

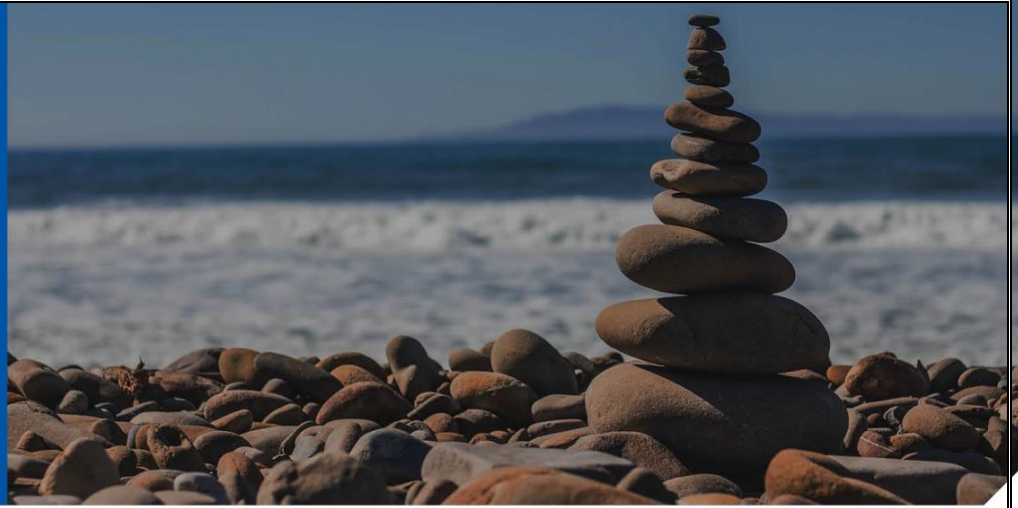


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i-eval Discovery



Independent Final Evaluation of the Project “Decent Jobs for Egypt’s Young People-Tackling the Challenge in Damietta.”

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Outcome 1 “More and better jobs for inclusive growth and improved youth Employment prospects.

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

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¹ The name of the ministry changed from the Ministry of Manpower to the Ministry of Labour in June 2023

Acronyms

ACTEMP	The Bureau of Employers' Activities
ACRTAV	The Bureau of Workers' Activities
CFI	Chamber of Food Industries
COVID19	Corona Virus Disease-2019
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
CTA	Chief Technical Adviser
CV	Curriculum Vitae
DAC	Development Assistance Committee
DJEP	Decent Jobs for Egypt's Young People
DWT	Decent Work Team
EBRD	European Bank for Reconstruction and Development
FEI	Federation of Egyptian Industries
FGD	Focus Group Discussion
GE	Gender Equality
GEN	Global Entrepreneurship Network
GET Ahead	Gender & Entrepreneurship Together for Women in Enterprise (GET Ahead)
GYB	Generate Your Business Idea
HQ	Headquarter
HUE	Horus University- Egypt.
KII	Key Informant Interview
ILO	International Labour Organization
ILS	International Labour Standards
IYB	Improve Your Business

JSC	Job Search Clubs
KAB	Know About Business
KII	Key Informant Interview
LFW	Logical Framework
M&E	Monitoring & Evaluation
MENA	Middle East and North Africa
MOL	Ministry of Labour
MOSS	Ministry of Social Solidarity
MOU	Memorandum of Understanding
MoYS	Ministry of Youth & Sports
MSC	Most Significant Change Technique
MSMEDA	Micro, Small and Medium Enterprises Development Agency
NCW	National Council of Women
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
OH	Outcomes Harvesting
OSH	Operational Safety & Health
P&B	Programme & Budget
PPP	Public Private Partnership
PARDEV	Partnering for Development
PWD	People With Disabilities
SDGs	Sustainable Development Goals
SDS	Sustainable Development Strategy
SMEs	Small and Medium Enterprises
SIYB	Start & Improve Your Business
SYB	Start Your Business

TFE	Training for Employment
ToC	Theory of Change
TOR	Terms Of Reference
TOT	Training of Trainers
TSS	Technical Secondary School
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNPDF	United Nations Partnerships for Development Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework
WHO	World Health Organization

0. Executive Summary

Increasing employment and ensuring **decent work** for all is essential for sustainable development. Quality employment and proper work conditions help reduce inequalities and poverty and empower people, especially women, young people and the most vulnerable such as people with disabilities, guided by the gender and women's empowerment principles of the International Labour Organization (ILO).

Project background: The **project's development objective** is to increase decent job opportunities for young women and men in the governorate of Damietta. Therefore, the project aims to employ a multi-prolonged approach to provide decent and productive work opportunities by building the skills of young women and men to generate more and better jobs through enterprise development, employability skills, job-matching services, as well as enhancing the capacities of local partners on the ground. The project's time frame occurred between 1 April 2019 and the end of September 2023 after a year of cost extension and a four-month no-cost. The project worked on three outcomes with the objective of "Increased decent job opportunities for young men and women in Damietta". They are as follows:

- Increased capacity of local government, employers, trade unions and civil society organization partners to implement youth employment initiatives.
- Increased business start-ups and improved youth livelihoods through self-employment opportunities.
- Increased decent work job placements for young people through better labour market matching.

The overall **objective of the evaluation** is to "Provide an objective assessment of the accomplishment of project activities in terms of Coherence and Relevance, Efficiency, effectiveness, Impact orientation, and Sustainability" of the project. This includes the identification of the specific strengths and weaknesses in the project design, strategy, and implementation, as well as specific lessons learned, good practices, and recommendations for future similar programmes. **The Project time frame** covered through the independent Final project Evaluation process from 1 April 2019 to the end of May 2023. The **Clients of the evaluation** are ILO's constituents and national and international partners, including the governorate of Damietta, the Ministry of Labour, the Ministry of Investment and International Cooperation, the Ministry of Education and Technical Cooperation, the Ministry of Youth and Sports, Micro, Small and Medium Enterprises Development Agency, National Council of Women, Civil Society Organizations. Furthermore, the findings of this final evaluation are destined for ILO's management (the Decent Jobs for Egypt's Young People: Tackling the Challenge Together in Damietta (DJEP) team, the ILO DWT/CO Cairo, EMPLOYMENT, ENTERPRISE, SKILLS, ACRTAV, ACTEMP and the Regional Office for Africa), as well as for the project's donor (Egyptian Methanex Methanol Company S.A.E.).

Methodology: The Final Independent Project Evaluation process adopted the **Contribution analysis approach**, which examines how the project and the respective system adopted have contributed to more considerable scale outcomes and outputs, as well as the project's contributions towards the Sustainable Development Goals (SDGs) and country priorities linked to Egypt 2030 agenda. The evaluation was sequenced in three phases: (a) inception, (b) data collection (c) reporting and learning. Following a preliminary document review and virtual consultations with the project's primary stakeholders, the evaluation consultant produced an inception report outlining the evaluation methodology, matrix (Appendix II), and data collection tools. Data collection took place between 11 March 2023 and 30 March 2023- with 20 KIIs and 26 interviewees (12 males and 14 females) covering all the key five categories of stakeholders. Also, 7 Focus Group Discussions (FGDs) combined or not combined with the application of both the Outcome Harvesting (OH) or the Most Significant Change (MSC) facilitated with a sample of end target beneficiaries with a total of 85 participants (7 Males and 78 Females). Once all data were collected, data were analysed systematically and summarized, informing the formulation of preliminary findings. Preliminary findings were shared and discussed during an online validation workshop organized on 22 May 2023 with the ILO relevant team members and the critical project stakeholders for validation purposes. A round of final review and approval processes by the ILO evaluation manager and other ILO relevant teams followed this.

Main findings

1. Relevance and strategic fit

- The project is aligned with Damietta's relevant employment sectors, evident by the local government buy-in, yet stakeholders' engagement level varies.
- The project adopted an innovative public-private partnership approach with stakeholders by having employers as partners and funders.
- The absence of market assessment/study at the beginning of the project was tackled by flexibility from the project responding to emerging needs.
- Overall, the project shows alignment with the national development priorities, UNPDF, and ILO outcomes.
- The project capitalized on ILO's previous project on-ground network and learnings besides ILO knowledge products and toolkits.
- While the project faced delays because of COVID-19, the project used this delay to restructure and adopt a flexible structure to respond better to the emerging situation.

2. Coherence

- The project capitalized on ILO expertise and knowledge products related to entrepreneurship and is aligned with the ILO strategic objectives and other national and regional initiatives.
- The synergies and interlinkages between the project and other ILO country-level interventions must be improved. However, synergies were mainly with other national organizations, such as MSMEDA and MoYS, with which ILO works.
- The project introduced new standards for managing CSR activities in the oil and gas industry and forced gender measures on the project's monitoring system.

3. Validity of project design

- The project's unclear theory of change and changes under outcome one challenge assessing the validity of the project design.
- While the indicators proved to be appropriate and helpful in the design, the lack of indicators update to capture changes in the project's activities and results and poor indicator reporting negatively affected the assessment of the project's progress.
- The project has an exit strategy for design and a sustainability plan for SIYB.

4. Project Effectiveness

- The project offered and secured 711 jobs (on a self-employment basis), exceeding the targeted jobs in design. Outcomes achievement and output achievements vary. Outcome two (Increased business start-ups and improved youth livelihoods through self-employment opportunities) was the highest intervention contributed with jobs to the program, with 472 jobs created from different programs. GET Ahead created 174 jobs, while SIYB created 298 jobs. Both programs exceeded the 300 targeted jobs under Outcome Two. On the other hand, Outcome One and Outcome Three failed to meet the targeted jobs as JSC activities resulted in 138 jobs, while training for employment created 101 jobs.
- The evaluation concludes the following elements as critical enablers of the project's success. They are as follows:
 - ✓ Project's adopted partnership model is one of the critical enablers of the project's success.
 - ✓ Adding counselling and mentoring support via business clinics to services offered by the project added value and maximize positive results generated by the project.
 - ✓ ILO's strong learning products added value to end-beneficiaries and contributed to the project's success.
 - ✓ The project coordinator enjoys high dedication, interest, and passion for the project implementation and maximizing the project results, adopting some non-traditional approaches and successful mitigation strategies to deal with the challenges encountered.
 - ✓ Using the incentives model with the GET Ahead and SIYB project interventions.

The following are some critical challenges encountered during the project's life, where all have used some mitigation strategies. They are as follows:

- ✓ The project was challenged by delays due to COVID-19 and Security permits at the beginning of the project and other operational delays.
 - ✓ Damietta's internal cultural challenges challenged the project.
 - ✓ The weak presence of labour unions in the private sector.
- The project built a partnership model with multiple organizations supporting the results' sustainability.
 - The project focused on empowering women in Damietta, which led to positive results.
 - There is room for better inclusion of people with disabilities in project design with dedicated resources.
 - The project had a gender lens since the project's design and during implementation to ensure equal opportunities and inclusion of women.
 - While project activities were delayed because of COVID-19, the project used the time to restructure and adopt an agile approach to respond to emerging needs.

5. Efficiency of the resources used

- Overall, the project interventions were cost-efficient.
- The project-built partnerships with relevant stakeholders to enhance the project results and contribute to the project's objectives.
- At design, the project had a strong management arrangement with a clear division of roles and responsibilities with the absence of a steering committee during the project's life.
- While the M&E system allowed close follow-up on the conducted activities and tracking of Outcome 2 and 3 indicators, the effect on progress must be clarified from the reported data and the absence of disaggregated data per gender of some of the outputs.

6. Impact Orientation

- The project changed women's perceptions of sustainable economic empowerment, Non-Governmental Organizations' perception of development work and employers' perception of corporate social responsibility activities.
- The project developed new partnerships with unexpected partners such as Horus University and the Chamber of Food Industries (CFI).
- The project was flexible in adapting to the partner's requests and responding to emerging needs.
- Some private sector companies joined the whitelist after the food and safety support they received from the project.
- The project shared its learning with the donor via presentations and progress reporting and invited them to field visits to Damietta. The project did not deliver design learning products.

7. Sustainability

- The project cultivated multiple sustainable impacts in different target groups such as organizations, end-beneficiaries, and service providers.
- The project engaged stakeholders by delivering direct support and maintaining ongoing communication and strong partnership to ensure their ownership of the project's results.
- Some stakeholders, such as CSOs, need more financing, which could hinder replication or scaling up results.
- The project's in-place sustainability plan for the entrepreneurship and training unit inside Horus University is a clear example of scaling up project results.
- Other opportunities exist for scaling up or replicating the project results by the stakeholders supported by the project (e.g., Horus University and the private sector).

Good practices

- The **partnerships and networking model** adopted between all parties in the project, especially public and private sector representatives, to achieve the project's goals is an area of development. The Multi-stakeholder partnerships developed under the scheme have allowed ILO to share its policy structure, capacity-building programs, and outreach tools with

partners. They proved to have a positive impact on the commitment and engagement of different actors to achieve sustainability goals.

- The evaluation considered the **Business Clinics** as one of the critical steps and strategies adopted in the project to promote sustainable impacts among the different targeted groups, particularly the end-beneficiaries, focusing on the SIYB project intervention beneficiaries and entrepreneurs who needed business-related advice.

Lessons learned

- Women received support such as soft skills allowed women to be more confident in costing and pricing and increased their competitive edge. Moreover, **replacing direct financial incentives with competition prizes** attracted women with passion and dedication towards their businesses to join, raising the quality of program participants.
- The ILO successfully utilized the COVID-19 period in re-evaluating the project and bringing new ideas to the ground, adopting **innovative mitigation strategies** (e.g., applying the business clinics) and responding to the key stakeholders emerging needs.

Key recommendations

- **Complementarity model of partnership adopting a better participatory approach.** While the project succeeded in building a robust partnership model with a diverse pool of stakeholders, the project can further explore complementarity between the partners from the designing phase by integrating the stakeholders and partners in the planning phase by applying a participatory approach. Long-term frequent communication and exchange between different stakeholders can maximize the project results. Activating the role of the steering committee can enable such communication.
- **Capacity-building activities** should target the CSOs/NGOs in Damietta, particularly those with previous experience in similar interventions with the collaboration of NCW and MSMEDA to strengthen their role in the social marketing of the project in case of replicating or extending the project to a new phase. Also, it is advised to assess the training centres affiliated with the Labour training centres at the Ministry of Labour in Damietta to see how the ILO can capitalize it to play a specific role in facilitating technical skills of different employment sectors when needed by some of the target groups. Finally, it is highly advised to better engage the men in the project interventions, as only 27 % of the men participated in this project. Also, learnings about virtual alternatives can be further studied, and the project can adapt relevant solutions.
- It is highly advised that the **job search club model** can be further developed by engaging the Ministry of Youth and Sports more at different project stages, contextualizing the training, and selecting more appropriate training times to fit the participants' language, stereotypes, and culture in the targeted areas. Also, it is recommended to include an awareness session, whether under the JSC training workshop or in a separate additional one addressing the decent work standards in addition to the rights and obligations of each employer; there will be a significant contribution to achieving the decent work standards when they enter the labour market.
- **The application of business clinics as one of the Sustainability mechanisms** should be continued and promoted. In this regard, a specific well-structured mechanism with the collaboration of the Entrepreneurship Centre at Horus University and not depending only on external consultants and master trainers to maximize the success opportunities of the entrepreneurship and business projects. In this regard, a business clinic sharing knowledge workshops can be organized to combine both master trainers certified at the HUE and the master trainers who facilitated and led the SIYB to develop a specific well-structured coaching & mentoring strategy and respective mechanism shows how the business clinic can be activated and used as a helpful tool to track the SIYB graduates to ensure a higher level of sustainability of the project results.
- **Adopting the Public Private Partnership (PPP) model** with other promising national donors is highly advised. There are further opportunities to work with the private sector as development partners, which need interventions to change the mindset of the private sector and offer the right incentive for them to engage in the project. This can be done with the collaboration of the ILO and the Governorate of Damietta, where Methanex Co as the donor of this project, can play an advocacy and learning role and exchange experiences with the other private sector companies inside Damietta who can be invited to similar initiatives and projects.
- To respond to the labour market's actual needs, especially in a new promising community like Damietta, there should be a **labour market study in partnership with the private sector** to identify constraints and explore opportunities to work with the private sector as development partners guided by the vital role of the Federation of Egyptian Industries (FEI) in this area. Also, the ILO can invest more in the information centres under the Ministry of Labour (MOL) to contribute to this study. Moreover, reliable data needs to be accessed, compiled, and translated to the ground. Such data can be collected by encouraging the project's stakeholder's feedback. This can help ensure that implemented activities are relevant, practical, and sustainable.

- **People with Disabilities (PWD) must be integrated into the project's activities as one of the vulnerable groups.** Involving organizations like the Business Disability Network in the project can promote PWD inclusion through a well-structured strategy and advocacy efforts. Moreover, a mapping for the NGOs supporting PWD can advise the project's work towards better inclusion of PWD.
- **The ILO should give special attention to developing a communication strategy with the key partners.** With the collaboration of the key stakeholders, the ILO should develop a well-structured communication strategy that includes specific pillars to promote project results and achievements on different levels. These pillars involve a sharing/dissemination mechanism among the tripartite constituents, learning mechanisms of the good practices among the different types of beneficiaries, creating a workable **project steering committee** to track, manage and monitor the project in addition to promoting the role of social media to advocate for the thematic areas of the project. This needs to be agreed upon with the donor.
- **The ILO should establish a robust M&E system for the projects.** The ILO, with the collaboration of the different actors, should develop a well-structured M&E system to track progress during the life of the project, not only concerning short-term results (outputs) but including medium-term results (outcomes)-including the skills acquired and the quality-of-life indicators following a well-structured assessment process led by the Entrepreneurship Center. Also, this system should track the decisions and actions proposed in the different meetings and workshops and promote collective learning among other actors at different levels, reporting on the trainees' performance considering specific indicators on both knowledge, attitude & practice pillars, in addition to the partner assessment, even every year, to maximize the benefit of the partnerships developed. Also, it is highly advised to use resources allocated under monitoring to recruit an M&E person (based in Damietta) to oversee the different M&E activities in the 2nd phase of the project, where they can work closely with the national project coordinator to track the progress more effectively during the life of the project and inform ILO and other key partners to do the corrective actions-when needed.

1. Introduction

This document presents the Independent Final Evaluation report of the “Decent Work for Egypt’s Young People: Tackling the Challenge Together in Damietta (DJEP)” project with an implementation period of 12th March 2019 to 31 May 2022 with a budget of USD1,000,000.00 then the donor agrees to have a one-year cost extension. The extension was granted on 13th May 2022 till 31 May 2023, followed by another no-cost extension till 30 September 2023. The Methanex Corporation funds the project with a total budget of USD 1,356,788². The project was designed to extend the most successful components of the ILO/Canada project. The project aims to create decent employment opportunities for young women and men by delivering entrepreneurship promotion business training and facilitating job matching processes. The project implementation coverage is focused on the Damietta governorate.

The independent evaluation was carried out in March-May 2023 by a team of external evaluators, including the Team Leader and the Team Member. The evaluation followed UN Evaluation Standards and Norms³ EVAL Evaluation Guidelines,³ and ILO/EVAL checklists.⁴ The overall budget of the project is USD 1,356,788.

2. Project background

Increasing employment and ensuring **decent work** for all is essential for sustainable development. Quality employment and proper work conditions help reduce inequalities and poverty and empower people, especially women, young people and the most vulnerable such as people with disabilities. Unemployment statistics do not reflect the whole picture; people can’t afford to work in most partner countries. People accept precarious jobs when they can’t find decent ones or are self-employed with safeguarding’ meagre incomes. We, therefore, support our partner countries in creating and promoting jobs that provide decent earnings, ensure safe working conditions, and provide social protection and workers’ rights.

Therefore, precarious employment and under-employment are the main issues in developing countries: 1.4 billion people work in vulnerable or informal employment. To survive, people accept working in bad conditions, at low productivity rates, in jobs with high turnovers and low incomes, and with no social security. They even take to being underemployed and combine several jobs to make ends meet. The result is a high proportion of the working poor in developing countries. Informal work is the norm in most developing countries, with women and children being the most exposed. Casual work represents more than 50% of non-agricultural employment in most regions of the developing world.

ILO policy approach in this regard is linked per region to deal with the challenges associated. In the Middle East and North Africa, labour migration is widespread; working conditions are usually poor, there is a substantial skill mismatch because of low-quality education systems, conservatism restricts women’s participation in the labour market, jobs are more often awarded based on connections than merits, economic growth is usually led by government, with a weak private sector and a lack of economic dynamism⁵.

² \$1,350,000.00 was received from the donor. The difference is the interest rate.

³ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf and https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746722.pdf and

⁴ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_178440.pdf

Decent work, employment, and national development in Egypt

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At their heart, the 17 Sustainable Development Goals (SDGs) are an urgent call for action by all developed and developing countries in a global partnership. They recognize that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur **economic growth** – all while tackling climate change and working to preserve our oceans and forests. In line with the 2030 Agenda, the Egyptian Government launched 2016 an operational plan called Egypt's Vision 2030, also known as Sustainable Development Strategy (SDS). In 2019, Egypt decided to revisit its SDS to ensure interdependence of the three sustainable development dimensions environment, society, and economy.

Objective 3 of the SDS in Egypt aims to achieve knowledge-based economic growth and digital transformation, increasing the resilience and competitiveness of the economy, increasing employment rates and decent employment opportunities, improving the business environment, and promoting a culture of entrepreneurship, as well as achieving financial inclusion and inclusion of the environmental and social dimension in economic development⁶.

Concerning the linkage between the project and the **SDGs** in Egypt, the DJEP project contributes to the 2030 Agenda and the Sustainable Development Goals (SDGs) fulfilment. Specifically, it falls under SDG Goal 8, "Promoting inclusive and sustainable economic growth, employment and decent work for women and men". The project aligns with Egypt's Sustainable Development Strategy: 2030 (Vision 2030), reducing the unemployment rate to 5 per cent and with UN Partnership Development Framework (2018-2022), Outcome 1: Equitable Economic Development and Outcome 4: Women's Empowerment. And is linked to the ILO Decent Country Programme outcomes EGY 103: Increased capacity of national stakeholders to improve access to lifelong learning and inclusive skills development and support labour market transitions, particularly for vulnerable groups; EGY 106: Employment for young men and women through Entrepreneurship, Value Chain Development, Green enterprises, social enterprises and Cooperatives and Business Development programmes promoted.

Rationale: The core problem that the Decent Jobs for Egypt's Young People (**DJEP**) project tackles is the increasing lack of decent employment opportunities for young women and men in the governorate of Damietta. In this regard, it is worth noting that the project design is informed by lessons learned from previous youth employment interventions and projects in Egypt and the region. The design benefits from the results of an ILO youth employment projects' meta-evaluation conducted by DWT/CO-Cairo in 2017 and addresses four findings. These are prioritizing **partnerships, building capacities to hand over operations, focusing on what works best, and supporting project implementation through knowledge generation and management.**

The **project's development objective** is to increase decent job opportunities for young women and men in the governorate of Damietta. Therefore, the project aims to employ a multi-prolonged approach to provide decent and productive work opportunities by building the skills of young women and men to generate more and better jobs through enterprise development, employability skills, job-matching services, as well as enhancing the capacities of local partners on the ground. Gender and women's empowerment and inclusion of people with disability are cross-cutting areas of the project.

