19
2.4. Sustainability.....	25
2.5. Impact	25
3. Recommendations, lessons learned and good practice:	26
Recommendations	26
Lessons learned.....	28
Good Practice:.....	29
4. Conclusions.....	29
Annexes:.....	30
Annex 1: List of reference documents	30
Annex 2: Persons and organizations met.....	31
Annex 3: Terms of reference	32

Table of figures:

Figure 1: DJEP-DAPP project mind-map.....	Error! Bookmark not defined.
Figure 2 : Evaluation Processes.....	12
Figure 3: voices from the field	15

Abbreviations and acronyms

CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
DWCP	Decent Work Country Programme
ILO	International Labour Organization
KAB	Know About Business
M&E	Monitoring and Evaluation
MOMM	Ministry of Manpower and Migration
MOSS	Ministry of Social Solidarity
NAP	National Action Plan for Youth Employment in Egypt
NGO	Non-Governmental Organisation
PWD	People with Disabilities
RBM	Results Based Management
SIYB	Start and Improve Your Own Business
UNDAF	United Nations Development Assistance Framework
VTC	Vocational Training Centre

Executive summary

This project aims at creating decent work in particular for young vulnerable men and women in rural areas, engaged in agriculture and food industries. The project is designed specifically to address the challenges faced by youth in the labour market at the governorate level, namely, Qalyoubia, and Menoufia, as it proposes multi-dimensional interventions for youth employment integrating supply and demand side as well as job matching programmes that enhance capacities and stimulate partnerships at the local level for employment creation. The project's territorial approach is based on the development of the Regional Employment Plans, which identify mid-term supply and demand side interventions that can lead to job creation, and Sectoral Jobs Pacts, which propose short-term interventions related to job creation in agriculture and food industries.

The anticipated outcomes of the project are as follow: (I) Local labour market institutions and the social partners design and deliver relevant policies and services for youth employment, with a focus on agriculture (II) Vulnerability of youth in the labour market is reduced through employability and job creation programmes in Qalyoubia and Menoufia.

The DJEP is a 4-year project, having initially a budget of USD 6 million, and funded by The Danish-Arab Partnership Program (DAPP). The project's contract was signed in December 2012, and officially launched in the beginning of 2013. In April 2013, a revision meeting with the donor concluded the amendment of the project's logical framework, with 2 clear targets for phase 1 and phase 2, and a lower number of outputs. The project had to be suspended afterwards by donor request due to political unrest. In March 2015, a Joint Cooperation Protocol between the Ministry of Manpower and Migration (MOMM) and the ILO was signed, based on the constitution formulation and the election of the parliament.

By June 2015, the project initiated coordination with the two governorates, after the issuance of Presidential Decree No. 234 on May 26, 2015, in order to implement the project activities. Based on the strategic shift of DAPP agenda, the allocated financial resources for phase two of the project were cancelled in October 2015. By the end of 2015, the project had a no-cost extension until December 2016, which is considered the project term subject of evaluation.

Purpose, scope and clients of the evaluation

The final evaluation for the project started by end of the project duration in December 2016, guided by the Terms of Reference, ILO's Evaluation Policy, and the UNEG Evaluation Norms and Standards.

The main purpose of the evaluation was to produce a fair assessment of whether the Project as a whole provided the right type of support to key stakeholders to achieve its key objectives and outcomes, and to draw lessons learned for future implementers and policymakers.

In addition to providing an evidence-based assessment of the project based on the standard evaluation criteria, the Evaluator has developed concrete recommendations for the ILO to enhance the design and implementation of similar future projects and activities.

The evaluation process balanced the need for organizational learning with the purpose of ensuring ILO's accountability towards the Government of Denmark as a donor and the local counterparts.

Methodology of evaluation

The Evaluator used a highly participatory approach, seeking the views of all stakeholder groups, and a mixed methods approach was adopted to ensure an evidence-based assessment. The methodological mix included extensive desk study of relevant documents provided by ILO, semi-structured interviews, a quantitative survey, focus group discussions, and a debriefing workshop.

The fieldwork was carried out in Cairo, Qalyoubia and Menoufia by the independent evaluator, and data collection involved 14 trainers of different ILO tools and 33 direct beneficiaries.

Limitations of the evaluation

First, the project could not achieve its target output to support local institutions in designing employment plans on the governorate level had not been achieved, as centralized governance in the country leads to persistently limited authority and weak capacity of governorate level institutions and creates a hindering environment for the development of effective local plans. This has resulted in a distortion in the project design, and made it impossible to test its overall theory of change.

Second, the design of the first phase of the project was not sufficiently revised to reflect its independence of a second phase, and thus it was difficult to conclude an overall assessment of progress from progress reports as outputs and activities did not directly correspond to a structured logical framework or implementation plan for phase one separately. Accordingly, this final evaluation gives a general review of the relevancy of planned outcomes, but the evaluation criteria mainly focus on the output level.

Third, some important ILO tools (e.g. Jobs pact) had only recently been introduced, thus assessing their outcomes at the time of the evaluation would have been premature as matching is only expected to create concrete results in at least a six months duration.

Finally, consolidated financial reporting that links expenditures to budget lines and results was absent, and thus an analysis of the Project's financial viability and efficiency was not possible.

Main Findings and Recommendations

Relevance: The evaluation concluded that the overall project objectives are highly relevant to the Egyptian context in relation to the need to support young men and women in entering the labour market. This is built on an analysis of national and international employment strategies; including the Youth Employment National Action Plan - NAP (2010-2015), the Sustainable Development Strategy: Egypt Vision 2030, the Sustainable Development Goals, the United Nations Development Assistance Framework – UNDAF (2007 -2011) & (2013-2017), and ILO's Employment Policy Framework.

The first outcome of the project to support local institutions in creating regional employment plans was not sufficiently aligned with the NAP and there was not enough evidence that this constitutes a national priority.

However, the second outcome, focusing on support to young men and women, was completely relevant and in line with the NAP, and the project was thus more successful in achieving its corresponding targets.

Efficiency: Despite facing severe external challenges pertaining to the political instability in the country and delays in the start of implementation, the project management was highly successful in creating effective partnerships in the two governorates and utilizing its available human resources. The project management was thus able to maximize the benefits of ILO tools that promote for

entrepreneurship and employability skills for youth, under the second project outcome, and achieved most of the planned targets. In this regards, only a clearer segmentation of targeted beneficiaries would have resulted in greater effectiveness of the project's training activities.

However, another challenge was the donor's cancellation of the second phase, where the design of the project needed to be further revised due to the consequent invalidity of the project document. The lack of a proper results chain with clear vertical linkages and a monitoring framework with SMART indicators made it difficult to assess the project's first phase efficiency, effectiveness and impact.

Finally, the project needed a clear exit strategy to identify the areas of strengths to build on and the areas of weakness to avoid, in order to ensure the sustainability of results and their scale up through future efforts.

Effectiveness: As mentioned above, under the first outcome to support local labour market institutions the project's first two outputs on local employment plans and job pacts were hardly achieved by the end of the project due to external challenges that were not accounted for during the project design. However, the project was successful in strengthening stakeholder capacity in delivering services for agricultural and agro-industrial development. It has successfully supported the establishment of a career guidance unit, an Agriculture Business Development Support unit, and a Biogas Services unit.

The project was highly effective when it came to the second project outcome to support youth in improving their labour market status. In regards to job matching, the project has supported the implementation of successful Job Search Clubs and the establishment and activation of career counselling. As for labour supply, it has trained around 500 workers in cooperation with TRAINTEX and the Industrial Training Council. The workers have then been very successful in participating in "Your Job Next to Your Home" initiative and creating wage employment for themselves. Finally, in terms of labour demand, the project has supported the enhancement of the ability of youth to create their own businesses through the implementation of the "Know About Business" entrepreneurship awareness programme, and the "Start and Improve Your Business" entrepreneurship training, among other ILO tools, and further support to business development services.

Impact: Since the project does not define an overall objective, nor does it have a monitoring framework, It is very difficult to make significant conclusions regarding the impact of the project. However, some strong successes are worth mentioning. First, 500 youth trained by the project were able to create jobs through the Your Job Next to Your Home initiative, and 24 out 56 youth trained on SIYB established their own ready-made garments enterprises. Second, according to a tracer study on 85 beneficiaries of the job search clubs, 16% were placed in jobs by the end of the project duration. Third, 10 fresh graduate engineers trained by the project, successfully established biogas enterprises.

Sustainability: The project successfully builds its efforts on effective partnerships with community stakeholders, and the three established unit mentioned above are institutionalised in local labour market institutions, including Banha University and the Youth Clubs of the Ministry of Youth. This creates a guarantee of the sustainability of these interventions.

Besides, the "Your Job Next to Your Home" initiative is widely supported by the Ministry of Trade and Industry. It creates financially viable enterprises integrated in the ready-made garment value chains and connected to large Egyptian export companies. Finally, the biogas units are also judged as successful for environmental sustainability and could easily be scaled up, as 10 new units are already being established by youth in the governorate.

However, the greenhouse established in Banha University, wasn't introduced based on a clear sustainability plan, nor as a business model to be efficiently managed. By the time of the evaluation, the greenhouse wasn't functioning due to the need of high cost maintenance.

Main recommendations

- 1- Relevance of the project design to the Youth Employment National Action Plan (NAP) as a national benchmark should have been stronger and objectives needed to be better aligned with the national context and priorities, in particular in relation to the first outcome. **(ILO and Partners – for future projects)**
- 2- A longer inception phase is recommended to be able to conduct baseline surveys, validate the project's main assumptions and risks, and design mitigation strategies to tackle potential challenges. **(ILO – Future projects)**
- 3- A clear results chain based on economic theory that is phrased out in a results based logical framework is required for an effective monitoring and evaluation system. **(ILO – for Future projects)**
- 4- The project design should take into consideration the difference between the role of the ILO as an international organization promoting for new tools, techniques, and advocating for effective policies; and the role of public and private local institutions in implementation and direct service delivery to beneficiaries. **(ILO – for Future projects)**
- 5- In case of distributing the financial resources into phases, same rationale should be reflected in the project implementation strategies. Each phase should have clear milestones that reflect its contribution to the overall planned outcomes and overall objective. **(ILO – Future projects)**
- 6- To increase the efficiency of the project beneficiary interventions, the project should clearly segment targeted youth into homogenous groups, and treat each intervention as pilot model using its results as evidence to advocate on the required employment policy on the regional and national level. **(ILO – Future projects)**
- 7- The ILO needs to develop financial reporting requirements, beyond delivery to measure the financial efficiency of projects in terms of results achieved in a cost benefit analysis. **(ILO – ongoing and future projects, no financial implication)**
- 8- An effective strategy for building the capacity of local stakeholders and potential partners (based on needs assessments) needs to be clearly articulated in the project design, and to be allocated enough resources to ensure results are achieved. **(ILO – Future projects, need to allocate reasonable budget for the assessment and capacity building)**
- 9- Advocate for strengthening local institutions and decentralising government, to allow for a greater authority and capacity of national counterparts on the governorate level. And also work on enhancing stakeholders' capacity to monitor and evaluate results relevant to project activities to support the project's management in measuring results and tracing impact. **(ILO – ongoing and future projects)**
- 10- It is recommended to highlight the importance to formulate a successful business model, through enhancing the skills of service providers, to offer the ILO tools from a market based business perspective, which ensures the sustainability of the provided services and increase the outreach level especially for the invulnerable youth. **(ILO – Future projects)**

1. Background, objectives and methodology

National Context:

Egypt's labour market has been facing many challenges during the phase that followed 2011's socio-political events. The challenges were manifested in relation to a complex and a quickly altering national, regional, and global context, calling for all possible interventions that would help the Egyptian economy to readjust and recover more quickly, as well as to help improve rapidly deteriorating conditions affecting a vast portion of the Egyptian society.

