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Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-RAWABET)

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List of Abbreviations

ACCEL Africa	Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa
ACT/EMP	(ILO) Bureau on Employers' Activities
ACTRAV	(ILO) Bureau on Workers' Activities
AU	African Union
AUC	African Union Commission
BDS	Business Development Services
BDS4GROWTH	Business Development Services for Growth
BW	Better Work
BWEG	Better Work Egypt Programme
CAPMAS	Central Agency for Public Mobilization and Statistics
CAT	Compliance Assessment Tool
CBE	Central Bank of Egypt
CFI	Chamber of Food Industries
CRI	Cotton Research Institute
CSO	Civil Society Organization
CSR	Corporate Social responsibility
DEVINVEST	Development and Investment Branch
DJEP	Decent Jobs for Egypt's Young People
DWT	ILO Decent Work Team
EC	European Commission
ECA	Economic Commission for Africa
EMPLOYMENT	Employment Policy Department
ENTERPRISES	Enterprises Department
EO	Employers' Organisation
ETUF	Egyptian Trade Union Federation
EU	European Union
EYE RAWABET	Egypt's Youth Employment: Jobs and Private Sector Development in Rural Egypt
FEI	Federation of Egyptian Industries
FGD	Focus Group Discussion
FPRW	Fundamental Principles and Rights at Work
GAPs	Good Agricultural Practices
GDP	Gross Domestic Product
GHPs	Good Hygiene Practices
GMPs	Good Manufacturing Practices
GoE	Government of Egypt
HACCP	Hazard Analysis and Critical Control Point
IEGP	Inclusive Economic Growth in Egypt
ILC	International Labour Conference
ILMS	International Labour Migration Statistics
ILO	International Labour Organisation
ILOSTAT	ILO database of labour statistics
ILS	International Labour Standards
IMC	Industrial Modernisation Centre (MTI)
ITC/ILO	ILO International Training Centre (in Turin)

LMIS	Labour Market Information System
M&E	Monitoring and Evaluation
MAP	Medicinal and Aromatic Herbs
MCC	Milk Collection Center
MIIC	Ministry of Investment and International Cooperation
MoALR	Ministry of Agriculture and Land Reclamation
MoIC	Ministry of International Cooperation
MoM	Ministry of Manpower
MoSS	Ministry of Social Solidarity
MOU	Memorandum of Understanding
MSA	Market System Analysis
MSMEDA	Micro, Small and Medium Enterprises Development Agency
MSMEs	Micro, Small and Medium Enterprises
MTE	Mid-Term Evaluation
MTI	Ministry of Trade and Industry
MYCOOP	Managing your Agriculture cooperative
NAAD	North Africa for Agribusiness Development
NGO	Non-Governmental Organization
NFSA	National Food Safety Authority
NOA/NOB	National Officer (Grade A / Grade B)
NPC	National Project Coordinator
OECD/DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
OVI	Objectively verifiable indicators
OSH	Occupational Safety and Health
PAC	Project Advisory Committee
PARDEV	Partnerships and Field Support
PRODOC	Project Document
PMT	Project Management Team
PSC	Project Steering Committee
RMA	Rapid Market Assessments
RMG	Ready-made Garment
ROAF	Regional Office for Africa
ROM	Results-Oriented Monitoring
SCORE	Sustaining Competitive and Responsible Enterprise
SDG	Sustainable Development Goals
SECTOR	Sectoral Policies Department
SFD	Social Fund for Development
SKILLS	Skills and Employability Branch
SST	Supervisory skills Training
ToC	Theory of Change
ToE	Training of Enterprise
ToR	Terms of Reference
TOT	Training of Trainers
TPR	Technical Progress Report
TVET	Technical and Vocational Education and Training
UNICEF	United Nations Children's Fund
UNPDF	United Nations Partnership Development Framework 2018-2022
UNSDCF	United Nations Sustainable Development Cooperation Framework
VCD	Value Chain Development

Executive Summary

Background and project description

The present evaluation report is mandated by the Terms of Reference (ToR) for the Final Independent Evaluation of the project entitled: “**Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-Rawabet)**” (see Annex 1). The project’s main *objective* was to leverage private sector investment in the rural economy of Egypt and to support entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs. Originally designed as a 3-year Project from September 2017 to September 2020, it was extended (at no cost) for another 2.5 years until March 2023. It is implemented by the ILO Country Office in Cairo, Egypt with a financing from the Government of Norway with a budget of about USD 3,7 million. The Project is being implemented in rural Egypt with a focus on selected Governorates, in particular Al-Gharbiya, Ash-Sharkia and Al-Qalioubia.

Purpose, Scope and Methodology of the Evaluation

The present evaluation’s *purpose* is to promote accountability and to strengthen learning among the ILO and key stakeholders. The *scope* of the Evaluation covers the whole implementation of the project 2017-2023. The geographical scope covers all the governorates involved (as detailed in the above) as well as the targeted value chains. The evaluation also examines the Project’s performance in relation to all relevant ILO’s *cross-cutting issues* including gender equality and non-discrimination. The *main clients* include the Government of Egypt represented by the key line ministries including the Ministry of Investment and International Cooperation (MIIC), ILO’s other tripartite constituents, the ILO management at country, regional and Headquarter levels, the project partners and the donor, the Government of Norway. The *methodology* includes a desk study of the relevant documents and primary data collection through online and offline interviews with 38 Stakeholders (including 9 female). In addition, the national evaluator in Egypt made field visits to the Governorates mentioned above. The participatory methodology further includes a critical reflection process by the key stakeholders in particular through the online stakeholders’ workshop and the inputs by stakeholders to the draft report. *Key deliverables* are the inception report, the preliminary presentation of findings at the online stakeholders’ workshop, the draft report, and the final report taking into consideration the feedback on the draft report.

Findings

The conclusions of the present independent final evaluation are analysed in here according to the seven evaluation criteria used throughout this report. With respect to the first evaluation criteria, **Relevance**, the Evaluation found that the project, aiming at promoting *decent private sector employment in rural Egypt*, was very relevant for the people and the country, and that it is still as relevant as when the project was designed. The project has clearly aligned to national policies of the *Government of Egypt* and of the *Federation of Egyptian Industries (FEI)*. The project is also aligned with different *international priorities* (SDGs, UNPDF, ILO’s P&B and the Government of Norway). The RAWABET project built upon the work accomplished under another ILO project. The government counterpart, the MoIC, has been closely involved just as the FEI.

The project shows clear **Coherence** and synergies with various other ongoing ILO, UN agencies and government programmes in Egypt. The **project design** was solidly backed by evidence from the labour market and crafted in response to the labour market challenges. However, it was a design in *draft format* with many activities to be decided later and it was ambitious with activities in three diverging sectors. The final Logframe includes 3 Outcomes, 7 Outputs and 24 Activities.

Effectiveness: The project has undertaken a great diversity of *activities* illustrated by Table 1 which shows many types of training and a total of almost 4,000 persons trained (36% female). The project team deserves a lot of credit for the high rates of achievements of the *activities* undertaken. However, one does need to take into account that the project took longer to achieve these targets than originally planned. Following comprehensive Rapid Market Assessments (RMAs), the project selected *three sectors*: Dairy, White Goods manufacturing and Ready-Made Garments (RMG). The design of the intervention models was based on sectoral Market System Analyses (MSAs) and Value Chain analyses. The evaluation found evidence of the strengthening of the value chain linkages in the dairy sector, while this was more difficult to find in the White Goods sector and the RMG value chain.

The achievement of the Activities contributed to that of the Outputs and the Outcomes. Most indicators were at least partly achieved but it differed substantially among the three sectors, and there were only few actual national partners identified who can take it forward. During the implementation the project worked with various partners at the national, sectoral level and local levels, to the extent that partnerships were a bit fragmented. A few positive *unexpected results* developed as a consequence of the project intervention, such as the support to FORSA and Haya Karima, the new project called EYE-FORSA, as well as a new SME set up by trainees as a service provider to the community of beneficiaries.

The project encountered a number of pertinent *challenges* in particular the time it took for the approval of the project by the GoE, the COVID Lockdown, the engagement with the private sector and the fact that the indirect facilitation role did not sufficiently result in the active involvement of national organisations. Still the project arrived at a large number of achievements thanks to several success factors: the high relevance of the project, the overall support of MoIC, the commitment of the Government of Norway, the continuous involvement of the ILO Country Office in Cairo, the continuity in projects funded by the Government of Norway, and the high commitment and experience of the project team. Backstopping by ILO DWT-Cairo was continuous and effective in several areas, while ILO Geneva was involved in particular in the early phases of project design and inception. The Mid-term Evaluation (MTE February 2020) arrived at 11 Recommendations and most were followed-up.

In terms of *management arrangements*, the Project is well embedded in the structure of the Cairo ILO-Country Office, and the Project Team consisted of seven staff led by the CTA. Communication by the Project Team has been assessed by the stakeholders interviewed as very good and a series of communication materials contributed to this. Reporting by the project team has been on time and comprehensive following the requirements of the Norwegian Embassy.

Efficiency of resource use: The resources have generally been strategically allocated and efficiently used to achieve the project objectives although there were substantial delays. In early March 2023, the *expenditures* totalled US\$ 3.45 million, which amounted to a solid 94.2 % of the budget. The biggest category of expenditures is for staff costs of the project team (41.2%) followed by “actual activities” (Seminars/Training and Sub-Contracts for training and capacity building) and National Consultants; it accounts for 37.2%. Such a ratio between staff costs and actual activities is quite a balanced level of expenditures for ILO projects of a similar type and size. In general, the results achieved justified the costs in so far as many project activities were designed and tested to a limited audience in targeted locations and could not yet be scaled-up to larger groups of beneficiaries. The Lessons Learned from piloted activities, however, are quite valuable and could well be used as important inputs into the design of follow-up interventions targeting larger geographical areas.

Impact orientation: In order to ensure that the project would have an impact on the rural economy, it has aligned and partnered with the strategically important national initiatives of FORSA and Hayah Karima. Overall, almost 4,000 people have been reached by the project through training and other capacity building efforts which are in itself durable. The project made a substantial contribution to *gender* related concerns (GetAhead and Jobs Search Clubs). The project has further contributed to a change in practices in the dairy sector through the more important role of MCCs and their certification. Combined with the trainings delivered, this change has impacted on perceptions and awareness of the importance of private sector led development and job creation. The technical capacity at local levels was enhanced by the project, including the improvement of the MCCs.

Sustainability: The PRODOC's Exit Strategy was in itself realistic except that the FEI and its Chambers have participated but have not (yet) taken it forward; they indicated during the interviews that for scaling-up of the outputs and outcomes a follow-up intervention will be required. In addition, not many other national organisations have been deeply enough involved to institutionalize the use and the scaling-up of the ILO training tools and to actively transfer the knowledge gained. An important exception here is the Chamber of Food Industries (CFI) which has a strategy and a committee and are *planning* to replicate the RAWABET intervention through workshops (financed by the CBE) in the coming months. The relatively limited involvement of national organisations in training in combination with the fact that all interventions were funded through the project (without any own contributions from companies) resulted in the finding that the benefits to the target groups will only be continued beyond the project's lifespan if a follow-up intervention will support such activities. **Ownership** has developed very selectively in particular at the MoIC, the FEI and gradually also at the CFI. All stakeholders interviewed indicated that they would very much value if the cooperation with ILO in this area can be continued.

Cross-cutting Themes: The project made substantial efforts to promote **gender equality**, and several activities were specifically targeted at women (GetAhead). The selection of sectors was gender-sensitive and the Project Team is clearly gender sensitive and gender balanced. *Non-discrimination and disability inclusion* did not receive specific attention while a few activities were implemented related to *Environmental* concerns. *Tripartism and Social Dialogue* were mainstreamed at the enterprise/factory level. There was substantial participation from employers' organisations, but much less from the workers' organisations.

Recommendations

The recommendations formulated on the basis of the findings of the present final independent evaluation are as follows:

- 1) **Explore the possibility of a follow-up intervention with possible collaboration and financial support from the Embassy of Norway and/or other Development Partners** in order to maintain the momentum gathered by the project and to make the project results sustainable. Significantly, all stakeholders interviewed would like the project to continue as they underscored the relevance and importance of its outputs and results.
- 2) **Involve in similar interventions more partners and national organisations which can replicate results and outputs**, for example through workshops as the Chamber of Food Industries (CFI) is planning. Provide capacity building to such organisations, including explicitly employers' organisations. Where possible, explore to use less ILO Contractors and more national organisations to enhance the institutionalization of project results.
- 3) **Involve the trade unions more systematically in similar interventions in the future and provide capacity building** to key staff including a minimum number of **female** staff members.

- 4) **Establish a Project Steering Committee (PSC) from the very beginning in similar future interventions**, especially if several ministries are involved as in this case. Make sure that ILO's official Tripartite Constituents (MoM, FEI and trade union representation) are involved in the PSC as applies also to the Development Partner.
- 5) **Improve the Outreach to companies through the Chambers**, and where there is not sufficient trust between companies and Chambers **explore alternative intermediaries** for example NGOs.
- 6) **The focus of similar interventions in the future should be narrower in terms of sectors while scaling-up (geographically) within successful sector interventions**, in particular for example in the Dairy sector. Perhaps a second sector could be included such as RMG, although this is already covered by other ILO programmes (e.g., BW and ACCEL); exploring the Furniture sector could be another option.
- 7) **Include a Gender Equality Strategy in a follow-up action from the design stage** in order to mainstream gender, and make sure to **allocate dedicated resources to this Strategy**.
 - Explore linkages with the multi-year project funded by Canada with the Chamber of Food Industries (CFI) on *women entrepreneurs* (including a so-called Gender Seal).
 - Explore possible linkages with the *National Council for Women (NCW)*.
- 8) **Consolidate the outcomes of the present phase by discussing long-term strategies with the key stakeholders in a sustainability workshop ('Closing Event')**. Investigate ways to bridge the gap to a potential follow-up intervention and to keep the momentum created by the current project going.
- 9) Make sure that the design of a follow-up intervention **includes from the very beginning a Full-Fledged M&E Framework** with a Theory of Change, a results framework, a completely detailed Logframe and a proper Data Quality Assurance mechanism.
- 10) **Create a Repository of all documents** as a legacy of the project, including the digitisation of training modules, at the ILO Country Office Website, and discuss this also with the MoIC and the FEI for (partial) inclusion in their websites. Make sure that in similar interventions **the project website is as much as possible updated**.

Lessons Learned and Good Practices

From the experience gained by evaluating the present project two Lessons Learned (LL) and two Good Practices (GP) have been identified in this report as follows:

- **LL1** - *An open-ended Project Design and Project Document may enhance flexibility but will also lead to delays and differences in interpretation.*
- **LL2** - *No-cost extensions of three-year projects should not surpass an additional period of two years unless in very extreme circumstances.*
- **GP1** – *The use of the market system development approach and the Value Chain Model for rural development focusing on the linkages ('EYE RAWABET') between key actors along the chain is a Good Practice.*
- **GP2** – *In exceptional times, such as the COVID-19 Pandemic, it is a Good Practice that the key stakeholders including the Project Team, the ILO Country Office involved, as well as the Development partners, demonstrate clear flexibility and adaptability.*

1 Introduction

The present report describes the scope of the Final Independent Evaluation of the project entitled “**Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-RAWABET)**”, and it is based on the Terms of Reference (ToR) for this evaluation (Annex 1).

1.1 Background and Objectives of the Project

This ToR provides a brief background for the design of the project: “*Egypt achieved decent economic growth in the years preceding the financial crisis of 2007-08 reaching 7.1 per cent in previous two years. The economy, however, staggered and significantly slowed down following the 2011 revolution, with a high fiscal deficit and gross public debt (domestic and external) rising to nearly 100 per cent of GDP at the end of June 2013. This meant increased poverty headcount ratio, with nearly 25 per cent of the population living just above the poverty line and highly vulnerable and susceptible to falling back into poverty. According to the World Food Programme, some 17 per cent of the country’s population, suffer from food insecurity, majority being in the rural areas.*” In recent years the Poverty rates in Egypt were quite substantial, and for the fiscal year of 2019/2020 it was recorded at 29.7 percent according to the Central Agency for Public Mobilization and Statistics (CAPMAS).¹

The growing rate of un-employment and under-employment were also serious concerns in the country, which was further compounded by the growing population. Of concern is also the education system which did not produce the skills relevant to the market. These have increased pressures on the labour market, making it even more urgent for Egypt to undertake wide-ranging structural and policy reforms.²

The private sector in Egypt is still at its infancy with a relatively lower rate of firms entering the market than in other countries and it is not able to absorb the growing job seekers entering the market every year. Access to financial and business development services are limited and makes it difficult for small enterprises to enter and compete in the higher value markets. Emerging enterprises particularly those in rural areas face multiple obstacles in entering local value chains, from unfriendly business environment, high transaction costs, to insufficient access to financial and other assets such as market infrastructure, increasingly demanding consumer and health standards. This situation may have been further exacerbated by the COVID-19 Pandemic and its fluctuating degrees of lockdown rules and regulations.

The government of Egypt recognises the valuable contribution of the Micro, Small and Medium Enterprises (MSMEs) and is implementing wide-ranging policy and programmatic interventions to address the plight of the MSMEs as articulated in the economic reform agenda.³ The government efforts are being supported by a number of the multi/bi-lateral organizations including the ILO.

¹ <https://www.sis.gov.eg/Story/159611/CAPMAS-Poverty-rates-in-Egypt-decline-to-29.7%25-within-year?lang=en-us>

² CAPMAS: Labour Force Sample Survey: Aggregate Data Bulletin, 2015.

³ World Bank: Promoting Poverty Reduction and Shared Prosperity: A Systematic Country Diagnostic, September 2015

In this context the ILO has been implementing a number of development interventions in the country meant to create more and better jobs, marketable skills and business opportunities for vulnerable communities. The ILO's Decent Work Agenda was also of paramount importance in invigorating and shaping work under the government reform agenda to ensure a pro-poor orientation of quality employment creation, underpinned by social protection, good working conditions and social dialogue.

Background of the Project

The EYE-RAWABET project is implemented by the ILO with a financing from the Government of Norway with a budget of about USD 3,7 million. The project formally started in September 2017 when the Agreement was signed between the Norwegian Ministry of Foreign Affairs and the ILO, however, the project officially entered into force only on 19 February 2019, by the signature of the Protocol with the MoIC (the former MIIC) which took place on 29 April 2018, and subsequently by the Presidential Decree signalling the end of the constitutional procedures which was obtained in February 2019. In addition to the delays resulting from such official procedures there were also delays due to the COVID-19 pandemic. Therefore, the original end-date of the project, i.e. 30 September 2020 (cf. the original Project Document/PRODOC of August 2017) was extended through two no-cost extensions: the **first** extension of 2 years for implementation plus 3 months for evaluation and final closure changed the project ending date to 31st December 2022; and the **second** extension was for an additional 3 months until 31st March 2023. The project is run by a Project Management Team (PMT) comprising of ILO technical experts and admin staff led by the Chief Technical Advisor (CTA). The project is part of the overarching framework of the "Egypt Youth Employment" (EYE) interventions implemented by the ILO Country Office (CO) in Cairo, which works to promote and facilitate tripartite partnerships towards supporting and scaling up of successful initiatives to generate decent employment opportunities for youth in Egypt.

Project Objective and Outcomes

The main **objective** of the programme is quoted as "Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs." Thereby, it contributes towards national efforts in addressing the prevailing socio-economic changes faced by the target communities.

To achieve the Project's objective, **three Outcomes** were identified in the Logframe as follows:

- **Outcome 1:** Strengthened capacity of stakeholders to make informed decisions about addressing opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt.
- **Outcome 2:** Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt.
- **Outcome 3:** Emerging MSMEs/small-scale producers supported/scaled up in rural Egypt to contribute to local economic development (LED) and to promote decent employment opportunities.

The **M&E Framework/Logframe** was included in the original PRODOC (2017) but was considerably more specified in the **revised** PRODOC (July 2018) following the Inception Phase of January to June 2018. This M&E Framework includes the three Outcomes mentioned above, as well as in total 7 Outputs and 24 Activities (the most recent Logframe is included as an Annex in the ToR, see Annex 1).

Towards realizing its objectives, the project devised a two-pronged strategy combining: 1) direct technical support with 2) institutional capacity development. Direct technical support takes place through carefully designed value-chain and MSMEs development interventions. Institutional capacity and skills development are delivered through capacity building activities based on the ILO's enterprise development and entrepreneurship training tools among other tools that may be relevant. In many ways, the institutional and skills development activities were developed to enable and reinforce the value-chain and MSMEs interventions.

Key Stakeholders

The EYE RAWABET project aims to promote decent employment in the private sector in rural Egypt, through increased opportunities for employment within large enterprises as well as in micro, small and medium enterprises (MSMEs) along sectors and value chains with potential for employability and growth. The project is implemented by the ILO Cairo Office, in partnership with the Ministry of International Cooperation (MOIC) (former MIIC), and in collaboration with the Federation of Egyptian Industries (FEI) and the Micro, Small and Medium Enterprises Development Agency (MSMEDA).

Geographic Scope of Activities

The Project is being implemented in Egypt with a focus, apart from Cairo, on selected Governorates: Al-Gharbiya, Ash-Sharkia, Al-Qalioubia and Asyut.

Key project results

The project has reported as key results by September 2022 the following ones (cf. ToR, p. 5-6):

Key results reported by Project in Sept. 2022 (cf. ToR)	Outputs
1) Engaging sector-specific stakeholders, along the implementation of the project's value chain interventions across the three targeted sectors, the dairy, white goods and ready-made garments sectors. Stakeholders included key industry actors from the sectoral chambers and private-sector lead firms.	1.1 – 1.3
2) Promoting decent work and improving the livelihoods of more than 400 of dairy farmers in targeted rural communities in Gharbiya, by facilitating the provision of a package of capacity building incorporating technical, business management, and financial knowledge and skills that can render their dairy-based microenterprises sustainable income-generating activities.	2.1
3) The EYE RAWABET project has joined forces with two other ILO projects, ILO Better Work Egypt Programme (BWEG) and Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa Project (ACCEL Africa), to create more decent jobs, through supporting the Ready-made garment (RMG) sector in Egypt.	2.1
4) In the white goods sector, the project has engaged two lead firms and their suppliers' factories in both Sharkia and Qalioubia Governorates to implement ILO's enhancement programs.	2.1 & 2.2
5) Building the capacities of more than 250 of Forsa beneficiaries in Asyut to enhance their business management and employability skills to contribute to their economic empowerment providing them with decent work opportunities to enable them graduate from conditional cash-transfer program.	3
6) Supporting Hayah karima National Initiative in Gharbiya Governorate, the project supported the installation of 48 biogas units for 48 farmer household in Zefta district in Al-Gharbiya. Along the installation of the biogas units, technical and business management support were provided to a team of 8 entrepreneurs from Al-Gharbiya governorate to prepare them for starting their businesses in the field of bioenergy and environmentally friendly innovative solutions.	3.2

1.2 Purpose and Scope of the Final Independent Evaluation

Purpose and Objectives of the Evaluation

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 between 1 and USD 5 million + have to go through one internal and one independent evaluation. The project internal Mid-Term Evaluation (MTE) took place from January-February 2020.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It is conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard, and the UNEG Code of Conduct for Evaluation in the UN System. The evaluation follows the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”.

The **overall purpose** of the independent evaluation is to promote accountability and strengthen learning among the ILO and key stakeholders.

The **specific objectives** of the evaluation are to:

- Establish the relevance of the project’s design and implementation strategies in relation to the national (Egyptian), ILO and UN priorities and approaches, i.e., strategic fit to the sustainable development goals (SDGs), the country’s United Nations Partnership Development Framework (UNPDF 2018-2022),⁴ the ILO objectives and Country Programme Outcomes (CPOs) and its synergy with other projects and programs.
- Assess the extent to which the projects have achieved its stated objective and expected results regarding building the capacity emerging MSMEs, youth and women;
- Identify the supporting factors and constraints that have led to them, including implementation modalities chosen;
- Identify unexpected positive and negative results of the projects;
- Assess the extent to which the projects outcomes will be sustainable;
- Assess the implementation efficiency in terms of financial, human, etc. resources;
- Provide recommendations to key national projects stakeholders, ILO and the Development Partner to promote sustainability and support further development of the project outcomes and towards similar interventions in the region;
- Identify lessons learned and good practices to inform the key stakeholders for future similar interventions.

Scope of the Evaluation

The evaluation covers the whole implementation of the project, namely from September 2017 to the end of March 2023, assessing all the results and key outputs that have been produced in this period. The geographical scope is in line with the setup of the project at the national and local levels and covers all the governorates involved (as detailed in the above) as well as the targeted value chains.

⁴ Egypt’s United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2023-2027 is in development.

Clients of the Evaluation

The primary users of the evaluation are the Government of Egypt represented by the key line ministries including the Ministry of Investment and International Cooperation (MIIC). Other users include, the project implementing partners namely:

- Federation of Egyptian Industries (FEI)
- Chambers of Industry and Commerce
- Business and investors associations
- MSME development projects and agencies
- Financial and non-financial service providers
- Central Bank of Egypt
- Local Government entities
- Ministry of Manpower
- Representative of Workers' Organisations.

In addition, the evaluation is also of interest to the Development partner, the Government of Norway, and to the technical and administrative back-stoppers in the DWT/CO Cairo, ROAF and relevant units in HQ, such as SECTOR, ENTERPRISE and PARDEV.