Key stakeholders of the project include the government of Egypt (Ministry of Labour, Ministry of Investment and International Cooperation, Ministry of Education and Technical Cooperation, Ministry of Youth and Sports, Micro, Small and Medium Enterprises Development Agency, National Council of Women), Employers' Organizations (national or local levels) Workers' Organization (national or regional level), and CSOs. **The ultimate beneficiaries of the project** are youth in the governorate of Damietta. On the other hand, the project

worked with 14 NGOs under the GET Ahead intervention and an additional 1 NGO under the SIYB intervention. (List of NGOs the Methanex Co. worked with during the project's life is attached as one of the annexes at the end of the report).

Project results chain: The following table shows the **results chain** key objectives (Outcome's level) and respective interventions (outputs level) under each one of these objectives.

The overall objective (Long-term Result) is “increase decent job opportunities for young women and men in the governorate of Damietta”.
Specific key objectives (Medium-Term Results) - Outcomes
Outcome # 1: Increased capacity of local government, employers, trade unions, and Civil society organizational partners to implement youth employment initiatives.
Respective results (Short-Term Results)- Outputs
<ul style="list-style-type: none"> 1.1 Situational labour market analysis for Damietta available. 1.2 Enhanced soft and technical skills of local government employers, trade unions, and CSOs. 1.3 Implementation of youth employment development initiatives by local partners.
Outcome # 2: Increased business start-ups and improved youth livelihood through self-employment opportunities.
Respective results (Short-Term Results)- Outputs
<ul style="list-style-type: none"> 2.1 Strengthened skills for youth to start and improve their enterprises. 2.2 Improved market access for young entrepreneurs.
Outcome # 3: Increased decent work job placements for young people through better labour market matching.
<ul style="list-style-type: none"> 3.1 Improved job matching processes established. 3.2 Improved the capacity of youth centres to provide job search services.

3: Evaluation of background

3.1 The Purpose of the Independent Final Project Evaluation & key specific objectives

The overall purpose of the evaluation:

The TOR of this evaluation (Annex I) and the evaluation matrix (Annex II), and in line with ILO's evaluation purpose of accountability, learning and planning and building knowledge, the objective is to “**Provide an objective assessment of the accomplishment of project activities in terms of Coherence and Relevance, Efficiency, effectiveness, Impact orientation, and Sustainability**” of the project. This includes the identification of the specific strengths and weaknesses in the project design, strategy, and implementation, as well as specific lessons learned, good practices, and recommendations for future similar programmes.

The specific objectives of the evaluation are as follows:

- Establish the **relevance** of the project design and implementation strategy about the ILO, UN, and national development frameworks (i.e., SDGs, United Nations Sustainable Development Cooperation Framework (UNSDCF), etc.). As indicated above, this will address the strategic needs and priorities of men, women, and vulnerable groups.

- Assess the **relevance** and **coherence** of the project regarding country needs and how the project is perceived and valued by project beneficiaries and partners. As indicated above, this will also address the consistency of the project with the crosscutting issues of standards, social dialogue and tripartism, gender equality and non-discrimination, and environmental sustainability issues, mainly the most relevant to the ILO.
- Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen, and partnership arrangements (**Effectiveness**)
- Identify unexpected positive and negative results of the project. (**Effectiveness and impact**)
- Assess the implementation efficiency in terms of financial, human, etc. resources (**Efficiency**)
- Assess the extent to which the project outcomes will be sustainable. (**Sustainability**)
- Identify **lessons learned** and potential **good practices**, especially regarding models of interventions that can be applied further.
- Provide **recommendations** to project stakeholders to promote sustainability and support further development of the project outcomes.

These objectives have been operationalized through the following evaluation questions:

- **Changes in context and review of assumptions (relevance):** Is the project's design adequate to address the problems? Were the project objectives and design relevant given the political, economic, and financial context? This has been done by referring to the strategic needs and priorities for men, women, and vulnerable groups during the desk review phase, as indicated in the TOR. In this regard, the consultant referred to the UNSDCF, ILO programme and budget in addition to the previous experience of the ILO in Egypt.
- **The extent the project has specific linkage with other ILO projects (coherence):** This includes the assessment of the synergies with other ILO and other development cooperation interventions in Egypt linked to the **validity of design** aspects. Also, this assessed the project's consistency with the crosscutting issues of international labour standards, social dialogue and tripartism, gender equality and non-discrimination, and environmental sustainability issues, particularly those most relevant to the ILO, as indicated clearly under the evaluation questions.
- **Results in terms of outcomes and outputs achieved (effectiveness):** How has the project contributed towards the project's goals? To what extent did they contribute to the ILO's Programme & Budget, Country Programme Outcomes, and, more broadly, SDGs? Also, this included assessing the main internal and external factors that influenced the achievement or non-achievement of results, as shown under the evaluation questions.
- **Use of resources in the achievement of projected performance (efficiency):** How have the resources been used to fulfil the project performance in an efficient manner concerning cost, time, and management of staff? If not, why and which measures have been taken to achieve project outcomes and impact?
- **Assessment of impact orientation:** To what extent has the project contributed to long-term intended impact in the target groups?
- **Sustainability:** Will the project's effects remain over time? To what extent has the project contributed to the sustainable capacity of the constituents?

3.2 Scope of the Final Independent Project Evaluation

The geographical scope of the evaluation. The final independent evaluation focused on assessing the project results across Damietta, particularly in three targeted areas within this governate: Kafr Saad, Kafr El-Batikh, and Al-Sananeya. However, other project-targeted areas have been visited during the data collection phase, such as El-Ibrahemia El-Qebliya, noting that the latter is an NGO in a village included in the intervention of the Egyptian Hayah Karima (decent life) Initiative.

- **The Project time frame** covered through the independent Final project Evaluation process from 1 April 2019 to the end of May 2023. However, the project was approved on a no-cost extension until September 2023.

- **The programmatic scope of the independent final project evaluation.** Concerning the TOR, the independent final evaluation focused on assessing the planned outputs and outcomes under the project, with attention to synergies between the components and contribution to national policies and programmes. Also, the evaluation will discuss how the project is addressing the ILO *cross-cutting themes*, including gender equality, inclusiveness and non-discrimination, the inclusion of people with disabilities, social dialogue and tripartism, international labour standards, and environmental sustainability, as well as contribution to SDGs and COVID-19 response. Finally, the evaluation helped to understand how and why the project has obtained (or not) the specific results from outputs to potential impacts.

3.3 Evaluation users

ILO project evaluations are being conducted to provide an opportunity for the Office, its funding partners, and the tripartite constituents to assess the appropriateness of design as it relates to the ILO's strategy and consider the effectiveness, efficiency, and sustainability of project outcomes. Project evaluations also test underlying assumptions that contribute to a broader development goal. This evaluation was carried out in line with the requirements of the ILO Evaluation Policy. Finally, the evaluation findings are used for project accountability and organizational learning.

- The **primary users and clients** of the independent Final Project Evaluation are as follows:
 - ✓ The **ILO's Constituents** (the governmental, employers' and workers' organizations) However, it is worth indicating that the project does not address the workers' organisations.
 - ✓ **ILO relevant units and departments** on both the national and regional levels, in addition to HQ-particularly the PARDDDEV unit
 - ✓ **Key National partners**, including the Governorate of Damietta, Ministry of Labour (MOL), Ministry of Investment, and International Cooperation, Ministry of Education and Technical Cooperation, Ministry of Youth and Sports (MoYS), Micro, Small and Medium Enterprises Development Agency (MSMEDA), and National Council of Women (NCW).
 - ✓ **The Donor. Methanex Egypt is a joint venture of Methanex Corporation** -Methanex is a corporation whose HQ is in Canada- is one of the top exporters of methanol. Responsible care is one of the company's objectives, which the UN recognizes the petrol-industrial companies.
 - ✓ **Civil Society Organizations (CSOs)**. The project worked with 14 NGOs under the GET Ahead intervention and one under the SIYB intervention. However, the project targeted beneficiaries from 3 NGOs; Kafr El-Batikh, El-Ibrahemia El-Qebli, and the SEDAP association. A list of CSOs, the project worked with during the project's life is attached as one of the annexes as mentioned earlier in the report.

While the **secondary users** of the Independent Final Project Evaluation include project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the assessment (e.g., ILO DWT/CO Cairo, Employment, Enterprise, Skills, ACRTAV, ACTEMP).

3.4 Key Evaluation Criteria and Questions

The final independent evaluation was conducted in line with its based assessment and guidelines for evaluation, which adhere to the assessment of the OECD DAC criteria and UNEG Norms and Standards⁷ for Evaluation-. The evaluation covered the following evaluation criteria:

- Relevance, coherence, and strategic fit
- Effectiveness of project implementation and management arrangements
- Efficiency of resource use and project set-up

⁷ <http://www.unevaluation.org/document/detail/1914>

- Impact orientation by the project set-up and impacts achieved vis-à-vis defined objectives and outcomes.
- Sustainability and continuation of project-induced activities and impact beyond the project's lifespan.
- Other cross cutting-themes as explained above.

Please refer to section 3.1 above and Annex II (Evaluation Matrix) at the end of this report.

4. Methodology

4.1 Overall approach

The basic conceptual framework for this evaluation is the *ILO policy guidelines: Principles, rationale, planning and managing for evaluations*. As stated above, the evaluation has been implemented per the ILO's standard policies and procedures. It adheres to the evaluation rules and standards of the United Nations System, as well as the Evaluation Quality Standards from DAC/OECD and UNEG Standards. Following a preliminary review of the project documents and progress reports, the methodology is proposed in the following sections. On the other hand, the evaluation had a summative and formative focus for the assessment objectives outlined under the project's specific objectives.

The evaluation followed a human-rights-based approach by addressing the Human Rights perspective. Through (i) addressing the target groups/ characteristics, (ii) setting tools and approaches appropriate for collecting data from them; (iii) set-up processes of broader involvement of stakeholders, and (iv) enhancing access to the evaluation results to all stakeholders.

It is integrating gender equality in evaluation. Further linked to the 2nd and 3rd respective objectives/outcomes, the evaluation aimed to mainstream the gender equality approach. This implies (i) applying gender analysis involving both males and females in consultation and evaluation analysis and including data disaggregated by sex and gender. Thus, gender-related concerns have been analysed with the [ILO Guidance Note 3.1: Integrating gender equality in monitoring and evaluation](#).

Guided by the TOR and the initial desk review process, the key questions subject to the evaluation process during the independent final evaluation have been developed. After getting the ILO approval in the inception phase, the evaluation consultant refined it, and a few questions were added. In contrast, others have been refined, rephrased, or moved under other DAC criteria for better analysis and reporting purposes. On the other hand, some of the evaluation questions were translated and combined under the data collection tools & instruments-particularly the KIs-when needed.

Contribution analysis approach

Guided by the specific objective of this evaluation and other purposes, the independent Final Project Evaluation process adopted the contribution analysis approach. This approach examines how a project and the respective system adopted have contributed to larger-scale outcomes and outputs, the project's contributions towards SDGs, the country priorities linked to Egypt's 2030 agenda, and synergy with other projects and programmes. Also, this analysis focused on how each pillar of those mentioned above three programmatic pillars (specific objectives) correlates to each other with a contribution to realizing the overall long-term objective till the current phase of the project implementation.

Theory-based evaluation

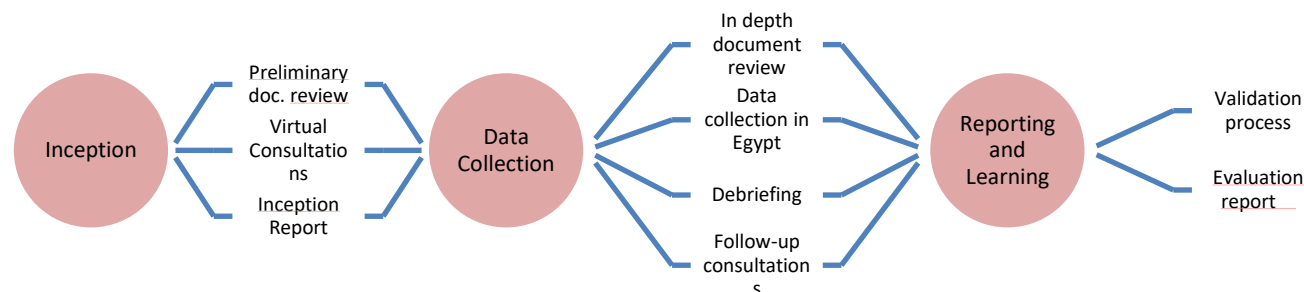
In this regard, the consultancy team aimed to assess if the causal links supporting the Logical Framework/results chain of the project, as defined in the project **(based on the results of the desk review**

process), hold on the ground, and identify other determining or causal factors that have contributed to or undermined the achievement of the intended objectives. This design will ultimately allow us to grasp what works and has yet to work in implementing the approach among the targeted groups in the project activities and interventions. As such, there was great value in consulting the project managers and implementation partners/boundary actors to gather their views on the strength of the pathways of change described in the Logical Framework (LFW) or results chain/Theory of Change (ToC) of the project linked and guided by the specific evaluation objectives outlined in this report. This provided a necessary nuance in its understanding and informed the data collection and analysis.

Mixed-methods approach

The evaluation team adopted quantitative and qualitative methodologies. However, the focus was mainly on qualitative data collection and analysis methodologies and tools. In contrast, the quantitative analysis was done through the analysis of the available quantitative data-including the M&E data and other relative reports reviewed during the desk review process-particularly the updated status of the results achieved so far on the outputs level to triangulate it with the above-mentioned qualitative data. On the other hand, the **Triangulation of Data** was considered adequate when targeting different data sources and data collection tools.

The following methodological steps make up the overall approach of the evaluation and are sequenced in various phases: (a) inception, (b) data collection, and (c) reporting and learning. The time frame of the evaluation process took place between 1 March-15 June 2023, including the different rounds of the review process.



Following a preliminary document review and virtual consultations with the evaluation manager at ILO, the evaluation consultant produced the inception report, including the evaluation methodology, the evaluation matrix (Appendix II) and data collection tools (Appendix VII). Data collection has been undertaken following the approval of the inception note, where the evaluation started to collect project staff and stakeholders' perceptions as per the agreed time frame.

Data were analysed and summarized to inform the validation process and reviewed with all project stakeholders in a workshop to develop the draft evaluation report, followed by the final evaluation report after incorporating the ILOs and other stakeholders' feedback and inputs. A debrief presentation was conducted with the ILO project team to review the data collected and preliminary findings. Additional follow-up consultations and document reviews were conducted to complement any data gaps where needed.

4.2 Sampling strategy

A purposive sampling strategy was adopted. The following criteria were applied to select critical informants and Focus Group discussion participants. These are a category of stakeholders, logistics and physical accessibility, the availability of some stakeholders during the data collection activities, and the stakeholders' engagement in the different project objectives.

Gender perspective was considered when identifying the critical stakeholders for interviews/consultations, particularly those targeted in the FGDs with total 9 group meetings using each of the FGD, Most Significant Change (MSC) technique, and Outcome Harvesting, to ensure that the evaluation considered ILO & UNEG guidance in integrating the gender in the different phases of the evaluation as much as possible.

4.3 Data collection techniques

As indicated above, the evaluation used quantitative and qualitative data to interpret, triangulate, and evaluate all evaluation findings, draw conclusions, lessons learnt, good practices, and recommendations. The following are the data collection techniques applied.

☒ Comprehensive Desk review

The evaluation process started by conducting a document analysis of relevant materials, including the project document, progress reports, project's outputs, results of internal planning, baselines, and follow-up indicators, implementation agreements, and other compiled M&E data extracted from the annual & quarterly progress reports using a different template developed by the consultant. Relevant materials from secondary sources include external reports and any available secondary data.

The in-depth document review has analyzed the milestones reached, challenges and delays in the delivery of activities, if any. Also, documents related to the use of resources, budget and implementation plan have been analyzed to evaluate the efficiency of the resources used.

In-person and virtual Key Informants Interviews (KIIs) (individual & group KIIs)

The interviews were semi-structured, relying on the list of issues to be discussed, with a simple interview guide, allowing a free flow of ideas and information. The evaluation team framed questions, probed for information, and took notes using specific documentation forms. Twenty interviews were conducted with 26 interviewees (12 males and 14 females). There were individual KIIs and others with two interviewees together, as shown in the above summary table- considering the time allocated for the data collection process, the stakeholders' availability, and the categories of direct and secondary levels of stakeholders regarding their involvement in the project implementation.

As for the **Training for Employment**, it is worth saying that this component is not targeted directly through the project implementation. However, 101 graduates (84 men and 17 women) in Damietta are trained and hired under "training for employment" intervention in 7 food industries sector companies. The lead evaluator discussed this subject with the Federation of Egyptian Industries (FEI) representative. At the same time, the evaluation team had the opportunity to meet with a sample of entrepreneurs and businesses in Damietta.

☒ Focus-Group Discussions (FGDs)

What: Focus Groups Discussion technique was the most suitable for friendly and inclusive open dialogue and discussions with a sample of the target groups of youth who have been targeted in both the SYB, IYB, GYB as the pivotal three components of the SIYB and JSC interventions in addition to the women who have been targeted in the GET Ahead interventions during the life of the project.

Why: Solicit views, insights, and recommendations from all the participants in the planned discussions. Also, the information collected from these FGDs was used to analyse youth's attitudes and behavioural changes in their perception and participation in the project. Additionally, the data were collected here and used as a validation tool for the secondary data analysis of project documents outlined in the TOR and used as one of the key references to the KII analysis.

How and who: A purposive sample for Focus Group Discussions of 7-8 participants per each FGD (except in some cases as in the above table) with a total of two FGDs covering a sample of beneficiaries (50 participants- all females) who have been involved in both the *GET ahead, SYB and IYB* beneficiaries.

☒ Most Significant Change Technique (MSCT) through the application of the FGD

The Most Significant Change technique (MSC) was facilitated, along with one FGD of youth beneficiaries participating in the Training for Employment and Entrepreneurship interventions in each group meeting. The purpose of using MSC is to promote collective learning among project participants and stakeholders. This participatory methodology focuses on documenting what members of each focus group have found to be the most significant change they have experienced because of participation in the project in terms of the project key interventions they have been involved in and benefit from. The facilitator asked members of each focus group to narrate that change in the form of a story, then write the story down and later read it aloud to the group. Then they decide which story described includes some of the fundamental Most Significant Changes because they participate in the project to be selected and documented later as a case study or as an MSC story.

The MSC technique mainly depends on **storytelling** techniques and helps capture the outcomes/changes that resulted from the beneficiaries' participation in the project.

☒ Outcome harvesting (OH) method combined with the application of the FGD.

The Evaluation Team also used a modification of the **Outcome Harvesting (OH)** technique combined with the FGDs model to assess these different *changes and medium-term results (Outcomes) and short-term results (outputs)* within the project. Outcome Harvesting is: "a utilization-focused, participatory tool that enables evaluators, Grantmakers, and managers to identify, formulate, verify, and make sense of outcomes they have influenced when relationships of cause-effect are not necessarily known or completely attributable. Unlike some evaluation methods, Outcome Harvesting does not measure progress towards predetermined outcomes or objectives, but rather collects evidence of what has been achieved, and works backwards to determine whether and how the project or intervention has contributed to the change".⁸ The rationale for using Outcome Harvesting as one of the evaluation's analytical tools is that it allows for documenting all significant changes a program has contributed instead of strictly those anticipated in the log frame. It is also a specific methodology for determining the contributing factors to each type of change identified. As such, it is considered an effective tool for assessing the validity of a theory of change.

In this regard, it is worth mentioning that the evaluation applied a tailored model of the Outcome Harvesting (OH) methodology combined with four of the FGDs facilitated, covering a sample of all project interventions; GET Ahead, SIYB, and JSC. This helped identify what has **worked well and has not** so far and get a sense of the **beneficiaries' satisfaction** with the services provided in the very **interactive** and concise model.

It encompassed the following steps:

Step One: Data Collection

The meeting started with an introduction and a short icebreaker. Then, we conducted a Group exercise in which we asked the participants to brainstorm to identify what they perceived have been the changes brought by their participation in the project and within their communities guided by the project interventions. Then, the national consultant also asked the participants to identify the three most significant changes. Finally, the national consultant asked the participants to suggest what could be attributed to each group of transformations or alterations. Once the group had finished listing/describing these changes, the consultant worked with them to group them into different categories.

Step Two: Data Analysis

⁸ Wilson-Grau and Britt. 2012 cited in Ford Foundation - <https://www.outcomemapping.ca/resource/outcome-harvesting>

Following the FGDs, the consultant started to assess if the changes that have occurred represent **changes in power “over, within, to and with,”** and triangulate this analysis and data with the related questions from the KIIs with other stakeholders. The consultant summarised the analysis of what the youth and other actors attribute to the fundamental changes identified and compared these factors to the project Theory of Change and the LFW. An essential part of this process is also to list all the changes participants have identified. These were compared to the project log frame to determine if there are any results that the Theory of Change (ToC)/or the Logical Framework model does not capture.

The below table shows the list of stakeholders interviewed by technique. The data collection tools section was reviewed with the consultation of the relative ILO project team and other stakeholders on the country and regional levels before starting the data collection process.

Summary of the stakeholders interviewed.

S.	Type/category of stakeholder consulted/interviewed per data collection tool used	Male	Female	Total
(1) KIIs:				
1	ILO-relevant project staff	3	4	7
2	Governmental and semi-governmental stakeholders	4	6	10
3	Other partners (Universities and CSOs)	3	1	4
4	Private sector (the donor-Methanex Co.)	0	3	3
5	Other project consultants-Service providers	2	0	2
Sub-total – Total number of KIIs		20		
Sub-Total		12	14	26
(2) FGDs				
Sample of new project beneficiaries- GET Ahead intervention (2 FGDs)		0	50	50
(3) Outcome Harvesting (OH)				
Sample of project beneficiaries- GET Ahead, SIYB, and JSCs intervention (4 OH exercises)		7	27	34
(4) MSC technique				
Selected SIYB beneficiary who took part in the above OH exercise		0	1	1
Total		19	92	111

4.4 Limitations

Below are some of the main challenges/limitations encountered by the evaluation team while conducting this evaluation, along with the mitigation strategy adopted to minimize this challenge’s impact on quality and results.

- The time frame allocated for the data collection activities** could have been more suitable, particularly in Damietta. It was planned initially to start the data collection activities after finalizing the inception report. The donor and other stakeholders based in Damietta advised refraining from requesting meetings during the Fasting Month of Ramadan. They might not be available when it was possible to

start and complete the data collection activities in Cairo during Ramadan when the inception report was fully approved. However, the consultant team could organize and facilitate the data collection activities in parallel. At the same time, the inception report was the subject of a review and approval process without affecting the evaluation.

- ☒ **The impossibility of including women and youth with disabilities during the data collection activities.** Because ILO focuses on cross-cutting issues, including non-discrimination, people with disabilities are considered vulnerable. They should be regarded in all the ILO project interventions using an inclusion approach and get their voices during the evaluation processes. This was outlined clearly in the TOR under the evaluation questions. Based on that, one of the criteria developed for the FGDs participants, as in the inception report, was to ensure that at least one of the people with disabilities took part in the evaluation process. However, this was not possible during the evaluation process. and as explained in more detail in the report, this was because they were not considered adequately during the project design, and that's why the evaluation found that this is one of the areas of improvement noting that this was triangulated and validated through the consultation with the ILO relevant team and other stakeholders met during the evaluation process to get their feedback instead. They plan to give more attention to this issue in other projects if they find the relevant interested partner/donor to fund this intervention.