Human element constitutes the main labour force which executes all productive activities in society. Egypt, a lower middle income country, where official data (CAPMAS 2015) indicates that among the overall population, 3.5 million are unemployed, 9.4% among males and 24.2% among females with an overall unemployment rate of 12.8%, and a 31.3% among youth, compared to other age groups- 19.1 percent among young adults (25-29) and 3.4 percent among adults (+30).

The unemployment rate in the Qalyoubia governorate is estimated at 12.9 percent on average during the period 2011-2015, which is slightly higher than the country average, estimated at 12.7 percent over the same period. However, it is noted that the unemployment rate in the governorate has risen from 11 percent in 2011 to 13.2 percent in 2015 compared to the relatively stable unemployment rate at the national level.

The unemployment rate in the Menoufia governorate is estimated at 9.3 percent on average during the period 2011-2015, which is less than the country average, estimated at 12.7 percent over the same period. However, the unemployment rate in the governorate has risen from 8.4 percent in 2011 to 10 percent in 2015 compared to the relatively stable unemployment rate at the national level.

Finally, with respect to unemployment by educational attainment, technical schools' graduates registered the highest unemployment rate, in the targeted governorates, and the country total, followed by university graduates and post graduates. Unemployment was least among general secondary school and Al-Azhar secondary school graduates. This can be attributed to the low skill level of the technical school graduate, at one hand and the lack of job opportunities that match the qualifications of higher education graduates on the other hand¹.

Background on ILO:

Decent Work corresponds to the economic and social needs emerging after the global financial and economic crisis of 2008, focusing on productive employment, quality jobs creation, which are key elements to achieve a fair globalization and poverty reduction. The ILO has hence developed an agenda for the community of work looking at job creation, rights at work, social protection and social dialogue, with gender equality as a crosscutting objective. ²

While finally on the path of formulating a global crisis response framework, The Global Jobs Pact was adopted unanimously on 19 June 2009 at the International Labour Conference (ILC), where ILO constituents – governments, employers' and workers' organizations - meet yearly to discuss challenges facing the world of work.

The Global Jobs Pact is a set of balanced and realistic policy measures that countries, with the support of regional and multilateral institutions, can adopt to ease the impact of the crisis and accelerate recovery in employment. It calls on ILO's member States to put decent work opportunities at the core

¹ Egyptian Center for Economic Studies Report published, December, 2016 www.eces.org.eg

² <http://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

of their crisis responses. It addresses the social impact of the global crisis on employment and proposes job-centred policies for countries to adapt according to their national needs. The Pact calls for coordinated global action to maximize the positive impact of policy initiatives on jobs and sustainable enterprises worldwide. Its successful implementation depends on national and international decisions, by governments, business, labour, parliaments, local authorities and civil society, as well as by donors and multilateral institutions.³

Decent Work Agenda in Egypt & the National Action Plan:

Although the ILO is promoting for the Decent Work internationally as described above, the tripartite constituents in Egypt haven't yet reached an expanded scope of cooperation with ILO's Cairo office to develop a country programme. Nevertheless, Egypt started in February 2006 the development of National Action Plan on youth employment (NAP), as part of its commitment as a YEN Lead Country. This NAP is a result of Egypt's leading role in the Secretary-General's Youth Employment Network (YEN), and the support of the ILO's Sub-Regional Office for North Africa and the Employment Sector at the ILO's headquarters. The 5 years NAP has been signed by the government of Egypt in 2010, focusing on three main objectives: a) Increasing youth employability, b) Providing more job opportunities, and c) Developing labour market policies and programs.

In 2001, the ILO Cairo office launched a programme that tackles unemployment in Egypt for young people, "Decent Jobs for Egypt's Young People: Tackling the Challenge Together - DJEP" .

Project Overview - DJEP:

This project stems from the ILO's "Decent Jobs for Egypt's Young People: Tackling the Challenge Together" programme, that draws on lessons learned from numerous youth employment initiatives in Egypt and in other countries, and follows an ambitious multi-dimensional and integrated approach to stimulating youth employment over a four-years period.

This project "Decent Jobs for Egypt's Young People: Tackling the Challenge in Qalyoubia and Menoufia", is designed specifically to address the challenges faced by youth in the labour market at the governorate level. The project aims at creating decent work in particular for young vulnerable men and women in rural areas, engaged in agriculture and food industries.

While the project was formulated after the events of the 2011 revolution in Egypt, having initially a budget of USD 6 million and an execution term of 4 years, as it reflected a wider range of ambitious objectives. The Danish-Arab Partnership Program (DAPP) signed the project's contract in December 2012, and the project officially launched in the beginning of 2013. Meanwhile in April 2013, a revision meeting with the donor took place, which in turn resulted in an amendment for the overall project's logical framework, having 2 clear targets for phase 1 and phase 2, and a lower number of outputs. Unfortunately, the project had to be suspended by the request from the donor due to political unrest. Based on the constitution formulation and the election of the parliament, a Joint Cooperation Protocol between the Ministry of Manpower and Migration (MOMM) and the ILO was signed in March 2015.

Following this, and after the issuance of Presidential Decree No. 234 on May 26, 2015, the project initiated coordination with the two Governorates in June 2015 in order to implement the project activities. Based on the strategic shift of DAPP agenda, the allocated financial resources for phase two of the project were cancelled by his wish in October 2015. By the end of 2015 the project had a no-cost extension until December 2016 which is considered the project term subject of evaluation.

³ <http://ilo.org/jobspact/about/lang--en/index.htm>

Project Objectives:

The overall development objective of this project is: to contribute to increased productive employment and decent work opportunities for young women and men in Egypt, particularly targeting vulnerable youth who face compounded labour market challenges and are at risk of labour market and social exclusion.

The project's immediate objectives and outputs are as follows:

Immediate Objective 1: Local labour market institutions and the social partners to design and deliver relevant policies and services for youth employment with a focus on agriculture and food industries

Output 1.1: A medium-term employment plan at Governorate level is designed and implemented

Output 1.2: In line with the above plan, a jobs pact is designed and implemented for agricultural and agro-industrial value chain

Output 1.3: Public and private services for agricultural and agro-industrial development are strengthened

Immediate Objective 2: Vulnerability of youth in the labour market through employability and job creation programmes in Qalyoubia and Menoufia

Output 2.1: Unemployed young men and women become more employable

Output 2.2: Unemployed young men and women are able to create their own businesses

Project Implementation Strategy

Based on the previous experience of ILO in implementing the DJEP in three other governorates (project funded by CIDA), this project used the same integrated approach. The implementation strategy differentiates between three main levels of intervention. The first is focused on the Macro level through the development of related policies, where the Second level, the Meso Level, builds strong partnership with local institutions; and the Micro level, the Third one operates at the community level. As stated in the project document, the following three strategies were guiding the project implementation:

- Policies relevant to youth employment at the Governorate level. macro
- Partnership at the local level to ensure the sustainability of the implemented project activities and the participation of all actors, including youth. Meso level
- Implementing a number of development models and pilot interventions with the possibility of mainstreaming them to maximize benefit and develop them in the future. Micro level

The following chart (*Figure #1*) explains the project main concepts and mind-map as developed in the project proposal.

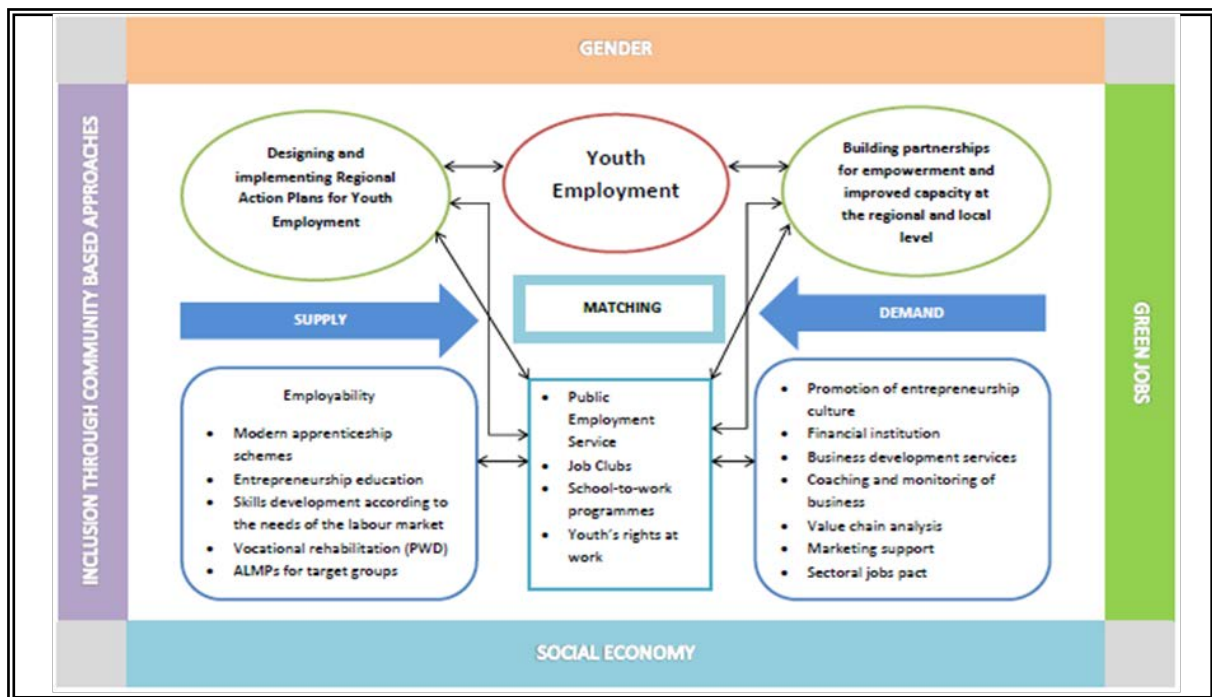


Figure 1: DJEP-DAPP project mind-map (source: project documents)

The project entails an ambitious multi-dimensional, integrated and targeted interventions approach aimed at stimulating youth employment drawing on lessons learned from various youth employment initiatives in Egypt as well as in other countries. As indicated in **figure 1** above which is derived from the project document, the strategy is built around a number interventions aimed at enhancing skills and matching supply and demand within the broader framework of promoting gender equality, green jobs creation, social economy development and inclusion through community-based approaches.