1.3 Contents of the Report

The present Evaluation Report provides in the next section an overview of the Conceptual Framework based on the seven Evaluation Criteria and of the methodology, deliverables, management arrangements and work plan. In Chapter 3 the findings are presented for each of the seven evaluation criteria identified. The Conclusions and Recommendations are presented in Chapter 4, while the final Chapter (5) discusses the Lessons Learned and the Good Practices identified.

2 Methodology of the Evaluation

2.1 Conceptual Framework

This evaluation utilizes the evaluation criteria of the Organisation for Economic Co-operation and Development Assistance Committee (OECD DAC). The ToR for the present evaluation has identified the following seven *Evaluation Criteria*, including the Cross-cutting issues/ issues of special interest to the ILO (cf. Annex 1, Section 4):

- A. Relevance
- B. Coherence (including project design)
- C. Effectiveness
- D. Efficiency of resource use
- E. Impact orientation
- F. Sustainability
- G. Cross-cutting issues

For each of these seven Evaluation Criteria, a series of *Evaluation Questions* (in total 23 questions) have been identified in the Inception Report (dated 6 March 2023) as follows:

A. Relevance

- 1) To what extent has the project taken into account the needs and priorities of tripartite stakeholders and beneficiaries (i.e., local communities, SMES, youth and women) identified in the project document?
- 2) How were ILO constituents and other project stakeholders involved in the formulation and implementation of the project?

B. Coherence (including project design)

- 3) Is the project aligned with national and international development frameworks including the National Development Plan, United Nations Partnership Development Framework (UNPDF), ILO Country Programme Outcomes (CPOs), and SDG and their targets? How well does the project outcome contribute towards the economic reform agenda of the Government including the three pillars of private-sector-led job creation, spatial integration, and inclusion?
- 4) How well the project complements and fit with other ongoing ILO, UN agencies and government projects, interventions, and programmes in the country?
- 5) Was the project design (implicit or explicit Theory of Change, implementation modalities, resource allocation, etc.) realistic and purposeful towards achieving its objectives?
- 6) To what extent the project has specific targets for intended beneficiaries (women, youth, SMMEs, and local communities in an equitable manner)?

C. Effectiveness

- 7) To what extent did the project achieve its outputs and outcomes by end of the project period?
- 8) Have unexpected positive or negative results (outputs and outcomes) developed by or as a consequence of the project intervention?
- 9) What were the main internal and external factors that influenced the achievement or non-achievement of project outcomes?
- 10) How effectively has the project covered the targeted geographical areas (Governorates) and value chains?
- 11) How effective were the backstopping support provided by ILO DWT-Cairo, and Sector and Enterprise units at the HQ?
- 12) To what extent have the recommendations of the Mid-Term Evaluation (MTE) been taken into account and implemented, if not why?

D. Efficiency of resource use

- 13) How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to achieve the projects objectives? In general, did the results achieve justify the costs? Could the same results be attained with fewer resources?
- 14) Were goods, service and works delivered on a timely manner? If not, what were the bottlenecks encountered?
- 15) How effectively has the project implemented its monitoring and evaluation strategy? To what extent that this contribute to accountability, management and learning?

E. Impact orientation

- 16) Has the project contributed to achieving the proposed impacts? Is the programme strategy and programme management steering towards impact?
- 17) Did the project make any significant contribution to gender related concerns within the realm of MSME and value chain development
- 18) Has the project contributed to a significant change in practices, perceptions, technical capacity at local and national levels, governance or enabling environment?

F. Sustainability

- 19) Has an effective and realistic exit strategy been developed and implemented?
- 20) Have the project outcomes been achieved in a sustainable manner that enable continuing benefits to the target groups beyond the project's lifespan?
- 21) To what extent will national institutions and implementing partners will be willing/able to continue the project results without external funding or support?
- 22) Are project beneficiaries likely to continue to feel improved conditions or access improved BDS after the project closeout?

G. Cross-cutting themes

- 23) To what extent was attention paid to gender equality and non-discrimination, tripartism, social dialogue, ILS and environmental sustainability throughout the project (design, planning, implementation, M&E)?

Data Collection Worksheet

The ILO Template for the *Data Collection Worksheet* describes the way that the chosen data collection methods, data sources, sampling and indicators support the evaluation questions identified above. In the Inception Report (6 March 2023) it has been discussed in detail, and the Data Collection Worksheet itself is included here in Annex 2. This annex has in particular also been used as *the interview guide*.

2.2 Methodology, Key Deliverables and Work Plan

Methodology

The evaluation was carried out through a mixed methods approach including quantitative and qualitative dimensions. During the data collection process, the evaluation team compared and cross-validated data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that complemented each other. For required quality control of the whole process, the evaluation team followed the ILO-EVAL evaluation policy guidelines and the ILO/EVAL checklists available in the ToR.

The evaluation methodology was implemented through the following **three phases**:

1) Inception Phase

A desk review analysed project documentation including the project document, approved Logframe, implementation plan, annual progress reports, project deliverables and other relevant

documents. The evaluators also reviewed other documentation including NDPs, DWCP, UNPDF and UNSDCF, as well as relevant sector reports (see Annex 13). The evaluators have conducted a methodological briefing with the evaluation manager, and two meetings with the project team to plan the data collection and understand project expectation. The Inception report has been reviewed and approved by the evaluation manager prior to the field work phase.

2) *Data Collection Phase*

The evaluators have undertaken group and/or individual interviews either online or in person with selected stakeholders. The list of persons interviewed is included as Annex 4 and has been developed by the evaluators in consultation with the project team and the evaluation manager. The criteria for selecting these particular stakeholders for interviews was based on purposive sampling based on their level of involvement and engagement in the preparation and implementation of the project, while also taking into account the gender aspect. Annex 4 (A) includes **38 stakeholders** of which a few were interviewed jointly. As a number of them prefer the interview to be in Arabic, they were interviewed by the national evaluator, while the others were mostly interviewed by both evaluators. Of the 38 stakeholders 9 are Female amounting to about 24 % (cf. Annex 4).

This list includes several stakeholders in Gharbiya Governorate which were approached through **field visits** by the national evaluator (see Annex 4-B). Some others are also located in other Governorates than Cairo but either also have an office in Cairo or are located in adjacent Governorates (Sharkia and Qalioubia). All these field visits were conducted by the national evaluator. In addition, representatives of certain groups of beneficiaries were approached through Focus Group Discussions (cf. Annex 4-B).

The **questions** to be asked to these stakeholders relate to all of the seven evaluation criteria discussed in Section 2.1, whereby the 23 Evaluation Questions listed there were used as a checklist for these interviews. Annex 4 has specifically been developed as the *interview guide*. The questions to be asked during the FGD's focused on the experience of beneficiaries with the project activities, their assessment of the usefulness and their priority requirements for the future. **Direct observations** during the field visits are an additional source of information and data.

A **Stakeholders/Validation Workshop** was conducted online on Wednesday 29 March 2023 at the end of the Data Collection Phase. The purpose was to present the preliminary findings by the evaluators and to complete data gaps with the key stakeholders, ILO staff and representatives of the Development Partner which served as inputs to the draft and final reports. The evaluation team developed a PowerPoint Presentation for this workshop, while the project team organized the workshop as well as interpretation in Arabic-English (v.v.). After the workshop, the evaluators had a debriefing session with the ILO Project Team on Thursday 30 March 2023.

3) *Development of the Evaluation Report*

The evaluators developed an evaluation report in a draft and final version. The evaluators submitted on 31st March 2023 the first draft of the report to the evaluation manager, who circulated it to the backstopping units, the Development Partner, the key national partners, and relevant stakeholders for their comments. The evaluation manager collected the feedback on the first draft, consolidated and submitted it to the evaluators who incorporated the feedback as appropriate, and sent the final report to the evaluation manager. At the end, after EVAL/ILO approval, the

evaluation report was submitted to the key stakeholders by the ILO Country Office and uploaded in the EVAL public repository of evaluation reports (e-discovery).

The data collection, analysis and presentation were responsive to and included issues relating to gender equality, diversity and non-discrimination, including disability issues. Gender concerns were addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of programmes”. In particular, the evaluation team made sure that women's views and perceptions were also reflected in the interviews, focus group discussions and that gender-specific questions were included.

Deliverables

The following five deliverables were provided:

Deliverable 1: Inception Report

The Inception report including a detailed work plan and data collection instruments following ILO EVAL Checklist 3 was submitted on 6 March 2023. It was approved by the evaluation manager.

Deliverable 2: PowerPoint Presentation of preliminary findings

The evaluators presented the preliminary findings of the evaluation through PowerPoint for validation with key stakeholders online on 29 March 2023. The presentation lasted about 40 minutes and was followed by a general discussion. It was chaired by the Evaluation Manager while the ILO Country Director in Cairo gave the introductory speech and did the closing session.

Deliverable 3: Draft of the evaluation report

The draft evaluation report was prepared in accordance with the “EVAL Checklist 5: Preparing the Evaluation Report”.⁵ The structure of the draft and final reports followed closely the tentative outline of chapters and annexes given in the ToR. The draft evaluation report answered the questions related to the evaluation criteria, and includes Recommendations, as well as Lessons Learned and Good Practices in the standard annex templates as per ILO EVAL guidelines.

Deliverable 4: Final Evaluation Report

The final evaluation report includes an Executive Summary in English and Arabic as per the proposed structure in the ToR.

Deliverable 5: A stand-alone Evaluation Summary (in the ILO standard template);

The final evaluation report approved by ILO was converted into a stand-alone summary that details the key aspects of the evaluation methodology, findings and recommendations both in English and in Arabic.

Management Arrangements

The evaluation team leader reported to the evaluation manager Mr. Asfaw Kidanu. The evaluation manager supervised the evaluator with the oversight of the Regional Senior Monitoring and Evaluation Officer. The final approval of the report was done by ILO-EVAL in Geneva. The evaluation was carried out with full logistical and administrative support of the project and ILO DWT/CO-Cairo.

The first draft of the report was circulated for a review by the relevant stakeholders who submitted their comments. The evaluation manager consolidated these comments from stakeholders and

⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf

the evaluators integrated these into the final report as appropriate. For comments that were not incorporated in the report, the evaluators documented the reason(s) why these were left out.

Work Plan

The work was carried out over the period from 19 February 2023 until 31st March 2023. The evaluation was conducted by a consultant team comprising of an international lead consultant (team leader) and a team member (based in Egypt) and a total of 39 working days was allotted as indicated in the workplan in Annex 3.

Limitations

The Evaluation assignment was clearly laid out in the ToR (Annex 1) and the list of stakeholders interviewed was comprehensive and considered to be representative of the main stakeholders. However, completing the interviews with the relatively large number of stakeholders (i.e., 38; cf. Annex 4), in combination with the field visits and FGDs, was challenging, especially also considering the relatively limited period of time available (in terms of the relatively limited number of working days allotted for this evaluation, i.e., 20 for the international and 19 for the national evaluator; cf. Annex 3).

In addition, delays were further encountered waiting for the mandatory national clearance required for the Evaluation as a whole by the GoE through the Ministry of International Cooperation (MoIC) which came in writing on the 12th of March while the response for the endorsement of the validation workshop came on the 26th of March, i.e., three days before the actual Validation Workshop (which had, by the way, been postponed several times already). Part of the delay was due to the fact that an additional request for a no-cost extension was made by MoIC from the Development Partner which was, however, not granted (the reasons for this are discussed in detail in Section 3.4). On the whole, these uncertainties also resulted in the cancellation of the four-days mission to Cairo by the international evaluator which had originally been planned around 16th March 2023. The mitigation strategy was to conduct interviews online while the national evaluator based in Egypt interviewed different stakeholders in person (cf. Annex 4).

3 Overall Findings

For the Final Independent Evaluation of the programme entitled “Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-RAWABET)”, **seven Evaluation Criteria** have been identified in the previous chapter which will be discussed in depth in the present chapter (Sections 3.1 – 3.7). These criteria have been analysed with the help of the **23 Evaluation Questions** (listed in Section 2.1 above).

3.1 Relevance

Alignment to the needs and priorities of tripartite stakeholders and beneficiaries

The present evaluation found that the project, aiming at promoting *decent private sector employment in rural Egypt*, was very relevant for the people and the country, and that it is still as relevant as when the project was designed. This was underlined by all the stakeholders interviewed. The project has clearly taken into account the needs and priorities of selected stakeholders. The project objectives are clearly aligned to the national policies of the *Government of Egypt (GoE)*, such as the Vision 2030 and in particular the Economic Reform Agenda including the 3 pillars of private-sector-led job creation, spatial integration, and inclusion.

The alignment with ILO’s other Tripartite Constituents is mixed. While it is clearly aligned with the policies of *employers’ organisations*, such as the Federation of Egyptian Industries (FEI), the Chamber of Food Industries (CFI) and the Engineering Export Council (EEC), this is much less clear with the *workers’ organisations* which are only represented in the larger companies and have much less outreach to the micro and small enterprises or to the informal economy.

The needs and priorities of the *beneficiaries* are also taken into account. The PRODOC (July 2018: 7) identifies two types. Firstly, the *final beneficiaries* of the project are jobseekers who are unable to enter the labour market and find decent jobs; this applies in particular to men and women within age group of 15 to 30, and young self-employed or home-based young women and men in the informal sector. Secondly, the *direct beneficiaries* of the project interventions in terms of capacity development and direct job creation are:

- Existing MSMEs within the value of chain of the lead firms
- Micro and small businesses, including household-based economic units with potential for transition to formality
- Business development services providers (both non-financial and financial services providers)
- Job seekers directly involved in the project activities
- Selected communities/villages linked to the value chain of the lead firms
- Public Institutions involved in the implementation of the project
- NGOs

Most of these beneficiaries as far as located in the targeted geographical areas have indeed been involved in the project with the partial exception of the last category as only very few NGOs have participated actively in the project.

The project is further aligned with different *international priorities*, in particular with the SDGs 1,2 and especially 8 on Decent Work:

- Goal 1, Target 1.2: By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions;
- Goal 2, Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers;
- Goal 8, Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

It is also aligned with the recently completed United Nations Partnership Development Framework with Egypt (UNPDF 2018-2022) “United for a Sustainable Future” for which the MoIC is the main counterpart from the side of the Government of Egypt. This Framework is composed of four outcomes: 1) Inclusive Economic Development, 2) Social Justice, 3) Environmental Sustainability and Natural Resource Management and 4) Women's Empowerment. The project aligns also with the new United Nations Sustainable Development Cooperation Framework (UNSDCF 2023-2027) especially with the Prosperity pillar.

The alignment is also clear with ILO's 2016-17 Programme and Budget (P&B) Outcome 5: Decent work in the rural economy (currently Outcome 3), and Outcome 4: Promoting sustainable enterprises, as it is linked with ILO's Country Programme Outcomes (CPOs): EGY 106 on “Employment for young men and women through entrepreneurship, value chain development, green enterprises, social enterprises and cooperatives and business development programmes promoted” and also EGY 103 on relevant skills for young women and men, and EGY 102 on targeted programmes in rural areas. The **definition of Decent Work** according to the ILO is: “productive work for women and men in conditions of freedom, equity, security and human dignity”. In more detail: Work is considered as decent when it pays a fair income, it guarantees a secure form of employment and safe working conditions, it ensures equal opportunities and treatment for all, it includes social protection for the workers and their families, it offers prospects for personal development and encourages social integration, and when workers are free to express their concerns and to organise.

Lastly, the alignment with the policies of the Government of Norway is also evident since these are focused on the priorities of Job Creation and Decent Jobs.

Involvement of ILO constituents and other project stakeholders in the formulation and implementation of the project

The EYE RAWABET project built upon the work accomplished under another ILO project implemented in partnership with the Ministry of Trade and Industry and with the financial support from the Government of Norway entitled “Egypt Youth Employment: Working together in Qalyoubia and Menoufia” (December 2016 - September 2020) focusing on increased productive employment and decent work opportunities for women and men. This resulted in a definite degree of continuity in terms of topics and in terms of project team structure, and in this sense, there were already contacts with the key stakeholders. In addition, the main government counterpart, the MoIC, has been closely involved in the design since the beginning and in particular also during the inception period from January to June 2018 resulting in the second PRODOC (see Annex 5). There were also intensive contacts during these phases of the project with the FEI which in fact actively requested for a project like RAWABET. In fact, the Technical Consultation Meeting held on 7th June 2018 with many of the intended participants (MoIC/MIIC, MTI/MSMEDA, FEI, Government of Norway and ILO) was important in this respect. It would have been beneficial if

some other organisations could have been involved in follow-up joint consultations (for example the trade unions).

The MTE (2020: 22) concluded on Relevance as follows: “Most of the stakeholders consider this is a landmark project, because it creates linkages between economic actors in rural Egypt and directly improves livelihoods of rural population. A lot can be learned out of this pilot project and the produced know-how can be replicated in the future interventions.”

3.2 Coherence including Project Design

The alignment of the project with national and international development frameworks has been discussed in the previous section under Relevance (Section 3.1). In this Section the focus shifts to Coherence or the compatibility of the intervention with other interventions in a country, sector or institution, and to the Validity of the project design.

Coherence with other interventions

The EYE-RAWABET project shows clear coherence with other ongoing ILO, UN agencies and government programmes in Egypt. It has definite synergies and collaboration with the GoE’s programmes of FORSA and Hayah Karima. In fact, the current project led to a **new project** funded by Norway “EYE: Economic Empowerment under FORSA Programme” (EYE/FORSA 2020-2023) implemented by ILO and the Ministry of Social Solidarity (MoSS). It is specifically aimed at improving the livelihood of rural communities by supporting graduation from conditional cash transfer schemes of MoSS. The Hayah Karima (‘Decent Life’) presidential initiative (2019-2024) offered an opportunity for EYE RAWABET especially since it was initiated in January 2019 when EYE RAWABET was beginning to take off. In addition, a different Presidential Initiative is dealing with “Milk Collection Development Project” intended to avail loans to MCCs through the Central Bank of Egypt to improve their facilities and the hygiene practices for milk collection and transportation.⁶ To date 212 MCCs have witnessed major upgrading and upscaling in the infrastructure, aeration facilities, electric generators, and hygiene standards for all the workers. The alignment of the project with the policies of the GoE was further enhanced by such very relevant initiatives.

Intensive collaboration was further also developed with the ILO programmes of Better Work Egypt (BWEG), Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa (ACCEL Africa), the other ongoing ILO-EYE projects as well as with ILO’s Business Development Services for Growth (BDS4GROWTH).

Validity of Project Design

With respect to the project design, the MTE (February 2020: 6) found that “A strong aspect of the project intervention is that it is backed by evidence from the labour market and economy and crafted in response to the labour market challenges. The Project contains a strong analysis of the national context in which the project needs to operate and provide clear arguments in justification of the intervention.” Several stakeholders further underlined the importance of including in the project design both working conditions and job creation as well as issues of productivity and social compliance.

⁶ See for example: <https://gate.ahram.org.eg/News/2501118.aspx>, and <https://moa.gov.eg/ministry-activities/news/الزراعة-7-سنوات>.

However, the original design laid down in the Project Document (PRODOC) of August 2017 on which the Agreement between ILO and the Government of Norway of September 2017 was based was not yet complete, in particular in the Logframe many entries were still 'to be determined'. It also did not include either an implicit or an explicit Theory of Change (ToC) as this was not yet mandatory within ILO in 2017. During the Inception Phase from January to June 2018 the PRODOC including the Logframe were further developed. Nevertheless, the project design itself as laid down in the second PRODOC of July 2018 was only partly purposeful towards achieving its objectives, as it was a design in *draft format* with many activities, targets and milestones to be filled in later; this applies in particular to the selection of the economic sectors through Rapid Market Assessments (RMAs) and the design of the intervention models by sector based on comprehensive Market System Analyses (MSAs) for a series of sectors (some of which were studied but not further pursued).

For a project with an initial duration of three years the design was less realistic because it was quite **complex** and **ambitious** with the implementation of activities in three sectors as well as the contributions to national and Local Economic Development (LED) initiatives (still to be selected); as the MTE also concluded: "this type of developmental intervention takes time to materialize".

The revised Logframe dated July 2018 includes three Outcomes, seven Outputs and 24 Activities, which shows in part a clear flow of activities and results as follows:

- *Outcome 1* prepares the way with consultations, sector selections (RMAs), MSAs and preparatory capacity building of selected stakeholders.
- Under *Outcome 2* support is provided to SMEs as well as to jobseekers in the three selected sectors.
- *Outcome 3*, however, is of a different structure. While Output 3.1 focuses on training for small-scale dairy farmers to enable them to participate in the dairy value chain, Output 3.2 consists mainly of interventions designed later in the project to promote/scale-up national and LED initiatives (FORSA, Hayah Karima, as well as support to small-scale cotton farmers jointly with ACCEL).

Targets for intended beneficiaries

In the revised Logframe, the indicators, targets, milestones and means of verification are now clearly laid out, and in Section 3.3 we will analyse in how far these were achieved. The LogFrame also has specific targets for specific intended beneficiaries, such as SMEs, youth and local communities, but much less clear in the case of women.

3.3 Effectiveness

Achievements of Activities

In order to analyse to what extent, the project has achieved its *outputs* and *outcomes*, we will first investigate the achievement of the *activities* undertaken by the RAWABET project. The evaluation found that the project has undertaken a relatively large number of different activities and several pilot activities. To illustrate this point, Table 1 lists the numbers of women and men *trained* by the various components of the project under the relevant Outputs; in total, this amounts to no less than 3,873 persons. It shows a wide range of training types, from the Value Chain Certification courses for key stakeholders and the Rural Academy through ILO-ITC in Turin, to the Training of Trainers (ToT) through ILO's Start and Improve Your Business (SIYB), to the use of ILO's different

training tools (SCORE, IYB, GetAhead), to Training for Employment (T4E) for jobseekers, and, lastly, to various types of ad hoc training activities.

The last column of the table indicates the percentage of women trained which varies greatly with some trainings exclusively directed at women and some trainings where all participants turned out to be men; overall, the percentage is a substantial 36% female. And this percentage is likely to be higher because the project's registration sheets for trainings are usually completed by men while women undertake the (e.g., dairying) activities, and because in the rural areas of Egypt men and women work side by side while land ownership is in the name of men.

Table 1: Overview of types of training conducted by Output, the number of people trained and the percentage of women among them.

Training by Output	Remarks/Details	No. Trained	% Female
Output 1.3: Nr. of people trained			
1. BDS Hubs Training	Nilepreneurs	8	0.0
2. SIYB Training of Trainers		23	30.4
3. SIYB Training of Trainers		24	58.3
4. Value Chain Devt. Certification	Cairo	30	43.3
5. Value Chain Devt. Certification	Turin, online	6	50.0
6. Value Chain Devt. Certification	Turin, online	9	33.3
7. Rural Academy (ITC. FAO, UNIDO)	Participants from 12 countries	186	46.2
8. CSR Conference	Average (no specific attendance sheet)	250	n.a.
9. ICSB World Congress		67	44.8
Subtotal		603	44.2
Output 2.1: Decent Work (DW) opportunities promoted in 3 sectors			
1. Dairy: Support SMEs	Milk Collection Centres (MCC): Good Manufacturing & Good Hygiene Practices, SYB, Quality & Food Safety	36	0.0
	Training of Agripreneurs	8	100.0
2. White Goods (WG): Support SMEs	SCORE (with 16 MSE-Suppliers to 2 Companies)	75	5.3
	IYB (including participants from RMG sector)	17	47.1
	Supervisory Skills (in 5 SME-Suppliers to FRESH)	23	0.0
3. RMG: Support SMEs	Supervisory Skills (in 16 RMG SME/factories)	20	0.0
	OSH	420	22.9
Subtotal		599	19.4
Output 2.2 Training for Employment (T4E): people trained and hired			
	T4E: "A job placement scheme".		
1. Dairy Sector	T4E mostly in 1 company (Domty)	256	0.0
2. White goods Sector	T4E in 3 companies	500	3.8
3. Ready-Made Garments/RMG	T4E in 2 companies	380	41.8
Subtotal	Total	1,136	15.7
Output 3.1: Technical and business management training for small-scale dairy farmers			
1. Dairy: Animal healthcare, Animal Nutrition and Herd Management	Training of small-scale dairy farmers in Decent Work (NAAD)	415	*) 3.1
2. Dairy: GET Ahead (NAAD)	Included in the 415 of the small-scale dairy farmers	64	70.3
3. Dairy: Financial Education (NAAD)	Included in the 415 of the small-scale dairy farmers	125	44.8
Subtotal		604	18.9
Output 3.2 Contribute to National and LED Initiatives (esp. Enterprise Skills)			
1. SYB - FORSA	Training implemented under FORSA	97	56.7

Training by Output		Remarks/Details	No. Trained	% Female
2.	GetAhead - FORSA	Training implemented under FORSA	100	100.0
3.	Jobs Search Clubs (JSC) FORSA	Training implemented under FORSA	56	100.0
4.	GetAhead – Haya Karima: Empower women (training Enterprise Skills)	Partner: MoSS initiative Gharbeya (Takafol w Karama)	66	100.0
5.	GetAhead – Haya Karima: Empower women (training Enterprise Skills)	Partner: Abdelahad GamalEldin Foundation	240	100.0
6.	GET Ahead	RMG: Partner: ACCEL (small-scale cotton farmers)	236	72.9
7.	Financial Education	RMG: Partner: ACCEL	85	n.a.
8.	BDS training to BDS Providers		23	47.8
9.	Making Microfinance Work (MMW)		28	25.0
Subtotal			931	83.6
TOTAL No. of Men/Women Trained			3,873	35.9

*) With respect to Output 3.1-1, the percentage of women is so low (3.1 %) because it concerns the numbers as per the project's registration sheets, and in most cases, men are the ones completing the registration, while women undertake the dairying activities.