5. Key evaluation findings

The following sections synthesise the data and information collected and analyse the key findings based on relevance, effectiveness, the validity of design, coherence, coordination, impact orientation, sustainability criteria, and other cross-cutting issues of labour standards, social dialogue and tripartism, gender equality and non-discrimination, environmental sustainability issues, mainly those are most relevant to the ILO. The analysis is based on the data collected and analyzed from the KIIs conducted with the different categories of stakeholders, which was triangulated with the secondary data analysis that resulted from the comprehensive desk review process.

5.1 Relevance and strategic fit.

5.1.1: To what extent has the project identified and addressed, integrated into its actions, the operational and strategic needs and priorities for men, women, and vulnerable groups?

Finding 1: The project is aligned with Damietta's relevant employment sectors, evident by the local government buy-in, yet stakeholders' engagement level varies.

The evaluation found that the project is highly relevant to the needs of the Damietta population and has been targeted towards the people of the region's markets and relevant sectors. This was evidenced by the governor's deep involvement in the project. Also, the project partnered with governmental agencies and sector-specific organizations, such as the Chamber of food industries and the Furniture Hub, which matches Damietta's nature. Also, the project partnered with non-governmental organizations recommended by the Ministry of Social Solidarity and had close relations with the National Council of Women.

It is worth saying, referring to the market studies and needs assessment conducted by the Federation of Egyptian Industries (FEI), that the culture in Damietta was mainly focused on the furniture industry only, with

a lack of care about other employment sectors such as food industries, sweets, and other sectors. Now the culture is starting to change; the youth are learning and working in the jobs of their qualifications.

On the other hand, the extensive previous experiences and relevant studies of the National Council for Women (NCW) showed that most care the rural women youth in Damietta given to job creation with the absence of integrating it with other pillars such as employability skills, Entrepreneurship, Financial education, and Marketing skills. The NCW relies on more than the entrepreneurship component still; the integration of all women empowerment program components to achieve the goals is outlined clearly in the national women empowerment strategy in Egypt developed by the NCW. However, the system in this project is linked to the women's empowerment policy. Also, the evaluation revealed how the rural women entrepreneurs disconnected from civil society with this project.

Also, Damietta citizens were unaware of the United Nations' role and grants. This was triangulated with the feedback of the Governorate of Damietta based on the regular needs assessment they are conducting of the citizens in Damietta. The studies conducted by other previous projects carried out by ILO in Damietta, such as "Know about Business", showed that there is a high percentage of women who are the breadwinner, either the woman is divorced or her husband passed away or works as a fish hunter (seasonal work) in Ezbet Elborg specifically, the project provided training workshops on the basic management skills of micro project skills of the targeted women groups to fit in the labour market and allowed choosing the best project to be implemented. The project offered all the in-kind awards, including tools and machines needed, and the women were empowered economically instead of granted money. However, the evaluation revealed a lack of inclusion of those People with Disabilities (PWDs) in the different project activities and considering their priorities and potentials, as explained later in other sections.

However, it was found that the Ministry of Labour (MOL) did not play a significant role in the project due to the lack of interest in the offered capacity building to the ministry staff. But on the other hand, ILO worked closely with the Micro, Small, and Medium Enterprises Development Agency (MSMEDA), tailoring this project with specific Program components program that fits the Egyptian environment in Damietta.

Finding 2: The project adopted an innovative public-private partnership approach with stakeholders by having employers as partners and funders.

The project included Methanex Co as one of the big private sector companies, not only as a significant employer but as a partner and funder of the project activities. On the other hand, other employers, such as the food industry companies and others, received capacity assessments under the project to identify their employment needs. They were encouraged to develop their products and enhance their performance to remain competitive. Later based on the employer's feedback, the employers received further needed support in raising awareness among workers about food safety, Labour Law Num. 1/2017⁹, and basic requirements for food safety. Law No. 1 of 2017 issued the National Food Safety Authority Law. It is a law that aims to achieve food safety requirements to ensure the preservation of human health and safety, including the development of relevant rules following applicable international standards, the control of their manufacture in facilities and factories, their treatment in markets, and the result of necessary procedures and measures for workers in this field, including risk analysis and assessment, and the establishment of a system Tracing and applying it to food producers and manufacturers and granting the necessary validity certificates.

This was shown and evidenced by the cooperation with the Chamber of Food Industries (CFI), which resulted in training 101 graduates (84 Males and 17 Females) in seven companies on the relevant soft skills as per the

⁹ <https://manshurat.org/node/20609>

needs assessment and gaps identified based on the consultation with the Chamber of Food Industries at the beginning of the design phase of this training and the high interest expressed by the CFI. The evaluation found that the partnership approach is a positive dynamic pillar of the project, shifting the mindset of companies in Damietta from charity to development.

Finding 3: The absence of market assessment/study at the beginning of the project was tackled by flexibility from the project responding to emerging needs.

While the project follows up on a previous ILO project, “Decent Jobs for Egypt Young People: Tackling the Challenge Together -ILO DJEP,” funded by the Canadian government, the evaluation found that because of the delay in getting the security approvals to do research and gather data, there was difficult to conduct the planned market analysis study. As a result, a service request was announced in 2019, but no governmental entities or research centres. Then, the project succeeded in adopting a flexible structure, allowing it to offer additional activities responding to emerging others to have the skills vital training and upgrade of offices software and hardware. This will enable the MOL employment offices in Damietta governorate and others to have the skills to monitor the decent work requirements during their regular inspections. However, giving more attention to developing a simple market assessment at the pilot phase in Damietta would have contributed to maximizing the project results.

On the other hand, ILO tailored and integrated its policies to the type of social work in Damietta. Also, it was found that one of the key Project partners, such as the Federation of Egyptian Industries (FEI), conducted their primary assessment of employers’ needs before their interventions during the implementation phase to guide their activities and maximize the results targeted from the training developed and provided.

5.1.2: How did the project contribute to the relevant national development priorities of the Egyptian government, the UN Partnership Development Framework (UNPDF), and ILO Programme and Budget Outcomes? To what extent was the project built upon an integrated and harmonized response with ongoing ILO, UN, and government operations at the country level?

Finding 4: Overall, the project shows alignment with the national development priorities, UNPDF, and ILO outcomes.

The evaluation found that the project contributes to the 2030 Agenda and the Sustainable Development Goals (SDGs) fulfilment. Specifically, it falls under SDG Goal 8, “Promoting inclusive and sustainable economic growth, employment and decent work for all”. The project aligns with Egypt’s Sustainable Development Strategy (Vision 2030), whereby the Government of Egypt aims to reduce unemployment to 5 per cent. Also, the project aligns with national job creation and entrepreneurship priorities.

The project aligns with ILO priorities on private sector development and supporting multinational enterprises in positively influencing the environment around them. Moreover, the project contributes to the goals of the UN Partnership Development Framework (2018-2022). It is linked to the outcome area “Inclusive Economic Development”, co-led by the ILO. Also, it was found that Women’s empowerment (UNPDF outcome area) is a cross-cutting priority of the project, which is reflected in gender-sensitive interventions and activities, particularly for the GET Ahead interventions and other interventions.

Additionally, the project is linked to ILO Programme & Budget (P&B) for the Biennium 2018-2019 Outcome 4 'Promoting sustainable enterprises' as the project develops entrepreneurship and business skills among small business owners and potential entrepreneurs in Damietta.

5.1.3 To what extent did the project build on previous experience of the ILO in Egypt and relevant experience of other local and international organizations in Egypt?

Finding 5: The project capitalized on ILO's previous project on-ground network and learnings besides ILO knowledge products and toolkits.

The evaluation found that the project is built on existing work established on the ground under the Canadian-funded 'Decent Jobs for Egypt's Young People Project – Tackling the Challenge Together (ILO DJEP) and other active ILO projects.

In response to this experience, interventions and activities included in this project have already been tested and proven by the ILO, with solid partnerships established in the field. This includes skills training partnerships to implement ILO toolkits such as Know About Business (KAB), Gender & Entrepreneurship Together for Women in Enterprise (GET Ahead), Start & Improve Your Business (SIYB), and Job Search Club (JSC) training. The ILO Cairo office has tailored all these packages to the Egyptian context, successfully tested them in governorates, and institutionalized them within national entities. Under the DJEP project, institutionalization has occurred for KAB within the Ministry of Education and Technical Education, SIYB with the Medium Small & Micro Enterprise Development Agency (MSMEDA), GET Ahead within the National Council for Women, and Job Search Clubs within the Ministry of Youth and Sports.

Additionally, the project benefited from a training manual on "decent, safe and inclusive workplaces for youth", coordinated by the ILO and explicitly targets countries in the Middle East and North Africa. The manual was developed within the framework of the United Nations Regional Framework for Joint Strategic Actions for Young People, and with the participation of WHO, UNAIDS, UNICEF and UNFPA coordinated by the ILO under the umbrella of the ILO's Future of Work Initiative. However, it is noticed that nothing was reported about how it is used and applied on the ground during the life of the project, especially with the lack of integrating the work duties and obligations pillar in the different pieces of the training interventions and individual sessions for the graduates who provided with these training, and where jobs opportunities secured for them, in addition to the absence of integrating the workers' organizations pillar in the project as indicated in the report.

However, the evaluation found that the project missed one of the opportunities when collaborating with the Chamber of Food Industries and the same with the Chamber of Commerce (Furniture Department), especially since there is a Union for furniture workers related to the project; it was possible to work jointly with them in Damietta and the same for the dairy products. ILO could have capitalized on its established workers' union for furniture and dairy products under this project, supporting the awareness pillar regarding the workers' rights and obligations and engaging with targeted companies in this project. However, it was found that there is a limited number of trade unions and worker's organizations members in Damietta.

5.1.4: To what extent did project strategies remain flexible and responsive to emerging concerns such as COVID-19?

Finding 6: While the project faced delays because of COVID-19, the project used this delay to restructure and adopt a flexible structure to respond better to the emerging situation.

The evaluation revealed that due to COVID-19, there was a nine-month suspension period which impacted some delays during which the project's structure and staffing were adjusted. The Project coordinator showed high flexibility, activity, and agility to respond to the emerging situation, and the newly adopted flexible design allowed the project to provide additional activities (The approval to upgrade the Ministry Employment offices' server, software, and hardware resources. However, this activity is still in processing, as indicated under the challenges section. The project added training on the new system to qualify government staff to use the installed equipment and contribute to the project's objective. The Ministry modified the training to improve the employment inspectors' skills towards supporting job creation for youth. Also, the project introduced the business clinic idea to provide one-to-one coaching sessions as proposed by MSMEDA staff & consultants from business backgrounds to entrepreneurs. Other requests from the governor's office addressed by the project include marketing and digital marketing sessions for the business owners in the Furniture Technology Center in Damietta Furniture City and the training delivered by the project to use the marketing tools to improve their sales and consequently employ new people)¹⁰.

This was evidenced as validated during the data collection with some of the targeted groups, partners, and the consultancy team who provided the training. One of the mitigation strategies adopted when the project offered business clinics was to collect feedback from supported SYIB beneficiaries before COVID-19 and use the feedback to provide support through coaching and mentoring sessions.

On the other hand, the COVID-19 pandemic's negative impact paved the way for the DJEP project to initiate meetings and new activities, such as organizing a business plan competition in Damietta, working on financial services within MSMEDA, developing design activities together with the Damietta Furniture City Technology Centre, to promote youth employment initiatives, working on the environmental opportunities for youth employment in Damietta, and organizing a workshop with market actors to identify their needs and try to matches needs with available resources.

5.2 Coherence

5.2.2 Does the project play on ILO comparative advantages, and is it relevant for the ILO's strategic objectives and initiatives at national, regional, and global levels? Does the project provide the Office with evidence-based feedback on the ILO's contribution to youth employment?

Finding 7: the project capitalized on ILO expertise and knowledge products related to entrepreneurship and is aligned with the ILO strategic objectives and other national and regional initiatives.

The evaluation found that the project is linked to Outcome 1 under the ILO programme & Budget (P&B) 2018-2019, 'More and better jobs for inclusive growth and improved youth employment prospects', as the project works with ILO constituents to implement evidence-based labour market programmes that improve the employability of young women and men and facilitate their school-to-work transitions.

However, as indicated earlier in this report, the project did not capitalize on the ILO expertise with workers' organizations as they were not integrated into its work with companies. The extensive previous experiences and relevant studies of the National Council for Women (NCW) showed that most care the rural women youth

¹⁰ More details presented under finding # 32 under the impact orientation section.

in Damietta given to job creation without integrating it with other pillars such as employability skills, Entrepreneurship, Financial education, and Marketing skills. Also, The Federation of Egyptian Industries (FEI) stated that the culture in Damietta was mainly focused on the furniture industry only, with a need for more care about other employment sectors such as food, sweets, and other sectors.

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

Finding 8: the synergies and interlinkages between the project and other ILO country-level interventions must be improved. However, synergies were mainly with other national organizations, such as MSMEDA and MoYS, with which ILO works.

The evaluation found that other ILO projects, “Prospects”, funded by the Netherlands, and “Youth for Future”, are taking place in Damietta. Yet, the collaboration and exchange with those projects are not evident. Also, other ongoing projects in the region exist, such as the EU Futures job program, yet the synergy between the project and the EU one is absent. However, it is worth saying that the two projects work with refugees mainly. At the same time, the Egyptian donor was clear about focusing only on Egyptians, not creating issues with the local community. It is on purpose not to work with projects focusing on refugees. However, the project builds on a series of experiences since the ILO's first “know about business” project on entrepreneurship education in 2008—the project build-up on ILO tools that other projects have also used.

In addition, specialized government organizations such as the Micro Small Medium Enterprise Development Agency (MSMEDA) provide support in certain areas and the Ministry of Youth and Sports MOU on job creation. This helps to ensure that the project’s approach is coherent and that different efforts are complementary.

5.2.4 To what extent is there a consistency of the project with the crosscutting issues of standards, social dialogue and tripartism, gender equality and non-discrimination, and environmental sustainability issues, particularly those most relevant to the ILO?

Finding 9: the project introduced new standards for managing CSR activities in the oil and gas industry and forced gender measures on the project’s monitoring system.

As for the **Social dialogue** and tripartism, the evaluation revealed that the project didn’t address social dialogue in the project, whether in the project design through specific interventions or the project interventions. This was because the nature of the project was explained and triangulated through the data collection process, even though social dialogue or tripartism is considered vital in all ILO projects. However, specific interventions were addressed by both the government and the employers. The project provided training for employment for 101 workers affiliated with the Chamber of food industries, as will be explained later in this report. However, as indicated earlier in this report, the evaluation found that the project missed one of the opportunities when collaborating with the Chamber of Food Industries and the same with the Chamber of Commerce (Furniture Department), especially since there is a Union for Furniture workers related to the project; it was possible to work jointly with them in Damietta and the same for the dairy products. ILO could have capitalized on its established workers’ union for furniture and dairy products under this project, supporting the awareness pillar regarding the workers’ rights and obligations and engaging with targeted companies in this project.

As for the **Gender and Non-discrimination**, the evaluation revealed that the project was keen to address and target the vulnerable women and youth groups in some vulnerable communities and villages inside Damietta, particularly in the GET Ahead interventions where some of the remote areas targeted for the development

interventions for the first time in Damietta governorate. This was done by collaborating with the Ministry of Social Solidarity (MOSS) and the NCW. However, the evaluation revealed that the project did not address People with Disabilities (PWDs) adequately or through a specific inclusion strategy. Although, One of the NGOs where the training was offered was a PWD NG, and there were no limitations throughout the project to accept beneficiaries with disabilities for any training courses. However, it is worth saying that ILO exerted much effort by accessing and launching the Business Disability Network in Egypt but faced challenges in getting companies, partners, and donors to lead and take part in some interventions targeting their priorities linked to the ILO strategic objectives.

Regarding **Environmental Sustainability**, the evaluation found that the project needs to address all four key issues of Environmental Sustainability that the ILO is adopting (Climate action, clean water, life & land, and life below water), whether in the project design or implementation. This concept of ES was out of the project's scope of work and reported by all the stakeholders interviewed and consulted. However, there was an awareness given to the seven food industries sector with the collaboration of the Chamber of Food Industries, including some associated requirements linked to the law 1/2017 that addresses food, safety-particularly those related to hygiene inside the food companies and factories.

Moreover, as the project's key objective is to offer decent work opportunities for young women and men in Damietta, **decent work standards** must be considered from the perspective of the International Labour Organization in all the training workshops provided. As indicated in other sections of this report that by including an awareness session, whether under the JSC and SIYB training workshop or in a separate additional one addressing the decent work standards in addition to the rights and obligations of each employer, there will be a significant contribution in achieving the decent work standards.

5.3 Validity of Project Design

5.3.1 How are expected results designed to meet the project objectives? Do outputs link to the intended outcomes and objectives causally and consider external factors (assumptions and risks)? Does the project operate in a consistent Theory of Change?

Finding 10: The project's unclear theory of change and changes under outcome one challenges the assessment of the validity of the project design.

The project document lists the various outputs and describes the activities to be implemented under each output. Still, the project document should have clarified how the output would contribute to the outcomes. The evaluation found that at design, the project needed a more precise theory of change with causal links between different project results and their contribution to the project objectives. It is good to see that the project reported and highlighted the operational, financial, and developmental risks and the anticipated mitigation measures to respond to those risks, which are essential elements for a theory of change.

It can be highlighted, for example, that while the project at design included a critical component of developing situational labour market analysis for Damietta governorate as a starting point to support the rest of outcome one (Output1.1: Situational labour market analysis for Damietta is available) and reach outcome one result (Increased capacity of local government, employers, workers' trade unions and civil society organization partners to implement youth employment initiatives), this component was replaced with the upgrade of Damietta Employment Offices that is affiliating the central Ministry of Manpower by providing IT equipment and routers and training the Ministry of Manpower staff as per their request to use the newly purchased

equipment in promoting the role of the labour and OSH inspectors to perform their role in monitoring the performance of the factories and companies. This added activity, while contributing to outcome one mentioned above,” replaces a fundamental pillar that would have captured the labour market situation of Damietta with a focus on gaps, challenges and labour market opportunities for young people that would have informed other activities in the project.

5.3.2 How appropriate and valuable are the indicators in assessing project progress? Are indicators gender sensitive? Are the means of verification for the indicators fair? Are the assumptions for each objective and output realistic?

Finding 11: While the indicators proved to be appropriate and helpful in the design, the lack of indicators update to capture changes in the project’s activities and results and poor indicator reporting negatively affected the assessment of the project’s progress.

During the design phase, the evaluation found that the project’s indicators were SMART, helpful, and gender-sensitive and reflected the measured result. The means of verification used to measure the indicators were relevant. Also, the project developed an assumptions and risks document associated with anticipated mitigation measures where most of the risks were reported and tracked in the project progress reports but under different sections (e.g., challenges and risks and associated corrective actions taken to deal with)

Regarding the implementation phase, it was found that the project focused on tracking the short-term results (outputs) with less attention to monitoring the outcome indicators. This was because of the absence of some qualitative indicators associated with the quantitative ones where the project could capture the changes that impacted the quality of target groups’ lives. Output indicators under output 1.1 (situational labour market analysis for Damietta is available) needed to be updated to reflect the nature of the new work conducted under both results. This means that if this output is not shown because of the long process taken to collect quotes to lead the market analysis study and replace it with the IT equipment and the training planned to be conducted for the Ministry of Manpower as reported, the logical framework (results chain) should be modified accordingly in the future reports to reflect this change.

5.3.3 Has the project design included an exit strategy and a strategy for sustainability?

Finding 12: The project has an exit strategy for design and a sustainability plan for SIYB.

The evaluation revealed that the project document included an exit strategy of two interlinked components (Knowledge generation and management, Institutionalizing youth employment initiatives through partnerships and communicating the project’s legacy).

In this regard, the project also has SIYB planning for sustainability that addresses the institutional, technical, and financial sustainability of SIYB in the SIYB implementation guide to be adopted by Horus University Entrepreneurship and Training Centre as a sustainability plan for the project’s results.

5.4 Project Progress and Effectiveness to Relation of the expected results

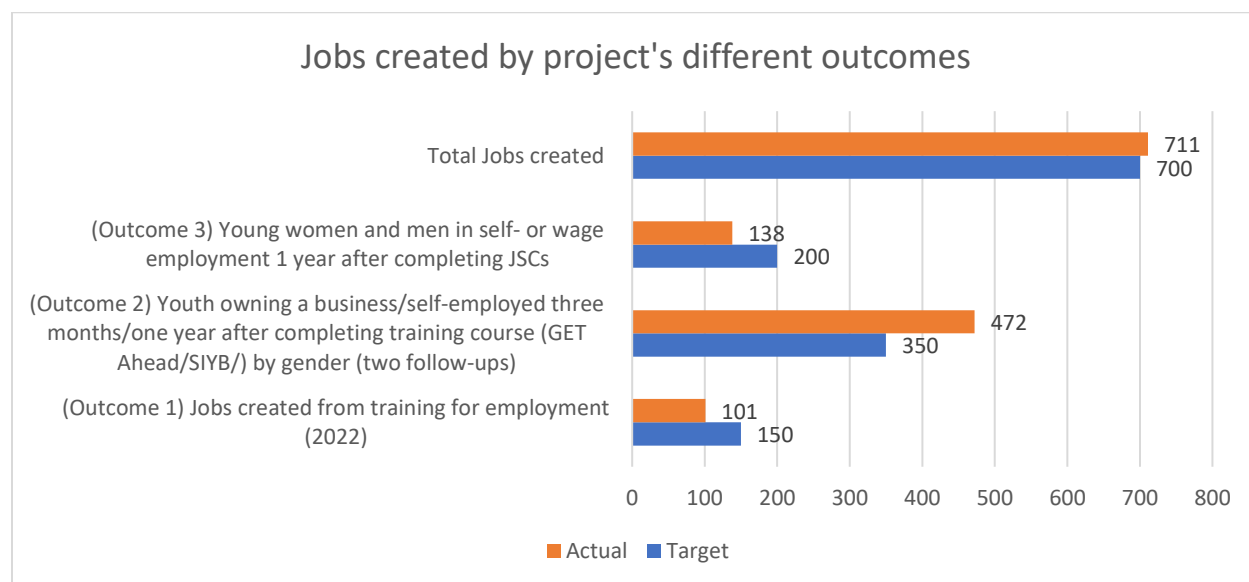
5. 4.1: To what extent have the project objectives been achieved?

Finding 13: The project reported 711 jobs exceeding the targeted jobs in design. Outcomes achievement and output achievements vary.

The project worked on three outcomes with the objective of “Increased decent job opportunities for young men and women in Damietta”. They are as follows:

- Increased capacity of local government, employers, trade unions and civil society organization partners to implement youth employment initiatives.
- Increased business start-ups and improved youth livelihoods through self-employment opportunities.
- Increased decent work job placements for young people through better labour market matching.