Objectives and methodology of the evaluation

This mission is a final evaluation conducted by an independent external evaluator. The evaluation started its process by the end of the project duration in December 2016, and was guided by the Terms of Reference (ToR) dated December 4, 2016, enclosed in Annex 3, ILO's Evaluation Policy and the UNEG Evaluation Norms and Standards.⁴

The field work was carried out in Cairo and two Governorates namely Qalyoubia and Menoufia January 3 – 16, 2017 by the independent evaluator ("the Evaluator").

The Evaluators operationalized the ToR through an inception report dated December 28, 2016, which was approved by ILO's Office for Independent Evaluation as the evaluation manager. The project team provided logistical support prior and during the Evaluation.

Main evaluation purpose was an assessment of whether the Project as a whole provided the right type of support to achieve its key objectives in the right way, with the main purpose of drawing lessons learned. Besides providing an evidence-based assessment of project performance based on the standard evaluation criteria, the Evaluators were requested to develop recommendations for ILO that may help for improving the selection, enhancing the design and implementation of similar future projects and activities.

⁴ United Nations Evaluation Group (UNEG), Norms for Evaluations in the UN System,

The ToR includes a comprehensive list of detailed, specific evaluation questions. Accordingly, the evaluator was essentially requested to assess the followings:

- a. Establish the relevance of the project design and implementation strategy in relation to the DJEP Program, the ILO, UN and national development frameworks;
- b. Assess the extent to which the project has achieved its stated objectives and outputs, identifying the supporting factors and constraints that have led to them;
- c. Assess the impact of projects' activities on decent work in the target governorates;
- d. Determine the implementation efficiency of the projects;
- e. Assess the potential achievement of the project's sustainability;
- f. Identify lessons learned and potential good practice;
- g. Provide recommendations to project staff to promote sustainability and support the completion, expansion or further development of initiatives that were relevant to the project.

The evaluation process (figure #2) balanced the need for organizational learning with the purpose of ensuring ILO's accountability towards the Government of Denmark as a donor and the local counterparts. While maintaining independence and complying with ILO's evaluation policy, the Evaluator used a highly participatory approach, seeking the views of all stakeholder groups. Enrolling them closely in the evaluation process and seeking alignment on key findings, conclusions and recommendations aimed at facilitating organizational learning. The evaluation process itself was conducted in a way to contribute to continuous improvement.

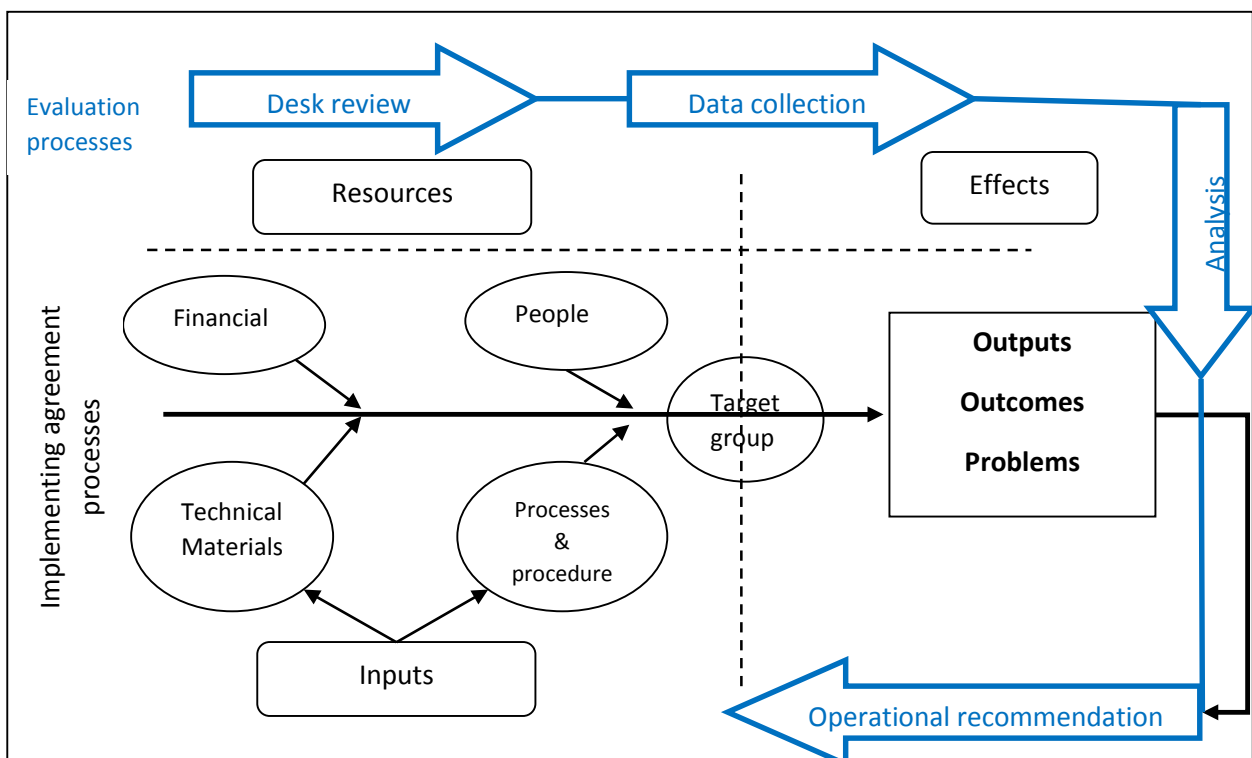


Figure 2 : Evaluation Processes, source: developed by the evaluator.

Figure 2 describes the evaluation process which started by reviewing all the project documents followed by the data collection phase, and the draft report had been developed in light of a qualitative analysis and the debriefing meeting with project stakeholders and ILO staff. The evaluation adopted

an approach where the targeted group are the core of the evaluation, since they are the recipients of all project resources and inputs, and they also reflect the project's effects.

Different evaluation tools were combined to ensure an evidence-based qualitative assessment. Particular emphasis was given to cross-validation of data and an assessment of plausibility of results obtained. The methodological mix included extensive desk study of relevant documents provided by ILO (see Annex 1), semi-structured interviews, focal group discussions and direct observation. A list of organizations and persons met is included in Annex 2.

Interviews were conducted in the form of open discussions following the guiding questions in the ToR, complemented by additional questions developed by the evaluator based on the desk review and the briefing with the project team.

The field data collection process content of the view points from 14 trainers in different ILO tools and the feedback from 33 direct beneficiaries. A standard guiding questionnaire had been used to qualitatively measure the relevancy of topics introduced by the project (ILO tools), and to what extent were the gained knowledge used. The data collection⁵ process had also interviewed the ILO Cairo office key staff, project consultants; as well as, project stakeholders at the governorates level.

The standard guiding questionnaire⁶ that had been used for data collection in the field visits, had been qualitatively analyzed to measure the relevancy of topics introduced by the project (ILO tools), and to what extent were the gained knowledge used.

All stakeholders who were interviewed were ready to openly share relevant all information. Overall, evaluation findings were comprehensive, consistent and clear. Evaluation findings, conclusions and recommendations were discussed in details at face-to-face de-briefings with project team, ILO Cairo office team, project team and representative sample of project stakeholders on February 14, 2017. Purpose of the de-briefing was a factual verification of key findings and an in-depth discussion of evaluation results.

On February 23, a draft report was circulated to ILO Cairo office for factual verification.

Limitations

The first key outcomes (development of regional employment policy and plan) had not been achieved. It is thus not possible to assess possible benefits they would create and their potential sustainability. Secondly, some important ILO tools (e.g. Jobs pact) had recently been introduced. Assessing their outcomes would be *premature*. Thirdly, the absence of consolidated financial report that links expenditures to budget lines and results, counterpart contributions are not reported on. A detailed analysis of the Project's financial efficiency is thus not possible.

The original project proposal was designed on one holistic approach for the problem analysis and the project's implementation strategies, objectives, and outcomes. However, project progress reports reflect that the project is implemented on a two-phase basis. It's worth noting that the concept of "phases", was only applied to distinguish between the budget allocation and the direct targets, and was not reflected either on the project implementation strategy, or planned objectives and activities. Given the fact of the cancellation of the remaining budget (Phase II), and that the project did not amend the log frame, or the planned objectives accordingly; the evaluator faced a challenge to link

⁵ Please refer to the annex no.2 , which includes the people interviewed during the data collection phase.

⁶ Please refer to Annex 4 for a complete version of the questionnaire.

the concept of phases, to a planned execution of objectives and their respective results. Accordingly, this final evaluation while gives a general outlook for the relevancy of the planned outcomes, the evaluation criteria mainly focuses on the outputs level. Thus, and as an example, measuring project's achievements and impact at the outcome level was impossible.

2. Findings and assessment

2.1. Relevance

The assessment of relevance looks at the extent to which project objectives were consistent with the requirements of key beneficiaries, international priorities, and ILO's mandate.

The project was highly relevant to the need of job creation in Egypt, specially for young people as well as the UN Framework and ILO Strategies: the project design main objective was totally in-line with the Youth Employment National Action Plan⁷ (2010-2015) - whose main goal is "to increase youth employment and provide decent and productive jobs for young people, who join the labour market every year The project objectives are also relevant to the United Nations Development Assistance Framework -UNDAF⁸ (2007-2011) *Situational Analysis Report: Key Development Challenges Facing Egypt (Nov. 2010)* – whose one of the priority areas was poverty alleviation through pro-poor growth and equity following its the identification of youth unemployment and increasing poverty in Egypt as key issues that needed urgent attention, , and the ILO's Strategic Policy Framework (2010-2015)⁹, and its gender mainstreaming strategy¹⁰. The project is also compatible with the current ILO programmes DJEP funded by the Canadian Fund and currently implemented in three governorates. By the end of the project, its objectives remain relevant to the Egyptian context related to unemployment as well as the international community; the following two points show the validity of the project main objective:

The United Nations Development Assistance Framework - UNDAF (2013-2017)¹¹ for Egypt, which includes in its Millennium Development Goal's (MDG) report, that unemployment in Egypt is a critical challenge, especially amongst youth under the age of 30. Intensified efforts are needed to reach full and productive employment and gender equality in the area of female employment and access to labour markets

". The same main objectives remain relevant to Egypt according to the Sustainable Development Strategy (SDS); Egypt Vision¹² 2030(March 2015) – which targets to "Create decent and productive job opportunities", The strategy plans to decrease the unemployment rate of 12,8% to reach 10% in 2020, and 5% in 2030. It's worth noting that it was obvious that SDS relies on SMEs enhancement and entrepreneurship to tackle the unemployment problem.

Voices from the field:

The following figure (#3) documents some quotation from the people participated in the final evaluation process; which reflects the project interventions relevancy for the project's stakeholders' and beneficiaries'.