Source: Data provided by the project team; summarized by the evaluators.

Table 2: Achievements of the Activities by Outputs and Indicators/Targets in numbers and in percentage.

Out-puts	Indicator / Target	Achieved	% Achieved	Remain
1.1	Series of Consultations conducted	Yes	100	0
	At least 2 MSAs of sectors conducted	5	250	0
1.2	At least 1 to 2 Lead Firms engaged per sector/VC	4	200	0
	At least 2 intervention models developed	2	100	0
1.3	At least 30 MSMEs identified for technical support	426	1420	0
	500 men and women received training	603	120	0
	At least 1-2 ILO training tools developed or adapted to the Egyptian context	2	100	0
2.1	At least 1-2 conference/event organized on entrepreneurship and value chain development per year	3	150	0
	10 SME-Suppliers receiving training or advisory services on business management productivity and working conditions	27	270	0
	5 training programmes conducted	7	140	0
2.2	150 men and women received training	179	119	0
	At least 2 training programmes developed	2	100	0
	750 youth received training	1136	151	0
3.1	500 women and men accessing decent work opportunities in the selected sectors	1136	227	0
	20 new MSMEs supported to join the value chain.	415	> 100	0
	Access to BDS through BDS providers facilitated for at least 20 MSMEs/small-scale producers	189	> 100	0
3.2	At least 1 national initiative supported	2	200	0
	At least 1 LED intervention supported/scaled up	1	100	0
	200 direct employment opportunities created as a result of project's contribution to the LED intervention	81	41	119
	500 young men and women receive training on entrepreneurship awareness	824	165	0
	50 businesses registered as a result of the training	155	300	0
	20 staff members of BDS providers, and 20 staff members of MFI/ financial services providers received training	51	128	0
	3 winning teams and at least 3 MSMEs created through the contest and provided with grants	3	100	0

Source: Data provided by the project team; summarized by the evaluators.

The project team deserves a lot of credit for the high rates of achievements of the *activities*, i.e., training programmes developed, adapted and implemented, Market System Analyses (MSA) conducted, etc. This is the more commendable because the activities were actually implemented in **rural** areas of Egypt where market systems approach and value chain interventions in particular are more challenging than in urban areas. When set against the targets in the Logframe (cf. the ToR in Annex 1), Table 2 below demonstrates that most activities were, in fact, achieved by 100% or (sometimes much) more. However, one does also need to take into account here that the project took much longer to achieve these targets than the originally planned three years (i.e., 5.5 years); as we will see later in this section under “Challenges” this was particularly due to the covid-19 lock down and the national clearance.

Following the comprehensive Rapid Market Assessments (RMAs), the RAWABET project ultimately decided to work on three sectors: Dairy, White Goods manufacturing and Ready-Made Garments (RMG). The design of the intervention models for each sector differed and was in part based on sectoral Market System Analyses (MSAs) and the Value Chain analysis. The approaches used in these three sectors are explained in Box 1. More detailed sector descriptions are included in Annex 8.

Box 1: Evaluation findings concerning the approaches used in the three sectors targeted

The Value Chain Development methodology was based on the findings in the sectoral MSAs. Within the **Dairy Sector**, the project worked with the suppliers and intermediaries of the value chain, equipping the farmers, through a series of formal and structured as well as informal interactions, with training and advice aiming at increasing the quantity and quality of milk produced. Moreover, the project provided consultative capacity building activities to the Milk Collection Centres (MCC) to upgrade the milk collection, testing and transfer to the lead and anchor firms linking 400 milk providers to 2 MCCs thereby bypassing informal middlemen. Within the community, EYE RAWABET is leaving behind an upgraded milk collection facility and a new established small firm by seven female trainees of the project to provide consultative and coaching services to the farmers beyond the project (see Box 2). The beneficiary farmers confirmed that both the quality and quantity of milk produced were enhanced and the productivity at large was improved with only constraints coming up after the devaluation of the Egyptian pound, affecting the supply of animal food, and thus the quality of milk. For example, the small farmers trade union underlined that the project succeeded to reduce the effect of the *informal* milk collection through middlemen and to encourage the formal MCCs to take over. However, this cycle is now threatened due to the lack of fodder at affordable prices and lack of good breeds for cattle raising. As a result, the quality of milk is going down again and sometimes beyond the quality that the MCCs will accept. Therefore, the beneficiary farmers have been requesting for a follow-up intervention related to food supply and strengthening the value chain with value added suppliers.

The **White Goods** Industry was selected for its capacity to employ young men and women from rural communities. The project has tried to develop Models of rural development, job creation and livelihood improvement in this sector. While the assessment by the evaluation revealed the potential of the White Goods VCs, the demand from the market players was not strong. In the case of the two lead firms selected, one could not sustain the interest and the demand of its suppliers, while the interest of the other lead firm was not strong. The interventions of RAWABET to the SME suppliers of both lead firms utilized ILO's SMEs development tools: SCORE and IYB. The suppliers were a bit confused concerning the difference between both and the relevance to their specific company needs, a few of which even claimed to be more advanced than the provisioning of the tools. It was difficult to measure the exact Value Chain support, linkages

creation and job creation in the companies involved as this information was not systematically included in the project's M&E System.

The approach used in the **Ready-Made Garments (RMG)** sector was again different as here the value chain concept was not followed and the modality of intervention was supporting the lead companies directly through Human Resources interventions to reduce the very high turnover rates of workers and to improve the recruitment cycles within companies, capitalizing on ILO's established relationships with the firms through the Better Work Egypt programme (BWEG).

In sum, while the field visits have provided clear evidence of the strengthening of the value chain linkages in the dairy sector, such evidence was more difficult to find in the White Goods sector, while linkage creation was not the main target in the intervention in the RMG value chain.

A separate activity was the so-called '**Biogas Initiative**' initiated in a former ILO project in Menoufeia Governorate and then in Menya Governorate, where young engineers were mentored to provide environmentally friendly waste management and energy efficiency solutions in the rural communities. As animal waste is an ongoing problem within the rural communities, the biogas initiative was added to the dairy initiative as an *extension* to the dairy value chain, where two units were established as a model for the farmers in the milk village. The governor of Gharbeya asked to extend the biogas initiative to another village (Zefta) within the umbrella of Hayah Karima initiative. The project supported 48 biogas units in Zefta.

Box 2: Newly Established SME to Provide Services to Farmers

This SME was established by a group of 7 women who are a mix of graduates of Faculty of Agriculture and Faculty of Veterinary Medicine (from different universities). The aim was to provide consultative and coaching services to the farmers, providing a comprehensive blend of knowledge and skills to neighbourhood communities. They were originally a part of the team of around 100 young professional extensionists who were initially trained and mentored by the Rawabet project to extend services to the 400 beneficiary farmers.

As the EYE Rawabet interventions came to an end, the 7 women decided to establish their own consulting firm and called it 'Rawabet' to continue providing technical services to the farms in the neighbouring villages. The Rawabet Project supported them in the legislative setup of the newly established firm through provision of legal and accounting advice. Once started, the project also supported the Rawabet Company with the two ILO tools of SYB and IYB to help the women with the organizational and institutional frameworks needed. The sustainability of the company and its capacity to expand its businesses with a fee for service mode is yet to be validated.

Achievements of Outputs and Outcomes

The achievement of the Activities as discussed in the above was expected to contribute to the achievement of the Outputs and eventually also to that of the Outcomes. To assess to what extent this occurred we will look more in detail to these outputs and outcomes. For the **Outputs** there were no separate indicators in the Logframe (included in the ToR in Annex 1) as these indicators were the same for the activities. A detailed 'Summary of Outputs' based on the Fifth Progress Report dated July 2022 is provided in Annex 6 as illustration.

In Table 3 below the evaluation findings on the outputs are summarized, whereby a summary format of the output statements is used (for the full text reference is made to the Logframe in the ToR in Annex 1).

Table 3: Outputs and the Findings of the Evaluation.

Outputs	Achievements (Evaluation Findings)
Output 1.1: Priority sub-sectors/value chains identified	Achieved. The selection took considerable efforts and time.
Output 1.2: Lead firms implement enterprise-level action to improve growth and/or employment	Lead Firms indeed implemented various actions, but whether growth and employment were improved in the sectors could not be verified, apart from the new SME set up to provide services to farmers (see further below under Output 2.2).
Output 1.3: Relevant stakeholders are capacitated	Achieved: a variety of stakeholders got preliminary training.
Output 2.1: Support to SMEs to increase productivity and improve working conditions	Support to SMEs was achieved, and in some cases productivity & working conditions were improved.
Output 2.2: Training for employment implemented	Achieved. In total 1,136 men and women (mainly jobseekers) were trained and hired.
Output 3.1: Capacities of emerging MSMEs/small-scale producers enhanced	Achieved, and selected SMEs were actually integrated into the value chains.
Output 3.2: MSME and entrepreneurship development initiatives in rural areas are promoted	Achieved to a certain degree for 2 national initiatives and for some enterprise skills.

With respect to the **Outcomes**, the Logframe provides separate indicators and targets and these have been summarized in Table 4 below. It is unusual that the targets are exactly the same for the Outcomes 1 and 2. The MTE had taken an in-depth look at indicators and suggested redefinitions for the indicators of Outcomes 1 and 2, but the Logframe was not changed since July 2018. The MTE found that the Outcome 1 indicator is difficult to measure and has suggested a workable redefinition (given in the fourth column of Table 4). For Outcome 2, the MTE found that the indicator does not reflect the target, but the rewording proposed is vague and “measuring increased productivity and income in the sectors” is quite a complicated exercise. So, here the original target was maintained. The findings of the Evaluation are shown in the last column of Table 4 which indicates that most indicators were achieved in part but that it differed substantially among the three sectors, and that there were only few actual partners identified who can take it forward because no suitable national partners could be found and work was implemented mainly with ILO Contractors who were already known to the ILO (see further section 3.6 on sustainability).

Table 4: Outcome Indicators and Targets, MTE Recommendations and the Findings of the Evaluation.

Outcomes	Outcome Indicators	Targets/ Milestones	MTE Recommendation	Achievements (Evaluation Findings)
Outcome 1: Strengthened capacity of stakeholders	Private investors and workers in selected sub-sectors report improvements with respect to their ability to develop their businesses and promote decent jobs opportunities	Opportunities and challenges for the promotion of decent jobs are identified in two sub-sectors	MTE Rec. 2. Define the Outcome 1 Indicator as “Number of sector /value chains developed” and target to be “Value chains in two sectors developed”.	Achieved, although the depth of the VC development differed substantially among the three sectors.
Outcome 2: Decent work opportunities promoted	Number of value chains upgraded, including evidence of improvement of relevant skills and demonstrated improvements in working conditions	Opportunities and challenges for the promotion of decent jobs are addressed in two sub-sectors	MTE Rec. 3. Define the Outcome 2 Indicator in the direction of measuring increased productivity and income in the sectors	Decent work opportunities were promoted but great variation among sectors. Only few actual partners to take it forward.
Outcome 3: Emerging MSMEs/small-scale producers supported/scaled up in rural Egypt to contribute to LED and to promote decent employment opportunities	A number of new MSMEs/small-scale producers effectively engaged in priority rural sub-sectors A number of key national employment-rich initiatives/interventions supported/scaled up in rural areas	70 new MSMEs/ small-scale producers effectively engaged in priority rural sub-sectors At least 2 initiatives supported/ scaled up		Achieved as such since selected MSMEs were supported through two different methods: Outputs 3.1 and 3.2 (cf. Table 3).

Partnerships

The PRODOC (2018: 7-9) foresaw the following partnerships for the project. At the **national level**, the project works in partnership with the Ministry of Investment and International Cooperation (MIIC), later changed into MoIC, and in cooperation with key partners as the Ministry of Trade and Industry (MTI) and the MSME Development Agency (MSMEDA) affiliated to it, Federation of Egyptian Industries (FEI), in addition to other entities as the Central Bank of Egypt (CBE), the Ministry of State for Local Development (MOLD), the Central Agency for Public Mobilization and Statistics (CAPMAS), and providers of financial and non-financial services. At the **local level**, the project will cooperate with local branches of the national public institutions, governorate officials, workers’ and employers’ organizations, enterprises and private sector organizations, the providers of financial and non-financial services, training providers, and small producers willing to join the value chain.

During the implementation, the project worked at the **national level** mainly with MoIC, FEI, NFSA, Ministry of Agriculture, and with MSMEDA (e.g., in the biogas initiative, SIYB, and micro-credit training). At the **sectoral level** the project partnered with the relevant chambers (e.g., CFI and EEC). At the **local level** crucial partners were the Governorate of Gharbeya, Nilepreneurs/CBE and, for the dairy sector the North Africa for Agribusiness Development (NAAD). NAAD is a service provider and the technical arm in the project for the dairy value chain. It supported the project with establishing connections with the lead firms and with the major MCCs. It led the training and technical support provided to both the MCC and the farmers. Also, it took over the

mentoring of the field extensionists (young men and women) who provided door to door service provisioning to the farmers.

The above is, however, not an exhaustive overview of the project partnerships because for almost every activity there was a different partner (see e.g., Tables 1 and 2 in the above). In that sense, partnerships were a bit fragmented which demanded great efforts in terms of communication from the project team.

Unexpected results

A few positive unexpected results developed by or as a consequence of the project intervention. Firstly, support to the national development initiatives of FORSA and Haya Karima was not envisaged in the Logframe and they were also initiated only *after* the RAWABET project had already started. Secondly, it was also not foreseen that the project led to the development of another project implemented by ILO and funded by Norway, i.e., the already mentioned EYE-FORSA project which started in 2020. A third positive unexpected result was the formation of a new SME as a service provider to the community of beneficiaries. Out of the young university students and graduates who were trained to extend services to the community a group of them decided not to be employed in regular jobs and, instead, to form their own SME that would be established in the community and provide on-site technical support to the farmers. The ILO provided support to this SME's registration as well as training (including SIYB). It is expected that this SME will continue to extend the services to the beneficiaries beyond the end of the project.

Challenges

The project encountered a number of pertinent challenges which at times have delayed the implementation substantially. This evaluation has identified four main challenges and several others that are more sectoral.

- 1) The official approval of the project by the Government of Egypt (GoE) took quite some time as different authorities are involved in such a process. While the agreement between ILO and the Government of Norway was signed in September 2017, the signature by the GoE of the Project Protocol took place only on 29 April 2018 and the Presidential Decree was issued in February 2019. Before April 2018 some technical consultations could be conducted, and after April the selection of the first sector was started, but project implementation mainly had to wait until February 2019, e.g., the ministry had to make the introduction to the Governorate of Gharbeya necessary to start the activities on the ground. Therefore, the delay incurred amounted to at least one year (see also the timeline in Annex 5).
- 2) The COVID-19 Pandemic had been declared a national emergency and the GoE ordered that certain activities were to be suspended from March to July 2020, the 'Lockdown' (cf. Annex 5). This caused substantial delays during this period but also afterwards because the relevant stakeholders (e.g., the private sector) was more or less paralysed as nobody could predict what was going to happen next, and this uncertainty triggered that stakeholders were not ready to commit themselves. For example, some stakeholders indicated during the interviews that activities could be restarted only as late as November 2020. To mitigate the situation the project switched as quickly as possible to remote working and digitizing offline training programmes.
- 3) The engagement with the private sector was challenging as their participation was voluntary, so the team made a lot of efforts to communicate and meet with them and to convince them to participate. Companies that at first committed themselves pulled out, while some re-joined again after some time. An additional factor was that there is not

always sufficient trust between companies and the respective sectoral chambers of commerce.

- 4) The project adopted an ILO approach on Value Chain development in *rural* Egypt to play a facilitative role and thus not to implement directly. But this indirect facilitation role did not fully work because it was not sufficiently taken up by national organisations.⁷ In addition, the use of ILO contractors in the field may have subtracted from an enhanced involvement of national organisations.

In addition, there were several challenges more specific to the sectoral interventions, such as:

- The selection of sectors took quite a long time with RMAs and MSAs, and some sub-sectors were explored and/or studied which were later abandoned for various reasons, such as Medicinal and Aromatic Plants (MAP) and Dates.
- The quality of the reports by consultants was at times insufficient or not detailed enough resulting in substantial revisions.
- Engaging the lead firms in the dairy sector in 2018-19 in implementing the dairy value chain intervention was a challenge: the lead processors of dairy products were hesitant to declare their commitment to partner with other dairy market actors, in particular due to the fact that the dairy subsector is largely informal.
- Obtaining the certification of the pilot MCC (Al-Phara'onia) was challenging, because of the ambiguity of the accreditation process.
- The reaching-out to Lead Firms in the White Goods sector was a lengthy process, partly because it took place during the gradual re-opening phase after COVID-19. In the end, two Lead Firms were engaged (Fresh/Electrolux) but even their commitment was subject to change.
- In the RMG sector, the work on improvement of working conditions, social compliance and productivity by staff and workers in Enterprise Improvement Teams is an additional task for them and a substantial responsibility, requiring recognition and/or a bonus.

Success Factors

Despite the above quite pervasive challenges, the project arrived at a large number of achievements as discussed in the above which can be attributed to the following more general success factors:

- 1) The Relevance of the project for the beneficiaries and for the country of Egypt, as well as the close alignment to the national government policies.
- 2) The overall support of the main government partner, the Ministry of International Cooperation.
- 3) The commitment of the Government of Norway, as well as their generosity in approving several no-cost extensions (for a duration of in total 2.5 years).
- 4) The continuous involvement of the ILO Country Office in Cairo and the support provided by several DWT experts and by staff at ILO HQ.
- 5) The continuity in projects funded by the Government of Norway with a large part of the project team having implemented a predecessor project.
- 6) The high commitment and experience of the project team, and their in-depth knowledge of the national institutions and stakeholders and their networking capacity.
- 7) The creative use of the ILO training tools (including adaptations to the relevant context).

⁷ One national organisation responsible for entrepreneurship is MSMEDA, but they do not implement activities at the regional level.

- 8) The engagement of and intensive communication by the project team with the facilitators and contractors in the field to reach small-scale farmers, SMEs, workers and jobseekers, including regular field visits.

More specifically, there are certain sectoral factors contributing to the achievements as follows:

- In the **Dairy sector** it was important to work directly with the farmers.
- The support from the Chamber of Food Industries (CFI) and the National Food Safety Authority (NFSA) was also facilitative.
- The fact that the service provider settled near to the project village (i.e., Qotour) in order to be near to the beneficiary community.
- The young men and women who were trained as extensionists to provide service and support to the communities in the dairy sector.
- The presidential campaign to enhance milk traceability to 1000 MCCs, and the interest within NFSA to support this drive.
- Within the **White Goods sector**, the selection of a group of companies that belong to the same conglomerate provided commitment of the mother company to the interventions.
- In the **RMG sector** it was crucial that cooperation was established with other ILO projects operating in similar areas, in particular Better Work Egypt (BWEG), and partly also ACCEL working with small-scale *cotton* farmers.
- Interventions related to RMG came to tackle a very relevant constraint within the sector which is high turnover of workers and the bottlenecks in finding relevant and properly skilled candidates for job openings.
- The practice of "Training for Employment" was adopted in the RMG company of JADE even after the project's intervention was stopped.

Coverage of the targeted geographical areas and of the value chains

Overall, the project has effectively covered the targeted geographical areas *within* the Governorates selected. In the PRODOC the geographical areas to be targeted were not yet specified as this depended on the sector selection. After the MSAs and consultations with partners and stakeholders three Governorates were selected: Al-Gharbiya, Ash-Sharkia and Al-Qalioubia, but the interventions took place in specified villages and locations (e.g., Zefta, Qotour and 10th of Ramadan) within these Governorates which are not necessarily representative of the entire Governorate. In addition, quite a number of the activities were pilot interventions to be taken up by national organisations (chambers, unions, training institutes, etc.) in later stages (see further under sustainability in Section 3.6). Through very comprehensive Market Systems Analysis (MSA) of the sectors selected the project has made sure that the value chains were effectively covered.

Backstopping by ILO units

The backstopping support provided by ILO DWT-Cairo was continuous and effective in such areas as enterprise development and employers' and workers' activities, while the involvement of the ILO SECTOR and ENTERPRISES Departments in Geneva were intensive in the early phases of the project preparation, i.e., design and inception. ILO-ITC in Turin was important for the Value Chain trainings and the Rural Academy.

Follow-up on the Recommendations of the Mid-Term Evaluation (MTE)

Another measure of effectiveness is the follow-up by the project on the 11 recommendations made by the MTE (February 2020). There was no *official* ILO Management response to this MTE as it was an *internal* evaluation. However, the follow-up actions were discussed with the project

team and assessed further through the evaluation's findings, and the full details are included as Annex 9 while a summary is provided as follows. Overall, six recommendations have been followed-up fully and have been implemented (the ones marked in yellow in Table 5 below), while one was implemented partially (No. 11).

The first recommendation, the establishment of the Project Steering Committee (PSC), did not materialize for reasons of delays in finalizing and validating the exact composition with the various partners involved (in part because many representatives were retired and/or changed). The PRODOC (2018: 33-34) had indicated that a bi-annual Steering Committee shall be established to oversee implementation, as well as facilitate coordination and communication. It was to be chaired by the MoIC and the delegates were the Ministry of Trade and Industry and its relevant entities, the Federation of Egyptian Industries (FEI), the Ministry of Manpower (MoM) and the ILO. Considering the intended aim of the PSC, it would have been purposeful if the PRODOC would also have proposed the development partner as one of the delegates.

Two further recommendations (Nos. 2 and 3) detailed the redefinition of specific Outcome indicators, but the Logframe of July 2018 has not been changed. Lastly, Recommendation No. 9 could not be implemented because the BDS hubs in the target Governorates were not much developed (yet).

Table 5: Follow-up on the Recommendations of the Mid-Term Evaluation (MTE).

No.	MTE Recommendations	Follow-up
1	Establish Project Steering Committee (PSC)	This did not materialize due among others to delays in the validation of the precise composition
2/3	Redefine Outcome Indicators	Logframe of July 2018 has not been changed
4	Do another round of mapping of institutions and reality check of relevant stakeholders	Was done for the RMG sector
5	Replication of the model of dairy sector value chain in another region	Has been done.
6	Select the second sector as soon as possible	Has been done.
7	Select second value chain in a sector that has employment potential	Applies to third sector: RMG
8	Determine the scope of intervention under FORSA	Support was provided to FORSA.
9	Support service activities of the BDS hubs in the project target Governorates	This could not be done as these were not much developed
10	Continue providing service to the farmers and explore the possibilities to provide access to other services and assets	Done through awareness raising activities
11	The project needs to put more effort in communicating its results	Efforts were made to this effect, but the project website is not updated.

Note: The recommendations which were followed-up are marked in yellow (with one in light yellow followed-up partly). Source: The follow-up is based on the findings of the evaluators.

Management Arrangements

The Project is well embedded in the structure of the Cairo ILO-Country Office. The Project Team's composition has changed over time, but mostly consisted of seven staff led by the CTA and including two National Project Coordinators (NPC), one M&E Officer, one Communication officer (part-time) and two Admin/finance staff.

Although the PRODOC stated that a PSC would be established, we have already seen in the above that it has never been operational. Contacts with the intended PSC members were therefore conducted only at the bilateral level.

Communication by the Project Team has been assessed by the stakeholders interviewed as very good. A series of promotional videos, social media campaigns and field visits contributed to this and these are included in the ILO EYE RAWABET PowerPoint Presentation of Key Results dated 6 March 2023 (see its Slides 56-75). The field visits jointly undertaken in varying compositions by the Minister of International Cooperation, the Norway Ambassador and ILO were viewed also as very useful and could have been even more comprehensive. Reporting by the project team has been on time and comprehensive following the requirements of the Norwegian Embassy. The ILO Template of progress reports is somewhat cumbersome resulting in many repetitions.

3.4 Efficiency of resource use

Allocation and Use of Resources

The Resources (human resources, time, funds etc.) have generally been strategically allocated and efficiently used to achieve the project objectives. However, the substantial delays incurred, such as the time it took to get the approval of the project protocol from the GoE, the Presidential Decree, and COVID-19 do subtract from this finding as the originally 3-years project almost doubled (to 5.5 years).

There were some savings due to adaptations to the conditions of the COVID-pandemic, whereby costs could be saved for travel, logistics, venues, etc. In addition, the large devaluation of the Egyptian pound in the past year(s) meant that additional funds became available in the latter part of the implementation period; however, there was no time left in the project to spend such funds before the project end on 31st March 2023. There was also a degree of pooling of resources, in particular with the ILO programmes of Better Work, ACCEL and BDS4GROWTH with which the project undertook joint activities.