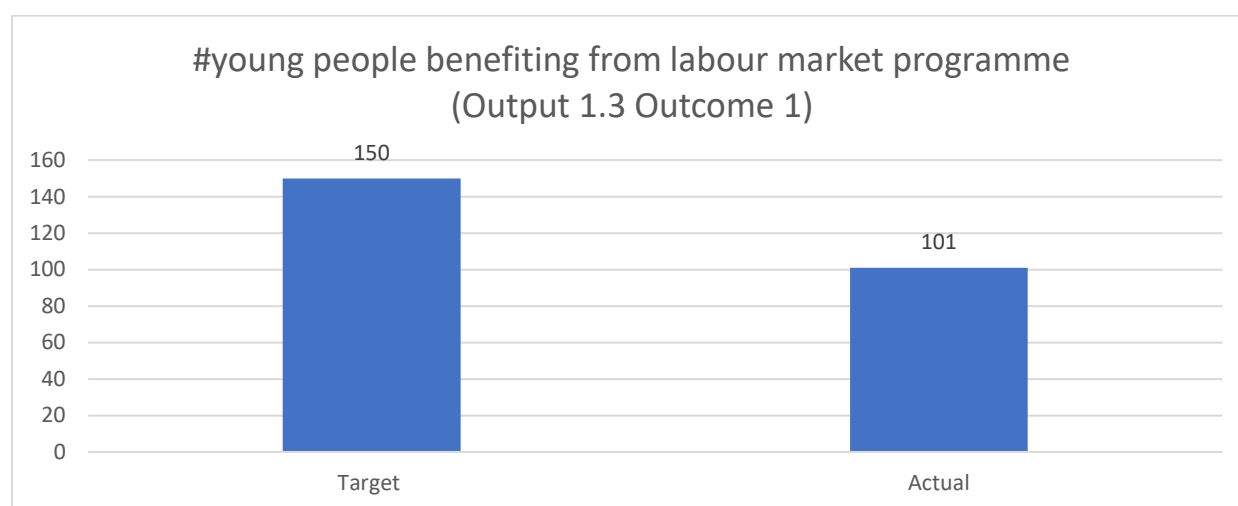
The evaluation found that the project’s overall objective of “Increased decent job opportunities for young men and women in Damietta” was tackled as the project offered and secured 711 jobs (on a self-employment basis), exceeding the targeted jobs in design. Outcomes achievement and output achievements vary. Outcome two (Increased business start-ups and improved youth livelihoods through self-employment opportunities) was the highest intervention contributed with jobs to the program, with 472 jobs created from different programs. GET Ahead created 174 jobs, while SIYB created 298 jobs. Both programs exceeded the 300 targeted jobs under Outcome Two. On the other hand, Outcome One and Outcome Three failed to meet the targeted jobs as JSC activities resulted in 138 jobs, while training for employment created 101 jobs.



Referring to the project objectives and respective outcomes, it was found that **Outcome One** focused on “**Increasing the capacity of local government, employers, trade unions and civil society organization partners to implement youth employment initiatives**” was initially planned to include conducting situational labour market assessment, enhancing the soft and technical skills of local Government, Employers and Workers’ Representatives and CSOs, and implementing local partners' youth employment development initiatives. During

implementation, this outcome faced a series of changes as the situational labour market analysis got replaced with an upgrade of the Damietta Employment Offices as per the request of the Ministry of Labour, noting that the process of recruiting a consultant to conduct this study in addition to getting the security approvals faced many delays after repeating the bidding process many times. The enhancement of stakeholders' skills was cancelled, and the budget was moved to the employment training activity.

Moreover, the project partnered with the Chamber of Food Industries (CFI) and offered five rounds of training to 101 participants (84 women and 17 men) covering topics such as food and safety and soft skills after being accepted by the HR enterprises and providing jobs. As output 1.3: *Implementation of youth employment development initiatives by local partners* is the only output reported on the project progress report, while it was not adequately clear in the reports how the implementation of the output contributed to realizing the relevant outcome following a theory of change concepts or contribution analysis approach. However, it is worth saying that through the follow-up during the final report writing phase, 37 employment officers are being trained in June and 64 representatives from the Government, Employers, and Workers in July.



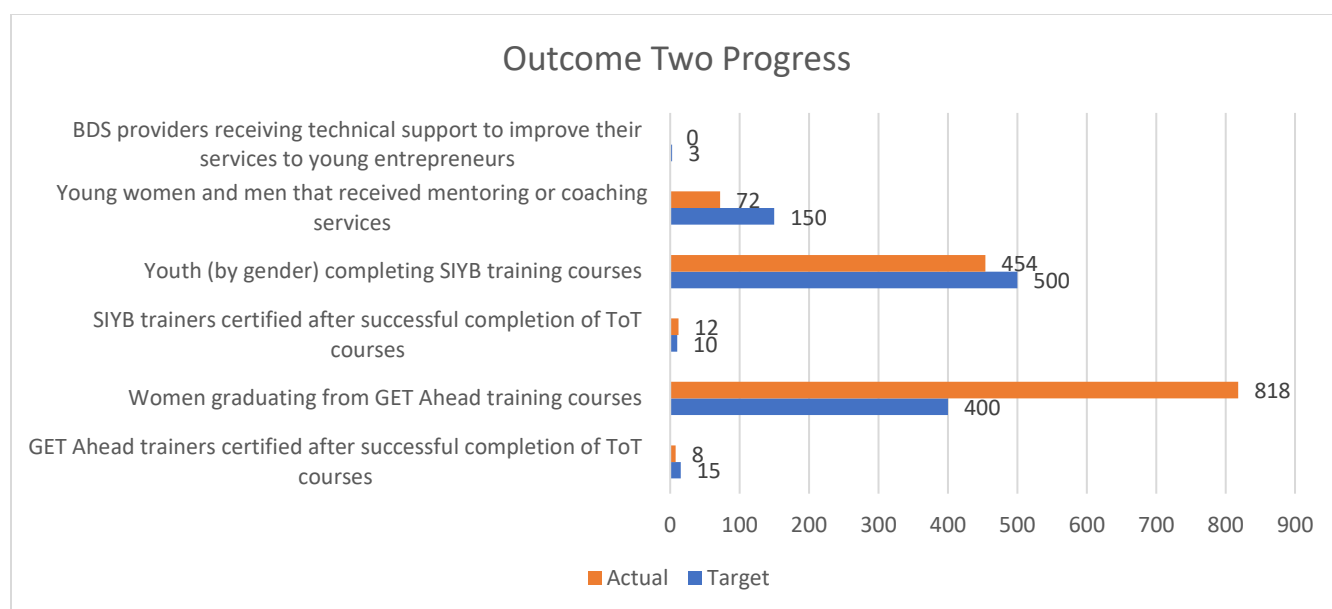
Source: ILO project reports- The annual progress report till the end of Dec 2022 and the updated sheet till 12 April 2023.

Outcome Two aimed to “*Increased business start-ups and improved youth livelihoods through self-employment opportunities*”. It was achieved by offering programs such as GET Ahead that mainly target women and managed to achieve double the target at design as they trained **818** instead of the planned **400**. This was possible because of adopting and using appropriate incentives to encourage the participants where some of the beneficiaries started their businesses and improved their existing ones. Also, the training modality and approach followed were interactive and allowed for sharing of the participant’s experiences with each other. Additionally, the project revealed **174** jobs for women as self-employed or running their businesses, also offering SIYB training to **454** beneficiaries (**375** were introduced on SYIB, **21** on the GYB one round that was delivered in Horus University and **58** on the IYB) (**91%** of target) and managed to overachieve the women percentage at design (**45%** of beneficiaries are women instead of planned **40%** as initially planned during the design phase). SIYB, GYB and IYB training managed to count **284** jobs for participants.

Due to the extensive work that has taken place under outcome two, the project reported and counted (through follow-up calls and one-to-one meetings that there are 472 jobs (on a self-employment basis) for different project intervention beneficiaries, achieving 134 % of the outcome target of 300 jobs. This was possible as the project adopted using some incentives such as the competitions developed, and awards provided in addition to the collaborative efforts of both the donor and the NCW to buy in for the project. Moreover, the project also offered mentoring and coaching support to young men and women through the BDS-business clinic, reaching 72 participants (52 men and 20 women) (48% of the target). It is worth mentioning that all GET Ahead

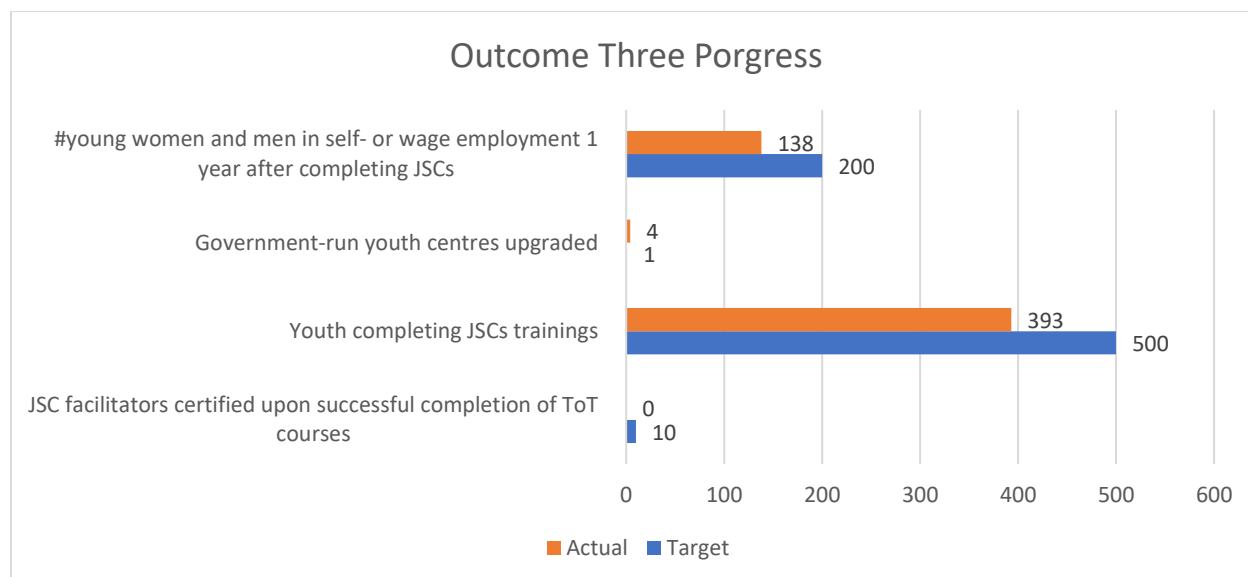
and SIYB trainees who received BDS were not counted under this output to avoid double counting since mentoring and coaching are part of both updated programmes.

Moreover, the project had a design component under outcome two focused on Technical Secondary Schools (TSS) youth receiving Entrepreneurship and Innovation courses with a target of 15,000. Still, this indicator of progress should have been reported by the project. This is because the project won't continue offering this activity related to entrepreneurship awareness at the school level due to a need to sign a framework MOU with the Ministry of Education and Technical Education. At the same time, the ILO Cairo Office did not materialize this cooperation. Instead, the project suggested using the remaining funds in the SIYB sustainability plan to cooperate with Horus University during the one-year cost extension period. However, the partner's donor, GIZ/USAID/ EU TVET has updated and revised the curriculum in cooperation with the Ministry of Education and Technical Education.



Source: ILO project reports- The annual progress report till the end of Dec 2022 and the updated sheet till 12 April 2023.

Regarding Outcome Three, which worked directly with youth to **enhance their skills through Job Search Clubs (JSC)**, the project has managed to support **393** participants (**79%** of the target) and overachieve the women percentage at design (**66.5%** are women instead of 50% as designed). The evaluation found a lack of men's engagement in this training. This was justified because the training dates were unsuitable for all youth males targeted, in addition to the lack of buy-in awareness. In contrast, the youth females enjoy a higher level of passion for receiving this training to secure employment opportunities with the required skills. Also, the project upgraded four youth centres with computers instead of upgrading one youth centre target as initially planned during the design phase as per the governor's recommendation. The delivered support to JSC beneficiaries resulted in **138** jobs (**69%** of the targeted jobs under outcome three). Because of the need for more awareness, promotion, and advocacy efforts under this activity, some stakeholders said the ten days/sessions allocated for the JSC training needed to be shorter. The JSC activities supported **77** beneficiaries in 2019, yet started creating jobs in 2020, offering 15 jobs, supporting **276** beneficiaries in 2021 and **123** jobs in 2023.



Source: ILO project reports- The annual progress report till the end of Dec 2022 and the updated sheet till 12 April 2023.

5.4.2: What were the main internal and external factors that influenced the achievement or non-achievement of results? (Key enablers of success and critical challenges encountered and how they dealt with)

The evaluation concludes the following elements as critical enablers of the project's success.

Finding 14: Project's adopted partnership model is one of the critical enablers of the project's success.

The evaluation found that one of the enabling factors of project success is to adopt an appropriate partnership model that contributes to maximizing the project results on different levels. The project worked closely and built good relations with employers as crucial implementing partners. Also, the project managed close work relationships with local authorities in Damietta, especially the Governor's office.

Additionally, it is worth saying that national partners such as MSMEDA, relevant Chambers such as the Chamber of Food Industries (CFI), and NGOs were also engaged in the project's implementation. These engagements promoted the performance of micro-enterprises by rural women entrepreneurs.

Finally, while the project could not work with the public university due to clearance issues from National Security, the project partnered with the only existing private university Horus University-Egypt (HUE), to deliver a training program for trainers who provide SIYB training courses to students and graduates, supporting the project's sustainability plan. This is demonstrated through establishing the Entrepreneurship Centre inside the University as a critical sustainability mechanism to increase the outreach of the project results.

Finding 15: Adding counselling and mentoring support via business clinics to services offered by the project added value and maximized positive results generated by the project.

The evaluation found that all the training delivered by the project provided knowledge, skills, and attitude (KSA) among the targeted groups, as reported by the women and youth groups interviewed and consulted during the evaluation process, as explained in the impact section. The coaching and mentoring offered as part of the project to targets proved to add value in both the sustainability pillar and the timely mitigation of the challenges that the SIYB may encounter while managing their projects.

Also, the evaluation found that the Federation of Egyptian Industries (FEI) offered technical support to the companies regarding food safety through collaboration with the Chamber of Food Industries (CFI). This support was provided through telephone consultations customized for each company instead of formal training.

Moreover, in partnership with MSMEDA, the project delivered two rounds of one-to-one coaching sessions by MSMEDA staff & consultants from business backgrounds to entrepreneurs to check on the business progress, identify the key challenges, and provide support when needed.

Finding 16: ILO's strong learning products added value to end-beneficiaries and contributed to the project's success.

The evaluation found that the program "GET Ahead," as one of the project interventions, capacitated the skills of women marginalized in society. The women became independent economically, socially engaged in markets, and rewarded for their output. "GET Ahead" was well outreached due to word of mouth because women were encouraged and passionate to learn how to calculate the input, revenues, and income. Women learned to differentiate between the individual's and project's wallets and how to engage the family members in the project's revenues.

On the other hand, the Start Your Business (SIYB) program empowered small entrepreneurs to identify their business plans, identify the gaps, and generate business ideas. They acquired vital skills such as practical application to develop their businesses. One of the most important results of the training is changing people's mindset toward new sectors or non-traditional working areas such as the following example.

"One of the women wanted to start her hairdresser business; then, after she was enrolled in the training, she decided not to carry out her plan and start her project. As a result of the training provided, she changed her path and decided to join another lady in a different project field".

However, the evaluation found that participants did not report the JSC material as strongly as the other two programs (GET Ahead and SIYB). This means that although the JSC participants reported positively about how they learned a lot from this intervention, others reported negatively about the ten days of the training as too long in addition to the unsuitability of the training times allocated to this training, particularly the men while others indicated to the importance of adding a session addressing the duties, responsibilities and obligations that each new employee should know to be included either as part of the training or separately.

Moreover, being all trainers from Damietta facilitated communication and language between trainers and trainees, especially women.

In addition to the above-mentioned vital enablers, it is worth saying that the project coordinator enjoys a high level of dedication, interest, and passion for the project implementation and maximizing the project results, adopting some of the non-traditional approaches and successful mitigation strategies to deal with the different challenges encountered. Some examples here were adopting the use of the business clinics where the participants can receive

coaching and mentoring services either on a face-to-face basis or over the phone in addition to facilitating some training on digital marketing to support the new start-ups or those who need specific improvements of their business.

This was indicated by triangulating different sources during the evaluation process. The same extended to the consultants and master trainers who led and facilitated the planned training interventions, which changed the mindset of different groups in Damietta regarding the entrepreneurship and SIYB respective interventions.

Finding 17: Using the incentives model with the GET Ahead and SIYB project interventions.

The project adopted a new approach to offering incentives (in-kind awards) to women – based on their needs to encourage them to participate in the project’s activities, such as sewing machines, to encourage the winning women to start their projects and contribute to improving their quality of life. Consequently, the number of women entrepreneurs increased in Damietta. The women became more confident, stepped out of their comfort zone, and won prizes for outstanding business ideas. The same happened with SIYB participants. A business plan competition for Damietta Entrepreneurs “Rowad Domiat” in 2022 was organized by the project and implemented by the Global Entrepreneurship Network in Egypt (GEN), covering four tracks: ideas, start-ups, existing businesses, and women in business. This resulted in offering ten prizes, which contributed significantly to the buy-in of the project interventions, especially with the leadership and support from both the Government of Damietta and the donor.

The following are some critical challenges encountered during the project’s life, followed by an explanation of some mitigation strategies adopted to deal with each challenge.

Finding 18: the project was challenged by the delays faced due to COVID-19 and Security permits at the beginning of the project and other operational delays.

The evaluation found that the project’s main challenge was the security permit. The ILO’s duty was to introduce the project, so the government institutions’ buy-in took longer. COVID-19 added more delays to the project at the beginning. *However, the project succeeded in adopting the business clinics to be referred to by the SIYB beneficiaries as one of the innovative strategies during the suspension period of the project because of the effect of COVID-19, noting that it was used and continued as a successful strategy after the suspension period and can be considered as one of the sustainability mechanisms as well.*

Also, the project faced further delays during implementation regarding receiving IT equipment quotations for the Ministry of Labour with the specifications requested and operationalizing the Entrepreneurship Centre in the Horus University business school. *However, after getting all approvals, the Entrepreneurship Centre was established, with a specific well-structured vision, mission, and objectives ensuring its sustainability.*

However, the evaluation found an initial missing communication channel between ILO and the Ministry of Labour (MOL) in this project. It should be said *that the project should work to ensure a clear communication strategy with the Ministry of Labour as the leading partner of the ILO projects through a well-structured engagement, sharing, and dissemination strategy during the different phases of the project cycle to maximize the collaboration on the strategic level.*

Finding 19: The project was challenged by Damietta's internal cultural challenges.

Concerning the previous ILO experiences in similar projects, the evaluation found Damietta's social environment complex, whereas people have trust issues. This made it hard to outreach beneficiaries (especially women) and enrol them in the training programs. *However, the project adopted Digital marketing and other different means to buy in and to encourage NGOs and women to apply for the training. Also, the opening event with the Governor made the people more interested in the ILO training and its role in Damietta.*

Also, there was a wrong stereotype in the mindset among the NGOs toward the credibility of the project's implementation at the beginning. It was challenging to shift the mindset of NGOs from charitable work to development. It was a challenge to change the mentality of women entrepreneurs from money/material oriented to skills and education learning. *The project captured a significant change in this regard, as reported by the women and youth groups and the Donor. This was evidenced by the successful usage of the business clinics as one of the post-training activities to be referred to when needed, in addition to the significant increase of those applied to the training offered and the number of jobs created by the end of the project.*

Finding 20: The weak presence of labour unions in the private sector.

As indicated earlier in this report, the evaluation found a weak presence of Workers' representatives / Trade Union in the private sector in Egypt, which challenges the workers' rights & obligations advocacy and integration into the project's activities and can affect the results. ILO could have capitalized on its established workers' union for furniture and dairy products under this project, supporting the awareness pillar regarding the workers' rights and obligations and engaging with targeted companies in this project. As indicated earlier in this report, the project missed an excellent opportunity to involve the workers' union of the food industries and activate their role in the social dialogue and other pillars. In contrast, the collaboration with the Chamber of Food Industries happened in this project. This was not possible in the project as ILO still exerts much effort to ensure a good representation of the workers' unions in the different ILO projects to ensure the application of the tripartite approach. However, the ILO is facing many challenges in this regard, such as the current legal status of the workers' unions in addition to the low number of workers' organizations inside Damietta governorate and the lack of awareness given to the critical role of workers and trade unions through the different project interventions. The Ministry of Labour planned to have a tripartite training for the Government, Employers, and Workers' representatives in July 2023 for 64 persons to ensure the social dialogue mechanism in Damietta Governorate.

5.4.3: To what extent have stakeholders other than ILO constituents been engaged and benefited in the project activities and results for sustainable responses?

Finding 21: the project built a partnership model with multiple organizations supporting the results' sustainability.

The evaluation found that the project worked closely and built good relations with employers in the textile and agricultural sectors and trade unions, notably the Federation of Egyptian Industries (FEI), while lacking collaboration and better involvement of the workers' unions working in the relevant sectors in Damietta such

as the Furniture, Food Industries, and others in the different project interventions for the sake of strengthening the social dialogue among the tripartite actors, the ILO working with. The project also managed close work relationships with local authorities in Damietta, especially the Governor's office.

Also, National partners such as MSMEDA, Chambers, and NGOs were engaged in the project's implementation. These engagements promoted the performance of micro-enterprises by rural women entrepreneurs. There is a long history of the relationship between the ILO and MSEMADA in promoting Entrepreneurship. The leading franchise of MSMEDA is the SIYB, where the strategic objectives in this project of both ILO and MSMEDA were met. Both entities tailored a program that fits the Egyptian environment inside the Damietta Governorate. On the other hand, 15 NGOs covering 14 villages (14 to support the GET Ahead training while an additional one supporting the SIYB intervention) took part in the project with the collaboration between the Ministry of Social Solidarity (MOSS) and the NCW where the GET Ahead training workshops have facilitated.

While the project could not work with the public university due to clearance issues from National Security, the project developed a training program for trainers at Horus University, which was not intended in the design. The training offered general knowledge, applied skills, and a change in attitude toward families accepting their children to start enterprises and enhance their skills. Because this was the first time for Horus University to enter the development sector strongly, this was used as a buy-in intervention that contributed to increasing the outreach of the project beneficiaries and increased the number of applicants to the SIYB program interventions provided through the collaboration between the ILO and the HUE based on better information and knowledge of the new trainers who have been selected to lead different similar training workshops in the coming phase of the project.

Other partnerships with governmental partners, such as the Ministry of Labour, faced challenges as the Ministry requested changes in the activities and purchased routers for the Ministry instead of providing capacity building. In this regard, 58 routers have already been purchased and installed inside the Ministry, while other IT equipment is still in process. The purchase process took a long time after repeatedly repeating the bid when the specifications needed to be as requested. During the cost extension year, the project communicated with the Ministry to offer training to MOL's staff to enhance their skills towards serving better youth in Damietta. A training series was planned to be provided in the no-cost extension period.