⁷ http://www.ilo.org/wcmsp5/groups/public/---africa/---ro-addis_ababa/---sro-cairo/documents/publication/wcms_243768.pdf

⁸http://www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_102572.pdf

⁹http://www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_102572.pdf

¹⁰ http://www.ilo.org/wcmsp5/groups/public/@ed_emp/documents/publication/wcms_103610.pdf

¹¹ https://www.unfpa.org/sites/default/files/portal-document/Egypt_UNDAF%202013-2017.pdf.pdf

¹² <http://www.mop.gov.eg/Vision1.pdf>

"I wished to attend the ILO training before the actual practical training in the factory, I would have asked more in depth, and more detailed questions regarding the factory management process".

"We are still keeping in touch with the trainer, and we normally ask for his advice regarding any difficulties or challenges facing the implementation of my project." Mentioned by, one of the trainees on entrepreneurship – SIYB.

"Thanks to ILO tools and support that help to directly recruit 500 workers and make 56 entrepreneurs ready to operate their garment factories through the vocational and technical/business trainings they received; it was a " PhD. Abla Abdel-Latif –Economic advisor to the President –Your Job Next to Your Home initiative.

"I personally benefited from the training, and the professor helped me to finalize my business plan, but still I can't find a funding opportunity". KAB Training participant.

"Jobs Pact is a good mechanism for creating jobs, however, it needs to be designed and implemented under a wider umbrella, targeting the local economic development plan". External Consultant.

"Cooperating with the ILO represent a golden opportunity for the University to open up to the community and to serve its required needs". Dean of The Faculty of Agriculture – Moshtohor.

"I wished I could be able to participate with ILO and the Ministry in formulating the plan of action of the JSC, which would have made me more active in coordinating between the JSC's facilitator, and the Youth Centre at the community level". District Youth Responsible.

"it was an exchanged benefits among the three parties; Al-Arabi NGO is serving community members' need, BioMass foundation is promoting for the clean energy and ILO to create direct self-employment opportunities for ten fresh graduate engineers to start up their own companies. This is the true meaning of partnership" Eng. Ahmed Medhat – BioMass foundation executive manager

Figure 3: voices from the field

The project first outcome was fairly relevant when overlooked the NAP as a base for the project design: The Egyptian Youth Employment National Action Plan (NAP) was clearly targeting in its third outcome "to develop labour market policies and programs"; the Plan also includes the main areas of interventions¹³ under its targeted outcomes. On the other hand, the DJEP-DAPP project first outcome targeted "Local labour market institutions and the social partners to design, and deliver relevant policies and services for youth employment", this outcome is not relevant due to the following: The centralization of planning in Egypt, as it was clear in the NAP document that there is no room for decentralization. Also, the NAP didn't include in its document the pathway and/or the strategic direction to achieve its plan; thus, it was too difficult for the project to carry the burden of developing such a plan through this restraining environment. Accordingly, the designed logframe was a bit generic and hardly taking into consideration the high level of centralization, as well as the limited authority and weak capacity of the government representatives at the governorate level, to achieve such an ambitious outcome.

However, the project **second outcome related to the youth employability and job creation was totally relevant** to the NAP first and second outcomes. Taking into consideration that the NAP was jointly formulated with the support from different international institutions including the ILO, accordingly using its outcomes as a reference and/or benchmark (as the project did in the design of his second outcome) was a relevant approach towards not only contributing in the job creation in Egypt but also, supporting the government of Egypt, and namely the Ministry of Manpower (MOM) in

¹³ C1. develop public employment offices and their services and encourage the establishment of private recruitment agencies. outcome C2. develop the labour market information and employment unit at MOMM outcome C3. review labour market regulations outcome C4. establishment of an early warning system.

fulfilling its obligation towards the achievement of the NAP.

Utilizing ILO tools and widening the scope of stakeholders, was a relevant approach to achieve the second planned outcome. The project introduced different ILO tools which were relevant to the need of the targeted beneficiaries as it was noticed during the evaluation field visits. The evaluator had the chance to meet with a representative sample of ILO's tools participants (about 34 participants from different ILO tools) their feedback was positive in general as it was stated in the guiding questionnaire; as a summary of the qualitative analysis of the questionnaire:

- The questionnaire was implemented with 14 TOT participants and 33 direct beneficiaries.
- Most of the interviewed aged between 19-35 years old, where women represent 67% of the total interviewed participants.
- The majority of the interviewed sample expressed that the ILO tools represent the first and only opportunity and/or experience in topics related to entrepreneurship,
- All of them had only benefited by the training activities,
- Very few of the interviewed sample had obtained coaching after participating in the ILO tools' training.
- Those who did attend the KAB training were really grateful for the opportunity of enlightening their future plan regarding the entrepreneurship.
- While, introducing the JSC through the Youth Center was an added value not only for youth who participated in these clubs, but also for the Ministry of Youth who considered the JSCs as one of its future activity for enhancing the youth employability.

2.2. Efficiency

Project management:

Management arrangements and corrective actions have been successful to a good extent when the project needed adjustments in regard to the faced difficulties during implementation. The project had faced different challenges which put a pressure on the overall process of project management, where most of these challenges were external and related to the political instability in Egypt, Although at the beginning of the project (2013-2014), the political scene in Egypt was rapidly altering, having three different consecutive regimes each with a different development agenda, which had a direct effect on the high turn-over of the ministers and governors at the two targeted governorates followed by the decision from the DAPP to freeze the project; however, the project efficiently succeeded to maintain a powerful relationship with government officials at the national and the governorate levels. Which lead to the ability of the project management to obtain the necessary approvals from the parliament and the presidential decree No. 234 on May 26, 2015, to restart the project activities.

The second main challenge that faced the project was the DAPP decision to cancel the remaining committed original budget (Phase two), however, the project was able to respond to the new constrain through the reduction of the number of human resources needed for the project. On one hand, it helped the project to reduce its expenditure, and contributed to obtain a no-cost extension for the project until December 2016. On the other hand, it affected the project's efficiency when it came to the follow-up and monitoring of the implemented activities at the governorates level.

The project management was efficient to mobilize financial resources, this has been done through the cooperation and partnership with other ILO projects (for example: the joint finance of CAPMAS study related to migration in Egypt and the TOT trainings on ILO tools), and other government and donor initiatives/projects (example: the Your Job Next to Your Home). However, the absence of

financial reports prevents the evaluator to measure the financial efficiency of the project management.

The efficiency of the project was on another hand questionable regarding the ability of the project to re-adapt its log-frame and its related outcomes and activities based on the faced challenges, either by convincing the donor, or through finding other alternative scenarios for the project needed adjustments. Since the adjusted log-frame would maintain ILO Cairo Office's reputation and the project's accountability before its stakeholders.

The project was able to efficiently design excel sheets database, to record all data related to the trained participants on ILO tools, which helped to track the gender balance during the overall execution of its activities And it was noticed that the female participation exceeded more than 50% of the total project outreach.

Based on the project document, the project management was only committed to submit a midterm report. The project efficiently presented the required midterm report, not only that, but also in cooperation with the donor in the review mission, the project revised the number of targeted outcomes and successfully distinguished between the targets for the first and the second phase respectively.

The absence of a monitoring and evaluation system (M&E) had prevented the project to document the obstacles and challenges that emerged during the project implementation and how the project mitigates and/or overcomes these challenges.

Given the nature of the project's interventions related to the dissemination of ILO tools which require a longer term to measure the effect of these tools on the targeted beneficiaries, the used monitoring tool was only tracking the activities' outputs; absence of M&E system deprived the project from building an accumulative experience regarding the efficiency of these tools in contributing to the project's overall objectives.

The project staff was totally efficient within the very limited available staff number. The original project design was planned to hire key persons in each of the two governorates in addition to four staff members at the Cairo office. However, due to the budget limitation and the cancellation of the second phase, the project has only been managed by three people based in Cairo. Accordingly, the project staff was overloaded with the managerial and administrative work needs, as well as the field implementation required work.

The absence of financial reporting requirements regarding the actual expenditure in comparison with the planned objectives and activities, limits the ability of the evaluation to soundly measure the financial efficiency of the project. It was evident, during the field visits, that youth are willing to pay for services that would enhance their chances to get access to the job market, which give a room to increase the project's financial efficiency, in case asking for a local contribution from the targeted invulnerable youth.

Technical quality assurance and support:

The project management was totally efficient in utilizing the available technical know-how and maximize the benefit of the ILO backstopping technical experts. The project second outcome: "**Vulnerability of youth in the labour market is reduced through employability and job creation programmes in Qalyoubia and Menoufia**", was mainly anchored on two dimensions: 1- Job readiness, 2- Entrepreneurship, among vulnerable youth. Targets were not clearly clarifying which of ILO tools were to be used to achieve the planned target. Efficiently the project implemented different tools

through the strong support offered by the technical backstopping in ILO Cairo office. Regarding the “Job readiness”, the project in cooperation with the ministry of youth successfully implemented the Job Search Club (JSC), at the Youth Centres in each governorate. The project also succeeded to build the capacity of Faculty Professors at Banha University, to implement career guidance targeting youth in final years of university. And in cooperation with TrainTex, the project supported the vocational training for 500 sewing craft workers. Regarding the “Entrepreneurship”, the project implemented a series of trainings with different stakeholders using ILO tools, namely: KAB, SIYB, ESAB, and GetAhead.

Although the project offered a wide range of technical know-how and tools as presented above, it could have achieved a higher level of efficiency if the project: mapped the youth outreach to homogeneous segments, focused on a fewer number of tools, expanded the outreach of the suitable tool with a larger segment in need, and put a clear operational definition of “The vulnerability of youth”.

The project was fairly efficient in building the capacity of stakeholders at governorate level. On one hand, during the project execution, introducing new technical knowledge, new learning concepts, and new approaches (such as: The Youth Search Club, Jobs Pact) was highly satisfactory and efficient when it came to technical capacity building, when the project was able to provide a training of trainers (TOT) for more than a hundred persons in both governorates. On the other hand, on the level of institutional capacity building to play a pivotal role in the regional employment plans/policies and their active contribution in the employment improvement at governorate level, or to sustain the provision of the services is questionable for some stakeholders.

Administration and finance:

The current ILO, Cairo office’s administration system, was efficient in providing the needed support to the project to accomplish its planned mission. The financial administration was keen to implement best practices for financial accounting, and auditing, nonetheless, it may need more flexibility to respond to the great amount of transactions caused by the project direct implementation at the communities’ level given the nature of high informality and/or the unwillingness for service provider to present official documents/invoices, as well as their preference of dealing with cash money over banking/cheques.

Partnerships:

The project dealt with a wide range of institutions including governmental, semi-governmental, and non-governmental organizations, the relation usually starts by signing a Memorandum of Understanding (MOU). The MOUs usually include the project objectives and articulate generally the roles and responsibilities of each party. By reviewing the MOUs and based on the interviews conducted through the evaluation field visits, the evaluator can classify these institutional relations as follow:

- **Legitimacy:** Relation for example with the Ministry of Manpower, the National Council for Women, and the Ministry of Youth, which permitted the project to implement JSC at the Youth Centers in the governorates. This kind of relation normally at the national level gives the project an opportunity to scale-up the model, however, it marginalizes the role of these institutions at the governorate and the district level to be part of the planning process and/or the learning of implementing any activities.
- **Beneficiary:** This type of relation normally targets the institutions at the governorate level, where there might not be capable of assisting the project to implement its activities. Normally this type of institutions is targeted by a capacity building to enhance their position to implement the

project activities. When the planned activities begin to achieve their results, the type of this relationship can evolve to a partnership level. This was the case in the relation with the University of Banha and the Faculty of Agriculture in Moshtohor.