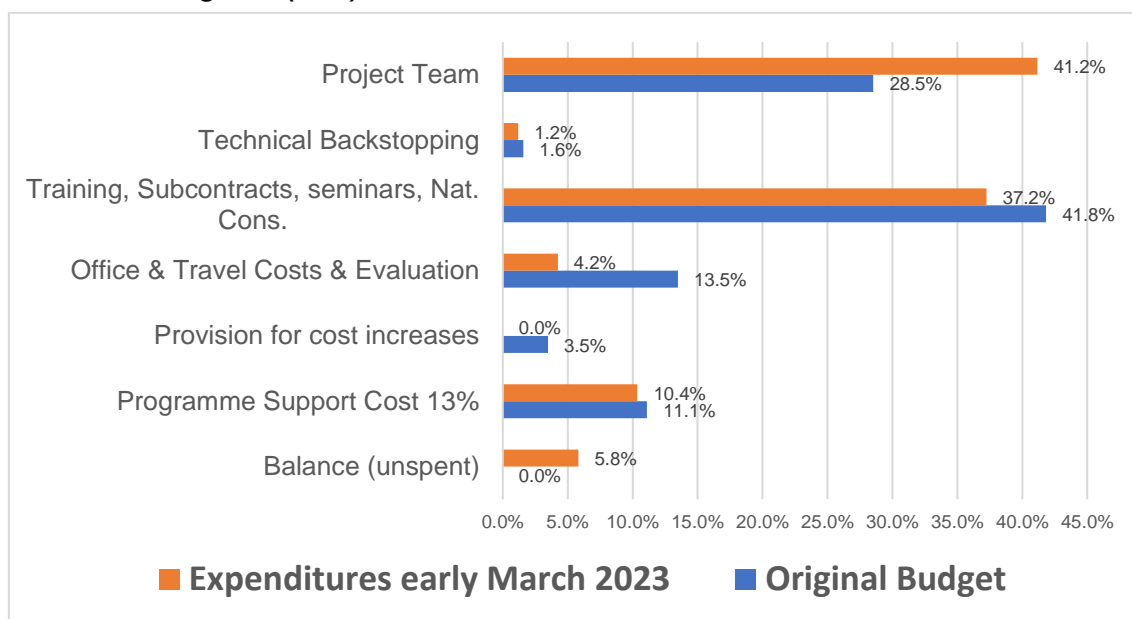
The Government of Norway disbursed the total project funds of NOK 30 million in three equal instalments in September 2017, June 2018 and July 2019, so that the total project budget has been with the ILO for over 3.5 years now.

In early March 2023, the **expenditures** totalled US\$ 3.45 million, which amounted to a solid 94.2 % of the project budget of US\$ 3.66 million. Still a substantial balance is remaining of US\$ 210.000 or 5.8 %, although a part of that will still be spent in the final weeks, for example on the outstanding Programme Support Costs. An additional no-cost extension was not granted by Norway for several reasons. Firstly, internal rules within the Embassy stipulate that the disbursed funds should be used latest after one year, and we saw in the above that this deadline has been passed by well over 2.5 years, and this may already result in internal constraints at the time of the audit. Of course, the Embassy had *approved* the earlier no-cost extensions, so that was a joint responsibility, but extending the project time still further was thus not considered possible. Secondly, a total period of no-cost extensions of 2.5 years is already very substantial almost doubling the project period. In fact, while the first no-cost extension of *two years and three months* is exceptionally long, the decision for that was taken by the Embassy of Norway in May 2020 during exceptionally uncertain times in the middle of the COVID Lockdown. Such a long extension

is in normal times not recommendable. Thirdly, the team is already responsible for another project funded by Norway (EYE-FORSA).

The **comparison** between the original budget of the PRODOC (2018) and the expenditures as of early March 2023 is provided in Figure 1 below and the detailed data are included in Annex 11. This comparison shows that the biggest category of expenditures is for the staff costs of the project team (41.2%) and that its share has increased substantially from 28.5% in the original budget. This increase is quite logical as the original budget estimate was based on employment for the team of 36 months while this has now almost doubled to 66 months as a result of the no-cost extensions approved by the Embassy of Norway. The second biggest category is for “actual activities” which include such standard budget categories as Seminars and Training, Sub-Contracts and National Consultants. In fact, ‘Sub-Contracts’ are almost all used for contracting service providers and others who provide training and capacity building, and the same applies to national consultants. Therefore, and for the sake of clarity these three categories have been lumped together in Figure 1 below, while Annex 11 provides the full disaggregated data. This category accounts for 37.2% in early March 2023 showing a small decrease from 41.8% originally (in 2018). Such a ratio between staff costs and actual activities is quite a balanced level of expenditures for ILO technical assistance projects of a similar type and size.

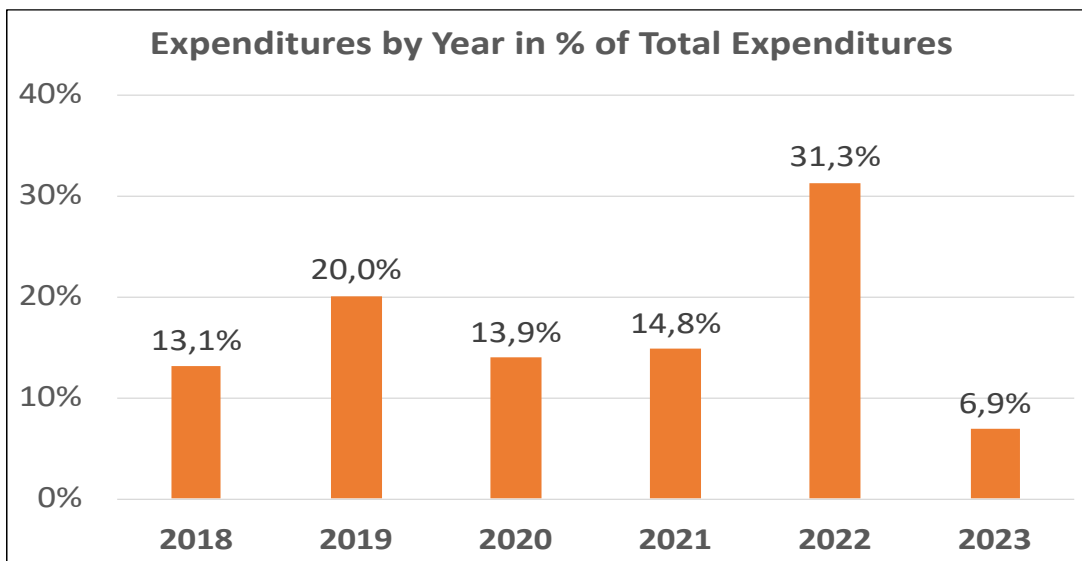
Figure 1: Original Budget compared to Expenditures (as of early March 2023) by Budget Categories (in %).



Sources: Original Budget: PRODOC (2018). Expenditures: Calculations by the evaluators based on the data provided by the project team.

The expenditures were distributed over the project years from 2018 to 2023 with a clear peak in 2022, and a net drop in 2020 when the COVID-19 pandemic started (see Figure 2 below).

Figure 2: Expenditures by Project Year (early March 2023).



Source: Calculations by the evaluators based on the data provided by the project team.

Justification of Costs and Timeliness

In general, the results achieved justified the costs in so far as many project activities were designed and tested to a limited audience in targeted locations and could not yet be scaled-up to larger groups of beneficiaries. The Lessons Learned from piloted activities, however, are quite valuable and make for important inputs into the design of follow-up interventions targeting larger geographical areas. The same results could hardly have been attained with fewer resources although with the benefit of hindsight the sector selection process has been quite lengthy including sectors that were eventually not chosen, and the MSAs also took quite some time. Some stakeholders suggested to limit the project to two sectors with larger possibilities for (geographic) scaling-up, although that would than in the end enhance the focus but not reduce the spending.

The Evaluation Question on whether the goods, service and works were delivered **in a timely manner** has been answered already by indicating that the originally 3-years project ended up being a 5.5 years project, due to the covid-19 lock down and the national clearance. The reasons for such delays have been analysed extensively in Section 3.3. (under 'Challenges').

Monitoring and Evaluation Strategy

The EYE RAWABET project has maintained a Monitoring and Evaluation (M&E) system as specified in the project document (2018: 35-36), which is in particular based on the project's Logframe dated July 2018 (as it was reproduced in the annex of the ToR; see Annex 1). This Logframe identified indicators and their corresponding "means of verification" which are serving as key data collection tools. In practice, the M&E framework consisted of the following elements:

- In **annual progress reports** targets met and targets pending were updated, while addressing output as well as outcome indicators as necessary.
- Progress reports were further supported with **an implementation plan** to report on the progress achieved over the preceding period and explain the planning for the following period.
- During the implementation of activities and in order to ensure that effective monitoring mechanisms are put in place, the project staff have maintained close and regular **communication** with project contractors and service providers, and for many interventions follow-up meetings were held on weekly and bi-weekly basis. This was always coupled with

regular **field visits** to confirm and verify the progress achieved. All the indicators of the contracts are aggregated to respond to the log frame indicators.

- Regarding capacity building activities, **assessment and follow-up mechanisms** were put in place that either build on the M&E framework already embedded within the training toolkit itself (like the post-training evaluation and follow-up coaching and counselling sessions in ILO's SIYB and GET Ahead trainings) or by integrating other participatory activities to engage beneficiaries and stakeholders (like the farmers events held for dairy farmers in Gharbiya and the validation workshop organized for the BDS training tool).
- For the dairy intervention, **baseline and endline surveys** were developed along its two phases of implementation.
- SCORE, which is used in the White Goods Sector, has **its indicators of achievements** embedded in the tool which are put in the platform generating the reported results.
- For Better Work/EYE cooperation in the RMG sector the same applies with respect to **their indicators of progress** for the companies.
- The Mid-Term Evaluation (MTE) and the present Final Independent Evaluation are also part of the M&E Framework.

This M&E Framework linked to the Logframe seems generally to have been implemented effectively, although some stakeholders indicated that there should have been a more solid M&E mechanism from the very beginning of the implementation period. What was missing for example was a Theory of Change and a proper Data Quality Assurance mechanism and the explicit follow-up of the Logframe in the Progress Reports. Such a full-fledged M&E Framework would have resulted in more straightforward reporting on Outputs and Outcomes. However, the different methods used as listed in the above did contribute to accountability, management and learning.

Risk Register

The PRODOC (2018) contains a Risk Register identifying three potential key risks for the project as well as proposing various possible mitigation measures for each risk. The three risks/assumptions are:

- 1) Political: Limited/changing political commitment at the governorate and local levels due to high turnover in ministerial, directorate and local level posts.
- 2) Operational: Lack of capacities at the central and local levels (FEI, regional field offices and service providers).
- 3) Operational: Due to the current economic situation private investment in rural Egypt might slow down.

The MTE (2020: 24) found that the PRODOC "...elaborates well the risks and assumptions for the successful implementation of the project and has mitigation measures for the identified potential problems of the project."

In later stadia two more risks were added:

- 4) The COVID-19 Pandemic and the lockdown.
- 5) Fluctuations in the exchange rate of the EGP versus the USD.

This applies for example to the Fifth Progress Report (July 2022) and this is included in Annex 7. In sum, this risk register has thus been used well as a monitoring instrument.

3.5 Impact orientation

Whether the project has contributed to achieving ‘the proposed impacts’ is difficult to assess. Apart from the proposed Outputs and Outcomes in the Logframe (discussed in the above) the PRODOC does not mention any specific impacts, except for the Development Objective, formulated as follows in the Logframe:

“Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs.”

The project strategy and management have been steering towards this objective and have achieved selected results in specific, targeted locations as we have explained in Section 3.3. In order to ensure that the project has a broader and deeper impact on the rural economy, it has aligned and partnered with the strategically very important national initiatives of FORSA and Hayah Karima. Overall, almost 4,000 people have been reached by the project through training and other capacity building efforts which are in itself durable on condition that the trained persons will be using the new knowledge in their jobs.

The project made a substantial contribution to *gender* related concerns within the realm of MSMEs and value chain development. For example, of the people trained a substantial 36 % were female, and most of the trainings on GetAhead and Jobs Search Clubs (JSC) were almost exclusively targeted at women totaling no less than 698 (see Table 1).

The project has further contributed to a change in practices in the dairy sector through the more important role of MCCs in the targeted areas and of certification. It led, for example, to better quality milk in certain locations. Combined with the trainings delivered, this change has impacted on perceptions of those involved in the project and also on the enabling environment related to the targeted geographical areas. In addition, the *awareness* of the importance of private sector led development and job creation has increased also among the project’s partners as was underlined by several stakeholders interviewed.

The technical capacity at local levels was enhanced by the project as we have analyzed in the above (see in particular Box 1 in Section 3.3). This included the improvement of the MCCs and the new small firm established to provide services to the small-scale dairy farmers (cf. Box 2 in Section 3.3). The Governorate of Gharbeya has facilitated the logistics at the local level, but there were no Governorate-wide activities as the project selected two specific centers within this Governorate whereby the interventions in Qotour were different from those in Zefta; in addition, Gharbeya is one of the large, most populated governorates in Egypt. As such the technical interventions focused on the two focal points within the governorate.

3.6 Sustainability

The PRODOC listed a few components of a possible sustainability or **Exit Strategy**, such as:

- Partnership with key national institutions to mainstream ILO tools and transfer the knowledge gained through the project.
- Partnership with the private sector led by the FEI that has confirmed interest for the development of value chains and would be in a position to incorporate this approach within their system.

- The capacity building to financial and non-financial service providers.
- It also underlined that the GoE is looking for ways to tackle the youth employment challenge and is interested to scale up successful initiatives in this area, and that the RAWABET project might provide intervention models to that effect.

This exit strategy was in itself realistic except that the FEI and its Chambers, while having participated directly in the project, they have not (yet) taken it forward! In addition, they indicated during the interviews that for scaling-up of the outputs and outcomes a follow-up intervention will be required including a capacity building component for the Chambers involved.

In addition, not many national organisations have been involved deeply enough in mainstreaming and/or scaling-up of the ILO training tools (SCORE, IYB, GetAhead and others) and to actively transfer the knowledge gained. An important exception here is the Chamber of Food Industries (CFI) which has a strategy and a committee looking into the MSEs in the dairy sector and are planning to replicate the RAWABET intervention through workshops (the first of which is planned for after Ramadan); in addition, the CFI has access to finance for particular interventions (including for the workshops) through the Central Bank of Egypt (CBE). They are planning to involve the National Food Safety Authority (NFSA) as well.

The relatively limited involvement of national organisations in training in combination with the fact that all interventions were funded through the project (without any own contributions from companies) resulted in the finding that the benefits to the target groups will only be continued beyond the project's lifespan if a follow-up intervention will support such activities. This applies also in part to the Chamber of Food Industries (CFI) as they would be needing capacity building support.

Another important element of Sustainability is **Ownership** of the ILO constituents, enterprises, and other relevant stakeholders, which has developed very selectively. The MoIC as the main government counterpart clearly has developed a definite degree of ownership, having been involved closely during the inception phase as we have already seen, and this applies as well to the present Evaluation preparation and implementation. FEI was also involved from the beginning during the design phase and has continued to participate for activities at the national level. Lastly, the CFI can also be said to have gradually developed a degree of ownership as they have formulated a strategy how to proceed in the dairy sector.

Moreover, the Evaluation found that the following **positive inroads into the sustainability** of results were made by the RAWABET project:

- ❖ The large number of women and men who were trained concern capacity building efforts which are durable.
- ❖ In particular, the training of supervisors and human resources staff should have a lasting positive impact on working conditions in factories and enterprises.
- ❖ The awareness and knowledge about working conditions, job creation, productivity (e.g., SCORE) and social compliance (e.g., Better Work) which are included in the training of dairy farmers, white goods employees and RMG factory workers, has been enhanced substantially.
- ❖ The dialogue between management and workers has been enhanced through e.g., Enterprise Improvement Teams (EIT), Management-Workers Committees, and WhatsApp-groups. Although it is still an open question whether these will continue to operate regularly after the project ends.

- ❖ The changes in the dairy sector are expected to continue, as these are already ongoing for several years now, and there is evidence that the milk quality as well as the farmers' income has increased, and that the milk-supply has stabilised in the targeted areas.
- ❖ Last but not least, the ILO training tools, of which some have been adapted to the context of Egypt, include among others SCORE, IYB/SIYB and GetAhead, and these are here to stay and available through the internet.

The project beneficiaries are likely to continue to feel **improved conditions** or can access improved BDS after the project closeout in the targeted geographical areas. BDS Training was for example given to 23 staff members of BDS providers and training on Making Microfinance Work (MMW) to 28 staff members of MFI/ financial services providers (cf. Table 1). In addition, a small firm was newly established to provide consultative services to small-scale Dairy farmers (cf. Box 2).

As we have seen in the above, selected project results are only likely to be sustainable *if* a follow-up intervention can solidify and continue activities that were already initiated, in other words when a follow-up project can build on the results of the current project. And it should be underscored that all stakeholders interviewed indicated that they would very much value if the cooperation with ILO in this area can be continued after the present project ends.

3.7 Cross-cutting Themes

Gender Equality

The PRODOC lacks a clear gender strategy to ensure that gender equality is promoted by the intervention; it just mentions mainstreaming of gender and gender representation in activities. However, the project made substantial efforts to promote gender equality, and in the *rural* areas many activities are targeted and geared to women which materialized through the intervention models developed on the basis of the MSAs in which gender issues were included. Several activities were also specifically targeted at women (e.g., GetAhead and Jobs Search Clubs), and the selection of sectors was also gender-sensitive because both the Dairy Sector and RMG have a majority of female workers. The Project Team is clearly gender sensitive and gender balanced.

Non-discrimination and disability inclusion

Non-discrimination and disability inclusion did not receive specific attention by the project, and these were not mentioned even once in the PRODOC.

Environmental concerns

Several specific activities were implemented related to Environmental concerns, such as the Biogas Initiative and the inputs for the COP27 (see next paragraph).

ILS, Tripartism/SD and constituent capacity development

ILS, Tripartism and Social Dialogue were mainstreamed at the enterprise/factory level through participation of management and workers in activities and training. At the national level there was substantial participation from the FEI, and at the sectoral level from different chambers (e.g., CFI and EEC). There was much less participation from the workers' organisations because the project focused on employers' organisations and invited workers' organisations for workshops only in a

few cases; trade unions are also not systematically operating in the informal economy such as in the dairy sector. However, there was one exception whereby no less than 11 unions got together and developed and validated joint inputs for the COP27 on climate change which was an important step.

4 Conclusions and Recommendations

4.1 Conclusions

The conclusions of the present independent final evaluation are analysed in the present section according to the seven evaluation criteria used throughout this report. With respect to the first evaluation criteria, **Relevance**, the Evaluation found that the project, aiming at promoting *decent private sector employment in rural Egypt*, was very relevant for the people and the country, and that it is still as relevant as when the project was designed as was underlined by all the stakeholders interviewed. The project has clearly taken into account the needs and priorities of the relevant stakeholders in particular the national policies of the *Government of Egypt* such as the Vision 2030, and of the *Federation of Egyptian Industries (FEI)*. It is however much less clear in the case of the *workers' organisations*. The needs and priorities of the *beneficiaries* were also taken into account. The project is further aligned with different *international priorities*, such as the SDGs (1,2 and 8), the United Nations Partnership Development Framework with Egypt (UNPDF 2018-2022), the ILO's 2016-17 Programme and Budget (P&B) and ILO's Country Programme Outcomes (CPOs). Lastly, the alignment with the policies of the *Government of Norway* is also evident with its focus on Job Creation and Decent Jobs.

The RAWABET project built upon the work accomplished under another ILO project implemented in partnership with the Ministry of Trade and Industry and with the financial support from the Government of Norway entitled "EYE: Working together in Qalyoubia and Menoufia" (2016-2020), resulting in a definite degree of continuity. RAWABET's main government counterpart, the MoIC, has been closely involved in the design since the beginning and in particular also during the inception period from January to June 2018 resulting in the revised PRODOC. Intensive contacts were maintained throughout with the FEI which actively requested for a project like RAWABET. The MTE (2020: 22) concluded on Relevance as follows: "Most of the stakeholders consider this is a landmark project, because it creates linkages between economic actors in rural Egypt and directly improves livelihoods of rural population. A lot can be learned out of this pilot project and the produced know-how can be replicated in the future interventions."

With respect to the second evaluation criteria, **Coherence**, the EYE-RAWABET project shows clear synergies with other ongoing ILO, UN agencies and government programmes in Egypt, for example with the GoE's programmes of FORSA and Hayah Karima, as well as with the Presidential Initiative on Milk Collection Improvement. Intensive collaboration was also developed with ILO programmes of Better Work Egypt (BWEG), Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa (ACCEL Africa), the other ongoing ILO-EYE projects as well as with ILO's Business Development Services For Growth (BDS4GROWTH).

With respect to the **project design**, it was found that it is solidly backed by evidence from the labour market and economy and crafted in response to the labour market challenges. However, the original design laid down in the PRODOC of August 2017 was not yet complete, in particular in the Logframe many entries were still 'to be determined' and no Theory of change was included. During the Inception Phase from January to June 2018 the PRODOC/Logframe was further developed but still it was a design in *draft format* with many activities to be decided later, such as the sector selection and the intervention models by sector. The design was thus quite complex and ambitious with the implementation of activities in three sectors as well as the contributions to national initiatives. The final Logframe includes 3 Outcomes, 7 Outputs and 24 Activities.

In terms of *Effectiveness*, the evaluation found that the project has undertaken a relatively large number of different *activities* and several pilot activities illustrated by Table 1 which shows a great variety of training types and a total of no less than 3,873 persons trained of which 36% is female. The project team deserves a lot of credit for the high rates of achievements of the *activities* undertaken in the rural areas of Egypt; in fact, when set against the targets in the Logframe it was found that most activities were achieved by 100% or more (Table 2). However, one does need to take into account that the project took longer to achieve these targets than originally planned.

Following the comprehensive Rapid Market Assessments (RMAs), the RAWABET project ultimately decided to work on *three sectors*: Dairy, White Goods manufacturing and Ready-Made Garments (RMG). The design of the intervention models for each sector differed and was in part based on sectoral Market System Analyses (MSAs) and the Value Chain analysis. The approaches used in these three sectors are explained in Box 1 (and more detailed Annex 8). In sum, while the evaluation has provided clear evidence of the strengthening of the value chain linkages in the dairy sector, such evidence was more difficult to find in the White Goods sector, while linkage creation was not the main target in the intervention in the RMG value chain

The achievement of the Activities (as above) contributed to the achievement of the Outputs and the Outcomes. Tables 3 and 4 in Section 3.3 analyse the findings, indicating that overall, most indicators were at least partly achieved but that it differed substantially among the three sectors, and that there were only few actual national partners identified who can take it forward.

During the implementation, the project worked at the *national level* mainly with MoIC, FEI, NFSA, Ministry of Agriculture, and with MSMEDA. At the *sectoral level* the project partnered with the relevant chambers (e.g. CFI and EEC) and at the *local level* with the Governorate of Gharbeya, Nilepreneurs/CBE and NAAD. This not an exhaustive overview of the partnerships because for almost every activity there was a different partner, and in that sense, partnerships were a bit fragmented which demanded great efforts in terms of communication from the project team. A few positive *unexpected results* developed as a consequence of the project intervention, such as the support to FORSA and Haya Karima, the new project called EYE-FORSA, as well as the new SME as a service provider to the community of beneficiaries.

The project encountered a number of pertinent *challenges* in particular the time it took for the approval of the project by the GoE, the COVID Lockdown and the aftermath, the engagement with the private sector and the fact that the indirect facilitation role did not sufficiently result in the active involvement of national organisations. Despite the above quite pervasive challenges, the project arrived at a large number of achievements thanks to several success factors: the high relevance of the project, the overall support of MoIC, the commitment of the Government of Norway, the continuous involvement of the ILO Country Office in Cairo, the continuity in projects funded by the Government of Norway, the high commitment and experience of the project team, and others.

Overall, the project has effectively covered the targeted geographical areas *within* the Governorates selected, i.e. Al-Gharbiya, Ash-Sharkia and Al-Qalioubia. Backstopping provided by ILO DWT-Cairo was continuous and effective in several areas, while the involvement of the ILO Departments in Geneva were intensive in the early phases of the project design and inception. ILO-ITC in Turin was important for the Value Chain trainings and the Rural Academy. The Mid-term Evaluation (MTE February 2020) arrived at 11 Recommendations and most were followed-up (cf. Table 5).

In terms of *management arrangements*, the Project is well embedded in the structure of the Cairo ILO-Country Office, and the Project Team consisted of seven staff led by the CTA. In the end the PSC proposed in the PRODOC did not materialize, and the contacts with the intended members were thus conducted bilaterally. Communication by the Project Team has been assessed by the stakeholders interviewed as very good and a series of promotional videos, social media campaigns and field visits contributed to this. The field visits jointly undertaken by MoIC, Embassy of Norway and ILO were considered very useful. Reporting by the project team has been on time and comprehensive following the requirements of the Norwegian Embassy.