However, the evaluation found that ILO could have invested more in raising the CSO's capacities and given more attention to the role of Non-Governmental Organizations (NGOs) located in the targeted areas inside Damietta, particularly those that have previous experience in managing similar interventions where they can play vital in both the awareness for the target groups and buy-in and advocate for the project interventions to deal with some of the resistance found among some of the SIYB beneficiaries. As indicated under the challenges section, most of the NGOs in Damietta are considered charity organizations, not development organizations, where many efforts exerted by both the NCW and the trainers at the beginning of the project to shift their minds firmly on the importance of development through the employability skills provided to the participants as a sustainable intervention rather than charity services. On the other hand, the evaluation found that the project lacks exchange learning mechanisms where the participant NGOs can meet regularly to exchange their experiences and promote mutual learning. Also, this will contribute to increasing the outreach of the project results with new NGOs; the project didn't work with them later in the future.

5.4.4: To what extent has the project achieved results on crosscutting issues of international labour standards?

Finding 22: the project focused on empowering women in Damietta, which led to positive results.

The evaluation found that the project implemented the training program GET Ahead adopted programs focused on women as one of the project interventions, which capacitated the skills of women marginalized in society. The women became independent economically, socially engaged in markets, and rewarded for their output. "GET Ahead" was well outreached due to word of mouth because women were encouraged and passionate to learn how to calculate the input, revenues, and income. Women learned to differentiate between the individual's and project's wallets and how to engage the family members in the project's revenues.

Referring to International Labour Standards (ILS) as a comprehensive set of legal instruments that establish fundamental principles and rights at work, aiming to improve working conditions on a global scale, the evaluation found that the training provided to the project participants, particularly the SIYB beneficiaries contributed to increase their awareness about the responsibilities and obligations of workers in the different work locations and ensure quality decent work conditions. Also, the ILS developed a system to promote opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security, and dignity. The evaluation found that the project was very keen to follow these principles except for the skills gaps and workers' organizations' engagement to ensure conditions of freedom linked to the responsibilities and obligations each worker should know.

Through the skills training program and supporting their participation in entrepreneurship activities to fit in the labour market, the project allowed them to choose the best project to be implemented. The Project assessed the needs of the trained women and provided the needed item/items to continue the micro-business according to each's needs. And the women were empowered economically instead of granted money, noting that this happened in the pilot phase in 2018 before the start of the project in 2019.

Moreover, the project offered incentives to women to encourage them to participate in the project's activities, such as sewing machines, to encourage the winning women to start their projects and contribute to improving their quality of life. Moreover, using different types of incentives and awards in addition to the quality of master trainers provided the training has contributed to increasing the project's outreach. The women became more confident, stepped out of their comfort zone, and won prizes for outstanding business ideas. Consequently, the number of women entrepreneurs increased in Damietta. Also, through the collaboration and the joint effort of the NCW and the participant NGOs, the number of women beneficiaries from GET Ahead reached 422 versus 300 as planned, with significant project outreach inside the targeted areas in Damietta.

The project reached women passionate about learning new skills and later committed to the training. The project used different outreach arms, mainly through the Ministry of Social Solidarity (MOSS), the National Council for Women (NCW), and NGOs, to reach the right women for each program. This means that the project was very keen during the initial awareness in the targeted areas to explain who from the women can join the GET Ahead training who are looking for small and micro projects and who can join the SYB interventions, which is looking for the start-up steps or start a small project while can join SYB who looking for improve their business and the new graduates who would like to join the JSCs to equip the employability skills they need before entering the labour market to ensure high quality of the project results and maximize the effect among the targeted groups.

Some of the successful ideas captured and reported by the women interviewed and consulted during the evaluation process were as follows:

"A woman with no formal education does handcrafts, and currently, there is an agent that exports her products to Africa. The lady employees 30 other women in her neighbourhood".

"One of the women wanted to start her hairdresser business; then, after she was enrolled in the training, she decided not to carry out her plan and start her project. As a result of the training provided, she changed her path and decided to join another lady in a different project field".

These are indications that the training was practical and used as a guiding tool to coach the training participants that they must not be ambitious and start their projects based on a realistic assessment of what can work well and what is not.

Finding 23: There is room for better inclusion of people with disabilities in project design with dedicated resources.

The evaluation found that while people with disabilities were included in the project's design as a cross-cutting target, there were no dedicated activities and resources to ensure PWD inclusion; hence the people with disabilities representation in the project was limited. The evaluation was revealed through the feedback provided during the data collection phase that there were only 2 People With Disabilities (PWDs) were seen in some of the training activities, noting that one of them was suffering from a mental type of disability while the other with a physical kind of disability but their engagement was not helpful as one of them did not complete the training while the other completed it with little benefit as reported. The main challenge hindering the full inclusion of people with disabilities is the perspective of employers and partners related to PWD.

However, there is high potential to better include people with disabilities in design by allowing implementing partners and government partners to propose targets and activities to ensure buy-in, coordinating with the National Council for Persons with Disabilities, the relevant specialized NGOs that are working with People with Disabilities in Damietta, and capitalizing on ILO Business Disability Network in Egypt benefitting from the other ILO projects addressing this pillar.

Finding 24: the project had a gender lens since the project's design and during implementation to ensure equal opportunities and inclusion of women.

Since the design, the project had women empowerment as a cross-cutting target and some activities were dedicated to women, such as the GET Ahead program. Women became more aware of their marketing and digital marketing skills in the market, making them aim for e-marketing engagement under the Ministry of Communications. The project taught the women to manage the ecosystem, especially economically. So, the project increased the awareness of women in how to increase income, invest in personal skills and rationalize house needs. Women acquainted new networks and friends through the project. Women became more independent and better in mathematics and marketing.

Additionally, it is worth saying that the project was very keen to develop disaggregated data in all the progress reports considering both men and women who benefitted from the project. In this regard, 1343 females helped from the project by 12 April 2023 out of 1756, with 76.4% of the total beneficiaries.

5.4.5: How has the COVID-19 pandemic influenced project results and effectiveness, and how has the project adapted to this changing context? Was the intervention model effective during COVID-19, and could it be used for a similar crisis response?

Finding 25: While project activities were delayed because of COVID-19, the project used the time to restructure and adopt an agile approach to respond to emerging needs.

In addition to what was mentioned earlier in this report, it is worth saying that COVID-19 urged people to search for a job and qualify for the skills needed in their careers or create a new job opportunity to increase their family income and avoid the implications of the economic crisis which was tackled by the project.

After the nine-month project activities suspension period, the project started tracking the entrepreneurs trained during the pre-project or pilot phase of 2018 and the project's first year, 2019-2020. This activity was offered to entrepreneurs and business owners to check their progress during two rounds of one-to-one provided sessions by MSMEDA Staff & consultants from business backgrounds to entrepreneurs. The follow-up activities were offered as incentives to be welcomed by the Damietta-trained people.

5.5 Efficiency of resources used.

5.5.1: Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and especially outcomes (i.e., Project, Country Office, DWT, and HQ)? If not, why and which measures were taken to achieve project outcomes and impact?

Finding 26: Overall, the project interventions were cost-efficient.

The evaluation revealed that the project was cost-efficient within the planned timeframe. The donor increased the funds to US\$ 350,000 due to its satisfaction. This contributed to increasing the outreach of the project results (more jobs than the original target planned), and there are discussions with the project team about the possibility of a follow-up phase with new funding.

Due to the limited internal human resources in the Damietta governorate, the project had to hire external specialist trainers, which held cost over the project. However, the project was very keen on a high level of budget management without affecting the achievement of the project results.

The following table shows the updated budget status vs actual project expenses with a breakdown per year till the end of 2022.

Code	Budget item name	2019	2020	2021	2022	Allocated budget for 2023	Budget	% expenses
	Expenditures/year	141,379.30	191,647.98	321,749.73	363,816.97	338,194.35	1,356,788.06	75%
011.001	CHIEF TECHNICAL ADVISOR P4	0.00	26,626.66	0.00	0.00	0.00	26,626.66	100%
011.002	INTERNATIONAL EXPERTS	0.00	0.00	1,000.00	0.00	0.00	1,000.00	100%
013.001	PROJECT ASSISTANT G6 + G5CAIRO	7,915.96	18,874.09	19,635.99	28,422.49	31,500.00	106,348.53	70.3%
013.001	PROJECT ASSISTANT G6 + G5CAIRO	0.00	0.00	0.00	1,260.00	810.00	2,070.00	60.9%
013.002	FOCAL POINT DAMIETTA G5	11,184.70	29,479.71	0.00		0.00	40,664.41	100%
013.003	DRIVER CAIRO G2	1,276.75	3,588.74	10,689.23	12,368.12	7,200.00	35,122.84	79.5%

013.004	DRIVER DAMIETTA G2	5,442.58	15,160.02	0.00		0.00	20,602.60	100%
015.001	TRAVEL COSTS	2,898.84	593.72	11,786.56	14,280.80	9,700.00	39,259.92	75.2%
016.001	MISSION COSTS	930.49	0.00	515.60	1,485.79	1,400.00	4,331.88	67.9%
016.002	MONITORING & EVALUATION	0.00	0.00	0.00		9,900.00	9,900.00	0%
017.001	NATIONAL CONSULTANTS	11,938.36	7,854.71	11,601.81	11,065.44	12,000.00	54,460.32	78%
017.002	NATIONAL COORDINATOR NOB	0.00	24,008.16	62,508.26	69,714.10	40,500.00	196,730.52	79.4%
017.002	NATIONAL COORDINATOR NOB	0.00	0.00	0.00	1,080.00	810.00	1,890.00	57%
017.003	NATIONAL EMPLOYMENT OFFICER	32,535.87	32,282.65	0.00		0.00	64,818.52	100%
021.001	SUB-CONTRACT (training workshops)	25,868.91	5,461.82	123,846.38	172,398.28	105,773.65	433,349.04	75.6%
032.001	SEMINARS (training workshops)	20,867.65	2,456.36	88.68	5,711.21	5,722.09	34,845.99	83.6%
041.001	EQUIPMENT	2,736.77	0.00	0.00	0.00	0.00	2,736.77	100%
041.002	EQUIPMENT	0.00	0.00	31,648.48	0.00	69,471.29	101,119.77	31.2%
051.001	OPERATION & M'CE OF EQUIPMENT	1,219.31	0.00	0.00	0.00	0.00	1,219.31	100%
053.001	SUNDRIES	298.13	3,213.22	3,199.05	4,175.69	4,500.00	15,386.09	70.6%
053.002	SECURITY	0.00	0.00	8,214.22	0.00	0.00	8,214.22	100%
068.001	PROG. SUPPORT COST (PSI)	16,264.98	22,048.12	37,015.47	41,855.05	38,907.31	156,090.67	75%
071.001	Provision for Cost Increases	0.00	0.00	0.00	0.00	0.00	0.00	N/A

As indicated earlier in this report, the evaluation found that the budget allocated to conduct the situational market analysis shifted to another activity: providing the Ministry of Labour with routers and IT equipment. However, the indicator set under the logical framework is still as planned (# situational analysis available) and has not changed to the new unit of measurement of the recent activity.

Moreover, the evaluation found that the business clinics developed during the project's life as one of the innovative mitigation strategies to deal with the side effects of COVID-19 as one of the efficiency mechanisms noting that they were in person, but the follow-up with the same persons was over the phone calls. The coaching and mentoring activities as part of the GET Ahead and SIYB project components are being done over the phone or through other non-person modes (for more details, see the sustainability section below).

5.5.2: To what extent has the intervention leveraged partnerships (with constituents, national institutions, and other UN/development agencies) that enhanced project results and contributed to priority SDG targets and indicators, addressed gender equality and non-discrimination (i.e., people with disabilities) explicitly or implicitly?

Finding 27: the project leveraged partnerships with relevant stakeholders to enhance the project results and contribute to the project's objectives.

The evaluation found that the partnership with E-Methanex company was necessary because the company's presence in the area provided information, resources, and additional expertise and dialogue.

Indeed, Public Private Partnership (PPP) was one of the project's main objectives. The first partner was the Governor of Damietta, facilitating the ILO works with MSMEDA, NCW, and the Ministry of Youth and Sports. There was a collaboration with other partners, like Horus University, to achieve a sustainability plan and other evolved objectives.

The work with the Ministry of Youth & Sports (MoYS) facilitates to delivery of the JSC activities, and the MoYS utilizes their in-house trainers as part of the Ministry's annual plan for activities and as part of the long-term sustainability plan.

Moreover, in October 2022, there was a quadruple partnership, which took place between the Governorate of Damietta, Horus University, E-Methanex (the donor), and ILO to support the Project's sustainability goals.

It is worth saying that the dairy products sector, as part of the food industries sector, represents the second most significant employment sector after furniture in Damietta. Also, there was a partnership with the Chamber of Food Industries (CFI) under the Federation of Egyptian Industries. The CFI made an excellent initiative when they expressed an interest in submitting a proposal having a lot of demand in the dairy products sector for having trained graduates (engineers and workers) on food safety and other technical-related courses. The CFI was a good partner in this project because the initiatives started from their expression of interest to the donor as per their demand. During the planning phase, the CFI enlarged the scope, including potential companies to train and employ young people. Seven companies positively responded, and the project organized a total of five rounds of training offered to 101 graduates (84 men and 17 women) on food safety and other technical-related courses for ten days: 7 days on food safety to be compliant with the requirements of the food safety rules and three days on soft skills.

The project sought partners who were interested in the project and responsive throughout the implementation phase. For example, the project replaced Damietta Public University, the first choice, for a partnership with Horus private university.

The project has engaged with CSOs recommended by the Ministry of Social Solidarity and the collaboration of NCW to provide training to 15 NGOs in 14 targeted areas in Damietta, offering 20 GET Ahead training courses till the end of 2022 with a total of 400 women. On the other hand, eight trainers completed the ILO GET Ahead process for certification, where they received two years period certificates as master trainers in June 2022. The CSOs got introduced to entrepreneurship and its support services. The CSOs have supported women to participate and become partners in the business plan competition, with some winning that have received prizes in cash awards of 50,000 Egyptian pounds (around 3000.00 \$ in 2022) at the Horus University entrepreneurship summit.

Additionally, the project partnered with European Bank for Reconstruction and Development (EBRD) to deliver digital marketing sessions to the project's SIYB beneficiaries. EBRD covered consultant travel & fees, meeting room, and dinner meal expenses. This can be an excellent model to be replicated in the case of this project's expansion phase.

Overall, there was constant interaction and collaboration between the stakeholders, which meant no need to form a steering committee for the project. However, some participants shared that the steering committee

could add value if members from the local communities are invited to join it so the project's objectives can be decentralized.

5.5.3: Has the management and governance arrangement of the project been adequate and facilitated project results? Has there been a clear understanding of roles and responsibilities by all parties involved?

Finding 28: at design, the project had a strong management arrangement with a clear division of roles and responsibilities with the absence of a steering committee during the project's life.

The evaluation revealed that the project planned to form a Steering Committee to assume an advisory role and provide strategic direction for project activities at design. The Steering Committee (SC) was supposed to be created by the government of Egypt (Ministry of Labour, Ministry of Investment and International Cooperation, Ministry of Education and Technical Education, Ministry of Youth and Sports, Micro, Small, and Medium Enterprises Development Agency, and National Council of Women), employers' organization (national or local level), worker's organization (national or regional level) as well as the ILO.

However, a steering committee was absent during the project's life, noting that there was regular meeting with most of the project actors at the beginning of the project. Still, there were no regular meetings after ending the project's suspension because of COVID-19 in 2020. The project management team reported timely progress regularly and lessons learned to SC members (particularly the Ministry of Manpower) as the leading partner of the ILO projects. This would have contributed to fostering ownership of project results and sustainability of project activities through institutionalization within national agencies and organizations and where they can propose jointly mitigation strategies for the challenges encountered and maximize the project results through joint efforts.

The project had a division of roles and responsibilities among different players in addition to the project team composed of a chief technical advisor, national employment officer, national project coordinator, two administrative supports, and two drivers. After the re-opening of the project and due to budgetary constraints, the project coordinator agreed with the donor to conduct missions for follow-up by herself instead of hiring a person in Damietta, especially since the hiring exercise did not result positively.

Based on the consultation made during the data collection, the evaluation revealed that the project received technical backstopping support from the ILO Decent Work Team based in the ILO office in Cairo. This was shown during the design phase when the Employment Specialist, Enterprises Specialist, Skills Specialist, Employers Specialist, and Workers Specialist provided their input referring to their previous experience in other similar projects relying on the ILO tools used with other projects such as SIYB, GET Ahead and JSCs as an integrated approach with specific contribution of each pillar to achieve the overall objective of the project. However, as indicated earlier in this report, the involvement of the trade unions and workers' organizations was not adequate as part of the tripartite approach of the ILO.

Regarding the work in Damietta to manage and monitor the project, the project coordinator, based in Cairo, had to travel to Damietta regularly to track the project interventions-especially with the bit of involvement of the project coordinator assistant, as reported by most of the stakeholders interviewed during the evaluation process. Even though this is considered one of the enabling factors of project success supported by the higher level of the project coordinator's passion, as expressed early in this project, the project would have invested in recruiting and training one of the new assistants with essential M&E background based in Damietta to provide

the needed support on a timely basis and play a specific role in performing some of the M&E activities. This would increase the outreach of the project results and promote ownership on the governorate level.

In addition, the project was in close contact with the technical backstopping unit (SME Unit / ENTERPRISES) at ILO HQ (regarding implementing ILO entrepreneurship training packages under Outcome 2). This is in-kind support from ILO HQ and ILO DWT/CO Cairo to ensure quality control and implement state-of-the-art ILO methodologies and procedures. The ILO team in Cairo mainly reported this kind of support through the technical advice given during the design phase when the ILO tools were put in place as vital programmatic pillars of the project, and this support continued with the help of the ILO Departments: Business Innovation and PARDEV.

The project utilized different partners to contribute to the governance arrangement of the project. For example, the Damietta Governor's office provided permissions for ILO to work in the governorate, while NCW connected the project to local NGOs/CSOs to partner with. Also, MSMEDA delivered coaching and mentoring support to the project's beneficiaries.

5.5.4: Has the project management included an M&E strategy to support accountability, management, and learning?

Finding 29: While the M&E system allowed close follow-up on the conducted activities and tracking of outcome 2 and 3 indicators, the effect on progress must be clarified from the reported data.

The evaluation found that at the project design phase, the project had proposed an M&E plan to document progress and results on two levels; Institutional capacity building among local governorate partners, employers, trade unions, and CSO representatives (Outcome 1) and measuring decent job outcomes among young women and men that directly benefit from project activities (Outcome 2 and 3).

However, while the project reported on outcome 2 and 3 indicators (*#young women and men in self- or wage employment one year after completing JSCs, #youth owning a business/self-employed three months/one year after completing training course (GET Ahead/SIYB/) by gender*) the project did not report on some of the outcome indicators under outcome 1 (*#young people reached through results-based labour market interventions implemented by local government, employers, trade unions and CSOs and #New labour market interventions developed and implemented by local government, employers, trade unions and CSOs*). Also, one of the indicators under output 1.2 (% of a point increase in score of pre/post-competency-based workshop test) was not reported because of the absence of giving more attention to this indicator as one of the qualitative indicators, while the focus here was on tracking the qualitative ones. As explained earlier in this report, this is not reported as both outputs were not implemented as planned. The market analysis study was replaced by providing the Ministry of Labour with routers and other IT Equipment. However, the project succeeded in delivering 58 routers to the Ministry of Labour, waiting to have the other IT Equipment, as explained earlier in this report¹¹.

Additionally, it is worth saying that the project has disaggregated data for women and men only for the training participants under the GET Ahead and SIYB. At the same time, this was not available for the participants in the JSCs training for the jobs secured and created. This is because of the absence of gender indicators under the logical framework.

¹¹ For more detail, please refer to the data table on project progress as one of the report annexes.

Per the progress reports, the project coordinator conducted field visits, monitored the project's activities, shared the findings with the donor via reporting (quarter reports and presentations), and invited the donor to field visits to Damietta.

Horus University showed their readiness and keenness to conduct tracer studies, particularly for the SIYB, to determine the employment rate, salaries, and other factors that can be utilized as a marketing tool for the university. Tracing studies are valuable, and Horus University recognized their significance due to the project. One of the successful innovative M&E strategies adopted was when the project conducted business clinics in partnership with MSMEDA to monitor the progress of supported SIYB beneficiaries (for more details, see the sustainability section below).

Moreover, the evaluation found that there is a follow-up -post every training course to ensure that the trainees benefit from the workshops and new skills in their new jobs or enterprises. There were interviews through which the assessment of knowledge and skills were measured. Then, a report comes out of the evaluation with quantitative and qualitative measurements. However, the evaluation found that the project should give more attention to the qualitative assessment of the skills acquired based on the well-structured tool with the collaboration of Horus University, the ILO Specialist, and the SIYB master trainers for better project results and better tracking of the progress achieved in the quality of life of the target beneficiaries. This was validated and triangulated with the feedback received during the data collection phase, notably the Horus University, as explained above, for their keenness to measure the quality of lives of the SIYB beneficiaries following well-structured assessment tools.

5.6 Impact Orientation

5.6.1: What is the potential contribution of the project initiatives to the intended impact of the intervention? Has the project contributed to a change in practices, perceptions, social dialogue, governance, or others in an effective manner?

Finding 30: the project changed women's perceptions of sustainable economic empowerment, NGOs' perception of development work and employers' perception of corporate social responsibility activities.

The evaluation revealed that the project strengthened the private sector's role and changed their perception of Corporate Social Responsibility (CSR) activities from charitable activities to development work. This is a successful model considering the pilot nature of the project interventions with a private sector company as the project funder. This can be applied in further advocacy towards other oil and petroleum companies to replicate this model, in addition to the value-added of the collaboration shown by the Chamber of Food Industries and the seven companies that participated in the project.

Also, the project worked with CSOs, enhancing their human resources capacities to shift the charity angle of their work at the NGOs, as it is commonly known for Damietta NGOs to move towards the development pillar, including the employment and employability interventions. This has motivated CSOs to partner with the project and adopt sustainable development interventions rather than short-term philanthropy work. As explained earlier in this report, the project succeeded in working with 15 NGOs in 14 targeted areas in Damietta, offering 36 GET Ahead training courses till the end of April 2023 with a total of **818** women. On the other hand, thirteen trainers completed the ILO GET Ahead certification process, receiving two-year certificates as master trainers in June 2022. The CSOs got introduced to entrepreneurship and its support services. Also, it is worth saying that the project succeeded in changing these NGOs' mindset to perform their work from a development angle, not from a charity or religious orientation, angle as commonly known for the CSOs in Damietta governorate.

The participant NGOs started to include entrepreneurship and women empowerment activities in their scope of work after passing this type of experience through the project, which increased the number of applicants in the GET Ahead training in the later training workshops. Also, some of them started to buy in for the project with other NGOs in the same village who didn't show interest at the beginning of the project.

With the support of CSO, NCW, MoSS and other relevant stakeholders, the project managed to reach women. It encouraged them to join entrepreneurship programs and receive skills development and support services instead of conventional grants and financial support. Women changed their perceptions about their abilities and gained self-confidence by participating in the project's interventions.

The FGDs showed that women of the GET Ahead program learned how to develop and design Feasibility studies for projects, identify and assess the associated Risks for each specific project, develop Marketing mechanisms, communication, and negotiation skills and how to be competitive in the market. The women added that after the training, they shared the learnings with their networks, and while the training was beneficial, additional training is needed to support their businesses further. Women also asked for additional vocational training, exploring group businesses and access to market support.