- **Partner:** It's a type of relations that is built from the beginning, based on a common interest, a set of mutual benefits, and available resources. This type of relation doesn't necessarily need to be for the whole project duration.

The project was totally efficient in utilizing the partnership to maximize its targeted objectives; most of the project successful outputs, was due to the actual implementation of real partnership¹⁴, such as:

- Joint finance for CAPMAS studies.
- El Araby NGO and Biomass Foundation, in the creation of new ten limited liability companies managed and operated by fresh graduate engineers.
- Partnership with public and private sector, Your Job Next to Your Home initiative.
- TOT with other ILO projects.

2.3. Effectiveness

This part of the report is measuring to what extent the project fulfilled its planned target related to the activities implemented and its outputs. Also tackle an assessment of the output contribution to achieve the planned project's outcomes. The below tables include the planned targets and the evaluator's main findings, followed by an analysis.

Table 1 project first outcome, targetes and main findings. source: project log-frame

Outcome 1: Local labour market institutions and the social partners design and deliver relevant policies and services for youth employment, with a focus on agriculture		Evaluation Findings
Outputs	Planned target	
Output 1.1: A medium-term employment plan at Governorate level is designed and implemented.	By 2015 (end of first phase): The key findings of the economic and employment diagnostics are published and widely publicized	3 main studies for each governorate have been conducted, main findings had been discussed with the main project stakeholders
	An employment plan is developed and budgeted by each of the two Governorates, The social partners consider they have been closely engaged with the definition of the plan	Not achieved
Output 1.2: In line with the above plan, a jobs pact is designed and implemented for	5 areas with potential for trade and export are identified in each Governorate, The private sector is fully associated with the definition of diagnostics and priorities	Territorial and sectorial job pacts had been explored, yet to be finalized by the end of the project

¹⁴ More information regarding these models in the Effectiveness and Impact & Sustainability section of this report.

agricultural and agro-industrial value chains.	Gender-sensitive value chain improvements and other priority actions and projects are identified	Not achieved
Output 1.3: Public and private services for agricultural and agro-industrial development are strengthened.	2 training facilities/technical schools (vocational training centers/,Business development support unit upgraded to provide market-relevant training	Three new units have been created on an institutional basis (Career Guidance Unit, ABDS, El Araby Biogas Service Unit), with a clear sustainability plans.

Outcome 1: Local labour market institutions and the social partners design and deliver relevant policies and services for youth employment, with a focus on agriculture:

Output 1.1: A medium-term employment plan at Governorate level is designed and implemented.

This output includes eight different activities as planned in the project proposal. Some of these activities are related to the formulation and design of the employment plan with relevant stakeholders at the governorate and the national level. Where other activities focus on the project role in the implementation and monitoring of the employment plan at the governorate level.

Although, the activities were not classified based on a two-phase plan, however it was obvious that the first phase is mainly concerned with the design of the plan, while the implementation of the plan will be the target of the second phase. However, the planned targets clearly distinguished between the two phases expected results which had been developed through the DAPP review mission with the project. The targets were as follow:

Planned target:

By 2015 (end of first phase):

- The key findings of the economic and employment diagnostics are published and widely publicized
- An employment plan is developed and budgeted by each of the two Governorates,
- The social partners consider they have been closely engaged with the definition of the plan

Findings:

Steering Committees have been established on the governorates level, representing different governmental authorities, and who are also engaged and/or responsible for areas related to employment. The project trained both committees on Results Based Management (RBM), as a first step to build their capacity and ensure their active participation in the development of the regional employment plan. Three main studies for each governorate have been conducted, main findings had been discussed with the main project stakeholders. The first study Diagnostic Research conducted in each governorate was a desk internet screening of the current situation, it was also considered to be a bit generic and doesn't clearly fit or reflect the contribution of the findings towards the project objectives. The second research was a sectoral analysis for the agriculture and the agribusiness activities in both governorates since the project was targeting this sector mainly. The findings and recommendations of this research had been widely shared with project stakeholders. The third and last study was conducted by the Egyptian Economic Center Research – EECR, for each of the targeted governorates, and had been driven with a clear Term of Reference (TOR) where its analysis and recommendations were totally relevant to the project main objectives regarding the economic

development and employment challenges. Prior to the end of the project's term, a one-day conference was organized, where the results and findings of the third study were presented and communicated with the project's stakeholders.

Regarding the two other targets related to the development budgeted employment plan at the governorate level, was hardly to be achieved due to different circumstances and challenges. These challenges can be summarized based on the feedback from the project management as well as other project stakeholders obtained during the evaluation field visits:

- The centralization nature of the Egyptian government regarding the planning and budgeting process, which limits the ability of the governorate authority and other affiliated governmental institutions to contribute significantly on the national level as well as hardly empower these institutions to develop a plan of action at the governorate level.
- Although the government plans are targeting the reduction of unemployment ratios and generating new job opportunities however the government plans doesn't reflect clear policy/ies and/or strategies and programs to achieve such planned target. Thus, it was hard to involve stakeholders at the governorate levels to plan for employment policies with the absence of a governmental national employment program/s.
- Last but not least, the weak capacity of the governmental institutions at regional level and the absence of strong regional NGOs, also limits their ability to implement initiatives and/or maximize the benefit of available funding opportunities to build a model that could be replicated and convince the central (national) level to scale it up. However, it gives a room for potential donor initiatives to invest more in building the capacity of the local/regional representative institutions regarding the unemployment and the way forward to take a corrective action accordingly.

Output 1.2: In line with the above plan, a jobs pact is designed and implemented for agricultural and agro-industrial value chains.

The project was totally effective in introducing the concept and mechanism of jobs pact, to the targeted communities, focused on the agriculture and agribusiness sector. As for the same reasons mentioned above, the first phase was only related to the design, while the implementation of the pact was targeted in the second phase. The first phase planned targets were as follow:

Planned target:

- 5 areas with potential for trade and export are identified in each Governorate,
- The private sector is fully associated with the definition of diagnostics and priorities
- Gender-sensitive value chain improvements and other priority actions and projects are identified

Findings:

The project assigned an international consultant specialized in the pact design, to explore territorial and sectoral opportunities as a potential for promising fields to design jobs pact. The consultant submitted a report reflecting the intensive data gathered from different related and/or potential entities to be involved in the pacts design. He also proposed five different areas of costed interventions.

The project was effective in introducing a new mechanism for job creation, the job pacts, and also effectively exceeded the planned targets when it transferred the concept of pact design to a national consultant, who took over the intensive process dealing with different entities, governmental, private sector, and community based institutions to design two jobs pact in Menoufia and Qalyoubia.

Since the pact's model was introduced in a late phase of the project, and due to the fact of all needed negotiations with the different parties involved in the pact, it was therefore not finalized yet by the time of this evaluation.

The project effectively benefited from the value chain analysis of the agriculture sector in the targeted governorates conducted by one of the UNIDO projects, during the implementation of the project. Thus, the project decided not to duplicate the effort and utilize the results provided by the UNIDO research related to the agriculture value chain.

Output 1.3: Public and private services for agricultural and agro-industrial development are strengthened

Planned target:

- Two training facilities/technical schools (vocational training centers/), Business development support unit upgraded to provide market-relevant training

Findings:

Three new units have been created on an institutional basis (Career Guidance Unit, BDS, El Araby Biogas Service Unit), with a clear sustainability plans.

The project was totally effective by exceeding the planned target in supporting the establishment of three technical units, two of them within university of Banha, and the third one within a local NGO:

- Establishing an entrepreneurship and a career guidance unit under the administration of the Faculty of Commerce at Banha University. Where the project provided a TOT on career guidance to assistant professors from the university, and offered them another training on one of ILO's important tools Know About Business (KAB). The project in this context has also provided the necessary equipment and apparatus needed to setup the unit. The unit was then capable to offer students with career guidance services at reasonable rates, while maintaining the unit's sustainability provided the support of the university's professors.
- Establishing a Technical Support Unit in Agriculture Business Development Services (ABDS), within the Faculty of Agriculture in Moshtohor, Banha University. Where the project offered the needed equipment and apparatus needed to setup the unit, and provided thirteen faculty members a training on Enterprise Skills for Agribusiness (ESAB). And as a needed measure to ensure the unit's sustainability, the project utilized the expertise of an external consultant who jointly formulated with the faculty members a cost business plan, and an operational plan.
- Founding a unit in collaboration with El-Araby Organization to support newly established companies that provide Biogas services. The unit is capable to develop the technical capacities of the company owners in cooperation with Biomass Foundation, as well as advocates for the Biogas idea within the nearby communities. By the time of the evaluation, there were exerted efforts from an external consultant to further develop an optimum model that needs to be completed.

The project was effective towards the achievement in most of the planned targets for phase one, however there is no evidence towards the design of a regional employment plan.

Outcome 2: Vulnerability of youth in the labour market is reduced through employability and job creation programmes in Qalyoubia and Menoufia

Outcome 2: Vulnerability of youth in the labour market is reduced through employability and job creation programmes in Qalyoubia and Menoufia		Evaluation Findings
Output 2.1: Unemployed young men and women become more employable	<p>by 2015: 1000 unemployed persons</p> <p>80% of these report that these trainings have improved their position in the labour market, including PWDs</p>	<p>Totally achieved according to project documents</p> <ul style="list-style-type: none"> 500 workers directly employed at Your Job Next to Your Home initiative <p>More than 100 Trainers</p>
Output 2.2 : Unemployed young men and women are able to create their own business	<p>By 2015, at least 500 have accessed the training online and/or in classroom</p> <p>200 young unemployed</p> <p>and 20% the above benefit from coaching and mentoring for business start-up or development</p>	<p>The project achieved almost 60% over its planned target</p> <p>16 new enterprises operated and 16 IGA</p> <p>Untracked number of youth who start their own business after attending the KAB</p>

Output 2.1: Unemployed young men and women become more employable

Planned activities & targets:

The project logframe was mainly targeting four activities for the materialization of output 2.1, namely:

- 1) *Strengthen public employment offices overall management and service provision, including through job search clubs, youth employment units and other locally-relevant initiatives,*
- 2) *Identify existing and future niches of unsatisfied skills in the local market;*
- 3) *Strengthen vocational training centers to better respond to those skills requirements, including with tripartite management, curriculum review/design, skills upgrading of trainers and rehabilitation; and*
- 4) *Sensitise and build capacities of selected VTCs as well as of key employers on the need and means to better integrate PWDs at work*

First phase target: 1000 unemployed persons

80% of these report that these trainings have improved their position in the labour market, including PWDs

Findings:

The project was totally effective to exceed the planned targeted number of unemployed youth, reaching 1018 youth by three main ILO tools, namely:

- 168 through the Job Search Club (JSC) implemented by the Youth Center in cooperation with the Ministry of Youth in both governorates.