With respect to *Efficiency of resource use*, it was found that the resources have generally been strategically allocated and efficiently used to achieve the project objectives although the substantial delays incurred do subtract from this finding. The Government of Norway disbursed the total project funds of NOK 30 million in three equal instalments in September 2017, June 2018 and July 2019. In early March 2023, the *expenditures* totalled US\$ 3.45 million, which amounted to a solid 94.2 % of the project budget. The *comparison* between the original budget of the PRODOC (2018) and the expenditures as of early March 2023 is provided in Figure 1 and Annex 11. It shows that the biggest category of expenditures is for the staff costs of the project team (41.2%) and that its share has increased substantially from 28.5% in the original budget, but this increase is quite logical as the original budget estimate was based on employment for the team of 36 months while this has now almost doubled to 66 months as a result of the no-cost extensions approved by the Embassy of Norway. The second biggest category is for “actual activities” which include Seminars/Training, Sub-Contracts (for training and capacity building) and National Consultants; it accounts for 37.2% in early March 2023 showing a small decrease from 41.8% originally (in 2018). Such a ratio between staff costs and actual activities is quite a balanced level of expenditures for ILO projects of a similar type and size. The expenditures were distributed over the project years from 2018 to 2023 with a clear peak in 2022, and a net drop in 2020 when the COVID-19 pandemic started (Figure 2).

In general, the results achieved justified the costs in so far as many project activities were designed and tested to a limited audience in targeted locations and could not yet be scaled-up to larger groups of beneficiaries. The Lessons Learned from piloted activities, however, are quite valuable and make for important inputs into the design of follow-up interventions targeting larger geographical areas.

The EYE RAWABET project has maintained an M&E system including annual progress reports, an implementation plan, close and regular communication with project contractors and service providers, baseline and endline surveys for the dairy sector, etc. This M&E Framework seems generally to have been implemented effectively, although some stakeholders indicated that there should have been a more solid M&E Framework from the very beginning of the implementation period. A full-fledged M&E Framework including a proper Data Quality Assurance mechanism would have resulted in more straightforward reporting on Outputs and Outcomes. However, the different methods used did contribute to accountability, management and learning. In addition, a risk register has been used well as a monitoring instrument.

With respect to *Impact orientation*, it was found that the project strategy and management have been steering towards the project’s Development Objective as mentioned in the Logframe and have achieved selected results in specific, targeted locations as we have explained in Section 3.3. In order to ensure that the project has a broader and deeper impact on the rural economy, it has aligned and partnered with the strategically important national initiatives of FORSA and

Hayah Karima. Overall, almost 4,000 people have been reached by the project through training and other capacity building efforts which are in itself durable. The project made a substantial contribution to *gender* related concerns for example through the trainings on GetAhead and Jobs Search Clubs (JSC).

The project has further contributed to a change in practices in the dairy sector through the more important role of MCCs in the targeted areas and of certification. It led, for example, to better quality milk in certain locations. Combined with the trainings delivered, this change has impacted on perceptions and awareness of the importance of private sector led development and job creation of those involved in the project. The technical capacity at local levels was enhanced by the project as we have analyzed in the above (Box 1). This included the improvement of the MCCs and the new small firm established to provide services to the small-scale dairy farmers (Box 2). The Governorate of Gharbeya has facilitated the logistics at the local level, but there were no Governorate-wide activities as the project selected two specific centers within this Governorate.

With respect to **Sustainability**, the PRODOC's Exit Strategy was in itself realistic except that the FEI and its Chambers involved in the project have participated but have not (yet) taken it forward; they indicated during the interviews that for scaling-up of the outputs and outcomes a follow-up intervention will be required. In addition, not many other national organisations have been deeply enough involved to institutionalize the use and the scaling-up of the ILO training tools and to actively transfer the knowledge gained. An important exception here is the Chamber of Food Industries (CFI) which has a strategy and a committee and are planning to replicate the RAWABET intervention through workshops (financed by the CBE) in the coming months. The relatively limited involvement of national organisations in training in combination with the fact that all interventions were funded through the project (without any own contributions from companies) resulted in the finding that the benefits to the target groups will only be continued beyond the project's lifespan if a follow-up intervention will support such activities. This applies also to the CFI as they would be needing capacity building support.

Ownership has developed very selectively in particular at the MoIC, the FEI and gradually also at the CFI. Moreover, the evaluation found that several *positive inroads into the sustainability* of the project's results were made which are discussed in Section 3.6. The project beneficiaries are likely to continue to feel improved conditions or can access improved BDS after the project closeout in the targeted geographical areas as BDS Training was given to 23 staff members of BDS providers and training on Making Microfinance Work (MMW) to 28 staff members of MFI/ financial services providers. In sum, selected Project results are only likely to be durable *if* a follow-up intervention can solidify and continue activities that were already initiated. It should, finally, be underscored that all stakeholders interviewed indicated that they would very much value if the cooperation with ILO in this area can be continued after the present project ends.

Lastly, several **Cross-cutting Themes** have been taken into account in the project. The project made substantial efforts to promote gender equality, and several activities were specifically targeted at women (e.g. GetAhead). The selection of sectors was gender-sensitive and the Project Team is clearly gender sensitive and gender balanced. Non-discrimination and disability inclusion did not receive specific attention by the project, but a few activities were implemented related to Environmental concerns. Tripartism and Social Dialogue were mainstreamed at the enterprise/factory level through participation of management and workers in activities and training. There was substantial participation from employers' organisations, but much less from the workers' organisations.

4.2 Recommendations

On the basis of the findings of the present final independent evaluation of the EYE/RAWABET project **10 Recommendations** have been formulated as follows.

- 1) **Explore the possibility of a follow-up intervention with possible collaboration and financial support from the Embassy of Norway and/or other Development Partners** in order to maintain the momentum gathered by the project and to make the project results sustainable. Significantly, all stakeholders interviewed would like the project to continue as they underscored the relevance and importance of its outputs and results.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO DWT & HQ, Norway Embassy & other Development Partners, MoIC, MoM, FEI	Very High	Coming months	None

- 2) **Involve in similar interventions more partners and national organisations which can replicate results and outputs**, for example through workshops as the Chamber of Food Industries (CFI) is planning. Provide capacity building to such organisations, including explicitly employers' organisations. Where possible, explore to use less ILO Contractors and more national organisations to enhance the institutionalization of project results.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO ACT/EMP experts at DWT & HQ, Development Partner, MoM, FEI & Relevant Trade Unions	Medium	Coming months	Design of follow-up intervention

- 3) **Involve the trade unions more systematically in similar interventions in the future and provide capacity building** to key staff including a minimum number of **female** staff members.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO ACTRAV experts at DWT/HQ, Development Partner, MoM & Relevant Trade Unions (national & international)	Medium	Coming months	Design of follow-up intervention

- 4) **Establish a Project Steering Committee (PSC) from the very beginning in similar future interventions**, especially if several ministries are involved as in this case. Make sure that ILO's official Tripartite Constituents (MoM, FEI and trade union representation) are involved in the PSC as applies also to the Development Partner.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO experts at DWT/HQ, Development Partner, MoIC, MoM, FEI & Representative of Trade Unions	Medium	Coming months	Design of follow-up intervention

- 5) **Improve the Outreach to companies through the Chambers**, and where there is not sufficient trust between companies and Chambers **explore alternative intermediaries** for example NGOs.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO experts at DWT/HQ, Development Partner, MoM, FEI & sectoral Chambers of Commerce, NGOs	Medium	Coming months	Design of follow-up intervention

- 6) **The focus of similar interventions in the future should be narrower in terms of sectors while scaling-up (geographically) within successful sector interventions**, in particular for example in the Dairy sector. Perhaps a second sector could be included such as RMG, although this is already covered by other ILO programmes (e.g. BW and ACCEL); exploring the Furniture sector could be another option.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO experts at DWT/HQ, Development Partner, MoM, FEI & sectoral Chambers of Commerce, as well as (Sectoral) Trade Unions	Medium	Coming months	Design of follow-up intervention

- 7) **Include a Gender Equality Strategy in a follow-up action from the design stage** in order to mainstream gender, and make sure to **allocate dedicated resources to this Strategy**.
- Explore linkages with the multi-year project funded by Canada with the Chamber of Food Industries (CFI) on *women entrepreneurs* (including a so-called Gender Seal).
 - Explore possible linkages with the *National Council for Women* (NCW).

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO experts at DWT/HQ, Development Partner, MoM, FEI/CFI, Trade Unions, Canada-funded project, NCW	Medium	Coming months	Design of follow-up intervention

- 8) **Consolidate the outcomes of the present phase by discussing long-term strategies with the key stakeholders in a sustainability workshop ('Closing Event')**. Investigate ways to bridge the gap to a potential follow-up intervention and to keep the momentum created by the current project going.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO experts at DWT/HQ, Norway Embassy, MoIC, FEI and Trade Unions	Very High	Coming months	To be funded by ILO-CO and/or EYE-FORSA

- 9) Make sure that the design of a follow-up intervention **includes from the very beginning a Full-Fledged M&E Framework** with a Theory of Change, a results framework, a completely detailed Logframe and a proper Data Quality Assurance mechanism.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO DWT & HQ	Medium	Coming months	Design of follow-up intervention

- 10) **Create a Repository of all documents** as a legacy of the project, including the digitisation of training modules, at the ILO Country Office Website, and discuss this also with the MoIC and the FEI for (partial) inclusion in their websites. Make sure that in similar interventions **the project website is as much as possible updated.**

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team/ILO-CO, ILO DWT & HQ	High	Coming months	ILO-CO and/or EYE-FORSA

5 Lessons Learned and Good Practices

This chapter identifies lessons learned (LL) and good practices (GP) from the experience gained by the evaluation in the present report.

Lessons Learned

One of the purposes of evaluations in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The present evaluation has identified two Lessons Learned (LL) and these are briefly introduced below while the full descriptions in the ILO/EVAL Templates are included in Annex 12.

Lesson Learned - 1 (LL1)

An open-ended Project Design and Project Document may enhance flexibility but will also lead to delays and differences in interpretation. The PRODOC of the EYE RAWABET project had an incomplete Logframe of which many activities, targets and milestones were still ‘to be determined’ and this led to a design in ‘draft format’ whereby both the selection of the economic sectors through market assessments, as well as the design of the intervention models by sector based on comprehensive market system analyses were to be undertaken during the implementation phase. In addition, the third output dealing with support to national programmes and Local Economic Development initiatives did also not specify which (and how many) programme and/or initiatives. Such design gaps can easily lead to delays and to differences of interpretation between the main stakeholders involved, for example on the number and types of sectors to be selected.

Lesson Learned - 2 (LL2)

No-cost extensions of three-year projects should not surpass an additional period of two years unless in very extreme circumstances. When a project runs into delays due to external circumstances it is custom for development partners to approve no-cost extensions of several months or even up to a year, but in the present project the implementation period was almost **doubled** (from 3 years to 5.5 years) the decision for which was mainly taken by the development partner during exceptionally uncertain times in the middle of the COVID-19 Lockdown, and the national clearance. However, such very long no-cost extensions may result in several disadvantageous consequences. Firstly, it disrupts the ratio between the expenditures for staff costs and for actual activities (Training, Seminars, Sub-Contracts, etc.) because staff costs tend to continue mainly unadjusted over the entire project period although the total project budget remains the same, and this implies thus less funds for other budget categories. Secondly, internal rules of development partners often stipulate that the disbursed funds should be used latest within one year of receiving it, and this may result in internal constraints on the side of the development partner at the time of the audit especially when the project is completed only some 3.5 years after having received the total funds from the development partner.

Good Practices

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The present evaluation has identified

two Good Practices (GP) and these are briefly introduced below while the full ILO/EVAL Templates are included in Annex 12.

Good Practice - 1 (GP1)

The use of the market system development approach and the Value Chain Model for rural development focusing on the linkages ('EYE RAWABET') between key actors along the chain is a Good Practice. The design of the precise intervention models for a selected economic sector or value chain was based on comprehensive Market System Analyses (MSA) which although taking quite some time during the project implementation (4 – 5 months) are useful to develop the appropriate activities. This practice can be replicated in different rural regions of Egypt and in rural areas of other countries.

Good Practice - 2 (GP2)

In exceptional times, such as the COVID-19 Pandemic, it is a Good Practice that the key stakeholders including the Project Team, the ILO Country Office involved, as well as the Development partners, demonstrate clear flexibility and adaptability. Such exceptional times as the COVID-19 Lockdowns led to delays and to new modalities of reaching the stakeholders and beneficiaries (online meetings and training courses for example). This requires exceptional flexibility of the project team and of ILO CO's, as well as the adaptability to change quickly to new modes of intervention. In certain cases, lessons learned during implementation were immediately put into practice in the next phase. It also requires flexibility on the side of the Development Partner to provide relevant no-cost extensions.

Templates in Annex 12

The ILO/EVAL Templates with the full description of these Lessons Learned (LL) and Good Practices (GP) are provided in Annex 12.

ANNEXES

Annex 1: Terms of Reference (TOR)



Terms of Reference: Final independent evaluation of the Project “Jobs and Private Sector Development Project for Rural Egypt”

1. Key facts

Title of project being evaluated	Jobs and Private Sector Development in Rural Egypt
Project DC Code	EGY/17/06/NOR
Administrative Unit in the ILO responsible for administrating the project	ILO CO -Cairo
Technical Unit(s) in the ILO responsible for backstopping the project	SECTOR in collaboration with ENTERPRISE
Development Partner	The Government of Norway
Project implementation date	February 2019 – March 2023
Project budget	USD 3,787,400
P&B outcome (s) under evaluation	Outcome 5 (current Outcome 3): Decent work in the rural economy Outcome 4: Promoting sustainable enterprises
SDG(s) under evaluation	Goal 1, Target 1.2 Goal 2, Target 2.3 Goal 8, Target 8.2
Type and timing of evaluation	Independent Final Evaluation
Date of evaluation	Jan- March 2023
Evaluation manager	Asfaw Kidanu

2. Background information

Egypt achieved decent economic growth in the years preceding the financial crisis of 2007-08 reaching 7.1 per cent in previous two years⁸. The economy, however, staggered and significantly slowed down following the 2011 revolution, with a high fiscal deficit and gross public debt (domestic and external) rising to nearly 100 per cent of GDP at the end of June 2013. This meant increased poverty headcount ratio⁹, with nearly 25 per cent of the population living just above the poverty line and highly vulnerable and susceptible to falling back into poverty¹⁰. According to the World Food Programme, some 17 per cent of the country's population, suffer from food insecurity, majority being in the rural areas¹¹.

The growing rate of Employment and under-employment were also serious concerns in the country, which was further compounded by the growing population. Of concern is also the education system did not produce the skills relevant to the market. These have increased pressures on the labour market, making it even more urgent for Egypt to undertake wide-ranging structural and policy reforms¹².

The private sector in Egypt is still at its infancy with a relatively lower rate of firms entering market than other countries and is not able to absorb the growing job seekers entering the market every year. Access to financial and business development services are limited and makes it difficult for small enterprises to enter and compete in the higher value markets. Emerging enterprises particularly those in rural areas face multiple obstacles in entering local value chains, from unfriendly business environment, high transaction costs, to insufficient access to financial and other assets such as market infrastructure, increasingly demanding consumer and health standards.

The government of Egypt recognises the valuable contribution MSMEs and is implementing a wide-ranging policy and programmatic interventions to address the plight of the MSMEs as articulated in the economic reform agenda¹³. The government efforts are being supported/ complemented by a number of the multi/bi-lateral organizations including the ILO.

In this context the ILO has been implementing a number of development interventions in the country meant to create more and better jobs, marketable skills and business opportunities for vulnerable communities. The [ILO's Decent Work Agenda](#) was also of paramount importance in invigorating and shaping work under the government reform agenda to ensure a pro-poor orientation of quality employment creation, underpinned by social protection, good working conditions and social dialogue.

The project

The ILO is implementing the project dubbed '**Jobs and Private Sector Development in Rural Egypt**', with a financing from the Government of Norway with a budget of about USD3,8 million. The main objective of the programme is to leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills

⁸ In 2006-2007, Egypt's real rate of growth reached 7.1 per cent, which was the upper bound of the expected range of growth rates for countries with Egypt's characteristics. Nathan Associates: *Egypt Economic Performance Appraisal*, April 2008, p. 5.

⁹ <http://www.eg.undp.org/content/egypt/en/home/countryinfo/>.

¹⁰ IFAD: *Investing in rural people in Egypt*, Rome, November 2014.

¹¹ <http://www.egyptindependent.com/news/278-percent-egyptian-population-lives-below-poverty-line-capmas>

¹² CPMAS: *Labour Force Sample Survey: Aggregate Data Bulletin*, 2015.

¹³ World Bank: *Promoting Poverty Reduction and Shared Prosperity: A Systematic Country Diagnostic, September 2015*

development in rural communities particularly for youth, including small-scale producers and entrepreneurs thereby contribute towards national effort in addressing the prevailing socio-economic changes faced by the target communities.

The Immediate objectives of the project are:

- 1) Increased awareness and capacity of stakeholders to address opportunities and challenges for the promotion of decent jobs in specific economic sectors in rural Egypt
- 2) Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt
- 3) MSMEs enabled/upgraded to contribute to targeted (sub-) sectors /value chains development interventions in rural Egypt by gaining access to necessary business development services and financial services

The anticipated benefits and key indicators of success include:

- increased private sector investment in rural Egypt for the promotion of employment particularly for youth;
- improved capacity of investors to identify and recruit potential suppliers;
- increased opportunities for rural MSMEs and small-scale producers to be integrated in supply chains;
- strengthened capacity of private sector investors to identify and develop human resources for their investment;
- improved access to financial and non-financial services for MSMEs and small-scale producers or farmers and
- upgraded skills of rural youth for employment.

The project is implemented based on a two-pronged strategy, combining an *institutional development component* with a *direct support component*. The project formally started in September 2017, however, the project officially entered into force on 19 February 2019. The project is run by a Project Management Team (PMT) comprising of ILO technical experts and admin staff led by the Chief Technical Advisor (CTA).

The project has reported as key results by September 2022 the following ones:

- Engaging sector-specific stakeholders, along the implementation of the project's value chain interventions across the three targeted sectors, the dairy, white goods and ready-made garments sectors. Stakeholders included key industry actors from the sectoral chambers and private-sector lead firms.
- Promoting decent work and improving the livelihoods of more than 400 of dairy farmers in targeted rural communities in Gharbiya, by facilitating the provision of a package of capacity building incorporating technical, business management, and financial knowledge and skills that can render their dairy-based microenterprises sustainable income-generating activities.
- The EYE RAWABET project has joined forces with two other ILO projects, ILO Better Work Egypt Programme (BWEG) and Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa Project (ACCEL Africa), to create more decent jobs, through supporting the Ready-made garment (RMG) sector in Egypt.

- In the white good sector, the project has engaged two lead firms and their suppliers' factories in both Sharkia and Qalioubia Governorates to implement ILO's enhancement programs.
- Building the capacities of more than 250 of Forsa beneficiaries in Asyut to enhance their business management and employability skills to contribute to their economic empowerment providing them with decent work opportunities to enable them graduate from conditional cash-transfer program.
- Supporting Hayah karima National Initiative in Gharbiya Governorate, the project supported the installation of 48 biogas units for 48 farmer household in Zefta district in Al-Gharbiya. Along the installation of the biogas units, technical and business management support were provided to a team of 8 entrepreneurs from Al-Gharbiya governorate to prepare them for starting their businesses in the field of bioenergy and environmentally friendly innovative solutions.

Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget between 1 and USD 5 million + must have to go through one internal and one independent evaluations. The project internal mid-term evaluation took place from January-February 2020.¹⁴

The final independent evaluation will be managed by an ILO staff in process of certifications as evaluation manager and conducted by independent evaluators.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

The evaluation shall follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; and Checklist 5 "Preparing the evaluation report".

3. Purpose, objectives, and scope of the evaluation

Purpose:

The overall purpose of the independent l evaluation is to promote accountability and strengthen learning among the ILO and key stakeholders. The specific objectives of the evaluation are to:

- Establish the relevance of the projects design and implementation strategies in relation to the national (Egyptian), ILO and UN priorities and approaches, i.e., strategic fit to the sustainable development goals (SDGs), the country's United Nations Partnership Development Framework (UNPDF), the ILO objectives and Country Programme Outcomes (CPOs) and its synergy with other projects and programs.
- Assess the extent to which the projects have achieved its stated objective and expected results regarding building the capacity emerging MSMEs, youth and women;

¹⁴ Full report at: <http://www.ilo.org/evalinfo/product/download.do?type=document&id=22412>

- Identify the supporting factors and constraints that have led to them, including implementation modalities chosen;
- Identify unexpected positive and negative results of the projects;
- Assess the extent to which the projects outcomes will be sustainable;
- Assess the implementation efficiency in terms of financial, human, etc. resources;
- Provide recommendations to key national projects stakeholders, ILO and the Development Partner to promote sustainability and support further development of the project outcomes and towards similar interventions in the region;
- Identify lessons learned and good practices to inform the key stakeholders for future similar interventions.

Scope:

The evaluation will cover the whole implementation of the project, namely from September 2017 to the end of March 2023, assessing all the results and key outputs that have been produced in this period. The geographical scope will be in line with the setup of the project at the national and local levels and covers all the governorate as well as the targeted value chains.

For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation should help to understand how and why the project has obtained or not the specific results from output to potential impacts.

Clients:

The primary users of the evaluation are the Government of Egypt represented by the key line ministries including the Ministry of International Cooperation. Other users include, the project implementing partners namely

- Federation of Egyptian Industries (FEI)
- Chambers of Industry and Commerce
- Business and investors associations
- MSME development projects and agencies
- Financial and non-financial service providers
- Central Bank of Egypt
- Local Government entities
- Ministry of Manpower

In addition, the evaluation shall also be of interest to other ILO tripartite constituents, Technical and administrative back-stoppers in the DWT/CO Cairo, ROAF and relevant units in HQ (SECTOR, Enterprise, etc.), and PARDEV.

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will cover the following evaluation criteria in line with the DAC criteria, UNEG guidelines and ILO evaluation policy guidelines:

- Relevance
- Coherence

- Effectiveness
- Efficiency
- Impact orientation
- Sustainability

The evaluation should consider key evaluations dimensions including Human rights (HR), the SDGs (relevant SDGs and indicators and the principle of “no one left behind”) and ILO cross-cutting themes such the Gender and non-discrimination (i.e., people with disabilities), Social dialogue and tripartism, International Labour Standards and Just transition to environmental sustainability.

The HR perspective in the evaluation means (i) linking the process to people, (ii) setting tools and approaches appropriate for collecting data; (iii) set-up processes of broader involvement of stakeholders, and (iv) enhance access of the evaluation results and process to all stakeholders.

A gender equality perspective implies (i) applying gender analysis by involving both men and women in consultation and evaluation’s analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis; (iii) the analysis of gender-sensitive strategies and objectives and gender-specific indicators addressing strategic and operational needs of women.

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the mainly, but not only, indicators in the logical framework of the project.

The list of questions presented below should be reviewed and adjusted during the preparation of the Inception report. It should reflect the dimensions and cross-cutting themes presented above. Any adjustment should be approved as part of the approval of the inception report by the Evaluation manger.

[Key Evaluation Questions](#)

The evaluator shall examine the following key issues:

1. Relevance

- To what extent has the project taken into account the needs and priorities of tripartite stakeholders and beneficiaries (i.e., local communities, SMES, youth and women) identified in the project document?
- How were ILO constituents and other project’ stakeholders involved in the formulation and implementation the project?

2. Coherence (internal and external)

- Is the project aligned with national and international development frameworks including the National Development Plan, United Nations Partnership Development Framework (UNPDF), ILO Country Programme Outcomes (CPOs,) and SDG and their targets?
- How well does the project outcome contribute towards the economic reform agenda of the Government including the three pillars of private-sector-led job creation, spatial integration, and inclusion?
- How well the project complements and fit with other ongoing ILO, UN agencies and government projects, interventions, and programmes in the country?
- Was the project design (implicit or explicit Theory of Change, implementation modalities, resource allocation, etc..) realistic and purposeful towards achieving its objectives?

- To what extent the project has specific targets for intended beneficiaries (women, youth, SMMEs, and local communities in an equitable manner)?
3. Effectiveness
- To what extent did the project achieve its outputs and outcomes by end of the project period?
 - Have unexpected positive or negative results (outputs and outcomes) were developed by or as a consequence of the project intervention?
 - What were the main internal and external factors that influenced the achievement or non-achievement of project outcomes?
 - How effectively does the project covered the targeted geographical areas (Governorates) and value chains?
 - How effective were the backstopping support provided by ILO DWT-Cairo, and Sector and Enterprise units at the HQ?
4. Efficiency of resources use
- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to achieve the projects objectives? In general, did the results achieve justify the costs? Could the same results be attained with fewer resources?
 - Were goods, service and works delivered on a timely manner? If not, what were the bottlenecks encountered?
 - How effectively has the project implemented its monitoring and evaluation strategy? To what extent that this contribute to accountability, management and learning?
5. Impact orientation by the project set-up, and impacts achieved vis-à-vis defined objectives and outcomes
- Has the project contributed to achieving the proposed impacts? Is the programme strategy and programme management steering towards impact?
 - Did the project make any significant contribution to gender related concerns within the realm of MSME and value chain development?
 - Has the project contributed to a significant change in practices, perceptions, technical capacity at local and national levels, governance or enabling environment?
6. Sustainability of projects outcomes and impacts beyond the project's lifespan.
- Has an effective and realistic exit strategy been developed and implemented?
 - Have the project outcomes been achieved in a sustainable manner that enable continuing benefits to the target groups beyond the project's lifespan?
 - To what extent will national institutions and implementing partners will be willing/able to continue the project results without external funding or support?
 - Are project beneficiaries likely to continue to feel improved conditions or access improved BDS after the project closeout?
7. General

- To what extent have the recommendations of the mid-term evaluation been taken into account and implemented, if not why?