As for the SYIB, beneficiaries during their FGD shared that they learned how to manage their businesses financially, how to market for their businesses, marketing, and identify and manage risks. Participants added that they exchanged knowledge with other training participants and conducted business adaptations such as hiring accountants, lawyers, inventory staff, etc., as part of the "restructuring" of their personnel and human resources profile to maximize the success opportunities of their business and projects. Participants requested refresher training and longer-term support through the business clinics' coaching and mentoring service.

The following testimony shows one of the Most Significant Change Stories collected and developed during the data collection phase activities of the evaluation process.

SK is 38 years old and is a mother to 4 girls and a boy. Samar's parents are educated, her father was a financial and administrative inspector in agriculture and retired, and her mother was a teacher and retired. SK got a Bachelor of Science from the Department of Chemistry and Physics. SK was ranked seventh in her final degree, but it didn't work as she married early in college. Her husband earned a Bachelor of Commerce but needed help finding a relevant job, as his income was insufficient for the Carpenter to work.

SK has a smartphone challenge due to their husband's seasonal income situation. Samar's younger sister supported her in starting e-commerce, advertising desserts on Facebook. After learning from her sister's friend, SK began her Facebook page 9 years ago. SK checked other Facebook pages to improve her presentation and branding. She started to provide incentives for her page's outreach. The diversity in orders and fresh products made SK's desserts more unique than external shops. The page has reached 25k despite her disappearance for two years in the middle. She won a competition in dessert-making for weddings in Damietta. Then, SK started to complete her missing tools with the support of her husband, although he was not trusting the process from the beginning.

The ILO approached SK to engage in their project because of her talent. Initially, SK refused because she feared losing her workplace after five successive training days. The GET Ahead training added Samar more knowledge in business, time management, effort price, the difference between the individual wallet and business wallet, detailed project revenues, and marketing tools. Based on the needs assessment in 2022, SK won a fridge out of her engagement in training; she opted to get a bigger fridge; therefore, she paid a top-up to get a specific type of fridge.

SK started to be hunted by cafes, restaurants, and individuals. SK began to have a team for collaborative work; however, due to the economic crisis, she needed help to employ her staff, especially when she launched her place in October 2022.

SK, until now, has yet to have a team, so her husband delivers the orders, and her two daughters help her with the demands. Mainly the new Damietta is Samar's primary beneficiary. SK's average net profit is 10 thousand Egyptian Pounds per month, especially after the current rise in prices.

SK won another prize in the "Rowad Domiat 2022" competition in the business start-up category. *She got motivated to turn a garage into a store to help her continue gaining prices and enlarging her enterprise. SK should have had a tax file and commercial register for three years to participate in all competitions.*

One of the lessons learned, SK compensates herself and her family with a salary as she knows the difference between the individual and project's wallets. Organizations should search for other success stories to empower more women.

"In addition to the branch I have for my business in the village where I live, I dream of having an additional branch in New Damietta to expand my business with a unique and well-known brand and quality."



Moreover, JSC beneficiaries learned how to identify their strengths and weaknesses points and respond to the weak points, how to apply for jobs, how to develop their CVs, how to attend job interviews successfully, how to deal with the challenges encountered and how to work under pressures when needed, communication skills and work ethics. Participants were asked to integrate workers' rights and obligations in the training and refresher training.

5. 6.2: Have unexpected/unintended positive and negative results occurred?

The evaluation concluded and captured some unexpected/unintended positive results and new strategies adopted. They are as follows:

Finding 31: the project managed to develop new partnerships with incredible partners.

- While initially the project was planned to partner with Damietta public governmental university, due to clearance restrictions, the project decided to partner with private Horus University, and this partnership proved to be a success and raised the Public Damietta University interest to partner with the project by the end of the project.
- The partnership with the Chamber of Food and Industry was not intended in the project. This partnership is considered one of the indications of the successful advocacy and buy-in efforts led by Methanex as the project's donor through the collaboration with ILO.
- The MoU -Quadruple agreement between the governor, Horus University, Methanex (the Project's donor), and ILO to support the project's sustainability goals was also unintended, as indicated earlier in the report.

Finding 32: the project was flexible in adapting to the partner's requests and responding to emerging needs.

- The project responded to the Ministry of Labour's (MOL) request to upgrade the Ministry Employment offices' server, software, and hardware resources. The project added training on essential digital marketing and soft skills to qualify government staff to use the installed equipment and contribute to the project's objective. However, this activity is still in processing, as indicated under the challenges section.
- The project introduced the business clinic idea to provide one-to-one coaching sessions proposed by the project coordinator, cooperated with MSMEDA staff & hired consultants from business backgrounds to entrepreneurs. The business clinic activities were not intended at design yet delivered by the project to follow up on SYIB beneficiaries, check their business's progress, and provide support when needed. It is considered one of the successful sustainability mechanisms as well.
- Other requests from the Governor's office addressed by the project include marketing and digital marketing sessions for the business owners in the Furniture Technology Center in Damietta Furniture City and the training delivered by the project to use the marketing tools to improve their sales and consequently employ new people.

Finding 33: Some private sector companies joined the whitelist after the food and safety support they received from the project.

The project delivered support on food and safety to companies and was not planned at the project design. The evaluation found that the project succeeded in supporting companies through collaboration with the Federation of Egyptian Industries (FEI). This resulted in joining several companies and factories on the whitelist system after they complied with the procedures and guidelines for food safety and other precautions under Occupational Safety (OSH) due to their participation in the project's different awareness and training interventions. The companies expressed their gratitude for the support and assistance they received from the project that enabled them to pass the Food Safety Authority inspection and join the whitelist.

5.6.3: Has the project successfully managed and shared any generated knowledge within ILO and built evidence with relevant internal and external stakeholders on the outcomes and impact levels?

Finding 34: the project shared its learning with the donor via presentations and progress reporting and invited them to field visits to Damietta. The project did not deliver design learning products.

The evaluation found that during the design phase, the project had the plan to capitalize on the experience and achievements of the ILO “Decent Jobs for Egypt’s People” (DJEP) project by utilizing established media contacts to ensure consistent national coverage of achievements and milestones as the project will extend DJEP interventions models to an additional governorate in Egypt.

While the project planned a situational analysis to be conducted at the beginning of the implementation period to capture the labour market challenges and opportunities for young women and men in Damietta (Output 1.01), the situational analysis was planned to be widely shared with government representatives and other partners involved in project implementation. Yet, as indicated earlier in this report, the situational study was not conducted and replaced by other interventions as per the Ministry of Labour’s request.

Moreover, the project management team was supposed to regularly update the Project Steering Committee (PSC) on progress made, challenges encountered, and lessons learned by the project implementation. Still, the PSC needed to be activated better way under the project. However, there has been close communication with individual partners that would have been members of the PSC but not through joint meetings as always followed in the PSC modality. As indicated earlier in this report, this would promote timely mitigation actions and strengthen the ownership among the different project actors.

However, the project shared the progress and learnings with the donor through different tools such as quarterly progress reporting, presentations, and field visits of the donor to Damietta.

Resistance was showed at the beginning of the project among the targeted groups in Damietta. It is worth mentioning that visibility and communication have been done through various channels, such as the presence of Methanex (the donor) representative in all the Project activities advocating for the importance of cooperation with ILO in addition to using their social media to buy in for the project through regular advertisement and announcements. Also, the presence of the Governor in some of the critical project activities was used as an additional helpful channel to promote the visibility of the project supported by using the in-kind awards for GET Ahead training and cash awards to the winners of the Damietta Entrepreneurs “Rowad Domiat 2022” competition. However, the evaluation revealed that the visibility and communication were still under budget, especially to promote the exchange of the experiences of the women groups trained and mutual learning mechanism to share the successful initiatives and reflections on how they dealt with the challenges encountered along the entrepreneurs led and turned it into tangible steps on the ground, especially with the internal culture constraints.

The evaluation identified the need for more staff, particularly an M&E member who can be selected from Damietta. This would have contributed to increasing and promoting the outreach of the project results and beneficiaries widely inside Damietta as a promising community in urgent need of models like the ones developed by this project.

5.7 Sustainability

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

Finding 35: The project cultivated multiple sustainable impacts in different target groups such as organizations, end-beneficiaries, and service providers.

The evaluation captured the following actions that promote sustainable impacts among targeted groups.

- A TOT session in Damietta developed eighteen local trainers from the NCW on GET Ahead materials, while 13 were certified as ILO Trainers for GET Ahead.
- 12 Horus University staff trained on SIYB TOT to enhance their capacities and enable them to extend their knowledge to more people. Eight are to be certified once they complete the requirements.
- The “learners’ manual” for GET Ahead was distributed during the training to the beneficiaries.
- Creating sustainable livelihoods for the community in Damietta through generating jobs and supporting small businesses can provide long-term benefits to the community. End-beneficiaries (especially women) utilized their prize at the end of the training (e.g., sewing machine) to support their businesses.
- Partnerships with public and private universities. The project partnered with Horus University to support a BDS unit inside the university as a sustainability plan. The university's dedicated meeting rooms and classrooms allocated by the university, along with the level of engagement from the university's president and Dean of the Faculty of Business Administration, has created a quantum change in how presidents of universities understand their job.
- A quadruple partnership occurred between the Governorate of Damietta, Horus University, E-Methanex (the donor), and ILO in October 2022. The association promotes sustainability and awareness in community engagement, development, and entrepreneurship.
- The **Business Clinics** have been a critical strategy adopted in the project to promote sustainable impacts among the different targeted groups, particularly the end-beneficiaries, focusing on the SIYB project intervention beneficiaries. It is discussed below.

After the 9-month Project activities suspension period, the project coordinator started the activities with tracking and follow-up activities contacting the entrepreneurs trained during the pre-project phase or pilot phase of 2018 and the first year of the project 2019-2020. This activity was part of the Business Development Services offered to entrepreneurs and business owners to check their progress during two rounds of one-to-one coaching sessions by MSMEDA Staff & consultants from business backgrounds to entrepreneurs. The follow-up activities were offered as incentives to be welcomed by the Damietta-trained people, who usually need to be more responsive to calls for meetings, interviews, and training courses.

Organising a business development clinic came from monitoring and evaluating the capacity building from 2018 to March 2020. Two entrepreneurs only came to two days of counselling sessions from the entrepreneurs trained in 2018, while the number of ones trained from 2019 to 2020 was 18. These 20 participating in the counselling sessions are out of 251 introduced on SIYB from 2018 to 2020. This clinic was organized within the “Egypt Entrepreneurs Club” activities established in cooperation with MSMEDA. MSMEDA had two master trainers in these counselling sessions to interview 14 business owners (primarily men) to participate in an IYB round. A second clinic with a different target group was organized in May 2020 with 16 participants. These coaching sessions’ impact differs from immediate outcomes to enrolment in the “Improve your Business” course. The result is to improve sales and employ more people.

However, the evaluation revealed that there is a promising opportunity to involve Damietta University as a Public University in the coming phase of the project after their resistance at the beginning of the project (*in case of extending the project for an additional step*) as per the interest shown from their side after tracking the progress and success made through the collaboration with HUE. The ILO could promote the application of this tool through the collaboration of Horus University as part of the Entrepreneurship Centre established lately inside the University by relying on those who received the TOT inside the University (Training of trainers round for 25 and 12 passed with eight actives in September 2022), in addition to the role of the MSMEDA to ensure higher sustainability after ending the project.

5.7.2: What measures and actions have been implemented to ensure ownership of the project's results nationally and within the governorate? Has the project developed an exit strategy?

Finding 36: the project engaged stakeholders by delivering direct support and maintaining ongoing communication and strong partnership to ensure their ownership of the project's results.

The evaluation identified that ILO has been keen that government and national agencies be partners in planning and implementation from the beginning. The project built a close relationship with the governor's office, ensuring the local authorities' buy-in and stakeholders' trust.

The project built a strong partnership with local CSOs. It trained their staff to strengthen their relations with the CSOs and increase their interest and engagement in the project. Also, linkages have been made with local organizations for the project's sustainability. However, not all the NGOs were ready with their capacities for the ILO safety measures and project requirements. Also, the evaluation found that more attention is still needed to promote the capabilities of the NGOs inside Damietta, particularly those that have previous experience in leading and managing similar interventions where they can play a vital role in increasing the outreach of the project results and working on the awareness pillar to deal with the wrong mindset among some of the targeted groups, especially men.

Additionally, as indicated earlier in the report, the project conducted a needs assessment of 7 companies working under the food industries with the collaboration of the Chamber of Food Industries. It identified the required support on food safety to build a win-win situation with the employers and ensure their ownership of the project's results.

The project developed a sustainability plan that includes a continuity plan for the project's key outputs and outcomes by establishing an entrepreneurship centre in the University of Horus within the framework of an MOU among the ILO, Methanex Co, Horus University in Egypt, and the Governor of Damietta. Establishing the Entrepreneurship Centre inside Horus University as an independent entity is considered one of the robust ***institutional sustainability mechanisms*** developed and created in the project. The role supposed to be played by this centre is vital to link the graduates to the actual market needs by equipping them with the needed skills. This will be enhanced by closely monitoring the centre's activities and activating the fundraising strategy the University plans to develop to ensure a higher level of sustainability.

Moreover, the project organized a study tour in May 2023 as part of the sustainability plan of the entrepreneurship centre for learning and exchange experiences, in addition to increasing the collaboration opportunities among these entities following a complementarity approach to maximize the benefit of these centres. The Study Tour consisted of 4 visits to: the American University in Cairo Centre of Entrepreneurship, the Nile University Nilepreneurs Centre, the Incubator & Accelerator, the Ministry of ICT Technology Innovation and Entrepreneurship Centre, and the Arab Academy for Science Technology & Maritime Transport Centre of Entrepreneurship. The four visits aimed at looking at the different experiences to develop a model that suits Damietta at large and Horus University in particular.

5.7.3: Can the project's approach, parts, and results be replicated or scaled up by national partners or other actors considering institutional and financial dimensions?

Finding 37: Some stakeholders, such as CSOs, need more financing, which could hinder results replication or scaling up.

The evaluation found that embedding the project interventions with MSMEDA, the NCW, and other government institutions would allow replication or scaling up of project results. However, some national partners are hindered by the lack of financing to replicate the project's approach, such as NCW. Moreover, CSOs still lack the capacity and knowledge to replicate or scale up the project's activities and results.

Moreover, as explained earlier in the report, the business clinic activities can be replicated or scaled up after adopting an income-generating model (e.g., cost share by beneficiaries) to support its sustainability but within a clear, well-structured strategy.

Finding 38: the project's in-place sustainability plan for the entrepreneurship and training unit inside Horus University is a clear example of scaling up project results.

The evaluation found that SIYB, as one of the critical project interventions, has a sustainability plan of having an Entrepreneurship Centre to provide courses, training, and tools to help businesses and entrepreneurs. This plan will be implemented inside Horus University, with a dedicated fund, trained staff under the project on the SIYB program, and the ILO commitment to providing the necessary technical support.

Finding 39: other opportunities exist for scaling up or replicating the project results by the stakeholders supported by the project (e.g., Horus University and the private sector).

- The competition, run by Methanex and the Entrepreneurship Center at Horus University, is a platform for scaling up results.
- The private sector's corporate social responsibility role has led to community sustainability.
- Capacity development within the Governor's office in Egypt has created a foundation for future development projects.

6. Conclusions

The project worked through a vast network of stakeholders to stay relevant to the targets' needs and compensate for the absence of a market study at the beginning of the project.

The project's overall objective of "Increased decent job opportunities for young men and women in Damietta" was tackled as the project reported and counted 711 jobs (on a self-employment basis), exceeding the targeted jobs in design. Outcomes achievement and output achievements vary. Outcome two (Increased business start-ups and improved youth livelihoods through self-employment opportunities) was the highest intervention contributed with jobs to the program, with 472 jobs created from different programs. GET Ahead created 174 jobs, while SIYB created 298 jobs. Both programs exceeded the 300 targeted jobs under Outcome Two. On the other hand, Outcome One and Outcome Three failed to meet the targeted jobs as JSC activities resulted in 138 jobs, while training for employment created 101 jobs.

The project adopted an agile approach to respond to context change and emerging needs, especially after COVID-19.

The project capitalized on the developed network from Decent Jobs for Egypt's Young People Project, ILO knowledge products and partner stakeholders' resources to maximize the project results. Also, the project is aligned with national development priorities, UNPDF and ILO outcomes. Nevertheless, synergies with other ILO projects with similar objectives were on purpose. However, it is worth saying that the two projects work with refugees mainly. At the same time, the Egyptian donor was clear about focusing only on Egyptians, not creating issues with the local community. It is on purpose not to work with projects focusing on refugees. On the other hand, because of the limited number of representatives under the trade unions and workers' organizations' Damietta, their role was ineffective to which extent of the project.

While the project had appropriate indicators at design, the changing nature of activities, especially under outcome one, was not fully reflected in the project's indicators. Besides poor indicators reporting, this hindered the accurate assessment of the project's progress and contribution to the higher-level results.

Due to the project's efforts, solid partnerships and a dedicated team, the project met the targeted jobs. It built a unique collaboration with Horus University to sustain the project's long-term results. The project offered customized; targets, capitalizing on ILO's strong learning products, and good relations with different partners was the key to the project's success.

The delays the project faced were due to the internal cultural constraints inside Damietta where which were mitigated by increasing the awareness among the participant NGOs and using different in-kind and cash incentives to promote the outreach of the project results in addition to some of the visibility mechanisms followed during the life of the project with the collaboration support of the Governor and the donor. n.

The project had a gender lens in design and during implementation as women were an integral part of the activities and the focus on some programs such as GET Ahead. The project offered incentives to women to participate in the project. It enhanced the women's skills, changing their perspectives about managing their businesses and gaining self-confidence and independence. This was not applied to people with disabilities in specific.

The project's management structure and communication strategy were areas of development for a better buy-in of the project interventions and individual results, in addition to promoting the learning and reflection processes of the successful models and initiatives captured during the project's life.

The project managed to cultivate multiple sustainable impacts in different target groups such as organizations, end-beneficiaries, and service providers by training trainers, knowledge products, networks, and partnerships.

Horus University Entrepreneurship Centre is one of the critical sustainability measures the project supported to scale up the project's results. The project invested in increasing the buy-in of local stakeholders, especially government bodies, by responding to their emerging needs and offering technical support. The centre has different sustainability potentials based on interest levels, capacities, and dedicated resources.

7. Lessons Learned

Below are two of the lessons learned captured from the evaluation process. ***However, some details address the lessons learned under Annex IV in this report using the ILO template.***

1. Women received support such as soft skills allowed women to be more confident in costing and pricing and increased their competitive edge. Moreover, **replacing direct financial incentives with competition prizes** attracted women with passion and dedication towards their businesses to join, raising the quality of program participants.
2. The ILO successfully utilized the COVID-19 period in re-evaluating the project and bringing new ideas to the ground, adopting **innovative mitigation strategies** (e.g., applying the business clinics) and responding to the key stakeholders emerging needs.

8. Good practices

Below are two of the Good Practices captured from the evaluation process. However, more details are included under the Good Practices (**Annex III**).

1. The **partnerships and networking model** adopted between all parties in the project, especially public and private sector representatives, to achieve the project's goals is an area of development. The Multi-stakeholder partnerships developed under the scheme have allowed ILO to share its policy structure, capacity-building programs, and outreach tools with partners. They proved to have a positive impact on the commitment and engagement of different actors to achieve sustainability goals.
2. The evaluation considered the **Business Clinics** as one of the critical steps and strategies adopted in the project to promote sustainable impacts among the different targeted groups, particularly the end-beneficiaries, focusing on the SIYB project intervention beneficiaries. After the 9-month Project activities suspension period, the project coordinator started the activities with tracking and follow-up activities contacting the entrepreneurs trained during the pre-project phase or pilot phase of 2018 and the first year of the project 2019-2020. This activity is part of the Business Development Services to be offered to entrepreneurs and business owners to check their progress during two rounds of one-to-one coaching sessions by MSMEDA Staff & consultants from business backgrounds to entrepreneurs.

The follow-up activities were offered as incentives to be welcomed by the Damietta-trained people, who usually need to be more responsive to calls for meetings, interviews, and training courses. Although, However, this was not repeated since the project started new rounds of SIYB training with regular follow-up and coaching sessions. But the business clinic remains one-to-one through telephone with the relevant consultants and master trainers. In this regard, a business clinic refresher training can be organized to combine both master trainers certified at the HUE and the master trainers who facilitated and led the SIYB to develop a specific well-structured coaching & mentoring strategy and respective mechanism shows how the business clinic can be activated and used as a helpful tool to track the SIYB graduates to ensure a higher level of sustainability of the project results. The ILO could promote the application of this tool through the collaboration of Horus University as part of the Entrepreneurship Center established lately inside the University and the MSMEDA to ensure higher sustainability after ending the project.

9. Key recommendations

The evaluation consultant developed a total of nine actionable recommendations (outlined below) that are based on the evaluation's findings. Recommendations are addressed to the ILO project team, the government partner and donor of the project (Methanex Co.), and other key stakeholders based in both Cairo and Damietta. They rely on points expressed in the evaluation's findings. They are articulated to improve the design, effectiveness, efficiency, and sustainability for preparing future similar projects or further phases, if any. Recommendations are intended to be constructive and future-oriented steps.