- 350 university students in career counselling through the Career Counselling Unit managed and operated by the University of Banha.
- 500 worker 412 females, 88 males have been provided vocational and administrative training by the DJEP-DAPP project in collaboration with the Egyptian Association for Training & Research Service for readymade garment and textile (TRAINTEX) and the Industrial Training Council (ITC). This was the technical capacity building part under the Your Job Next to Your Home initiative.

Output 2.2 : Unemployed young men and women are able to create their own business

Planned activities & targets:

The project logframe was mainly targeting six activities for the materialization of output 2.2, namely:

- 1) *Make the KAB Online Programme available to all university students at Governorate level and deliver KAB training to University students,*
- 2) *Train recent university graduates on the ILO Start and Improve your business programme;*
- 3) *Train coaches and advisors within BDS providers (both public and private enterprise development agencies) to provide efficient services for youth start-ups (coaching, mentoring, etc.).*
- 4) *Train trainers from key partner public/CSO organisations on ILO microenterprise packages;*
- 5) *Facilitate the training of at least 1000 unemployed young people;* 6) *Ensure public/CSO actors are able to sustain provision of these trainings."*

First Phase: (1) at least 500 have accessed the KAB training online and/or in classroom

(2) 200 young unemployed in entrepreneurship of ILO tools

(3) and 20% the above benefit from coaching and mentoring for business start-up or development

Findings:

Through the cooperation with Banha University the project only achieved 74% of the planned target related to the KAB tool. Out of which 165 university students had the training online while the remaining had the course face to face. The unachieved target was due to the lack of flexibility of Menofia University administration although the project had already provided the TOT to the university professors.

While Introducing the KAB training tool was mainly meant to build the knowledge of university students about entrepreneurship, however the evaluation has witnessed some student examples who have already initiated their own enterprises and others were still lacking the access to financial resource to start their own businesses.

The project was totally effective to exceed the 2nd planned targeted number of unemployed youth, reaching 543 of youth representing 170% above the planned target. This number had been achieved in cooperation and close partnership with different stakeholders such as, the university, the national council for women who provided the GetAhead, and other non-governmental organizations. DJEP-DAPP project introduced three main ILO tools, namely: SIYB, ESAB, and GetAhead.

2.4. Sustainability

The evaluation can witness clear elements that indicate the possible sustainability of employability services beyond the project lifetime. The project successfully established two units within Banha University, one for career guidance and KAB, the other is ABDS unit that provides technical support to the agricultural enterprises as well as, the ESAB tool for graduated students. Both units have clear business plan to sustain the work that they have been implementing during the project lifetime. The business plans include the type of services they provide, the cost of the services and the action plan for the next year (2017).

The sustainability of the JSC is highly to be achieved, since the Ministry of Youth had already added this activity as one of the main services provided by the trained calibre by the project, and that have been implemented in the youth centres, and on the districts and governorates level. The ministry has already obtained the required fund from the central government budget to scale up the JSC as a model for enhancing and empowering the youth to access the labour market.

Serving the community members by utilizing their natural resources is also one of the key sustainable impacts the project has achieved, through the support of establishing ten new biogas companies to promote for clean energy that results in direct savings for household energy cost.

The project invested in establishing a greenhouse within the Faculty of Agriculture – Banha University, the original purpose of this initiative was to use the greenhouse as a pilot model for enhancing agriculture productivity and its profit margin. When the Faculty role is to promote for this model to be replicated and scaled-up by small farm holders. This model had not been introduced to the Faculty based on a clear sustainability plan, nor as a business model to be efficiently managed. By the time of the evaluation, the greenhouse was not functioning due to the need for a high cost maintenance. The sustainability of this model is subject to the ability of the Faculty to fundraise the needed cost, and/or the availability of future projects that would help the greenhouse to refunction.

2.5. Impact

Measuring the project impact has been a challenge for three main reasons, 1) The nature of ILO used tools that invest on the human capital the impact can be measured on a medium term. 2) Some of the project activities were finished just prior to the end of the project, accordingly measuring its impact would be premature. 3) The limited M&E system used by the project, and the fact that tracing studies were incomplete, limits the ability of the evaluator to generalize some of the witnessed project's direct impact.

Some of the project's achievements and direct impact can be summarized as follow:

- A) Direct jobs of 500 workers at 6 different garment factories in cooperation with Your Work Next to Your House Initiative.
- B) 16% of JSC participants obtained jobs. 168 total number of JSC participants, the tracing study had been made for 85 of them, the result was: 72% are actively engaged in looking for jobs, while 16% of them actually obtained jobs.
- C) 10 fresh graduate engineers, trained on Biogas technique, successfully established their own enterprises.
- D) 24 out of 56 trained youth on SIYB started to run their own garment factories.
- E) The number in-depth research and analysis at the Governorates level, more than 100 trainers on ILO tools, represent an infrastructure and gives a clear guidance and a baseline for more future relevant project design that serves the employment creation.

3. Recommendations, lessons learned and good practices:

Recommendations

1. The design of a project that targets employment opportunities, needed to take into consideration the Youth Employment National Action Plan (NAP) approved by the MoM, that has been supported by the efforts that ILO sought for, for more than three years as a national benchmark and/or reference in its design. And to consider this project as one of the executive mechanisms that contributes to achieve the NAP on all levels, to the extent that the result of this project or other similar projects should be used; on one hand, to assert the validity and relevancy of the NAP and its ability to be implemented, or on the other hand, recommend corrective actions to revise the course of the NAP to maximize the benefits on the national level. For future projects, a comprehensive youth employment policy needs to be designed and adopted by the Government of Egypt to serve as such a benchmark to guide project priorities.
 - Priority: high
 - Key responsible entities: ILO and MOM
 - Timeframe: immediate
 - Resources needed: low level investment
2. ILO should preserve its right and/or have a mechanism in relation to the donor, to allow for its ability to amend and reformulate the project's logframe and its outputs based on ILO's first-hand experience of the project's challenges during implementation. One of these tools and mechanisms is to have; a) 3-6 months as an Inception phase should be part of any project design, to allow project management to validate the project's main assumption, risks, design mitigation strategies, choose partners, and adjust its action plan. B)semi-annual project report distinguish the challenges, suggest corrective actions, update targets, and analyze the project performance in a way that is reflected on the overall organizational learning process. In case of distributing the financial resources into phases, same rational should be reflected in the project implementation strategies. Each phase should have clear milestones that reflect its contribution to the overall planned outcome and overall objectives.
 - Priority: medium
 - Key responsible entities: ILO
 - Timeframe: at inception of future projects
 - Resources needed: low level investment
3. To increase the efficiency of the project interventions: a)clearly distinguish between different characteristics of supply (youth) into homogenous segments, b)enhance the capacity (technical and institutional) of related stakeholder/s who would serve the specific market segment, c)adopt a market based approach to deliver employment services to the different market segments, d) treat each intervention as an experimental/pilot model using its results as evidence to advocate on the required employment policy on the regional and/or national level.
 - Priority: medium
 - Key responsible entities: ILO and development partners
 - Timeframe: at inception of future projects

- Resources needed: low level investment
4. Phrasing the expected results should be more clear in a way that reflects the project's core mission. A role that differentiates between ILO as a UN international organization that promotes for new tools, techniques, and advocates for policies; and the role of the government and civil society organizations to implement and directly target the employment generation.
 - Priority: medium
 - Key responsible entities: ILO
 - Timeframe: at inception of future projects
 - Resources needed: low level investment
 5. ILO financial system and procedures need to develop tools that help monitoring activities as planned, creating benchmarks to measure its financial efficiency of outputs. As well as reflect the project efficiency in capturing further resources and contributions (community contribution, ILO projects, and external contribution).
 - Priority: high
 - Key responsible entities: ILO
 - Timeframe: Immediate
 - Resources needed: low level investment
 6. Utilizing an intermediate NGO at the community level may reduce the burden of ILO financial system's involvement in direct activity implementation. Which will require to build the capacity of local NGOs to play such a supporting role. Not only that but also the NGO can play a pivotal role in the sustainability of some of the activities, by qualifying the NGO with a market driven approach.
 - Priority: high
 - Key responsible entities: ILO
 - Timeframe: at inception of future projects
 - Resources needed: low level investment
 7. The documentation and monitoring system needs further enhancement to measure the activity outputs and its contribution to the outcome level. As well as recommend needed adaptation and/or changes at log frame level. This system might also apply to other ILO projects on a centralized basis, to reflect the ILO Cairo office strategic direction and enhance accountability.
 - Priority: high
 - Key responsible entities: ILO
 - Timeframe: immediate for other projects
 - Resources needed: low level investment
 8. Building the capacity of local stakeholders and potential partners needs to be clearly targeted in the project design and give it enough resources to ensure results. This will require: a)Develop a capacity building plan and interventions, based on an assessment of the current stakeholder capacity/ies, b)Use the results based approach in the capacity

building interventions; taken in mind that learning by doing still represents the best option for capacity building

- Priority: high
 - Key responsible entities: ILO
 - Timeframe: at inception of future projects
 - Resources needed: low level investment
9. Coordination at the national/ministry level creates high level of legitimacy to implement activities at the regional level. More effort could be made at the local level which might increase the efficiency of activity implementation as well as enhance the level of ILO tools ownership. This could be done through: a)The participation of local administration on the development of the action plan, b) Enhancing their capacity in the M&E role to track the project intervention output on the short and medium term
- Priority: high
 - Key responsible entities: ILO, MOM and local administration
 - Timeframe: immediate
 - Resources needed: low level investment
10. It is highly recommended to highlight the importance to formulate a successful business model, through enhancing the skills of service providers, to offer the ILO tools from a market based business perspective, which ensures the sustainability of the provided services and increase the outreach level especially for the invulnerable youth.
- Priority: high
 - Key responsible entities: ILO
 - Timeframe: immediate
 - Resources needed: low level investment

Lessons learned

One of the most important lessons learned is to realize the balance between the field works on the micro and the coordination role at the macro levels. Also to liaise between field and executive works to reach the prompt TOT skills to provide them with the ILO tools and make a direct benefit for youth targeted group and meantime observe their expertise and achievements on the micro level, then spread the idea to be implemented on the macro level. The achievement that was done by the project to implement the JSC in the youth centers on the directorates and villages level, has profound the project understanding working tools and its management style, on another hand; it flourished the communication channels with the Ministry of Youth on the central level, which make the Ministry eager to scale up the tool in all the other youth centers not only in the project governorates but in a wider range. As a step further the ILO will be operating in the executive lab on the micro level, towards replicating and scaling up the results on the national level, more than providing direct services.

True partnership increases the overall project's efficiency and maximizes the project effectiveness in achieving the desired results. Accordingly, new project design needs to be built from the design phase, taking into account the participation of all stakeholders, and identifying those who can act as actual partners and others who can be seen as potential partners but will need more effort to fulfill the partnership requirements.