5. Methodology

The evaluation will be carried out through a mix methods approach including quantitative and qualitative dimensions. The specific development of the evaluation methodology will be defined in consultation between the evaluation team and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluation team. During the data collection process, the evaluation team will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other.

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

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

The evaluation will be implemented through a consultative and transparent approach and made use of the following methods and tools:

- Desk review of country and ILO policy documents, project documents, progress reports, and other to be provided by the project and on request of the evaluator
- Semi-structured interviews with key informants and stakeholders;
- Focus discussions with beneficiaries i.e., representatives of MSMEs, women, youth and people with disabilities, as well as other relevant stakeholders as appropriate;
- Direct observation during field visits;
- A workshop on preliminary findings, conclusions, and recommendations with all key stakeholders at the end of the field work, including tripartite partners, implementation agencies, ILO relevant officers and Development Partners

Inception phase

A desk review will analyze project documentation including the project document, approved logframe, implementation plan, annual reports project deliverables and other relevant documents. The evaluator will also review other documentation including NDPs, DWCP, UNSDCF, and relevant sector reports. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions.

The evaluator will have a first methodological briefing with the evaluation manager, and after that, another two meeting. A preliminary meeting with the project team to plan the data collection and understand project expectations, and another one with the Development Partner for learning and manage the expectations too.

This will be reflected in the Inception report that will translate the TORs in an operational work plan. The Inception report will be reviewed and approved by the evaluation manager prior to the field work phase.

Due to factors beyond the control of the project team, the team leader, if he/she is not local consultant, will only be able to interact with national stakeholders virtually with a limited face-to face interaction. The virtual interaction will be conducted in coordination with the team member. However, the team leader will do a mission to Cairo for few days in (principle 3 days) to complete interviews with the project team members, the CO Direct and national stakeholders as much as possible, in addition to leading the stakeholders' workshop and present preliminary results. The final programme of her/his visit will be integrated in the Inception report.

Data collection phase

Interviews

The evaluator will undertake group and/or individual interviews with selected stakeholders including the ILO staff of technical units and field technical specialist who are involved in the management and implementation of the project. A first meeting will be held with the ILO Director of DWT/CO Cairo, backstopping Specialists, the evaluation manager and with the Project Team. After that, the evaluator will meet relevant stakeholders including members of various committees and technical working groups involved in the project, as well as project beneficiaries to undertake more in-depth reviews of the respective national strategies and the delivery of outputs of the respective objectives of the project. An indicative list of persons to be interviewed will be developed by the evaluator in consultation with the project management (CTA). This will include, but not limited to:

- ILO DWT/CO-Cairo
- ILO HQ staff: SECTOR and Enterprise
- ILO technical backstopping staff at DWT Cairo
- ILO Project team
- ILO constituent partners
- Project beneficiaries
- Project Coordination and monitoring partners (PSC, CLO, etc.)
- Ministry of Investment and International Cooperation
- Ministry of Trade and Industry through its affiliated “Medium, Small and Micro Enterprise (MSMEs) Development” Agency (MSMEDA).
- Local government entities
- Chambers of Industry and Commerce
- MSME development projects and agencies
- Central Bank of Egypt

Field Visits

The evaluation team shall undertake visits to Cairo and selected regional Coordination offices in various Governorates, selected project sites to interview implementing partners and key stakeholders.

The field visits will be conducted by the team member with a virtual participation of the team leader when it is feasible.

The selection of the field visit locations should be based on criteria to be defined by the evaluator and the project team. Some criteria to consider may include:

- Locations with successful and less or unsuccessful results (from the perception of key stakeholders and the progress reports). The rationale is that extreme cases, at some extent, are more helpful than averages for understanding how process worked and results have been obtained;
- Locations that have been identified as providing particular good practices or bringing out particular key issues as identified by the desk review and initial discussions;
- Locations next to and not so close to main roads (accessibility).

Presentation of preliminary evaluation results in a workshop

A Stakeholders workshop will be organized in at the end of the field work in Cairo, Egypt to present findings and complete data gaps with key stakeholders, ILO staff and representatives of the Development Partner.

The evaluation team will be responsible for organizing the workshop. The identification of the participants of the workshop and logistics will be the responsibility of the project team in consultation with the evaluation team leader. The workshop shall be organized hybrid mode (physical & virtual) to accommodate as much stakeholders as possible

After the workshop, the evaluator will have a debriefing session with the ILO Director of DWT/CO -Cairo and the project team.

Development of the evaluation report

The evaluator will develop an evaluation report in a draft and final version. The evaluator will submit the first draft of the report to the evaluation manager, who after a methodological review and adjustments by the evaluator if needed, will circulate it to the backstopping units, the Development Partner, the key national partners, and relevant stakeholders for comment. The evaluation manager will collect the feedback on the first draft, consolidate and submit it to the evaluator that will incorporate the feedback as appropriate, and send the final report to the evaluation manager.

At the end, after EVAL/ILO approval, the evaluation report will be submitted to the key stakeholders by the Country Office and uploaded in the EVAL public repository of evaluation reports (e-discovery)

6. Main deliverables

The evaluator will be responsible for the following deliverables:

1. Inception report (with detailed work plan and data collection instruments) following ILO EVAL Checklist 3, the report, in English, should include:
 - Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above;
 - Guide questions for questionnaires and focus group discussions;
 - Detailed fieldwork plan for the three regions should be developed in consultation with the Evaluation Manager and project team;
 - Agenda for the stakeholders' workshop;
 - The proposed report outline.

2. A draft and a final versions of evaluation report in English with Executive Summary in English and Arabic (maximum 30 pages plus annexes) as per the following proposed structure:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology and limitations
- Clearly identified findings for each criterion or per objective
- Conclusions
- Recommendations (i.e., for the different key stakeholders)
- Lessons learned and good practices
- Annexes:
 - TOR
 - Evaluation matrix
 - List of people interviewed
 - Schedule of the field work
 - Documents reviewed
 - Data collection tools
 - Lessons learned
 - Emerging good practices
 - Table with the status achieved of project indicators targets and a brief comment per indicator

3. ILO template Evaluation Executive summary (English).

All reports, including drafts, will be written in English. In addition, the consultants will prepare an Executive summary of the evaluation report in Arabic.

Ownership of data from the evaluation rests jointly with the ILO and the evaluator. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7. Management arrangements and work plan (including timeframe)

The evaluation team leader will report to the evaluation manager **Mr. Asfaw Kidanu**, with whom he/she should discuss any technical and methodological matters. The evaluation manager will supervise the evaluator with the oversight of the Regional Senior Monitoring and Evaluation Officer. The final approval of the report will be done by EVAL.

The evaluation will be carried out with full logistical and administrative support of the project and ILO DWT/CO-Cairo.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version

compatible with Word for Windows. The first draft of the report will be circulated for a review by the relevant stakeholders and submit their comments in two weeks period. The evaluation manager will consolidate comments from stakeholders and present it to the evaluator for integration into the final reports as appropriate. For comments that are not incorporated in the report, the consultant is expected to document reason(s) why these are left out.

It is expected that the work will be carried out over a period of **8 weeks from Mid-January 2023**, according to the below timetable. The evaluation will be conducted by a consultant team comprising of an international lead consultant (team leader) and a team member (based in Egypt) and is estimated to take a total of 39 working days as indicated in the workplan below:

Tentative Work plan

Activity and/or output	Description	Responsible	Number of worker-days		Tentative dates
			Team leader	Team members	
Development of ToRs and circulation among stakeholders for finalization		Evaluation manager (EM)	0	0	15 Oct 2022
Call for EoI dissemination and evaluation team selection		EM	0	0	15 Oct 2022
Briefing with the evaluation manager and Desk review	Review the core set of project documents. Request any additional documentation required	Evaluation team (ET) and EM	5	3	19-20 Feb 2023
Startup discussion	Virtual meetings with the project team and CO Director and the Development Partner	ET			21 Feb 2023
Inception Report	An operationalization of the ToRs	ET			25 Feb 2023
Interviews with stakeholders and filed work	Virtual and face-to face interviews with the stakeholders identified during the inception phase. Visits to project sites on interventions stakeholders Egypt. Activities: <ul style="list-style-type: none"> • Presentation of preliminary findings and debriefing 	ET (with the project support)	7	10	26 Feb - 9 Mar 2023
Presentation of preliminary findings workshop	Face-to-face/ virtual workshop	ET (with the project support)	1	1	16/19 Mar, 2023

Development of the draft report	A report addressing the evaluation questions.	ET	5	3	21/24 Mar 2023
Draft report circulated by Evaluation Manager to stakeholders for comments	Evaluation manager does a methodological review, circulate the report and consolidate the feedback of the stakeholders to the evaluator	EM	0	0	22/25 Mar 2023
Finalize evaluation report and submit to evaluation manager	The evaluator incorporates the feedback from stakeholders and submits to the manager the final text of the evaluation report and the Evaluation Summary, for the review and final approval by EVAL	ET	2	2	31 Mar 2023
Total			20	19	

8. Profile of the evaluation team

An independent evaluation team will be comprised of two experts including a Team Leader and a Team Member. The Team Leader will conduct his work mostly virtually with limited physical presence. He/she will be assisted by a local Team Member for field visits. The following is an indicative summary of responsibilities of the respective evaluation team members:

Evaluation team leader responsibilities

- a. Briefing with ILO/ Evaluation Manager
- b. Desk review of programme and related documents
- c. Preliminary discussions with the CO Directors, Project Team and related officials
- d. Development of the Inception report including the evaluation instruments
- e. Undertake virtual and some face-to-face interviews with selected stakeholders
- f. Facilitating of the presentation of preliminary findings workshop
- g. Development of the draft evaluation report
- h. Development of the final evaluation report
- i.

Evaluation team member responsibilities

- a. Briefing with ILO/ Evaluation Manager
- b. Support the desk review of programme and other related documents
- c. Participate in the preliminary engagement with the CO and project staff
- d. Participate in the development of an inception report
- e. Organise and take part in virtual and field interviews with stakeholders jointly with the team leader
- f. Participate in the presentation of preliminary findings in the stakeholders' workshop
- g. Provide inputs in compiling information for the draft and final evaluation report versions
- h. Develop the executive summary of the evaluation report in Arabic (translation from the English version)

The evaluation team will be selected on the basis of proven evaluation experience and meeting the following criteria:

Team leader

- Advanced degree in social sciences, Business Administration, Economics, or related graduate qualifications.
- A minimum of 7 years of professional experience specifically in evaluating international country development initiatives, including UN projects as sole evaluator or team leader (specific experience in rural development, sectoral and market system with a focus on employment promotion, enterprise development and skills development will be an asset).
- Proven experience with logical framework. Theory of change, gender analysis and other strategic planning approaches.
- Experience in qualitative and quantitative data collection and analysis, including survey design.
- A good understanding of ILO mandate and tripartite structure and the UN system.
- Experience in facilitating workshops for evaluation findings.
- Work experience in MENA region and especially Egypt will be an asset.
- Fluency in English, Arabic knowledge would be an asset.
- Excellent communication and interpersonal skills:
- Demonstrated ability to deliver quality results within strict deadlines
- Have no previous or current involvement – or offers of prospective employment – with the ILO project or programme being evaluated
- Have no personal links to the people involved in managing the project/programme (not a family member, friend, or close former colleague)

Team member Evaluation Consultant

- University degree in social sciences or related graduate qualifications.
- A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research as team member in Egypt (i.e., data collection and analysis).
- Experience and knowledge on rural development, sectoral and market system with a focus on employment promotion, enterprise development and skills development will be an asset.
- Proven experience with logical framework approaches and other strategic planning approaches, results-based M&E methods and approaches (including quantitative and qualitative), information analysis and report writing.
- Knowledge and experience relating to the UN and ILO systems and their mandates would be desirable.
- Excellent communication and interpersonal skills.
- Demonstrated ability to deliver quality results within strict deadlines.
- Fluent in spoken and written English and Arabic.
- Have no previous or current involvement – or offers of prospective employment – with the ILO project or programme being evaluated

- Have no personal links to the people involved in managing the project/programme (not a family member, friend or close former colleague)

9. Legal and ethical matters

The final evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure maximum freedom of expression of the implementing partners and stakeholders, the project staff will generally not be present during interviews. However, programme staff may need to make introductions whenever necessary, to facilitate the final evaluation process. The evaluator will follow the standard Code of Conduct which should be carefully read and signed.

10. Budget

A budget under the full control of the evaluation manager will cover:

For the evaluator/ evaluation team:

- Fees for 20 days for the team member
- Fees for the 19 days for the team member
- DSA and travel as per ILO regulations

For the evaluation exercise as a whole:

- Interpretation and translation
- Filed visit logistics-
- Stakeholders' workshop
- Any other miscellaneous costs

Annex 1: Relevant documents and tools on the ILO Evaluation Policy

1. [Code of conduct form](#) (to be signed by the evaluator)
2. Checklist No. 3 [Writing the inception report](#)
3. Checklist 5 [Preparing the evaluation report](#)
4. Checklist 6 [Rating the quality of evaluation report](#)
5. Guidance note 7 [Stakeholders participation in the ILO evaluation](#)
6. Guidance note 4 [Integrating gender equality in M&E of projects](#)
7. [Template for lessons learned](#)
8. [Template for Emerging Good Practices](#)
9. [Template for evaluation title page](#)
10. [Template for evaluation summary](#)
11. [Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation](#)

ANNEX 2: Project Logframe

Development objective		Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs.			
Outcomes and Outputs	Main activities	Indicators	Targets/milestones	Means of Verification	
Outcome 1: Strengthened capacity of stakeholders to make informed decisions about addressing opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt		<ul style="list-style-type: none"> ▪ Private investors and workers in selected sub-sectors report improvements with respect to their ability to develop their businesses and promote decent jobs opportunities 	<ul style="list-style-type: none"> ▪ Opportunities and challenges for the promotion of decent jobs are identified in two sub-sectors 	<ul style="list-style-type: none"> ▪ Interviews with national and local partners and beneficiaries ▪ Project progress reports ▪ Project evaluations ▪ Tools developed and adapted (and translated as needed) 	
Output 1.1: Priority sub-sectors/value chains	1.1.1 Conduct initial consultation meetings, during the inception phase, engaging relevant stakeholders and national counterparts to support the identification of sub-sectors/ value chains,	<ul style="list-style-type: none"> ▪ Number of consultations held ▪ Conclusions / recommendations reached 	<ul style="list-style-type: none"> ▪ Initial and follow-up consultations are held leading to the identification of at least two sub-sectors/ value chains to be targeted by for support(one in the 	<ul style="list-style-type: none"> ▪ Reports and minutes of consultative meetings 	

Development objective		Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs.			
Outcomes and Outputs	Main activities	Indicators	Targets/milestones	Means of Verification	
identified in consultation with government and national partners	<p>based on their growth, productivity and employability potential and where technical support can be provided.</p> <p>1.1.2 Conduct rapid market assessments for the sectors identified during the initial technical consultations with a view to better identify their potential for value addition and to generate opportunities for employment creation and growth.</p> <p>1.1.3 Hold technical consultations with the national stakeholders to agree on priorities and projected interventions, taking into account the results of the assessments.</p>	<ul style="list-style-type: none"> Market system assessments for the pre-selected sub-sectors conducted 	<p>first year and second one in the second year)</p> <ul style="list-style-type: none"> At least two market system assessments conducted 		
<p>Output 1.2:</p> <p>Lead firms implement enterprise-level action to improve growth and/or employment in priority (sub-) sectors/ value chains</p>	<p>1.2.1 Identify and partner with established lead firms operating within the selected (sub-) sectors / value chains and secure their commitment to participate in the project in collaboration with relevant industrial chambers and the Federation of Egyptian Industries.</p> <p>1.2.2 In partnership with lead firms and relevant value chain stakeholders, develop models of interventions that address the identified constraints and gaps within the selected sub-sectors / value chains and elaborate plans for effectively rolling them out.</p> <p>1.2.3 In partnership with the lead firms, identify and engage with existing and prospective MSMEs to enhance their contribution to and integration in the value chains.</p> <p>1.2.4 Support relevant public and private institutions, in particular the Federation of the Egyptian Industries and the relevant chambers, to manage and replicate these interventions for other sub-sectors/ value chains.</p>	<ul style="list-style-type: none"> Number of agreements reached with lead firms for their participation in the project Detailed intervention models developed Number of MSMEs identified for technical support 	<ul style="list-style-type: none"> At least 1 to 2 lead firms engaged per sector/VC At least 2 intervention models developed At least 30 MSMEs identified for upgrading intervention 	<ul style="list-style-type: none"> Project progress reports Intervention models/ plans of action targeting specific sub-sectors 	
Output 1.3:	1.3.1 Raise awareness and build the capacities of public and private	<ul style="list-style-type: none"> Number of men and women trained 	<ul style="list-style-type: none"> 500 men and women received training 	<ul style="list-style-type: none"> Project progress report 	

Development objective		Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs.			
Outcomes and Outputs	Main activities	Indicators	Targets/milestones	Means of Verification	
Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains	<p>stakeholders on best practices in SME and value chain development.</p> <p>1.3.2 In partnership with ILO International Training Center (ITC), support the organization of the Academy on Rural Development to offer tools and training packages to project' stakeholders (government officials, representatives of employers' and workers' organizations, universities and civil society organizations) to promote productive employment and decent work in the rural economy.</p> <p>1.3.3 Partner with relevant national and international stakeholders to promote value chain development, youth employment and entrepreneurship through conferences, public awareness campaigns and relevant training and knowledge products.</p>	<ul style="list-style-type: none"> ▪ Number of training tools or other knowledge products developed or adopted to the project/country context ▪ Number of conferences and events organized 	<ul style="list-style-type: none"> ▪ At least 1-2 ILO training tools adapted to the Egyptian context ▪ At least 1-2 conference/event organized on entrepreneurship and value chain development per year 	<ul style="list-style-type: none"> ▪ Knowledge products and tools developed and adapted (and translated as needed) 	
Outcome 2: Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt		<ul style="list-style-type: none"> ▪ Number of value chains upgraded, including evidence of improvement of relevant skills and demonstrated improvements in working conditions 	<ul style="list-style-type: none"> ▪ Opportunities and challenges for the promotion of decent jobs are addressed in two sub-sectors 	<ul style="list-style-type: none"> ▪ Project progress report ▪ Evaluation report 	
Output 2.1: Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions	<p>2.1.1 Provide business management and skills development (training and advisory services) to SMEs/suppliers to increase productivity (marketing, human resource development, financing, etc.).</p> <p>2.1.2 In coordination with relevant specialized technical organizations, deliver sector-specific/tailored technical training to existing SMEs and suppliers integrated in the targeted sub-sectors/value chains.</p> <p>2.1.3 In cooperation with relevant stakeholders, implement relevant ILO training tools including provision of training and advisory on social and labour compliance (including OSH</p>	<ul style="list-style-type: none"> ▪ Number of SMEs/suppliers receiving training/advisory services on business management productivity and working conditions ▪ % of SMEs/suppliers with improved knowledge and skills. ▪ Number of training programmes conducted 	<ul style="list-style-type: none"> ▪ 10 SMEs receiving technical support ▪ 5 training programmes conducted ▪ 150 men and women received training 	<ul style="list-style-type: none"> ▪ Pre- and post-project skills surveys ▪ Trainings logs (curricula, list of participants, etc.) ▪ Project progress report(s) and mid-term evaluation ▪ Interviews with ToT and local institutions 	

Development objective		Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs.			
Outcomes and Outputs	Main activities	Indicators	Targets/milestones	Means of Verification	
	and good management-workers relations).	<ul style="list-style-type: none"> Number of men and women who received training 			
Output 2.2: Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains	2.2.1 Design, facilitate and implement tailored vocational (soft skills) and technical training for employment programmes, based on ILO tools, relevant to job requirements and derived from the needs of lead firms operating in the selected sector/value chains. 2.2.2 Conduct trainings on labour standards, social responsibility, work ethics, safety and health, and other relevant issues based on needs assessments and using ILO tools, for jobseekers and employers' different level of management. 2.2.3 Provide support to MSMEs in the placement process to ensure decent working conditions are in place. 2.2.4 Conduct follow-up surveys on job satisfaction and stability.	<ul style="list-style-type: none"> Number of training programmes developed Number of men and women who received training Number of men and women employed in the selected sectors 	<ul style="list-style-type: none"> At least 2 training programmes developed 750 youth trained 500 women and men accessing decent work opportunities 	<ul style="list-style-type: none"> Pre- and post-project skills surveys Trainings logs (curricula, list of participants, etc.) Project progress report(s) and mid-term evaluation Interviews with ToT and local institutions 	
Outcome 3: Emerging MSMEs/small-scale producers supported/scaled up in rural Egypt to contribute to local economic development (LED) and to promote decent employment opportunities		<ul style="list-style-type: none"> A number of new MSMEs/small-scale producers effectively engaged in priority rural sub-sectors A number of key national employment-rich initiatives/interventions supported/scaled up in rural areas 	<ul style="list-style-type: none"> 70 new MSMEs/small-scale producers effectively engaged in priority rural sub-sectors At least 2 initiatives supported/ scaled up 		
Output 3.1: Capacities of emerging MSMEs/small-scale producers	3.1.1 Facilitate business linkages between MSMEs within the targeted (sub-) sectors/value chains. 3.1.2 Facilitate and support linkages between MSMEs/small-scale producers operating in targeted	<ul style="list-style-type: none"> Number of new MSMEs/small-scale producers successfully integrated in targeted value chains 	<ul style="list-style-type: none"> 20 new MSMEs supported to join the value chain. Access to BDS through 	<ul style="list-style-type: none"> Business registration records Pre- and post-project skills surveys 	

Development objective		Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs.			
Outcomes and Outputs	Main activities	Indicators	Targets/milestones	Means of Verification	
enhanced to enable them to participate in the selected sub-Sectors/value chain	(sub-) sectors/clusters and business development and financial services providers.	<ul style="list-style-type: none"> Number of MSMEs/ small-scale producers with access to BDS through BDS providers 	BDS providers facilitated for at least 20 MSMEs/small-scale producers	<ul style="list-style-type: none"> Trainings logs (curricula, list of participants, etc.) 	
Output 3.2: MSME and entrepreneurship development initiatives/ programmes in rural areas are promoted/ scaled up	3.2.1 Support NGOs and relevant service providers to implement the designated national pro-poor employment interventions in rural areas (e.g. Forsa, Your Factory in Your Village).	<ul style="list-style-type: none"> Number of national initiatives supported 	<ul style="list-style-type: none"> At least 1 national initiatives supported 	<ul style="list-style-type: none"> Employment contracts/ business registration records 	
	3.2.2 Support and scale up LED interventions aiming at promoting decent work opportunities for farmers and small-scale producers in priority rural sub-sectors.	<ul style="list-style-type: none"> Number of LED interventions scaled up/ supported 	<ul style="list-style-type: none"> At least 1 intervention supported/scaled up 	<ul style="list-style-type: none"> Project progress report(s) and mid-term evaluation 	
	3.2.3 In partnership with key stakeholders, provide basic and advanced access to entrepreneurship awareness/training and referral to key services, namely SIYB, GET Ahead.	<ul style="list-style-type: none"> Number of jobs created as a result of project's contribution to the LED intervention Number of young men and women receiving entrepreneurship awareness/training 	<ul style="list-style-type: none"> 200 direct employment opportunities created 500 young men and women receive training on entrepreneurship 	<ul style="list-style-type: none"> Trainings logs (curricula, list of participants, etc.) 	
	3.2.4 Identify and capacitate business development service (non-financial) and financial service providers using relevant ILO training materials to better serve the MSMEs.	<ul style="list-style-type: none"> No of businesses registered as a result of the training Number of local BDS and financial services providers received training 	<ul style="list-style-type: none"> 50 businesses registered 20 staff members of BDS providers trained 20 staff members of MFI/ financial services providers trained 	<ul style="list-style-type: none"> Trainings logs (curricula, list of participants, etc.) Business registration records 	
	3.2.5 Organize a contest for young entrepreneurs on innovative initiatives linked to key rural development initiatives.	<ul style="list-style-type: none"> Number of MSMEs created, based on the contest and with the project grants 	<ul style="list-style-type: none"> 3 winning teams and at least 3 MSMEs created through the contest and provided with grants 		

Annex 2: Data Collection Worksheet

Below is the Data Collection Worksheet specifying the Evaluation Criteria and Questions, as well as the sources of data, stakeholder interviews and specific methods used in the present final independent evaluation (Source: Inception Report, 25 August 2022).