Table of Key Recommendations

RECOMMENDATION	RESPONSIBLE STAKEHOLDER (S)	PRIORITY / RESOURCES / TIMEFRAME
Recommendation 1 Complementarity model of partnership adopting a better participatory approach. While the project succeeded in building a robust partnership model with a diverse pool of stakeholders, the project can further explore complementarity between the partners from the designing phase by integrating the stakeholders and partners in the planning phase by applying a participatory approach. Long-term frequent communication and exchange between different stakeholders can maximize the project results. Activating the role of the steering committee can enable such communication.	ILO MOL The donor Governorate of Damietta	Priority: medium. Resources: medium Timeframe: medium-term.
Recommendation 2: Capacity-building activities should target the CSOs/NGOs in Damietta, particularly those with previous experience in similar interventions with the collaboration of NCW and MSMEDA to strengthen their role in the social marketing of the project in case of replicating or extending the project to a new phase. Also, it is advised to assess the training centres affiliated with the Labour training centres at the Ministry of Labour in Damietta to see how the ILO can capitalize it to play a specific role in facilitating technical skills of different employment sectors when needed by some of the target groups. Finally, it is highly advised to better engage the men in the project interventions, as only 27 % of the men participated in this project. Also, learnings about virtual alternatives can be further studied, and the project can adapt relevant solutions.	ILO thematic experts CSOs The donor NCW	Priority: Medium. Resources: high Timeframe: medium/ long-term.
Recommendation 3: It is highly advised that the job search club model can be further developed by engaging the Ministry of Youth and Sports more at different project stages , contextualizing the training, and selecting more appropriate training times to fit the participants' language, stereotypes, and culture in the targeted areas. Also, it is recommended to include an awareness session, whether under the JSC training workshop or in a separate additional one addressing the decent work standards in addition to the rights and obligations of each employer; there will be a significant contribution to achieving the decent work standards when they enter the labour market.	MOYS	Priority: Medium Resources: Medium Timeframe: Medium-term

RECOMMENDATION	RESPONSIBLE STAKEHOLDER (S)	PRIORITY / RESOURCES / TIMEFRAME
<p>Recommendation 4: The application of business clinics as one of the Sustainability mechanisms should be continued and promoted. In this regard, a specific well-structured mechanism with the collaboration of the Entrepreneurship Centre at Horus University and not depending only on external consultants and master trainers to maximize the success opportunities of the entrepreneurship and business projects. In this regard, a business clinic sharing knowledge workshops can be organized to combine both master trainers certified at the HUE and the master trainers who facilitated and led the SIYB to develop a specific well-structured coaching & mentoring strategy and respective mechanism shows how the business clinic can be activated and used as a helpful tool to track the SIYB graduates to ensure a higher level of sustainability of the project results.</p>	<p>ILO HUE MSMEDA</p>	<p>Priority: High. Resources: Medium. Timeframe: medium-term.</p>
<p>Recommendation 5: Adopting the Public Private Partnership (PPP) model with other promising national donors is highly advised. There are further opportunities to work with the private sector as development partners, which need interventions to change the mindset of the private sector and offer the right incentive for them to engage in the project. This can be done with the collaboration of the ILO and the Governorate of Damietta, where Methanex Co as the donor of this project, can play an advocacy and learning role and exchange experiences with the other private sector companies inside Damietta who can be invited to similar initiatives and projects.</p>	<p>ILO Governorate of Damietta FEI MOL</p>	<p>Priority: High. Resources: medium. Timeframe: Medium-term</p>
<p>Recommendation 6: To respond to the labour market’s actual needs, especially in a new promising community like Damietta, there should be a labour market study in partnership with the private sector to identify constraints and explore opportunities to work with the private sector as development partners guided by the vital role of the Federation of Egyptian Industries (FEI) in this area. Also, the ILO can invest more in the information centres under the Ministry of Labour (MOL) to contribute to this study. Moreover, reliable data needs to be accessed, compiled, and translated to the ground. Such data can be collected by encouraging the project’s stakeholder’s feedback. This can help ensure that implemented activities are relevant, practical, and sustainable.</p>	<p>Donor(s) ILO thematic experts FEI MOL Governorate of Damietta</p>	<p>Priority: medium. Resources: medium. Timeframe: medium-term.</p>
<p>Recommendation 7: People with Disabilities (PWD) must be integrated into the project’s activities as one of the vulnerable groups. Involving organizations like the Business Disability Network in the project can promote PWD inclusion through a well-structured strategy and advocacy efforts. Moreover, a mapping for the NGOs supporting PWD can advise the project’s work towards better inclusion of PWD.</p>	<p>ILO Donor(s) CSOs NCW MOSS</p>	<p>Priority: medium. Resources: Low. Timeframe: medium-term.</p>

RECOMMENDATION	RESPONSIBLE STAKEHOLDER (S)	PRIORITY / RESOURCES / TIMEFRAME
<p>Recommendation 8: The ILO should give special attention to developing a communication strategy with the key partners. With the collaboration of the key stakeholders, the ILO should develop a well-structured communication strategy that includes specific pillars to promote project results and achievements on different levels. These pillars involve a sharing/dissemination mechanism among the tripartite constituents, learning mechanisms of the good practices among the different types of beneficiaries, creating a workable project steering committee to track, manage and monitor the project in addition to promoting the role of social media to advocate for the thematic areas of the project. This needs to be agreed upon with the donor.</p>	ILO Governorate of Damietta MOL NCW MSMEDA HUE	Priority; medium Resources: Medium Timeframe: medium-term
<p>Recommendation 9: The ILO should establish a robust M&E system for the projects. The ILO, with the collaboration of the different actors, should develop a well-structured M&E system to track progress during the life of the project, not only concerning short-term results (outputs) but including medium-term results (outcomes)-including the skills acquired and the quality-of-life indicators following a well-structured assessment process led by the Entrepreneurship Center. Also, this system should track the decisions and actions proposed in the different meetings and workshops and promote collective learning among other actors at different levels, reporting on the trainees' performance considering specific indicators on both knowledge, attitude & practice pillars, in addition to the partner assessment, even every year, to maximize the benefit of the partnerships developed. Also, it is highly advised to use resources allocated under monitoring to recruit an M&E person (based in Damietta) to oversee the different M&E activities in the 2nd phase of the project, where they can work closely with the national project coordinator to track the progress more effectively during the life of the project and inform ILO and other key partners to do the corrective actions-when needed.</p>	ILO Donor(s) HUE	Priority; medium Resources: Medium Timeframe: medium-term

Annexes

Annex I: Terms of Reference (TOR)

1 Introduction

Egypt's high youth unemployment rate is one of the country's most pressing challenges. The youth unemployment rate exacerbated from 19 per cent in 2010 to 33 per cent in 2017. The country's unemployment challenge is notably more severe in rural areas where youth are even more marginalized and experience difficult school-to-work transitions. The Egyptian rural governorate of Damietta, despite its high youth unemployment rate and high engagement rates in the informal economy, the Egyptian rural governorate of Damietta presents great employment potential due to its comparative advantages and competitive capabilities that distinguish it from other governorates of Egypt. In addition, the jobs available for young people are often poor quality and are mainly concentrated in Egypt's informal economy, which fails to provide decent work conditions.

According to EBRD's Private Sector Diagnostic in 2017, in Egypt, micro-enterprises were the primary source of private sector jobs, accounting for around 68 per cent of all private sector employment. Despite enterprises' significant role in Egypt, young entrepreneurs face many obstacles hindering their growth and development.

Against this backdrop, the ILO has been implementing the "Decent Work for Egypt's Young People: Tackling the Challenge Together in Damietta (DJEP)" project funded by the Egyptian Methanex Methanol Company S.A.E.

2 The ILO Project

The core problem that the DJEP project tackles are the increasing need for decent employment opportunities for young women and men in the governorate of Damietta.

The project's development objective is to increase decent job opportunities for young women and men in the governorate of Damietta. Therefore, the project aims to employ a multi-prolonged approach to provide decent and productive work opportunities by building the skills of young women and men to generate more and better jobs through enterprise development, employability skills, employment-matching services, as well as enhancing the capacities of local partners on the ground. Gender and women's empowerment and inclusion of people with disability are cross-cutting areas of the project.

Key stakeholders of the project include the government of Egypt (Ministry of Manpower, Ministry of Investment and International Cooperation, Ministry of Education and Technical Cooperation, Ministry of Youth and Sports, Micro, Small and Medium Enterprises Development Agency, National Council of Women), employers' organization (national or local levels) worker's organization (national or local level), and CSOs.

The expected results of the DJEP Methanex project are (see Annex X for the log frame including outputs):

Outcome 1 – Strengthened capacity of local government, employers, trade unions and civil society organizational partners to implement youth employment initiatives.

Immediate outcome 450 – labour market integration of youth, women and disadvantaged groups promoted.

Immediate outcome 3 – new labour market interventions developed and implemented by partners.

Outcome 2- Increased business start-ups and improved youth livelihoods through self-employment opportunities

Immediate outcome 300- Self-Employment and Entrepreneurial skills for youth and women in Damietta governorate enhanced.

Outcome 3- Increased decent work job placements for young people through better labour market matching

Immediate outcome 200- Improved opportunities for young people to access formal wage employment by improving the job matching process through the implementation of Job Search Clubs

The primary project results by June 2022, reported by the project, are the following:

- Upgrade of the Damietta Employment Offices:
Fifty-eight routers were installed and are operational in the employment offices.
Local partners implement youth employment development initiatives.
One hundred one young men and women (83.1 % men and 16.9% women) were trained and employed over five rounds of training for employment programmes in cooperation with the Chamber of Food Industries.
- Strengthened skills for youth to start and improve their enterprises.
Gender and Entrepreneurship Together (GET Ahead) trainers: 18 trainers are available. Gender and Entrepreneurship Together (GET Ahead) for beneficiaries: 16 received in-kind awards (the winners are divided into 14 individual projects and 1 group project).
Improve Your Business (IYB): 45 business owners Start Your Business (SYB): 148 entrepreneurs 138 jobs created (88 SYB and 50 IYB)
- Improved market access for young entrepreneurs
Business Development Clinics, consultation, and coaching sessions: all Gender and Entrepreneurship Together (GET Ahead) (410 women) and Start and Improve Your Business (SIYB) (193 entrepreneurs) participants received coaching and follow-up sessions.
- Improved job matching processes established
JSC: 188 trained (women 135 and men 53) and 81 employed.
- Improved capacity of youth centres to provide job search services
four youth centers equipped with computers.

The DJEP project contributes to the 2030 Agenda and the fulfilment of the Sustainable Development Goals (SDGs). Specifically, it falls under SDG Goal 8, “Promoting inclusive and sustainable economic growth, employment and decent work for women and men”. The project aligns with Egypt’s Sustainable Development Strategy: 2030 (Vision 2030), reducing the unemployment rate to 5 per cent and with UN Partnership Development Framework (2018-2022), Outcome 1: Equitable Economic Development and Outcome 4: Women’s Empowerment. And is linked to the ILO Decent Work country programme outcomes EGY 103: Increased capacity of national stakeholders to improve access to lifelong learning and inclusive skills development and support labour market transitions, particularly for vulnerable groups; EGY 106: Employment for young men and women through entrepreneurship, Value Chain Development, green enterprises, social enterprises and cooperatives and business development programmes promoted.

The project team comprises one project manager, administrative support, a driver based in Cairo, and a dedicated field office in Damietta (administrative support and driver).

The project receives technical backstopping support from the Decent Work Team at the ILO office in Cairo and technical backstopping from SME Unit at ENTERPRISES at ILO HQ.

3 Purpose, objectives, and scope of the evaluation

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

The final independent evaluation aims to provide an objective assessment of the accomplishment of project activities in terms of coherence and relevance, efficiency, effectiveness, orientation towards impact and sustainability.

The specific objectives of the evaluation are:

1. Establish the relevance of the project design and implementation strategy about the ILO, UN, and national development frameworks (i.e., SDGs, UNSDCF, etc.)
2. Assess the relevance and coherence of the project regarding country needs and how the project is perceived and valued by project beneficiaries and partners.
3. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups while identifying the supporting factors and constraints that have led to them, including the chosen implementation modalities and partnership arrangements.
4. Identify unexpected positive and negative results of the project.

5. Assess the implementation efficiency regarding financial and human resources.
6. Assess the extent to which the project outcomes will be sustainable.
7. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further.
8. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.

The geographical analysis of the assessment should cover Cairo at the national level, and the implementation is the Governorate Damietta.

The evaluation will examine the entire project intervention from April 2019 to May 2023.

The evaluation will integrate gender equality and non-discrimination, international labour standards, and social dialogue as crosscutting themes throughout its deliverables and process. It should be addressed in line with [EVAL guidance note 3.1 on gender](#) and [Guidance Note 3.2 on ILO's normative and tripartite mandate](#). COVID-19 response and recovery measures will also be investigated.

The evaluator should adhere to [ILO policy guidelines for results-based evaluation \(4th edition\)](#).

Clients of the evaluation are ILO's constituents and national and international partners, including the governorate of Damietta, the Ministry of Manpower, the Ministry of Investment and International Cooperation, the Ministry of Education and Technical Cooperation, the Ministry of Youth and Sports, Micro, Small and Medium Enterprises Development Agency, National Council of Women, CSOs. Furthermore, the findings of this final evaluation are destined for ILO's management (the DJEP Methanex team, the ILO DWT/CO Cairo, EMPLOYMENT, ENTERPRISE, SKILLS, ACRTAV, ACTEMP and the Regional Office for Africa), as well as for the project's donor (Egyptian Methanex Methanol Company S.A.E.).

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

4 Evaluation criteria and questions (including cross-cutting issues/issues of particular interest to the ILO)

The evaluation will be based on the following evaluation criteria: strategic relevance, coherence, the validity of project design, effectiveness, efficiency, impact orientation and sustainability in the context of criteria and approaches for international development assistance as established by the OECD/DACEvaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

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.

Relevant data should be sex-disaggregated, and the different needs of women and men should be considered throughout the evaluation process.

While not an exhaustive list, the following questions are intended to guide and facilitate the evaluation. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon between the evaluation manager and the evaluator and reflected in the inception report.

Relevance and strategic fit:

- To what extent has the project identified and addressed, integrated into its actions, the operational and strategic needs and priorities for men, women, and vulnerable groups?
- How did the project contribute to the relevant national development priorities of the Egyptian government, the UN Partnership Development Framework (UNPDF) and ILO Programme & Budget Outcomes? To what extent was the

project built upon an integrated and harmonized response with ongoing ILO, UN and government operations at the country level?

To what extent did the project build on previous experience of the ILO in Egypt and relevant experience of other local and international organizations in Egypt?

- To what extent did project strategies remain flexible and responsive to emerging concerns such as COVID-19?

Coherence:

- Does the project play on ILO comparative advantages, and is it relevant for the ILO's strategic objectives and initiatives at national, regional, and global levels? Does the project provide the Office with evidence-based feedback on the ILO's contribution to youth employment?
- Are there any synergies and interlinkages between the project and other interventions carried out by the ILO at the country level?
- To what extent is there a consistency of the project with the crosscutting issues of standards, social dialogue and tripartism, gender equality and non-discrimination, and environmental sustainability issues, particularly those most relevant to the ILO?

Validity of project design:

- Has the project design resulted in paths to meet project objectives? Does the project express a consistent Theory of change? Do outputs link to the intended outcomes and objectives causally and consider external factors (assumptions and risks)?
- Has the project design included an exit strategy and a strategy for sustainability?

Effectiveness of the project on the expected results:

- To what extent have the project objectives been achieved?
- Have unexpected positive and negative results taken place?
- What were the main internal and external factors that influenced the achievement or non-achievement of results?
- To what extent have stakeholders other than ILO constituents been engaged and benefited in the project activities and results for sustainable responses?
- To what extent has the project achieved results on crosscutting issues of international labour standards, social dialogue and tripartism, gender equality and non-discrimination (i.e., people with disabilities), and fair transition to environmental sustainability?
- How has the COVID-19 pandemic influenced project results and effectiveness, and how has the project adapted to this changing context?
- Was the intervention model effective during COVID-19, and could it be used for similar crisis response?

The efficiency of the resources used:

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and exceptional outcomes (i.e., project, Country Office, DWT and HQ)? If not, why and which measures should be taken to achieve project outcomes and impact?
- To what extent has the intervention leveraged partnerships (with constituents, national institutions, and other UN/development agencies) that enhanced project results and contributed to priority SDG targets and indicators, addressed gender equality and non-discrimination (i.e., people with disabilities) explicitly or implicitly?
- Has the management and governance arrangement of the project been adequate and facilitated project results? Has there been a clear understanding of roles and responsibilities by all parties involved?
- Has the project management included an M&E strategy to support accountability, management, and learning?

Impact orientation and sustainability of the project:

- What can be identified as sustainable project impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions and target populations, and will partners be able to sustain

them beyond the project (institutionalization of project components)?

- What measures and actions have been implemented to ensure ownership of the project's results at the national level and within the governorate? Has the project developed an exit strategy?
- Can the project's approach, parts, and results be replicated or scaled up by national partners or other actors considering institutional and financial dimensions?

5. Methodology

This evaluation will be carried out by a team of two consultants: an international consultant (team leader) and a locally recruited consultant (team member).

The evaluation approach will be a theory change-based (reconstructing the TOC if necessary), with particular attention to the identification of assumptions, risk, and mitigation strategies, and the logical connection between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

The methodology should include multiple methods, with quantitative and qualitative data analysis, and should be able to capture the intervention's contributions to achieving expected and unexpected outcomes. Various sources of evidence will be used and triangulated. During the data collection process, the evaluation team will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy and various methodologies (review documentary, field visits and interviews) that will complement each other.

The data and information should be collected, presented, and analyzed with appropriate gender disaggregation, even if the project design did not take gender into account. The data collection, analysis and presentation should be responsive to and include issues relating to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues and environmental sustainability.

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

To help answer the above questions, the evaluator should consult [Guidance Note 4.3: Data collection methods](#):

Desk review:

The Desk review will take place before the data collection phase, and it will include the following documents and information sources:

- Project document
- Log frame
- Implementation plan
- Work plans
- Progress reports
- Project budget and related financial reports
- Reports on various activities (including training courses, workshops, task force meetings, videoconferences etc.)
- Relevant minute sheets
- Documents produced as outputs of the project (e.g., knowledge products)
- Other relevant documents as required.

All documents will be made available by the Project Coordinator, in coordination with the evaluation manager, in a Dropbox (or similar) at the start of the evaluation. During the desk-review phase, the evaluators will first review and analyse the project and other documentation and then produce an Inception report that will operationalise the ToR.

Initial meetings will be held with the evaluation manager, the Project Coordinator and Project Team and the donor to capture and manage evaluation expectations. The objective of the initial consultation is to reach a common understanding regarding expectations and available data sources, which should be reflected in the inception report.

Interviews with key stakeholders in the project sites and with the donor:

Data will be collected via face-to-face fieldwork carried out responsibly in the various locations of the DJEP project implementation, in line with ILO safety and health protocols. The evaluators will undertake group and individual discussions. The project will support the organization of these face-to-face interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women are equally reflected in the discussions and that gender-specific questions are included. The evaluators will meet relevant stakeholders, including Ministry of Manpower staff, the Governorate of Damietta, the project team, the donor, project beneficiaries (i.e., youth) and governorate and state-level government officials and experts to examine the delivery of outcomes and outputs at the local level. The project will provide a list of beneficiaries for selecting appropriate sample respondents by the evaluator(s). The data collection criteria and locations should be reflected in the inception report mentioned above. The evaluator is encouraged to propose alternative mechanisms or techniques for the data-collection phase. These would need to be discussed with the project, and the evaluation manager at the desk review/inception phase, and any alternative methods should be reflected in the inception report.

Key national partners to be interviewed:

- o Ministry of Manpower
- o The Governorate of Damietta
- o Ministry of Education and Technical Cooperation in Damietta
- o Ministry of Youth and Sports,
- o Micro, Small and Medium Enterprises Development Agency
- o National Council of Women
- o CSOs.

Donor:

Egyptian Methanex Methanol Company S.A.E.

ILO:

- o Project staff based in Cairo and the Governorate of Damietta
- o Director ILO DWT Cairo
- o Backstopping technical specialists in Cairo and Geneva (ACTRAV, ACTEMP, Gender, SMEs, etc.)

Ultimate beneficiaries:

- o Youth in the governorate of Damietta (female and male, people with disabilities, etc.).

The evaluator will follow the EVAL evaluation policy guidelines and the ILO Evaluation Guidance¹ and ILO/EVAL_ checklists for required quality control.

Stakeholders' workshop:

The preliminary findings, conclusions and recommendations will be presented to all project stakeholders, including the national key stakeholders, project partners, ILO DWT and HQ, and the Donor in a bilingual workshop in Damietta and Cairo (face-to-face). This will allow for addressing factual errors and clarifying ambiguities or issues of misunderstanding or misinterpretation.

Reporting:

The evaluation team will develop the draft report in English that the evaluation manager will methodologically review and then share with key stakeholders. Comments received will be provided to the evaluator for consideration by two weeks after the reception of the first draft.

The evaluator will present clearly (in a separate comments log or using track-changes mode on MS Word) how the comments have been addressed in the revised draft. The ILO Africa Evaluation Officer will review the final draft. After approval by the evaluation manager and the regional evaluation officer, a last review will be conducted by ILO/EVAL. Once approved by EVAL, the report will be uploaded to the EVAL e-discovery repository and shared by the ILO Country Office project with the stakeholders, and a management response will be developed.

6. Main deliverables

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

Deliverable 1. Inception report (incl. methodological note) by ILO Evaluation Office Checklist 4.8 Writing the Inception Report ² by January 13th 2023.

Deliverable 2. Stakeholder workshop presentation of preliminary results at Damien and Cairo. At the end of the data collection phase, the evaluators will organize two workshops to meet key local and national stakeholders, ILO, and the donor to present and discuss the preliminary findings. The workshops will be in Arabic and English with interpretation (the project will fund the performances).

Relevant data should be sex-disaggregated, and the different needs of women and men should be considered throughout the evaluation process.

Deliverable 3. Draft evaluation report. The draft evaluation report must be written in English and about 30-40 pages maximum (excluding annexes and executive summary). It will follow the following structure.

Cover page with key project and evaluation data ([using ILO EVAL template](#)) Executive Summary

Acronyms

Description of the project

Purpose, scope, and clients of the evaluation

Methodology and limitations

Identified findings for each criterion ~~Criteria~~

Recommendations

Lessons learned and good practices (briefly in the main report and using ILO EVAL template [4.1](#) and annexed to the report)

Annexes:

- a) ToR
- b) Evaluation questions matrix
- c) Data Table on Project Progress in achieving its targets by indicators with comments.

- d) Evaluation schedule
- e) Documents reviewed.
- f) List of people interviewed.
- g) Data collection tools
- h) Lessons learned and good practices (using ILO-EVAL template [4.1](#) and [4.2](#))
- i) Any other relevant documents

Stakeholders will be provided with a draft report in English that they can check for accuracy and provide general comments. The evaluation manager will compile the consolidated statements and then send them to the evaluator for consideration.

Deliverable 4. Final evaluation report. Following the same elements of the draft report, a summary of the final evaluation report ([ILO Eval template 4.4](#)) and the final report in English.

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

7. Management arrangements and work plan (including timeframe)

The organization and coordination of the evaluation will be provided by Tamar KHELADZE, an ILO officer not linked with the project, the designated Evaluation Manager at the ILO level. The evaluation team will discuss all technical and methodological issues with the evaluation manager when needed. The evaluator will also receive technical, logistical, and administrative support from the project team.

The Evaluation team leader's roles and responsibilities:

- Responsible for evaluating according to the terms of reference (TOR)
- Coordinate with the evaluation manager, project team and stakeholders to conduct the evaluation process.
- Responsible for data collection and analysis
- Conduct initial consultations with the ILO before the mission.
- Conduct a field mission to meet main stakeholders.
- Elaborate on the inception report (incl. methodological elaborations), the first version and the final report in deadlines and conformity with ILO and international standards.
- Conduct the field work and stakeholders' workshop at the end of the mission
- Participate in debriefings with main stakeholders on the main results and recommendations of the evaluation

National consultant team member roles and responsibilities

- Assist the evaluator in developing the inception report, data collection tools and data collection per se and analysis
- Perform written and consecutive translations (from English to Arabic and vice-versa) of reports, meetings, and interviews during the field visit.
- Coordinate with the project team in scheduling meetings

The Evaluation Manager's roles and responsibilities:

- Draft ToR and circulate the draft ToR to the stakeholders, and work with project management, REO and DEFP to finalize them after input is received
- Preparations for starting: the evaluation schedule, time frame and work plan in collaboration with project staff; solicit input from project staff for the necessary documentation for implementing the evaluation; confirm the project staff are preparing their schedules and documentation for the upcoming evaluation
- Work with the project management to make available documentation and other sources of information, including a list of interviewees and stakeholders
- Select and request the project to contract the selected evaluation team
- Methodological briefing of the evaluation team

- Provide approval of the inception and draft report based on feedback from the Regional Evaluation Officer
- Circulate the draft report to the stakeholders; consolidate the comments from stakeholders and send it to the evaluator for consideration

The Project Coordinator and staff's roles and responsibilities:

- Review the draft TOR and provide inputs as necessary
- Provide project background materials and documents produced as outputs of the project (e.g., knowledge products), including surveys, studies, analytical papers, reports, tools, publications
- Provide logistics and administrative support to the evaluation process, including organization of the field visits and interviews
- Review and provide comments on the draft report

8. Profile of the evaluation team

A team leader and team member will conduct the evaluation.