Good Practice:

Investing in human capital is much worthy than investing in physical capital. The project had two main interventions with the Faculty of Agricultural/ Banha University; the first intervention was TOT training for 13 junior faculty staff and professors on ESAB for the sake of providing the training in house for faculty graduates and students to plan for their own agricultural enterprise, and the second intervention was the financial support to establish the greenhouse as a pilot model to promote for high productivity and more job creation opportunities. In order to maintain the greenhouses and ensure its sustainability, there was a need for an extra financial support –by the end of the project-, however there wasn't enough financial resources or any other allocated funds inside the association. This step was suspended until having the sufficient earmarked resources. On a different note; the ESAB TOT participants have initiated a package of training and technical services to support the running agriculture projects besides providing the supportive needed services for these agriculture businesses, also to provide the faculty students with business agriculture superiority. However the greenhouse was facing existing and sustainability challenges, there was a real human asset, represented in faculty staff technical and physical qualifications to achieve an impact remains beyond the project life-time, through the **Entrepreneur and Business Development Services for Agriculture Enterprises (ABDS)**. Towards helping more motivated youth to start up their agriculture business or support the running ones.

4. Conclusions

The project main objectives were totally relevant not only to the Egyptian context, but also to the UN framework and the ILO Strategic Direction and its experience. While the first planned outcome was fairly relevant and too ambitious to be achieved, the second outcome was totally relevant and in line with the Government Youth Employment National Action Plan.

The project management was highly efficient in utilizing the human resources and maximizing the benefits of ILO tools that promote for entrepreneurship and employability skills for youth, thanks to the true partnership that increased the level of project efficiency that achieved most of the planned targets. More efficiency can be achieved through the adoption of a M&E system, clear capacity building strategies and plans, and management arrangements to create potential partners within the project stakeholders, clear segmentation of the targeted youth in order to directly satisfy their needs related to the job market, and clear exit strategies to ensure sustainability.

The project first outcome was hardly achieved due to external challenges, and irrelevant design. However, some of the planned objectives and targets under the first outcome have been achieved. The project was highly effective when it came to the second project outcome, and highly exceeded most of the planned target in comparison with the log frame targeted outputs.

Although it's too early to measure a project impact due to the nature of the interventions, however, the evaluator has witnessed direct impact on the work status of some targeted youth. However, the evaluation cannot generalize the impact because of weak documentation cycle and the M&E system.

Annexes:

Annex 1: List of reference documents

1. Technical cooperation progress report, November 2015
2. Result report,: Decent Jobs for Egypt's Young People: Tackling the Challenge Together in the Governorates of Qalyoubiya and Menoufia. May 2016
3. Egypt-HIMS, Egypt Household International Migration Survey 2013
4. Main Findings and Key Indicators

5. Decent JOBS QALYUBIA , Diagnostic Research- Abdel Messih Zikry, July 2015
6. DECENT JOBS FOR YOUNG MEN & WOMEN "Menoufia"- Abdel Messih Zikry, March 2015
7. Sectoral Study on Agriculture and Food Processing in Menoufia Governorate, BLUE consulting, June 2015
8. Sectoral Study on Agriculture and Food Processing in Qalyoubia Governorate- BLUE consulting, June 2015
9. Job search club report – ILO September 2014
10. SECTORAL JOBS PACT, QALYUBIA GOVERNORATE, 2016

Agreements, protocols and MOUs

11. اتفاقية التعاون المشترك بين وزارة الشباب و الرياضة و الصندوق الاجتماعي للتنمية و منظمة العمل الدولية، 2014
12. Collaboration agreement with Qalyoubia governorate
13. Collaboration agreement with menoufia Governorate
14. Collaboration agreement with University of Banha,
15. Collaboration agreement with University of Menoufia
16. Cooperation Agreement - Faculty of Agriculture in Moshtohor – Banha University And The International Labour Organization – Cairo Office "Decent Jobs for Egypt's Young People: Tackling The Challenge Together In Al Qalyubia and Al Menoufia Governorates Project" And Life Makers Foundation, May 2016
17. Memorandum of Understanding Between Al- Araby Foundation for Community Development And The International Labour Organization, 2016
18. Collaboration agreement with SADAT city investor association, 2015
19. MOU with Banha University, 2013
20. Establishment agreement of BDS unite in Moshtohr faculty of Agricultural, Banha University, (not dated)
21. Cooperation Protocol with MOSS (not signed)
22. Cooperation Protocol Between The Ministry of Manpower and Immigration And The International Labour Organization On Decent Jobs For Egypt's Young People: Tackling The Challenge Together In Al Qaloubyia and Al Menoufia Governorates Project 2015
23. Presidential Decree No.234 of 2015
24. Cooperation Protocol with MoHE, 2015
25. MOU between The Egypt Information and Communication Technology Trust Fund (ICT-TF) and ILO , August 2014
26. List of trained participants ToT and end beneficiaries
 - a) SIYB
 - b) JSC
 - c) Entrepreneurial Skills
 - d) Get Ahead

e) KAB

27. Analytical Study for Economic Development and Youth Employment in Qalyoubia and Menoufia Governorates, The Egyptian Centre for Economic Studies (ESEC)-Dec. 2016

Annex 2: Persons and organizations met

#	Name	Institution
1	Peter Van Rooij	ILO - Cairo Office
2	Luca Fedi	
3	Kholoud Alkhalidi	
4	Daniela Zampini	
5	Christine Hoffmann	
6	Nashwa Blal	
7	Racha El Aassy	
8	Yasmin EL Eraky	Ministry of Youth
9	Dr.Khaled Abd Elhalim	ILO consultant
10	Ahmed Medhat	Biomass foundation
11	Dr.Hossam Shalaby	Al Araby foundation
12	Dr.Abla Abdel Latief	ECES
13	Dr. Mamdouh Al Araby	Al Araby foundation- Chairpersone
14	Essam Sahaaban	Al Araby foundation
15	Mouhamed Omar	
16	Mohamed Omr & ElShima	BioGas trainers
17	Ola Al-Ghotmy	Menoufia Governorate- Manager of International Co-operation Bureau
18	Mervat Tadros	University of Menoufya
19	Dr. Ayman Eissa	
20	dr. Alssaid Ahmed	
21	Emad Eldin AbdElghfar Elabd	Head of Youth Centers-Menoufya
22	Omar Yousry & Rawda Yehia	JSC Trainer-Youth center
23	Ms. Gehan Fouad	NCW - Qalyoubia
24	Asma'a Ahmed & Alia Taha	Get Ahead Trainers
25	Dr. Gamal Ismail	University of Benha
26	Dr. Hossam	
27	Dr. Sameh	
28	Dr. Mohamed El Sayed	
29	Dr. Karim Bahy	
30	Dr Mahmoud Eraki	Faculty of Agriculture- University of Banha
31	Dr. El Hosseiny	
32	Dr. Ayman	
33	Dr. Sayed	
34	Hossam Ahmed	MoY -Youth Clubs - Qalybia
35	Ayman Said & Samah Ahmed	JSC trainers

Terms of Reference

Final Independent Evaluation of

Decent Jobs for Egypt's Young People: Tackling the Challenge in Qalyoubia and Menoufia

Background

Context

The greatest threat to Egypt's tenuous economic progress is its tremendous lack of decent work opportunities for young people (aged 15 to 29). Unemployment, which stands at 14 percent for young men and 45 per cent for young women, is only the tip of the iceberg, as many young people have to accept low productivity, low paid and insecure jobs, far below their capabilities. The lack of decent work is preventing the next generation of Egyptians from gaining the skills, experience and income necessary for the further economic, social and political development of their country.

The ILO in turn is devoted to promoting social justice and internationally recognized human and labour rights, pursuing its founding mission that social justice is essential to universal and lasting peace. The ILO brings together governments, employers and workers representatives of 187 member States, to set labour standards, develop policies and devise programmes promoting decent work for all women and men.

Drawing on lessons learned from numerous youth employment initiatives in Egypt and in other countries, the ILO is implementing the "Decent Jobs for Egypt's Young People: Tackling the Challenge Together" program, following an ambitious multi-dimensional and integrated approach to stimulating youth employment over a four year period.

The project that is subject to this evaluation, "Decent Jobs for Egypt's Young People: Tackling the Challenge in Qalyoubia and Menoufia" is part of the above program, designed specifically to address the challenges faced by youth in the labour market at the governorate level. The project aims at creating decent work in particular for young vulnerable men and women in rural areas, engaged in agriculture and food industries.

The Project budget amounts to USD 1.6 million, funded by through the Danish-Arab Partnership Program (DAPP), of the Foreign Ministry of Denmark. While the project was initiated in January 2013, the Joint Cooperation Protocol between the Ministry of Manpower and Immigration (MOMM) and the ILO was only signed in March 2015. Following this, and after the issuance of Presidential Decree No. 234 on May 26, 201, the project initiated coordination with the two Governorates in June 2015 in order to implement the project activities. The project has then been extended until 31 December 2016.

Project Objectives

The project's immediate objectives and outputs are as follows:

Immediate Objective 1: Local labour market institutions and the social partners to design and deliver relevant policies and services for youth employment with a focus on agriculture and food industries

Output 1.1: A medium-term employment plan at Governorate level is designed and implemented

Output 1.2: In line with the above plan, a jobs pact is designed and implemented for agricultural and agro-industrial value chain

Output 1.3: Public and private services for agricultural and agro-industrial development are strengthened

Immediate Objective 2: Vulnerability of youth in the labour market through employability and job creation programmes in Qalyoubia and Menoufia

Output 2.1: Unemployed young men and women become more employable

Output 2.2: Unemployed young men and women are able to create their own businesses

Project Milestones

After several delays at the start of the project, the delivery of the different components was accelerated by the issuance of the Presidential decree in June 2015, approving the signature of the MoU between the ILO and MOM. The project has then made the following achievements:

In the context of Immediate Objective 1:

- Partnerships at the central and local levels were revived;
- Two Multi-stakeholder Advisory Committees (MACs) in each governorate were formed;
- Sectorial Studies for both governorates are completed and validated:
 - An Analytical Study on the Agriculture and Food Industry Sectors, and
 - An Analytical Study on the Assessment of the Local Economy;
- Development of roadmap for the implementation of Sectorial Job Pacts (SJPs), and the SJP for youth employment in agriculture and food industries in Qalyoubia is developed;
- An operational study for the creation of a milk-processing centre and a unit for dairy production was completed, and its establishment in Menoufia was subject to available funds;
- Establishment of business development services unit for agricultural projects in Qalyoubia, models for small and micro enterprises, and the operation of the greenhouse and nursery already established;
- Career Guidance TOT was provided to professors of the career guidance units in universities;

In the context of Immediate Objective 2:

- Job Search Clubs institutionalised within 9 selected youth centres in both governorates.
- The first phase of “Your Work Next to Your Home” in cooperation with the Presidential Council for Economic Development is in progress and capacity building with Eslsca Business School is delivered;
- The following training programs were implemented:
 - Training for Rural Economic Empowerment (TREE);
 - Know About Business (KAB) program;
 - TOT on Start and Improve Your Business in cooperation with the Social Fund for Development;
 - GET Ahead for Women in Enterprise training in cooperation with the National Council for Women
 - Start Your Waste Recycling Business

Evaluation Guidelines

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget over USD 1 million must have to go through ILO managed independent evaluations. Evaluation for the purpose of accountability, learning and planning, and building knowledge is an essential part of the ILO approach.