Evaluation Criteria and Questions	Sources of Data	Stakeholder Interviews	Specific Methods
A. Relevance			
1) To what extent has the project taken into account the needs and priorities of tripartite stakeholders and beneficiaries (i.e., local communities, SMES, youth and women) identified in the project document?	Policies of Governments and Social Partners, PRODOC, MTE	Tripartite Constituents, MIIC, Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner, Implementing partners	Documents review & Stakeholder Interviews
2) How were ILO constituents and other project stakeholders involved in the formulation and implementation of the project?	PRODOC, Minutes of consultation meetings, MTE	Tripartite Constituents, Project Team, ILO CO, DWT, Development Partner, Implementing partners	Documents review & Stakeholder Interviews
B. Coherence (including project design)			
3) Is the project aligned with national and international development frameworks including the National Development Plan, United Nations Partnership Development Framework (UNPDF), ILO Country Programme Outcomes (CPOs,) and SDG and their targets? How well does the project outcome contribute towards the economic reform agenda of the Government including the three pillars of private-sector-led job creation, spatial integration, and inclusion?	Policies of Governments and Social Partners, PRODOC, MTE, UNPDF, SDGs, ILO-DWCP, CPO & P&B, Development Partner policy	Tripartite Constituents, MIIC, Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner, Implementing partners	Documents review & Stakeholder Interviews
4) How well the project complements and fit with other ongoing ILO, UN agencies and government projects, interventions, and programmes in the country?	PRODOC, MTE, Documents of other interventions	Other interventions by ILO (e.g. BWEG & ACCEL Africa), and by other development partners, MIIC, Project Team, ILO CO, DWT, Development Partner	Documents review & Stakeholder Interviews
5) Was the project design (implicit or explicit Theory of Change, implementation modalities, resource allocation, etc..) realistic and purposeful towards achieving its objectives?	PRODOC, M&E Framework/LogFrame, MTE	MIIC, Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner	Documents review & Stakeholder Interviews
6) To what extent the project has specific targets for intended beneficiaries (women, youth, SMMEs, and local communities in an equitable manner)?	PRODOC, M&E Framework/LogFrame, MTE	MIIC, Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner	Documents review & Stakeholder Interviews
C. Effectiveness			

7) To what extent did the project achieve its outputs and outcomes by end of the project period?	M&E Framework, Progress Reports, MTE, No-Cost Extension Request(s), Project products, Minutes of consultation meetings	Tripartite Constituents, MIIC, MoSS, MSMEDA, Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits
8) Have unexpected positive or negative results (outputs and outcomes) developed by or as a consequence of the project intervention?	Progress Reports, MTE, No-Cost Extension Requests, Project products, Minutes of consultation meetings	Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner, Implementing partners	Documents review, Stakeholder Interviews
9) What were the main internal and external factors that influenced the achievement or non-achievement of project outcomes?	Progress Reports, MTE, No-Cost Extension Requests, Project products, Minutes of consultation meetings	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, FEI, Development Partner, Implementing partners	Documents review, Stakeholder Interviews
10) How effectively has the project covered the targeted geographical areas (Governorates) and value chains?	Progress Reports, MTE, No-Cost Extension Requests, Project products, Minutes of consultation meetings	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, FEI, MSMEDA, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits
11) How effective were the backstopping support provided by ILO DWT-Cairo, and Sector and Enterprise units at the HQ?	Progress Reports, MTE, Minutes of consultation meetings	Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner	Documents review, Stakeholder Interviews
12) To what extent have the recommendations of the Mid-Term Evaluation (MTE) been taken into account and implemented, if not why?	MTE Recommendations, ILO Management response	Project Team, ILO CO, DWT, Development Partner	Documents review, Stakeholder Interviews
D. Efficiency of resource use			
13) How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to achieve the projects objectives? In general, did the results achieve justify the costs? Could the same results be attained with fewer resources?	Financial Reports, Progress Reports, MTE, No-Cost Extension Request(s), Project products	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, FEI, Development Partner, Implementing partners	Review of Financial Reports & Stakeholder Interviews
14) Were goods, service and works delivered on a timely manner? If not, what were the bottlenecks encountered?	Financial Reports, Progress Reports, MTE, No-Cost Extension Request(s), Project products	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, FEI, Development Partner, Implementing partners	Review of Financial Reports & Stakeholder Interviews
15) How effectively has the project implemented its monitoring and evaluation strategy? To what extent that this contribute to accountability, management and learning?	Progress Reports, MTE, No-Cost Extension Request(s)	Project Team, ILO CO, DWT, SECTOR, Enterprise, Development Partner	Documents review & Stakeholder Interviews
E. Impact orientation			
16) Has the project contributed to achieving the proposed impacts? Is the programme strategy and	Progress Reports, MTE, No-Cost Extension	Project Team, ILO CO, DWT, SECTOR,	Documents review,

programme management steering towards impact?	Request, products	Project	Enterprise, MIIC, FEI, Development Partner, Implementing partners	Stakeholder Interviews & Field visits
17) Did the project make any significant contribution to gender related concerns within the realm of MSME and value chain development	Progress Reports, MTE, No-Cost Request, products	Extension Project	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, FEI, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits
18) Has the project contributed to a significant change in practices, perceptions, technical capacity at local and national levels, governance or enabling environment?	Progress Reports, MTE, No-Cost Request, products	Extension Project	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, FEI, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits
F. Sustainability				
19) Has an effective and realistic exit strategy been developed and implemented?	Progress Reports, MTE, No-Cost Request, products	Extension Project	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, FEI, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits
20) Have the project outcomes been achieved in a sustainable manner that enable continuing benefits to the target groups beyond the project's lifespan?	Progress Reports, MTE, No-Cost Request, products	Extension Project	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits
21) To what extent will national institutions and implementing partners will be willing/able to continue the project results without external funding or support?	Progress Reports, MTE, No-Cost Request, products	Extension Project	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits
22) Are project beneficiaries likely to continue to feel improved conditions or access improved BDS after the project closeout?	Progress Reports, MTE, No-Cost Request, products	Extension Project	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, Development Partner, Implementing partners	Documents Review & Stakeholder Interviews
G. Cross-cutting issues				
23) To what extent was attention paid to gender equality and non-discrimination, tripartism, social dialogue, ILS and environmental sustainability throughout the project (design, planning, implementation, M&E)?	Progress Reports, MTE, No-Cost Request, products	Extension Project	Project Team, ILO CO, DWT, SECTOR, Enterprise, MIIC, Development Partner, Implementing partners	Documents review, Stakeholder Interviews & Field visits

Annex 3: Evaluation Work Plan

Evaluation Workplan: Timeframe, Tasks and Responsibilities and Inputs of working days as specified in the Inception Report (dated 6 March 2023):

Activity and/or output	Description	Responsible	Team Leader: days	Team member: days	Dates in 2023
Briefing with the evaluation manager and Desk review	Review the core set of project documents. Request any additional documentation required	Evaluation team (ET) and EM	5	3	19-24 Feb
Startup discussion	Virtual meetings with the project team and CO Director and the Development Partner	ET			
Inception Report	An operationalization of the ToRs	ET			
Interviews with stakeholders and filed work	Virtual and face-to face interviews with the stakeholders identified during the inception phase. Visits to project sites on interventions stakeholders Egypt.	ET (with the project support)	5	8	26 Feb – 9 March
Mission to Cairo by International Evaluator and	Interviews and Presentation of preliminary findings at workshop; Face-to-face/ virtual workshop	ET (with the project support)	3	3	14 – 16 March
Development of the draft report	A report addressing the evaluation questions.	ET	5	3	19 – 25 March
Draft report circulated by Evaluation Manager to stakeholders for comments	Evaluation manager does a methodological review, circulate the report and consolidate the feedback of the stakeholders to the evaluator	EM	0	0	From 25 March
Finalize evaluation report and submit to evaluation manager	The evaluator incorporates the feedback from stakeholders and submits to the manager the final text of the evaluation report and the Evaluation Summary, for the review and final approval by EVAL	ET	2	2	March/ April
Total			20	19	

Annex 4: List of Stakeholders

This Annex consists of two parts:

- A. The complete list of stakeholders selected for interviews, and
- B. The Interviews and FGDs actually undertaken in chronological order.

A. The complete list of stakeholders selected for interviews:

Name	Title	Organization	Location	English Speaking	Subject	Male/Female
ILO						
1) Eric Oechslin	Director	ILO CO Cairo - DWT	Cairo	Yes	General	Male
2) José Manuel Medina Checa	Enterprise Development and Job Creation Specialist	ILO CO Cairo - DWT	Cairo	Yes	General	Male
3) Farid Hegazy	Senior Specialist for Employers' Activities	ILO CO Cairo - DWT	Cairo	Yes	General	Male
4) Wafaa AbdelKader	Specialist in Workers' Activities	ILO CO Cairo - DWT	Cairo	Yes	General	Female
5) Merten Sievers	Global Coordinator, Value Chains & Entrepreneurship	ILO HQ	Geneva	Yes	On Value chain Development	Male
6) Elvis Beytullayev	Specialist, Rural Economy & related sectors	ILO HQ	Geneva	Yes	General	Male
7) Marwa Salah	National Project Coordinator	Accelerating Action for the Elimination of Child Labour in Africa (ILO Project)	Cairo	Yes	On Ready-Made Garments Intervention	Female
8) Ala'a Alsaifi	Programme and Operations Officer	SLAIRE, BW (as 1 of 3 pillars)	Cairo	Yes	On Ready-Made Garments Intervention	Male
9) Nael Mohamed	National Project Coordinator	EYE Reason to Stay and HELW	Cairo	Yes	On VCD Certification	Male
10) Parth Kanitkar	Programme Officer.	PARDEV kanitkar@ilo.org	Geneva	YES	On Norway supported projects	Male
11) TBD	Gender focal person	ILO-CO Cairo	Cairo	YES	Gender issues	TBD
12) Nashwa Belal/Team	CTA	EYE-RAWABET	Cairo	Yes	Project	Female
Official Tripartite Constituents of the ILO						
13) Amal Abel Mawgood	Head of Central Department of External Relations	Ministry of Manpower	Cairo	No	General	Female
14) Khaled El Fekky	President of Engineering Trade Union	Representative of Trade Unions	Cairo	No	On the white goods VCD	Male
15) Abdel Fattah Abdel Aziz	Head of Small Farmers Union	Representative of Trade Unions	Cairo	No	On the dairy VCD	Male
16) Tarek Tawfeek	Vice Chairman	Federation of Egyptian Industries	Cairo	Yes		Male
Strategic Partners						
17) Ahmed Hosny	Coordinator	Nilepreneurs Initiative - Central Bank of Egypt	Cairo	No		Male
18) Heba Labib	Director	Nilepreneurs Initiative - Central Bank of Egypt	Cairo	Yes		Female

Norway - Development Partner						
19) Arild Oksnevad	Counsellor / Head of Development and Business Cooperation	Royal Norwegian Embassy in Cairo	Cairo	Yes	General	Male
20) Eithar Soliman	Development Cooperation Advisor	Royal Norwegian Embassy in Cairo	Cairo	Yes	General	Female
Ministry of International Cooperation - National Partner						
21) Dr. Mohamed Abdel Gawad	Minister Plenipotentiary (Commercial), Head of Sector, Cooperation with IFIs	Ministry of International Cooperation	Cairo	Yes	General	Male
22) Shady Rashed	Sr. Economic and Trade Specialist, UN Cooperation Affairs	Ministry of International Cooperation	Cairo	Yes	General	Male
Dairy Value Chain Intervention						
23) Eng. Wael Refaat	CEO	North Africa for Agribusiness Development (NAAD)	Cairo	Yes	ILO Contractor	Male
24) Eng. Ashraf GAZAYERLI	Chairman	Chamber of Food Industries (FEI)	Cairo	Yes	Partner	Male
25) Dr. Abdel-Rashid Ghanem	Coordination of Developing of MCC Initiative	Ministry of Agriculture	Cairo	No	Partner	Male
26) Abdel Wahab El Hadary	Technical Office of Governor's Office	Goveronrate of Al-Gharbiya	Tanta, Gharbiya	No	Partner	Male
27) Wael and Ahmed Ghoneim	Owners of 2 Milk Collection Centers	Phara'onia and Taqwa	Quotour, Gharbiya	No	Beneficiaries	Males
White Goods Intervention						
28) Hesham Bayoumi	Consultant		Cairo	Yes	ILO Contractor on SCORE	Male
29) Mostafa Helmy	Consultant		Cairo	No	ILO Contractor on IYB	Male
30) Sameh Ibrahim	Manager	Holoul Group	Cairo	No	ILO Contractor on Training for Employment	Male
31) May Helmy	Executive Director	Engineering Export Council	Cairo	Yes	Partner	Female
32) Khalil Ibrahim	Chairman	FRESH for Home Appliances	Cairo	Yes	Partner	Male
33) Samia Zaki	HR Manager	FRESH for Home Appliances	Cairo	No	Partner	Female
34) Mohamed Embaby		Electrolux		No	Partner	Male
35) Nisreen Refaat	Engineering Sector Head	Industrial Modernization Center-IMC	Cairo	No	Partner	Female
Hayah Karima						
36) Waheed Ataa	Director	Dr. AbdElahad Gamaleldin Foundation for Devt.	Zefta, Gharbiya	Yes	Partner	Male
37) Hossam Shalaby	Consultant		Cairo or Gharbiya	No	ILO Contractor on Biogas Initiative	Male
38) Atef El Shabrawy	National Coordinator	Ministry of Social Solidarity - Forsa Programme	Cairo	Yes	Partner	Male

B. The Interviews and FGDs actually undertaken in chronological order:

Date	Meeting with	Location
22 nd of February	Asfaw Kidanu and Project team	Online
of February	Project Team; Nashwa Belal, SalahEl Rashidy Maryam Khalil	Online and at ILO, Zamalek
28 th of February	Hisham Bayoumy, Service Provider of SCORE	Virtual meeting
1 st of March	Nael Mohamed, National Project Coordinator, ILO, EYE Reason to Stay and HELW	Virtual meeting
2 nd of March	Jose Manuel Checa ILO, Enterprise Development and job Creation Specialist	Virtual meeting
2 nd of March	Eric Oechslin ILO, Director Of Country Office	Virtual Meeting
3 rd of March	Merten Sievers ILO, Global coordinator Value chains and Entrepreneurship	Virtual Meeting
4 th of March	Sameh Ibrahim Holool Company Service Provider for Training for Employment	Virtual meeting
4 th of March	Mostafa Helmy Improve Your Business Service Provider	Virtual meeting
6 th of March	Bahaa Dimitry, Vice Chairman, FRESH	Tenth of Ramadan Fresh Premises
6 th of March	Focus Group Discussion SCORE Recipients FRESH Subsidiary companies	Fresh Premises, tenth of Ramadan
6 th of March	Focus Group Discussion Supervisors of FRESH Recipients of training for employment	Fresh Premises, Tenth of Ramadan City
6 th of March	Focus group discussions - employed workers Recipients of training for employment	Fresh Premises, Tenth of Ramadan City
6 th of march	Eng. Mohamed Fahmy, Plastmac, supplier of Electrolux Recipient of SCORE AND IYB	Plastmac Premises, tenth of Ramadan City
6 th of March	Wafaa Abdel Kader, Specialist in Workers Activities, ILO-ACTRAV	Virtual Meeting
6 th of March	FGD El Hamd Company Supplier of Electrolux Recipients of SCORE AND IYB	El Hamd Company Premises, 10 th of Ramadan
7 th of March	Rehab El Abd HR Manager, JADE Ready Made Garments Company Partner with Better Employment Training for Employment program	JADE Company Premises 10 th of Ramadan
7 th of March	FGD Middle managers from JADE, Recipients of IYB program	JADE Company Premises 10 th of Ramadan

7 th of March	Marwa Salah Abdul, National Project Coordinator, ACCEL, ILO Ibrahim Abu Zaid, SLAIRE/Better Work, ILO	Virtual Meeting
7 th of March	Mahmoud Alaa, HR manager for Esperanza Ready Made Garments Company Training for Employment Program	Esperanza Company Premises, El Obour City
8 th of March	Farid Hegazy, Senior Specialist for Employers Activities, ILO	Virtual Meeting
13 th of March	Eng. Wael Refaat, CEO Of NAAD Service Provider for the Milk Value Chain	Qotour Gharbeia, Milk Collection Center
13 th of March	FGD with farmers of batch 1 beneficiaries of the Milk Value Chain	Qotour Gharbeia, Milk Collection Center
13 th of March	FGD with farmers of Batch 2 beneficiaries of the Milk Value Chain activities	Qotour Gharbeia, Milk Collection Center
13 th of March	FGD with the RAWABET Company, the SME that was formed by the Extensionists of the Milk Value Chain Activities	Qotour Gharbeia
13 th of March	Site visit and discussion with the Collection Center Owners, Wael and Ahmed Ghoniem El Pharonia company	Qotour, Gharbeia Milk collection Center
15 th of March	Eithar Soliman, Development Cooperation Advisor Arild Oksnevad, Head of Development and Business Cooperation Embassy of Norway	Virtual Meeting
19 th of March	Tarek Tawfik Vice Chair-Person Federation of Egyptian Industries, FEI	Virtual Meeting
20 th of March	Ahmed Hosny Coordinator of Nilepreneurs Initiative National Bank of Egypt	Telephone Interview
22 nd of March	Mahmoud Bassiouny Chamber of Food Industries (CFI)	Virtual Meeting
23 rd of March	Mai Helmy Engineering Export Council (EEC)	Virtual Meeting
23 rd of March	Heba Labib Director of Nilepreneurs Central Bank of Egypt	Virtual Meeting
26 th of March	Abdel Wahab El Hadary Technical office within the Governor's Office Gharbeya Governorate	Virtual Meeting
27 th of March	Dr. Mohamed AbdelGawad Head of Sector of IFI cooperation, Ministry of International Cooperation	Virtual meeting
28 th of March	Mr. Khaled El Fikki Engineering Trade Union	Telephone interview

Annex 5: Timeline

Timeline (provided by the Project team):

	sep-17	okt-17	nov-17	dec-17	jan-18	feb-18	mrt-18	apr-18	mei-18	jun-18	jul-18	aug-18	sep-18	okt-18	nov-18	dec-18	jan-19	feb-19	mrt-19	apr-19	mei-19	jun-19	jul-19	aug-19	sep-19	okt-19	nov-19	dec-19	jan-20	feb-20																					
Key Outputs																																																			
Cooperation Frameworks	Signing of Donor							Signing of MoIC											Issuing of Preside																																
COVID Pandemic Lockdown																																																			
Inception Phase					Inception HQ Incepti					Techni cal Validat																																									
Sector Selection/ Market System								Selection of Sector 1			Market System Analysis for Dairy Sector																																								
Dairy Intervention																			Procurement		Phase 1 Implementation																														
White Goods																																																			
RMG																																																			
BDS Training Adaptation																															Validat ion Works																				
Forsa																															Procurement		Implementation																		
Hayah Karima																																																			
Conferences and Events								CSR Confer ence																							SIYB To	Procurement of Academy of Rural Development	Acade my of Rural																	ICSB Confer ence	Value Chain Develo

mrt-20	apr-20	mei-20	jun-20	jul-20	aug-20	sep-20	okt-20	nov-20	dec-20	jan-21	feb-21	mrt-21	apr-21	mei-21	jun-21	jul-21	aug-21	sep-21	okt-21	nov-21	dec-21	jan-22	feb-22	mrt-22	apr-22	mei-22	jun-22	jul-22	aug-22	sep-22	okt-22	nov-22	dec-22	jan-23	feb-23	mrt-23									
Lockdown Restrictions																																													
										Selection of Sector 2		Market System Analysis for White Goods Sector																																	
				Phase 1 Implementation					Procurement				Phase 2 Implementation																																
																							SCORE, Training for Employment and IYB																						
																								Better Work																					
BDS training adaptation for profit-based service provider											BDS Training																																		
																									Biogas, Abdel Ahad Gamaleldin, MoSS GET Ahead																				

Annex 6: Summary of Outputs (5th Progress Report)

Below is a shortened version (made by the evaluators) of the ‘Summary of Outputs’ based on the Fifth Progress Report dated July 2022:

OUTPUT DELIVERY		
Output		Output summary
Outcome 1: Strengthened capacity of stakeholders to make informed decisions about addressing opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt		
1.1 Output 1.1: Priority sub-sectors/value chains identified in consultation with government and national partners Output Indicators: - Number of consultations held - Conclusions/recommendations reached - Market system assessments for the pre-selected sub-sectors conducted	On schedule	- a sector-selection exercise followed by a market system analysis (MSA) were developed for the white goods sector. - A market system analysis for the ready-made garment sector is currently being finalized.
1.2 Output 1.2: Lead firms implement enterprise-level action to improve growth and employment in priority (sub-) sectors/ value chains Output Indicators: - Number of agreements reached with lead firms for their participation in the project - Number of MSMEs identified for technical support	On schedule	(White goods sector intervention) - series of meetings with identified lead firms mostly coordinated through the Engineering Export Council of Egypt, - engage one lead firm “FRESH” and identified 10 SMEs to receive technical support. - Another white goods lead firm, Electrolux, confirmed their interest to participate in the project activities, six of their suppliers are currently being supported by the project. (Ready-made garments Sector) - In consultation with the Ready-made Garments and Textiles Chamber at the FEI, FEI’s Labour Affairs Unit, CSR Unit, and FEI’s regional branches representatives; EYE RAWABET- BWEG/ACCEL Africa Project Teams managed to engage 16 factories across 8 rural governorates in Egypt, including: Behira, Sharqia, Fayoum, Ismilia, Beni Suef, Giza, Minya, Menofia and other factories registered in BWEG with an aim to support increasing their access to more than 25 international garment buyers importing from Egypt. - EYE RAWABET/BWEG conducted virtual introductory meeting with the 16 targeted enterprise to introduce both training for employment and Improve Your Business training services, 7 of which expressed their interest to benefit from EYE RAWABET project’s offer.
1.3 Output 1.3: Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains	On schedule	- In 2022, the project sponsored the participation of 9 officers from the Industrial Modernization Centre (IMC), the FEI and its Chamber of Apparel and Home Textiles (ECAHT) to enrol in the Certification Course for Value Chain Analysts delivered online by ILO-ITC.

OUTPUT DELIVERY		
Output		Output summary
<p>Output Indicators:</p> <ul style="list-style-type: none"> - Number of men and women trained - Number of training tools or other knowledge products developed or adopted to the project/country context - Number of conferences and events organized 	du le	
Outcome 2: Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt		
<p>2.1 Output 2.1: Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions</p> <p>Output Indicators</p> <ul style="list-style-type: none"> - Number of SMEs/suppliers receiving training/advisory services on business management productivity and working conditions - Number of training programs conducted - Number of men and women who received training 	O n sc he du le	<p>(Dairy sector intervention: Phase 2)</p> <ul style="list-style-type: none"> - In addition to the Phara'onia milk collection center supported in Phase 1, 2 milk collection centers, El-Taqwa and El-Ikhlal, located in Quotour district in Gharbiya governorate, have received training sessions (attended by 15 of staff) on a number of technical topics, operational and institutional. - Staff of both facilities have also participated in training workshops on ILO's Financial Education training programme. <p>(White Goods Sector)</p> <ul style="list-style-type: none"> - The project started implementing the interventions the 2nd selected sector, the white goods sector. - EYE Project and SCORE Team managed to engage one lead firm "FRESH" in Sharkia Governorate. 10 SMEs participated in SCORE to increase the productivity and improve the working environment for 50 employees. <p>(Ready Made Garments Sector)</p> <ul style="list-style-type: none"> - In partnership with BW, 3 training rounds on developing supervisory skills for 69 participants, including 32 women and 37 men. A three-fold approach was implemented including: <ol style="list-style-type: none"> 1) Offering ILO tools/services of training for employment and IYB, 7 enterprises already subscribed for these services. 2) BWEG conducted 3 rounds of the Supervisory Skills Trainings to serve participating enterprises in Beheira, Alexandria, and Ismailia Governorates. The 3 training rounds were conducted to 69 participants (32 female and 37 male) including middle management, human resource managers and supervisors 3) Preparations are completed provide two rounds of workplace communication and grievance mechanisms. - BWEG: 7 social compliance assessments were conducted to the participating factories. - 47 tailored advisory visits were conducted to the participating enterprises. - 39 workers (9 women, 30 men) trained on OSH concepts and handling of chemicals and hazard substance through 2 training workshops.
<p>2.2 Output 2.2: Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains</p> <p>Output Indicators</p>	O n sc he du	<p>(Dairy sector intervention)</p> <ul style="list-style-type: none"> - The project has previously faced challenges in securing commitment from a lead firm to cooperate in launching training programs for employment within the dairy sector. During the reporting period, the project successfully reinitiated talks with number of lead dairy firms in Egypt to collaborate in implementing the trainings for employment in 2022.

OUTPUT DELIVERY		
Output		Output summary
<ul style="list-style-type: none"> - Number of training programs developed - Number of men and women who received training - Number of men and women employed in the selected sectors 	le	<p>(White goods sector)</p> <ul style="list-style-type: none"> - A lead firm “FRESH” showed interest and signed a formal agreement to support 10 SMEs from their suppliers network to receive technical support and training for employment services. This intervention has led to the creation of 200 new decent jobs (181 men and 19 women) for people coming from poor regions. Beneficiaries received on the job training before placement in the 10 FRESH supplier SMEs. The project conducted a supervisory skills training as well, for 23 supervisors from these SME’s. - The project initiated new contract for providing training for empl. services for additional white goods sector lead firm. <p>(Ready Made Garment Sectors)</p> <ul style="list-style-type: none"> - 7 firms participating in the EYE RAWABET-BWEG initiative and located in rural areas have expressed their interest to benefit from the Training for Employment initiative to complement the support provided by EYE RAWABET project.
Outcome 3: Emerging MSMEs/small-scale producers supported/scaled up in rural Egypt to contribute to local economic development (LED) and to promote decent employment opportunities		
<p>3.1 Output 3.1: Capacities of emerging MSMEs/small-scale producers enhanced to enable them to participate in the selected sub-Sectors/value chain</p> <p>Output Indicators</p> <ul style="list-style-type: none"> - Number of new MSMEs/small-scale producers successfully integrated in targeted value chains - Number of MSMEs/ small-scale producers with access to BDS through BDS providers 	On schedule	<p>(Dairy sector intervention: Phase 2)</p> <p><u>Capacity Building of Participating Farmers on Dairy-related Topics</u></p> <ul style="list-style-type: none"> - 208 of dairy farmers from new rural communities of Quotour, received cap. b. activities to enhance their milk production. - Training activities included theoretical and practice-based training on: <ol style="list-style-type: none"> 1) Dairy cattle care and management, in terms of daily herding practices and feeding (21 training hours) 2) Animal healthcare, to raise farmer’s awareness of veterinary issues (18 training hours). <p><u>Improve dairy farmer’s capacity in managing personal and family finances</u></p> <ul style="list-style-type: none"> - 69 of dairy farmers (22 women, 47 men) were trained on the ILO’s Financial Education training tool. <p><u>Enhance dairy farmer’s business management skills</u></p> <ul style="list-style-type: none"> - Two rounds of GET Ahead training workshops implemented benefiting 64 participants (46 women, 18 men) from the targeted dairying communities. <p><u>Provision of veterinary and extension services</u></p> <ul style="list-style-type: none"> - Regular visits to dairy farmers households carried out assess their needs and areas of improvement <p><u>Supporting service provision through establishing RAWABET start up</u></p> <ul style="list-style-type: none"> - 8 members of the field team (including agricultural engineers and veterinarians) designated to implement the project’s dairy interventions have been engaged in a number of capacity building.
<p>3.2 Output 3.2: MSME and entrepreneurship development initiatives/programs in rural areas are promoted/scaled up</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - Number of national initiatives supported - Number of LED interventions scaled up/ 	On schedule	<p><u>Making Microfinance Work training workshop</u></p> <ul style="list-style-type: none"> - 27 participants from the top management of 13 of microfinance institutes operating around Quotour district and nearby areas in Al-Gharbiya governorate received training on ILO’s Making Microfinance Work training tool. <p><u>Supporting biogas technology in Al-Gharbiya</u></p> <ul style="list-style-type: none"> - Within the framework of Hayah Karima initiative, the installation of 48 of biogas units have been sponsored by the project within the households of identified villages in Zefta, while, at the same time, engaging 3-4 potential female

OUTPUT DELIVERY		
Output		Output summary
<p>supported</p> <ul style="list-style-type: none"> - Number of jobs created as a result of project's contribution to the LED intervention - Number of young men and women receiving entrepreneurship awareness/training - No of businesses registered as a result of the training - Number of local BDS and financial services providers received training - Number of MSMEs created, based on the contest and with the project grants 		<p>and male entrepreneurs and 3-4 construction workers (masons) as trainees along the implementation process of the biogas units, enabling them to start their own businesses in this field at a later stage of the intervention. 3 businesses were established and registered as a result of this activity.</p> <p>Promoting entrepreneurship skills in Rural communities.</p> <p>The project trained 414 person (64 males, 350 females) in four governorates on GET Ahead business programme. The training was conducted in collaboration with governmental and non-governmental entities.</p> <ol style="list-style-type: none"> 1) In Nov/ Dec 2021, ism MoSS, the project trained 61 women who received/ planned to receive assets in Gharbiya Gov. 2) In December, the project signed an implementation agreement with AbdElahad Gamaleldin Foundation in Gharbiya Gov. to train and provide in-kind grants to 240 women to start their own business. During the actual reporting period the foundation trained 117 women and provided 22 of them with in kind grants and it is continuing until end of this year. 3) In partnership with ACCEL Africa project, 236 beneficiaries (172 of women, 64 of men) cotton farmer and small producers participated on ILO GET Ahead business programme to start or improve their MSMEs through 9 workshops in collaboration with the Cotton Research Institute (CRI) in Fayoum, Beheira and Kafr El-Sheikh Governorates. 4) In order to facilitate access to financial services; 170 Meeza prepaid cards were distributed by Banque Misr free of charge to GET Ahead beneficiaries. <ul style="list-style-type: none"> - 48 beneficiaries started their new businesses and a 20 expanded and improved their existing businesses after receiving the GET Ahead training. - To complement this effort and support Cotton Cooperatives through qualifying 22 trainers from the Central Cooperative Department at the MoA to provide ILO MYCOOP tool to cotton cooperatives in rural areas to enhance their access to market, governance and management skills. Furthermore, collaboration was put in place with Fair Trade Egypt to monitor the delivery of the "MYCOOP" training blended with social compliance module for selected cooperatives in 2 governorates as a pilot phase and to qualify at least 2 cooperatives to comply with international standards and help them with marketing the cotton of associated cotton farmers and producer. - Fair Trade will also support linking the qualified cooperatives to higher tier of the cotton supply chain.

Annex 7: Risk Register

A selection of the updated Risk Register taken from the Fifth Progress Report (July 2022: 51-53):

Risk statement.	Comment	Measures currently in place to address this risk
Resurgence of infections of COVID-19 pandemic	Recent statements by international and national healthcare institutions and news agencies indicate the possibility of having the viral pandemic COVID-19 or one of its variants resurface with the rise in rates of infection in some countries.	The project will closely monitor the developments on that matter, and will coordinate with national counterparts the ideal safety and precautionary arrangements are put in place, while ensuring the
Private-sector's unresolved commitment to contribute to the project's activities	In light of prior occasions, it is quite uncertain to determine whether the private-sector lead firms will maintain their obligations as per the agreement, or whether the pace of fulfilling those commitment is slow.	The project works to approach and engage more than one lead firm to mitigate the risk, and will also ensure that the obligations are well-documented prior to enforcing implementation
Inadequate capacities of stakeholders and beneficiaries to maintain and assimilate the knowledge and skills made available through the project		Follow up mechanism are put in place through service providers to ensure that beneficiaries and stakeholder are able to put into action the skills and knowledge acquired Careful selection of service providers to focus on those with stronger systems and more relevant core expertise.
Fluctuations in the exchange rate of the EGP versus the USD		Mitigating the effect of significant fluctuations in the value of the local currency versus the USD required extensive consultations with the Development Partner to ensure the efficient utilization of funds. Open communication with service providers to determine the possible consequences of the currency fluctuations on the price of services compared to the prices before the fluctuations.

Annex 8: From the Field: Sector Descriptions

Sector Descriptions

The Market Systems Approach (MSA) was adopted in the **Dairy Value Chain**. EYE RAWABET contracted a subject matter expert who played the facilitator role in bringing the market players along the value chain together.

Qotour, Gharbeia Governorate, was selected as it is a major national provider of milk and its farmers contribute to a majority proportion of the cattle breeders in Egypt. Worth noting that Anchor Firms receive 80% of their milk from Collection Centers that work with micro-level breeders (farmers who have 2-19 milk providing animal), and 20% from larger farms.

EYE RAWABET longlisted 66 potential MCCs to select from which to work with. Selection criteria depended mainly on the capacity of the MCC, its reach to micro-level farmers and its willingness to put the needed investments for upgrading and developing the infrastructure.

This is the formal value chain that EYE RAWABET adopted with its model in Qotour, Gharbeia, where it worked with the Pharonia Milk Collection Center, and its network of farmers who supply the MCC with Fresh Milk on daily basis.

Within the value chain, EYE RAWABET worked on

- 1- Formulating of a support team composed of young extensionists , graduates and students of faculty of veteran medicine and faculty of agriculture and equipping them with the knowledge and skills to extend support services to the beneficiaries (farmers)
- 2- Providing support to the farmers (milk suppliers) related to feeding, hygiene and well-care of their cattle, both formal training and on-site support through the consultants and the extensionists.
- 3- Providing support to the MCCs related to milk inspection, collection, preservation to be transferred to the manufacturers.

The linkages were supported with the needed capacity building, training and institutional setup as needed. Out of the 100 young extensionists who were targeted, 8 young women preferred to stay behind in the community. Those have established a company (with the support of ILO's EYE RAWABET) and are being mentored by NADD to become an in-community service provider extending the services to the farmers beyond the project, which could be considered as one of the major outcomes of EYE RAWABET within the Milk Value Chain. The company was set up by the young extensionists who were trained and mentored to provide door to door support to the farmers.

Support was extended to two batches of farmers each composed of 200 beneficiaries.

The Farmers confirmed that the quality and quantity of the milk did improve remarkably after they followed the leadership of the consultants. However, this was not sustained because the recent economic issues affected the prices of animal food. Moreover, the farmers complained from the scarcity of good species and breeds of cattle to widen their work and improve the cattle quality. Further needs would include providers and suppliers of good food (options and blends) and good breed of cattle to complete the value chain of the milk products.

The **White Goods Sector** is the second sector selected through the assessments to receive interventions of EYE RAWABET. Though the need was there, but the demand from the firms (both anchor firms and MSMEs) was not enough to formulate the value chain linkages and interventions that were seen in the Milk Sector.

The two anchor firms that were selected were Fresh and Electrolux. Other companies were not responsive to ILO's invitation.

Despite the fact that FRESH mother company was supportive to the initiative, its suppliers were not. Alternatively, Fresh engaged a group of its subsidiary companies who are also suppliers to the mother company's needs.

Support that was provided to the suppliers of Fresh was mainly SCORE (an ILO tool that is developed to manage the development and upskilling of the operations of SMEs). SCORE is provided by an ILO Veteran, a master trainer and lead consultant in applying the SCORE tool within enterprises. In addition to some HR consultation (Training for Employment Program) provided to the HR team of Fresh related to recruitment and retention. Though there are no records to validate the fact, but middle managers who participated in the Focus Group Discussions confirmed that turnover within their companies decreased.

On the other hand, Electrolux suppliers that were engaged, have been suppliers for Electrolux for many years, even since before Electrolux Egypt ever existed. This has put the small and medium enterprises under continuous audits from the mother company and the companies in their infancy stages have witnessed a lot of development in their pasts, which questioned the impact of SCORE and IYB trainings on their operations and businesses. As a matter of fact, the majority of the interviewees confused the input of the two programs and the difference between them.

Ready Made Garments sector interventions have not capitalized on the market system approached or engaged any of the value chain smaller suppliers to the lead companies themselves. Direct support to the companies (who are originally engaged with a sister ILO project) focused on the issue of high turnover among workers in the RMG sector and the capacities of their HR departments to recruit the appropriate calibres. Holool (ILO's supplier) intervened with the Training for Employment Program that supported HR in their recruitment efforts and complemented this with training for newly hired workers and supervisors training to support in decreasing turnover rates and improve retention rates. JADE confirms that the interventions have paid off with reducing turnover from 18% to 11% and increasing the female proportion among the workforce, an objective that had been aimed at by the company management.

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Annex 9: MTE Recommendations and Updates

No.	MTE Recommendation	Update
1	Establish Project Steering Committee (PSC)	This did not materialize due among others to delays in the validation of the precise composition.
2	Define the Outcome 1 Indicator as “Number of sector /value chains developed” and target to be “Value chains in two sectors developed”.	LogFrame of July 2018 has not been changed.
3	Define the Outcome 2 Indicator in the direction of measuring increased productivity and income in the sectors.	LogFrame of July 2018 has not been changed.
4	Do another round of mapping of institutions and reality check of relevant stakeholders.	Was done for the RMG sector.
5	Replication of the model of dairy sector value chain in another region should start as soon as possible, building on the momentum with certification of the MCC and lesson learned from the first intervention.	Has been done.
6	Decision on the second sector should be made as soon as possible, in order to have sufficient time for substantial work on value chain development.	Has been done.
7	Select second value chain in a sector that has employment potential.	Applies to third sector: RMG.
8	Determine the scope of ILO intervention under FORSA, define target participants, and trace them to employment opportunity.	Support was provided to FORSA.
9	Support service activities of the BDS hubs in the project target Governorates	This could not be done as these were not much developed.
10	Continue providing service to the farmers and explore the possibilities to provide access to other services and assets (such as choosing an animal, insemination, diseases, vaccination, access to quality feed etc)	Done through awareness raising activities.
11	The project needs to put more effort in communicating its results (for example by increased use of project partners communication channels).	Efforts were made to this effect, but the project website is not updated.

Annex 10: Attendees at Stakeholders Workshop

The list of attendees who participated in the virtual Stakeholders Workshop on Wednesday 29 March 2023 is as follows:

Name	Title	Organization
ILO		
1) Eric Oechslin	Director	ILO Cairo Country Office - ILO DWT for North Africa
2) Farid Hegazy	Senior Specialist for Employers' Activities	ILO Cairo Country Office - ILO DWT for North Africa
3) Nashwa Belal/Team	CTA	EYE-RAWABET
4) Salah El Rashidy/Team	NPC	EYE-RAWABET
5) Maryam Khalil/Team	NPC	EYE-RAWABET
6) Rasha Radi/Team	Admin & Finance Assistant	EYE-RAWABET
7) John Samuel/Team	Admin & Finance Assistant	EYE-RAWABET
8) Merhan Ghaly/Team	Communication Consultant	EYE-RAWABET
9) Jeena Mitry	Evaluator	Consultant
10) Asfaw Kidanu	Evaluation Manager	ILO
11) Theo Van Der Loop	Evaluator	Consultant
12) Chigga Mwila	Sr Spec, Gender	ILO- DWT/CO-Pretoria
Ministry of International Cooperation – National Partner		
13) Shady Rashed	Sr. Economic and Trade Specialist, UN Cooperation Affairs	Ministry of International Cooperation
Official Tripartite Constituents of the ILO		
14) Amal Abel Mawgood	Head of Central Department of External Relations	Ministry of Manpower
15) Rasha Abd EL Baset	Head of Int'l Relations department	Ministry of Manpower
16) Dr. Samar SHawky	Int'l Relations department	Ministry of Manpower
17) Abdel Fattah Abdel Aziz	Head of Small Farmers Union	Representative of Trade Unions
18) Tarek Tawfeek	Vice Chairman	Federation of Egyptian Industries
Norway - Development Partner		
19) Arild Oksnevad	Counsellor / Head of Development and Business Cooperation	Royal Norwegian Embassy in Cairo
20) Eithar Soliman	Development Cooperation Advisor	Royal Norwegian Embassy in Cairo
Dairy Value Chain Intervention		
21) Eng. Wael Refaat	CEO	North Africa for Agribusiness Development (NAAD)
22) Mohamed Refaat	CEO	North Africa for Agribusiness Development (NAAD)
23) Dr. Abdel-Rashid Ghanem	Coordination of Developing of Milk Collection Center Initiative	Ministry of Agriculture
24) Abdel Wahab El Hadary	Technical Office of Governor's Office	Goveronrate of Al-Gharbiya
White Goods Intervention		
25) Mostafa Helmy	Consultant/Lead trainer-IYB	CORE Co
26) Sameh Ibrahim	Consultant – T4E	Holoul Group
Translation Team and Tech Support		
27) Technical Support 1		
28) Technical Support 2		
29) Interpretation 1		
30) Interpretation 2		

Annex 11: Budget and Expenditures

The comparison of the original budget for three years with the expenditures as of early March 2023 is as follows:

Budget Categories	Original Budget US\$	Expenditures early March 2023 US\$	Original Budget %	Expenditures early March 2023 %
Project Team	1.080.334	1.505.898	28,5%	41,2%
Technical Backstopping	60.000	43.504	1,6%	1,2%
National Consultants	70.000	170.076	1,8%	4,6%
Sub-Contracts	455.000	990.304	12,0%	27,1%
Seminars and Training	1.059.241	202.099	28,0%	5,5%
Office & Travel Costs & Evaluation	510.555	154.853	13,5%	4,2%
Provision for cost increases	131.702	0	3,5%	0,0%
Programme Support Cost 13%	420.568	379.054	11,1%	10,4%
Balance (unspent)	0	213.200	0,0%	5,8%
TOTAL	3.787.400	3.658.989	100,0%	100,0%

Annex 12: Lessons Learned (LL) and Good Practices (GP)

This Annex provides the full description of two Lessons Learned (LL) and two Good Practices (GP) in the ILO Templates as follows:

LL1: An open-ended Project Design and Project Document may enhance flexibility but will also lead to delays and differences in interpretation.

ILO Lesson Learned Template

Project Title: Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-RAWABET)

Project TC/SYMBOL: EGY/17/06/NOR

Name of Evaluator: Theo van der Loop and Jeena Mitry

Date: 12 April 2023

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>An open-ended Project Design and Project Document may enhance flexibility but will also lead to delays and differences in interpretation.</i>
Context and any related preconditions	<i>The PRODOC of the EYE RAWABET project had an incomplete LogFrame of which many activities, targets and milestones were still 'to be determined' and this led to a design in 'draft format', whereby both the selection of the economic sectors through market assessments, as well as the design of the intervention models by sector based on comprehensive market system analyses were to be undertaken during the implementation phase. In addition, the third output dealing with support to national programmes and Local Economic Development initiatives did also not specify which (and how many) programme and/or initiatives.</i>
Targeted users / Beneficiaries	<i>ILO CO/DWT, ILO HQ, Development Partners and Tripartite Constituents.</i>
Challenges /negative lessons - Causal factors	<i>Such design gaps can easily lead to delays and to differences of interpretation between the main stakeholders involved, for example on the number and types of sectors to be selected.</i>
Success / Positive Issues - Causal factors	<i>It provides flexibility to develop the activities during the inception and implementation period.</i>
ILO Administrative Issues (staff, resources, design, implementation)	<i>It turned out that the selection of the first sector could be done while waiting for the in Egypt extended process of project approval by the Government. However, the second sector was only selected almost 3 years into the implementation period.</i>

LL2: No-cost extensions of three-year projects should not surpass an additional period of two years unless in very extreme circumstances.

ILO Lesson Learned Template

Project Title: Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-RAWABET)

Project TC/SYMBOL: EGY/17/06/NOR

Name of Evaluator: Theo van der Loop and Jeena Mitry

Date: 12 April 2023

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>No-cost extensions of three-year projects should not surpass an additional period of two years unless in very extreme circumstances.</i>
Context and any related preconditions	<i>When a project runs into delays due to external circumstances it is custom for Development Partners to approve no-cost extensions of several months or even up to a year, but in the present project the implementation period was almost doubled (from 3 years to 5.5 years), due to the covid-19 lock down and the national clearance. The decision for which was mainly taken by the Development Partner during exceptionally uncertain times in the middle of the COVID-19 Lockdown.</i>
Targeted users / Beneficiaries	<i>ILO CO, DWT and HQ, as well as Development Partners.</i>
Challenges /negative lessons - Causal factors	<i>Very long no-cost extensions (e.g. of two years) may result in several disadvantageous consequences. Firstly, it disrupts the ratio between the expenditures for staff costs and for actual activities (Training, Seminars, Sub-Contracts, etc.) because staff costs tend to continue mainly unadjusted over the entire project period although the total project budget remains the same, and this implies thus less funds for other budget categories. Secondly, internal rules of Development Partners often stipulate that the disbursed funds should be used latest within one year of receiving it, and this may result in internal constraints on the side of the Development Partner at the time of the audit especially when the project is completed only some 3.5 years after having received the total funds from the Development Partner.</i>
Success / Positive Issues - Causal factors	<i>The generous allotment of no-cost extensions lead to flexibility to complete most project activities with the budget available.</i>
ILO Administrative Issues (staff, resources, design, implementation)	<i>See above under Challenges/Negative Lessons.</i>

GP1: The use of the market system development approach and the Value Chain Model for rural development focusing on the linkages ('RAWABET') between key actors along the chain is a Good Practice..

ILO Emerging Good Practice Template

Project Title: Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-RAWABET)

Project TC/SYMBOL: EGY/17/06/NOR

Name of Evaluator: Theo van der Loop and Jeena Mitry

Date: 12 April 2023

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>The use of the market system development approach and the Value Chain Model for rural development focusing on the linkages ('RAWABET') between key actors along the chain is a Good Practice.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<i>The design of the precise intervention models for a selected economic sector or value chain was based on comprehensive Market System Analyses (MSA) which although taking quite some time during the project implementation (4 – 5 months) are useful to develop the appropriate activities.</i>
Establish a clear cause-effect relationship	<i>Selected communities/villages were linked to the value chain of the selected lead firms through intermediaries such as the Milk Collection Centres (MCC).</i>
Indicate measurable impact and targeted beneficiaries	<i>The market system development approach targeted the suppliers and intermediaries of the Dairy Value Chain, equipping the farmers, through a series of formal and structured as well as informal interactions, with training and advice aiming at increasing the quantity and quality of milk produced. Moreover, consultative capacity building activities was targeted at the Milk Collection Centres (MCC) to upgrade the milk collection, testing and transfer to the lead and anchor firms linking 400 milk providers to 2 MCCs thereby bypassing informal middlemen.</i>
Potential for replication and by whom	<i>This practice can be replicated in any project implemented by the ILO where there is sufficient preparation time, for example in different rural regions of Egypt and in rural areas of other countries.</i>
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	<ul style="list-style-type: none"> <i>The Project is linked to the resolution adopted in 2016 by the International Labour Conference (ILC) concerning decent work in global supply chains.</i> <i>The project contributes to advancing Agenda 2030 on Decent Work for All.</i> <i>ILO Global Flagship Programme "Better Work" based in ILO HQ Geneva.</i>
Other documents or relevant comments	<i>The ENTERPRISE Department in ILO Geneva was closely involved at the design stage and is working to develop the value chain approach further in different countries.</i>

GP2: In exceptional times, such as the COVID-19 Pandemic, it is a Good Practice that the key stakeholders including the Project Team, the ILO Country Office involved, as well as the Development Partner, demonstrate clear flexibility and adaptability.

ILO Emerging Good Practice Template

Project Title: Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE-RAWABET)

Project TC/SYMBOL: EGY/17/06/NOR

Name of Evaluator: Theo van der Loop and Jeena Mitry

Date: 12 April 2023

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>In exceptional times, such as the COVID-19 Pandemic, it is a Good Practice that the key stakeholders including the Project Team, the ILO Country Office involved, as well as the Development Partner, demonstrate clear flexibility and adaptability.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<i>Such exceptional times as the COVID-19 Lockdowns led to delays and to new modalities of reaching the stakeholders and beneficiaries (online meetings and training courses for example).</i>
Establish a clear cause-effect relationship	<i>Exceptional times require exceptional flexibility of the project team and of ILO CO's, as well as the adaptability to change quickly to new modes of intervention. In certain cases, lessons learned during implementation were immediately put into practice in the next phase. It also requires flexibility on the side of the Development Partner to provide relevant no-cost extensions.</i>
Indicate measurable impact and targeted beneficiaries	<i>Adaptability and flexibility was demanded of the Project Team, ILO country office and experts, Development Partner, but also of the tripartite constituents and other stakeholders and partners.</i>
Potential for replication and by whom	<i>To be replicated in most projects implemented by the ILO.</i>
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	<ul style="list-style-type: none"> • <i>The project contributes to advancing Agenda 2030 on Decent Work for All.</i> • <i>ILO Global Flagship Programme "Better Work" based in ILO HQ Geneva.</i>
Other documents or relevant comments	<i>n.a.</i>

Annex 13: Documents Consulted

- Terms of Reference (ToR) for the Final Independent Evaluation of the project entitled “EYE/RAWABET (Annex 1).
- Original PRODOC, ILO, August 2017 (attached to the Agreement – see next).
- Agreement between the Norwegian Ministry of Foreign Affairs and the ILO, September 2017.
- Complete PRODOC, ILO, July 2018.
- First Annual Progress Report, July 2018, including the Revised LogFrame.
- Second Annual Progress Report, ILO, July 2019.
- Mid-Term Evaluation, ILO February 2020.
- Third Annual Progress Report, ILO Project Team, May 2020.
- Fourth Annual Progress Report, ILO Project Team, July 2021.
- Fifth Annual Progress Report, ILO Project Team, July 2022.
- Request(s) for No-Cost Project Extension.
- ILO EYE RAWABET PowerPoint Presentation of Key Results dated 6 March 2023.
- Minutes of the Consultations
- Relevant ILO’s DWCP’s, P&B’s, and Centenary Initiatives.
- Relevant UNPDF and UNSDCF.
- Research and studies conducted by the Project.
- Financial reports
- Websites, including of the project.
- ILO EVAL: Evaluation Policy Guidelines, including ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 3rd edition 2017.
- ILO (2020) Policy Guidelines for Results-Based Evaluation (4th edition). ILO-EVAL, Geneva: November 2020. See:
 - https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
- EVAL (2020): Implications of COVID-19 on evaluations in the ILO: An internal guide on adapting to the situation. Geneva: http://www.ilo.ch/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_741206.pdf, and: www.ilo.ch/eval/WCMS_744068/lang--en/index.htm
- ILO EVAL (2021): ILO’s response to the impact of COVID-19 on the world of work: Evaluative lessons on how to build a better future of work after the pandemic (August 2021): <http://www.unevaluation.org/document/download/2787>
- United Nations Evaluation Guidelines (UNEG) Norms and Standards ILO policy guidelines (4th edition, 2020): https://www.ilo.org/eval/WCMS_817079/lang--en/index.htm
- United Nations Evaluation Group. 2018. UN-SWAP Evaluation Performance Indicator - Technical Note and Scorecard
- OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation; Revised Evaluation Criteria Definitions and Principles for Use. December 2019.
- Other documents/materials/publications that were produced through the project or by relevant stakeholders.