This final independent evaluation should be conducted in context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard¹⁵; and the UNEG Code of Conduct for Evaluation in the UN System¹⁶.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation¹⁷ and the ILO EVAL Policy Guidelines Checklist 5 “Preparing the evaluation report¹⁸”.

Purposes and Scope of Evaluation

The final independent evaluation will be conducted by one national evaluation consultant and will report to evaluation manager. The main purposes of the final evaluation are to:

- h. Establish the relevance of the project design and implementation strategy in relation to the DJEP Program, the ILO, UN and national development frameworks;
- i. Assess the extent to which the project has achieved its stated objectives and outputs, identifying the supporting factors and constraints that have led to them;
- j. Assess the impact of projects’ activities on decent work in the target governorates;
- k. Determine the implementation efficiency of the projects;
- l. Assess the potential achievement of the project’s sustainability;
- m. Identify lessons learned and potential good practice;
- n. Provide recommendations to project staff to promote sustainability and support the completion, expansion or further development of initiatives that were relevant to the project.

The final evaluation has to cover the project duration from January 2015 to December 2016. However, the project activities on the ground have taken place only between June 2015 and December 2016. The project’s technical progress report presents a thorough explanation of the delay and the periods of inactivity.

The geographical analysis will cover activities conducted in governorates of Qalyoubia and Menoufia and stakeholders in the Greater Cairo Region.

Evaluation Criteria and Questions

Relevance and validity of design

- How relevant was the project’s expected results to the development priorities of the Government of Egypt, UN Development Frameworks, and ILO?

¹⁵ <http://www.oecd.org/dac/evaluation/qualitystandardsfordevelopmentevaluation.htm>

¹⁶ <http://www.unevaluation.org/document/detail/100>

¹⁷ <http://www.ilo.org/eval/Evaluationguidance>

¹⁸ http://www.ilo.org/global/docs/WCMS_165967/lang--en/index.htm

- How well the project complements and fits with other ongoing ILO programmes and projects in the country?
- Was the results framework of the project coherent? (ie: do outputs causally link to outcomes, which in turn contribute to the broader development objective of the project? Was the results framework realistic? Do the project's indicators and targets logically fit with the results chain?)

Project efficiency

- **Project management:** has the project made use of its resources in an efficient manner?
 - Has the project put in place adequate monitoring arrangements? Has there been timely troubleshooting? Has the project responded to shifting needs and priorities? If a need for a change to the scope and strategy of the project had arisen, has this been formally completed? Was this gender-sensitive?
 - How adequate can be considered the project staffing (sufficient, under/over staffed)?
- **Technical quality assurance and support:** Each project benefits from the technical backstopping of ILO international experts, within the ILO Cairo team, at HQs, or at the ITC in Turin:
 - Has there been evidence of efficient collaboration between the project and the backstopping specialists assigned to it?
 - Have ILO global and regional resources (manuals, technical guidelines etc) been adequately made use of?
 - Has the project contributed to knowledge development at regional or global among the ILO or beyond?
 - How do key project stakeholders/partners at senior level rate the quality of the key CB and technical assistance provided?
- **Administration and finance :**
 - Has the project suffered from significant delays in executing administrative procedures (issuing individual or company contracts, procuring goods etc)? Where has been the bottleneck?
- **Partnerships** with other public or development partners relevant initiatives: Is there evidence of sufficient coordination? Joint programming? Joint activities?

Project effectiveness against planned outputs

- To what extent the project outputs have been achieved (a percentage of achievement should be provided) against the indicators and targets? What is the perception of the key stakeholders? Do the benefits accrue equally to men and women? Provide an analysis on the reasons for achievement or failure.
- Did the project produce results that were not initially foreseen in the project document but contributed to attain its immediate objectives?

Impact and sustainability

- What have been the main outcome-level results achieved by the project against the set indicators and targets? To what extent are these results likely to be durable?

- Are there expected results for which there is no sufficient evidence of achievement?
- What have been unintended positive and negative effects of the project?
- Are there any measures to be taken as the project concludes to ensure greater durability of the project?

Lessons learned and good practices

- What good practices and lessons learned can be evidenced with a view to future project upgrading or replication?

Evaluation Methodology

The evaluator will answer the questions above through a desk review of the project documentation (project document, work plans and documented deliverables), direct bilateral meetings with key stakeholders and participatory focus group sessions. The evaluation will comprise the following key steps:

Step 1: Desk review of all relevant documents and preparation of inception report (also see below) for clearance by the evaluation manager.

Step 2: On-site interviews with stakeholders, meetings and focus group discussions with project staff, project beneficiaries, social partners and other key stakeholders. This will include a 3 days site visit in Qalyoubia in Menoufia, and meetings in Cairo.

Step 3. A debriefing meeting will be led by the evaluator to present and discuss the preliminary findings and conclusions of the evaluation with the project team and ILO Cairo management. This will allow addressing factual errors, clarifying ambiguities or issues of misunderstanding or misinterpretation.

Step 4: Submission of evaluation first draft to the evaluation manager, who will share this with key stakeholders, ILO management and the project team. Comments received will be provided to the evaluator for consideration, no later than 2 weeks after reception of the first draft. The evaluator will present clearly (a separate comments log or using track-changes mode on MS Word) how the comments have been addressed in the revised draft. The final draft will be reviewed by the Regional Evaluation Focal person and approved by EVAL.

Main Deliverables

The expected deliverables are:

- a) An inception report, including to validate evaluation methodology;
- b) A draft evaluation report structured as follows:
 - Cover page with key project and evaluation data
 - Executive Summary
 - Acronyms
 - Description of the project
 - Purpose, scope and clients of the evaluation
 - Methodology
 - Clearly identified findings for each criterion
 - Conclusions
 - Recommendations
 - Lessons learned and good practices (Using the ILO Template – see annex)

- Annexes

1. Annexes

- List of persons met and consulted
 - List of meetings conducted
- c) The final evaluation report
 - d) In addition to the evaluation report, the evaluator will prepare and submit an evaluation summary using the ILO Evaluation Summary template.

Evaluation Work plan

The evaluator will report to the evaluation manager (Lobna Kassim, ILO Cairo Office) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The project team will provide the required direct administrative and logistical support including transportation, facilitation of contacts and the organisation of workshops.

It is expected that the work will be carried out over a period of 6 weeks, according to the below timetable. The consultant is expected to dedicate 20 working days to the evaluation.

Task	Dates	# working days
Briefing with Evaluation Consultant	8 Dec	1
Step 1 Desk Review & Inception Report	9 – 11 Dec	3
Step 2 On-site interviews and meetings	12, 13, 14 Dec: Qalyoubia 15, 18 Dec: Menoufia 19, 20, 21 Dec: Cairo	8
Step 3 Debriefing Workshop	22 Dec	1
Step 4 Submission of Draft Evaluation Report	25, 26, 27, 28, 29 Dec	5
Comments and Feedback on Evaluation Report	5 Jan	
Submission of Final Evaluation Report	8, 9 Jan	2
Total Working Days		20

Expected competencies

Selection of the consultant will be based on the strengths of the qualifications provided through an expression of interest for the assignment. Interested candidates should include details of their background and knowledge of the subject area and previous project, organizational and thematic evaluation experience relevant to this assignment.

- Master degree economics, development, social sciences or relevant graduate qualification;
- A minimum of 6 years of professional experience specifically in implementing and evaluating international development initiatives in socio-economic development
- Proven familiarity with international evaluation best practices, social research methods (quantitative and qualitative).
- Knowledge and experience of the UN System and of the ILO would be an advantage;

- Excellent communication and interpersonal skills:
- Excellent analytical writing skills in English;
- Demonstrated ability to deliver quality results within strict deadlines.

Confidentiality and non-disclosure

All data and information received from the ILO for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to ILO. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the ILO.

Annex 4: Survey Questionnaire

Questionnaire survey for interviews of beneficiary

Please fill out electronically in English after interview

0. Interview details

Date and time of interview (text):

Place of interview (text):

Name and function of person interviewed (text):

1. Beneficiary information

1.1 Full name of enterprise or individual entrepreneur (English) (text):

1.2 Full name of enterprise or individual entrepreneur (Arabic) (text):

1.3 Address:

1.4 mobile number:

1.5 Main field of activity

Training provider (trainer)

ToT participant

training participant

Other (specify) (text):

1.6 Main service/training participated within the project

- *Get Ahead*
- *Start your business*
- *TREE*
- *KYB*
- *JSC*
- *Other (specify)(-----)*

1.7 How did you learn about the project?

(Text)

1.8 Describe the main support (services) received by the project?

(Text)

2. Did you ever received any other support and by whom?

2.1 Type of support received

<i>Mark most appropriate answer with X</i>	Equipment	Advice	Training	Other
The project				
Other donor-funded projects (<i>write here from whom and describe type of service received</i>)				
Support from government (<i>write here from whom and describe type of service received</i>)				
Consultancy service provider (<i>write here from whom and describe type of service received</i>)				
No services used				

Comments: (text)

2.2 Degree of support received

<i>Mark most appropriate answer with X</i>	Extensive support	Strong support	Some support	No support
The project				
Other donor-funded projects (<i>write here from whom and describe type of service received</i>)				
Support from government (<i>write here from whom and describe type of service received</i>)				
Consultancy service provider (<i>write here from whom and describe type of service received</i>)				
No services used				

2.3 Did you pay for any of the above services? How much?

(Text)

2.4 When did you (individual entrepreneur) use the above mentioned services?

	Before 2010	2010	2011	2012	2013	2014	2015	2016
The project								
Other donor-funded projects								
Support from government								
Consultancy service provider								

3. Service quality (the project versus other service providers)

3.1 How well did the service provided address your specific needs (usefulness)?

<i>Mark most appropriate answer with X</i>	Very well	Well	Less well	Not at all	Not used
The project					
Other donor-funded projects (<i>write here from whom and describe type of service received</i>)					
Support from government (<i>write here from whom and describe type of service received</i>)					
Consultancy service provider (<i>write here from whom and describe type of service received</i>)					

3.2 Satisfaction with the quality of services received

<i>Mark most appropriate answer with X</i>	Highly satisfied	Satisfied	Moderately Satisfied	Not satisfied	Not applicable
The project					
Other donor-funded projects (<i>write here from whom and describe type of service received</i>)					
Support from government (<i>write here from whom and describe type of service received</i>)					
Consultancy service provider (<i>write here from whom and describe type of service received</i>)					

3.3 Why was the beneficiary satisfied or not satisfied with each of the services received?

(Text)

3.4 What could specifically be improved?

(Text)

3.5 Any needs for support that would have been important but were not met?

(Text)

3.6 After the end of the project, whom would you call if you need further support?

(Text)