Team leader (International consultant)

- Advanced university degree in social sciences or related graduate qualifications/equivalence.
- A minimum of 7 years of professional experience in project evaluations of social development projects, including as sole evaluator or team leader with international organization employable covering areas such as skills development, youth employment, livelihoods, enterprise development, value chain and market systems development.
- Proven understanding and experience of M&E methods and approaches (including quantitative, qualitative and participatory), logical framework, theory of change and other strategic planning approaches, information analysis and report writing
- Fluency in written and spoken English and strong report-writing skills in English (working knowledge of Arabic is an added advantage)
- Excellent consultative, communication and interviewing skills
- Demonstrated ability to deliver quality results within strict deadlines
- Understanding of Decent Work concepts and the ILO's normative mandate and tripartite The structure will be an asset
- Knowledge of the UN System and UN evaluation norms and its programming
- Understanding of the development context of Egypt or similar countries.
- No involvement in the project.

Team member (National consultant based in Egypt)

- University degree in social sciences or related graduate qualifications equivalent.
- A minimum of 5 years of professional experience in evaluating social development projects or related qualitative research (i.e., data collection and analysis) as a team member.
- Proven understanding and experience of M&E methods and approaches (including quantitative, qualitative and participatory), logical framework, theory of change, and other strategic planning approaches, information analysis and report writing.
- Excellent communication and interviewing skills
- Demonstrated ability to deliver quality results within strict deadlines.
- Understanding of Decent Work concepts and the ILO's normative mandate and tripartite The structure would be an asset.
- Knowledge of the UN System, UN evaluation norms, and its programming will be an asset.
- Experience in research in employable skills development, youth employment, livelihoods, enterprise development, value chain and market systems development will be an asset.
- Fluency in written and spoken Arabic and very good knowledge of English.
- Understanding of the development context of Egypt.

- Based in Egypt.
No involvement in the project.

9. Legal and ethical matters

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations³. The UNEG ethical guidelines will be followed. The consultant should not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The written documents obtained and used in this assignment may not be disclosed to third parties without the ILO's or relevant stakeholders' written consent.

10. The budget of the evaluation includes:

The project covers the budget allocated to this evaluation, and its execution is under the control of the evaluation manager for the recruitment of consultants, field missions, organizing workshops and consultation meetings with stakeholders.

For the International consultant- team leader.

- Consultancy fees for the International Team Leader for 19 days.
- DSA costs and international travel costs as per ILO travel policy,

For the national consultant - team member.

- Consultancy costs for the national consultant, nine days.
- DSA fees as per ILO travel policy
To this are added the costs dedicated to the logistics for the field missions and organization of the stakeholder's workshop.

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 the evaluation report](#)
5. Guidance note 7 [Stakeholders.](#)
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 the 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 II: Evaluation matrix

Final Independent Project Evaluation “Decent Work for Egypt’s Young People: Tackling the Challenge Together in Damietta” DJEP project in Damietta-ILO Egypt.

Evaluation Criteria	Key Question(s)	Sub-questions	Indicators	Data Collection Methods	Data sources (From whom data will be collected)
Relevance and strategic fit	Is the project’s design adequate to address the problems at hand? Were the project objectives and design relevant given the political, economic, and financial context?	1. To what extent has the project identified and addressed, integrated into its actions, the operational and strategic needs and priorities for men, women, and vulnerable groups?	<ul style="list-style-type: none"> Evidence of baseline assessments, national studies and surveys at the project design and planning stage. Stakeholders’ perception of relevance 	KIIs Document review	ILO project team Key partners (Governmental entities and other counterparts) Donor Baseline reports
		2. How did the project contribute to the relevant national development priorities of the Egyptian government, the UN Partnership Development Framework (UNPDF) and ILO Programme & Budget Outcomes? To what extent was the project built upon for an integrated and harmonized response with	<ul style="list-style-type: none"> Tripartite stakeholders’ level involvement during the design and planning stage. Alignment with national priorities and ILO’s country strategy, SDGs, and national plans. Challenges highlighted in project documentation 	Secondary data analysis	Academic studies/surveys

		ongoing ILO, UN, and government operations at the country level?					
		3. To what extent did the project build on previous experience of the ILO in Egypt and relevant experience of other local and international organizations in Egypt?	<ul style="list-style-type: none"> Evidence of introductory meetings with other ILO departments who manage related projects. 				
		4. To what extent did project strategies remain flexible and responsive to emerging concerns such as COVID-19?	<ul style="list-style-type: none"> Evidence of adaptability to changing needs. 				
Coherence	The extent to which the project enjoys systematic or logical connection/consistency and integration of diverse elements and associated relationships.	1. Does the project play on ILO comparative advantages, and is it relevant for the ILO's strategic objectives and initiatives at national, regional, and global levels? Does the project provide the Office with evidence-based feedback on the ILO's contribution to youth employment?	<ul style="list-style-type: none"> Stakeholders' perceptions on the extent to which the project strategy was actionable and feasible to implement. Tripartite stakeholders' level involvement during the design and planning stage. Coherence and logic between project activities, outputs, and outcomes 	KIIs	ILO project team		
		2. Are there any synergies and interlinkages between the project and other interventions carried out by the ILO at the country level?				Document review	Key partners (Governmental entities and other counterparts)
		3. To what extent is there a consistency of the project with the crosscutting issues of standards, social dialogue and tripartism, gender equality and non-discrimination, and environmental sustainability issues, particularly those most relevant to the ILO?				Policies review	Baseline reports
				Secondary data analysis	Annual and quarterly progress reports		

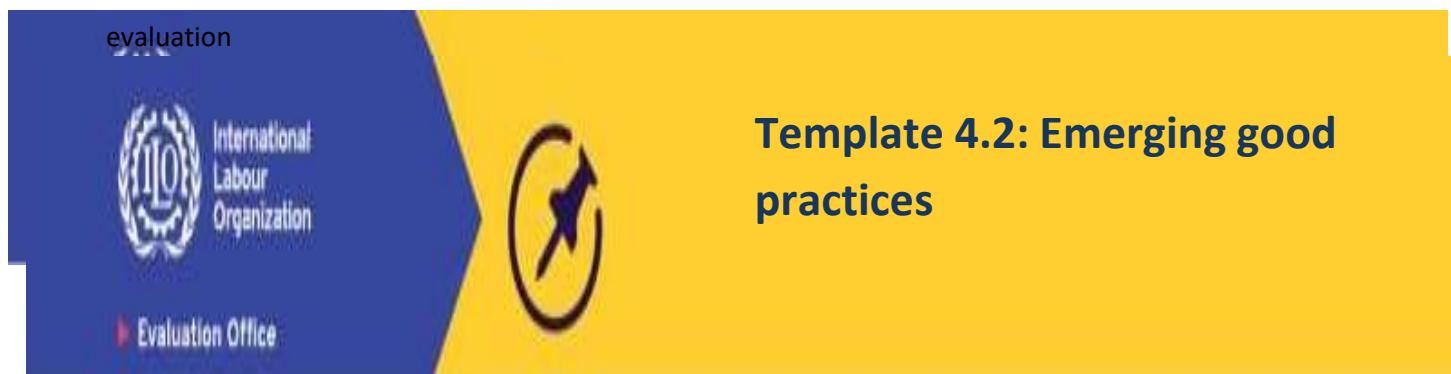
Validity of project design	The extent to which the project has specific linkage and synergies with other ILO & non-ILO projects linked to the <i>validity of design</i> aspects.	1. Has the project design resulted in paths to meet project objectives? Does the project express a consistent Theory of change? Do outputs link to the intended outcomes and objectives causally and consider external factors (assumptions and risks)?	<ul style="list-style-type: none"> Stakeholders' perceptions on the extent to which the Theory of Change adopted the right approach to targeting, considering opportunity, motivation, and capability. The extent to which the project's Theory of Change is consistent with the data findings obtained from baseline, studies, and assessment reports. Evidence in the project design for integrating the cross-cutting themes in the project approach and respective strategies and interventions. Evidence of adaptability to changing needs. 	KIIs Document review	ILO project team Key partners (Governmental entities and other counterparts)
		2. How appropriate and valuable are the indicators in assessing the projects' progress? Are indicators gender sensitive? Are the means of verification for the hands appropriate? Are the assumptions for each objective and output realistic?		Policies review	Baseline reports Annual and quarterly progress reports
		3. Has the project design included an exit strategy and a strategy for sustainability?		Secondary data analysis	
Project Effectiveness of the expected results	What is the progress towards results to which the project has contributed to attaining the project objectives-including the contributing factors?	1. To what extent have the project objectives been achieved?	<ul style="list-style-type: none"> Level of achievement of outputs and outcomes, disaggregated by gender, geographic area, sector, and project component. Evidence shows project contribution in making changes on the three programmatic pillars of the project among different actors. Stakeholders' perceptions on how much the project strategy increased or hindered results achievement. 	KIIs Document review Validation workshop FGDs, MSC and OH	ILO project team Key partners (Governmental entities, other counterparts) Sample of end project youth beneficiaries Annual, quarterly, and monthly progress reports
		2. What were the main internal and external factors that influenced the achievement or non-achievement of results? (Key enablers of success and critical challenges encountered and how they dealt with)			
		3. To what extent have stakeholders other than ILO constituents been			

		<p>engaged and benefited in the project activities and results for sustainable responses?</p> <p>4. To what extent has the project made progress in achieving results on crosscutting issues of international labour standards, social dialogue and tripartism, gender equality and non-discrimination (i.e., people with disabilities), and fair transition to environmental sustainability?</p> <p>5. How has the COVID-19 pandemic influenced project results and effectiveness, and how has the project adapted to this changing context? Was the intervention model effective during COVID-19, and could it be used for similar crisis response?</p>	<ul style="list-style-type: none"> • Level of comprehensiveness of the risk mitigation strategy • Nature and depth of the collaboration with other initiatives and projects • Evidence in the project design for integrating the gender themes in the project approach and respective strategies and interventions. • Evidence of developing innovative mitigation strategies to deal with the COVID-19 implications and be monitored regularly. • Evidence of documented lessons learnt and good practices. • Extent to which the target indicators across the objectives and outputs have been systematically measured. 	<p>exercises with a sample of youth project beneficiaries</p> <p>Follow-up interviews</p> <p>Contribution analysis</p>	<p>Lessons learnt and good practices documented.</p> <p>M&E reports, forms, sheets, and templates</p> <p>Success stories</p> <p>Case studies</p>
<p>The efficiency of resource use</p>	<p>How efficiently have resources been allocated to provide the necessary support and achieve the broader project objectives?</p>	<p>1. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes (i.e., project, Country Office, DWT and HQ)? If not, why and which measures are taken to achieve project outcomes and impact?</p>	<ul style="list-style-type: none"> • Alignment of activities' delivery with expenditure • Evidence of challenges relating to resource allocation (human resources, time, expertise, funds, etc.) 	<p>Country & Regional Level Interviews</p>	<p>ILO project team</p> <p>Regular annual progress reports</p> <p>Donor and some partners.</p>

		2. To what extent has the intervention leveraged partnerships (with constituents, national institutions, and other UN/development agencies) that enhanced project results, contributed to priority SDG targets and indicators, and addressed gender equality and non-discrimination (i.e., people with disabilities) explicitly or implicitly?	<ul style="list-style-type: none"> Evidence of co-funded activities and cost-sharing. Evidence of timely delivery of project activities and reasons behind delays, if any 	Document review	Mitigation strategies documents
		3. Has the management and governance arrangement of the project been adequate and facilitated project results? Has there been a clear understanding of roles and responsibilities by all parties involved?	<ul style="list-style-type: none"> Evidence of adoption of mitigation strategies to overcome efficiency-related challenges (e.g., COVID-19) 	KIIs with the key stakeholders	No-cost extension Docs Budget & budget review documents
		4. Has the project management included an M&E strategy to support accountability, management, and learning?	<ul style="list-style-type: none"> Level of comprehensiveness and frequency of collected M&E data. Evidence where some corrective actions have been taken because of some M&E activities. 		
Impact orientation	Has the project contributed to achieving the proposed impacts?	1. Have unexpected/unintended positive and negative results taken place?	<ul style="list-style-type: none"> Stakeholders' perceptions of the project's potential contribution to any changes in working conditions (including females) and adoption of new frameworks relating to the expected outcomes. Evidence of learning processes implemented during project implementation. 	Country Level Interviews	ILO project team Other stakeholders
	To what extent can potential improvements in working conditions for all the key actors be attributed to the activities of the project?	2. Has the project successfully managed and shared any generated knowledge within and built evidence with relevant internal and external stakeholders on the outcomes & impact levels?		Document review	Case studies Regular annual progress reports
				Benchmarking	

			<ul style="list-style-type: none"> • Evidence of a knowledge communication strategy/ action plan • Evidence of unintended impact, positive or negative. 	FGDs, MSC and OH exercises with a sample of youth project beneficiaries	Sample of end project youth beneficiaries
Sustainability & Scaling-up opportunities	To which extent the project ensures having a sustainability mechanism in place and monitored effectively?	<ol style="list-style-type: none"> 1. What can be identified as sustainable project impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions and target populations, and will partners be able to sustain them beyond the project (institutionalization of project components)? 2. What measures and actions have been implemented to ensure ownership of the project's results nationally and within the governorate? Has the project developed an exit strategy? 3. Can the project's approach, parts, and results be replicated or scaled up by national partners or other actors considering institutional and financial dimensions? 	<ul style="list-style-type: none"> • Existence and application of an exit strategy at all levels (Government, Departments, Community, etc.) or likely to be applied. • Level of ownership and intention of institutions to maintain project following project interventions/completion. • The extent to which the project facilitated knowledge transfer, capacity strengthening, and level of ownership. • Stakeholders' perception of the national institutions' level of ownership and willingness to continue project interventions following project closeout. • Stakeholders' perception of the potential for continuity of project activities following project completion. 	Country Level Interviews Document review Benchmarking KIIs with the implementing partners	ILO project team Other stakeholders KIIs with the other vital counterparts Project proposal Case studies Regular annual progress reports Donor

Annexe III: Good Practices



Project name:

Decent Work for Egypt's Young People: Tackling the Challenge Together in Damietta

Project DC/SYMBOL:EGY/18/01/MTX

Name of Evaluator: Awny Amer

Date: 30 May 2023.

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

GOOD PRACTICE ELEMENT	TEXT
<p>Brief Summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>After the 9-month Project activities suspension period, the project coordinator started the activities with tracking and follow-up activities contacting the Entrepreneurs trained during the pre-project phase or pilot phase of 2018 and the first year of the project 2019-2020. This activity is part of the Business Development Services to be offered to entrepreneurs and business owners to check their progress during two rounds of one-to-one coaching sessions by MSMEDA Staff & consultants from business backgrounds to entrepreneurs.</p> <p>As analysed inside the report, the evaluation considered the Business Clinics as one of the critical steps and strategies adopted in the project to promote sustainable impacts among the different targeted groups, particularly the end-beneficiaries, focusing on the SIYB project intervention beneficiaries. The follow-up activities were offered as incentives to be welcomed by the Damietta-trained people, who usually need to be more responsive to calls for meetings, interviews, and training courses.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<ul style="list-style-type: none"> • This business clinic meeting has not been repeated since the start of new rounds of SIYB training with regular follow-up and coaching sessions. • But the business clinic remains one-to-one through telephone with the relevant consultants and master trainers. • The ILO could promote the application of this tool through the collaboration of Horus University as part of the Entrepreneurship Center established lately inside the University and the MSMEDA to ensure higher sustainability after ending the project.
<p>Establish a clear cause-effect</p>	<p>Deliberate approach interested in project design and measurable results as outlined above, considering its value to sustain the project results and increase the outreach of the project beneficiaries with an expected low rate of beneficiaries' withdrawal or projects' termination because</p>

relationship.	of the challenges encountered while managing their projects.
Indicate measurable impact and targeted beneficiaries.	<p>Some beneficiaries consulted during the evaluation indicated they could make critical project decisions because of the business clinics. Some of these are as follows:</p> <ul style="list-style-type: none"> ✓ Revisiting the project human resources structure of their business where some new jobs were added, such as accountant, legal accountant, and others. ✓ Decide to Dissolution the partnership of one of the business owners with another partner after studying his project's risks and opportunities.
Potential for replication and by whom	In this regard, a business clinic refresher training can be organized to combine both master trainers certified at the HUE and the master trainers who facilitated and led the SIYB to develop a specific well-structured coaching & mentoring strategy and respective mechanism shows how the business clinic can be activated and used as a helpful tool to track the SIYB graduates to ensure a higher level of sustainability of the project results.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> - Country Programme Outcomes: EGY 103 & EGY 106 - <u>ILO Strategic Policy Outcomes</u> <ul style="list-style-type: none"> ✓ Outcome 1: Employment promotion ✓ Outcome 2: Skills Development ✓ Outcome 3: Sustainable Enterprise - SDGs: SDG 8: Decent Work and Economic Growth.
Other documents or relevant comments	N/A

Good Practice # 2

Project name:

Decent Work for Egypt's Young People: Tackling the Challenge Together in Damietta

Project DC/SYMBOL:EGY/18/01/MTX

Name of Evaluator: Awny Amer

Date: 30 May 2023.

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

GOOD PRACTICE ELEMENT	TEXT
<p>Summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The <i>partnerships and networking model</i> adopted between all parties in the project, especially public and private sector representatives, proved its success in achieving the project's goal and respective objectives with a need to enhance better communication with the Ministry of Labour (MOL) and the workers' organizations.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<ul style="list-style-type: none"> • The project is being implemented in a dynamic environment with a severe national commitment of ILO, Methanex Co as the project's donor, the Governorate of Damietta, and other key actors to achieve the various objectives. • The Multi-stakeholder partnerships developed under the scheme have allowed ILO to share its policy structure, capacity-building programs, and outreach tools with partners. • They positively impacted the commitment and engagement of different actors to achieve sustainability goals. • The Governor's Office of Damietta's staff in the project has also been remarkably supportive, liaising effectively with ILO staff to ensure optimal delivery of outputs and activities. • The commitment of Methanex Co as the donor of the project adopted the Public-Private-Partnership (PPP) was severe and apparent during COVID-19 by adopting some of the innovative mitigation strategies to increase the outreach of the project results and contributing significantly to secure some of the available jobs and employment opportunities inside the community of Damietta. • Also, the involvement of the workers' organizations as one of the ILO tripartite actors was absent.
<p>Establish a clear cause-effect relationship.</p>	<p>Keeping open channels with the Governor's office of Damietta Governorate and the donor and maintaining active dialogue shall influence the project's responsiveness to the emerging needs and changing priorities of the same donor and other emerging donors to replicate this project.</p>
<p>Indicate measurable impact and targeted beneficiaries.</p>	<ul style="list-style-type: none"> • Because of the delay in getting the needed security approvals and permissions, Significant changes have been made per the Ministry's request, leading to not conducting the market analysis. Consequently, there was no option to undertake this study. Therefore, the project coordinator replaced the item with the MoL capacity building, including the IT equipment, based on the consultation with the MOL. • New partnerships have been developed with the only existing private University (HUE), which resulted in establishment of the Entrepreneurship Center at the University, which is considered one of the sustainability mechanisms. • Targeted beneficiaries: Ministry of Labour (MOL), Governorate of Damietta, MSMEDA, NCW, target beneficiaries.
<p>Potential for replication and by whom</p>	<p>Indeed, with the continuous support of the Governorate of Damietta and the joint efforts of the other actors and donors.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<ul style="list-style-type: none"> - Country Programme Outcomes: EGY 103 & EGY 106 - <u>ILO Strategic Policy Outcomes</u> <ul style="list-style-type: none"> ✓ Outcome 1: Employment promotion ✓ Outcome 2: Skills Development ✓ Outcome 3: Sustainable Enterprise - SDGs: SDG 8: Decent Work and Economic Growth. SDG 17: Partnerships for the Goals.
<p>Other documents or relevant comments</p>	<p>N/A</p>



Annexe IV: Lessons learned.

Project name:

Decent Work for Egypt's Young People: Tackling the Challenge Together in Damietta

Project DC/SYMBOL:EGY/18/01/MTX

Name of Evaluator: Awny Amer

Date: 30 May 2023.

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

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned. (Link to specific action or task)	<i>Replacing direct financial incentives with competition prizes</i> attracted women with passion and dedication towards their businesses to join, raising the quality of program participants.
Context and any related preconditions	<ul style="list-style-type: none"> ➤ Women received support such as soft skills allowed women to be more confident in costing and pricing and increased their competitive edge. ➤ However, the project adopted a new approach to offering incentives (in-kind incentives) to women who participated in the GET Ahead intervention to encourage them to participate in the project's activities, such as sewing machines, to promote the winning women to start their projects and contribute to improving their quality of life. ➤ Consequently, the number of women entrepreneurs under GET Ahead project interventions increased in Damietta. ➤ The same happened with SIYB participants. A business plan competition, Damietta Entrepreneurs "Rowad Domiat 2022", organized by DJEP and implemented by the Global Entrepreneurship Network in Egypt (GEN), covered four tracks: ideas, start-ups, existing businesses, and women in business.
Targeted users /Beneficiaries	Targeted women and youth beneficiaries from both GET Ahead and SIYB project interventions.
Challenges /negative lessons - Causal factors	N/A.
Success / Positive Issues - Causal factors	<ul style="list-style-type: none"> ➤ Consequently, the number of women entrepreneurs increased in Damietta. ➤ The women became more confident, stepped out of their comfort zone, and won prizes for outstanding business ideas. ➤ The same happened for the SIYB beneficiaries. This resulted in offering 6 prizes distributed, which contributed significantly to the buy-in of the project interventions, especially with the leadership and support from both the Government of Damietta and the donor.
ILO Administrative Issues (staff, resources, design, implementation)	Working with the Entrepreneurship Center at Horus University and other actors (e.g., emerging donor(s)) to finalize the fundraising strategy development to fund this intervention.

Lesson learned # 2

Project name:

Decent Work for Egypt's Young People: Tackling the Challenge Together in Damietta

Project DC/SYMBOL:EGY/18/01/MTX

Name of Evaluator: Awny Amer

Date: 30 May 2023.

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

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned. (link to specific action or task)	The ILO successfully utilized the COVID-19 period in re-evaluating the project and bringing new ideas on the ground, adopting <i>innovative mitigation strategies</i> (e.g., applying the business clinics) and responding to the key stakeholders emerging needs.
Context and any related preconditions	<p>The ILO's duty was to introduce the project, so the government institutions' buy-in took longer. COVID-19 added more delays to the project at the beginning. However, the project succeeded in adopting the business clinics to be referred to by the SIYB beneficiaries as one of the innovative strategies during the suspension period of the project because of the effect of COVID-19, noting that it was used and continued as a successful strategy after the suspension period and can be considered as one of the sustainability mechanisms as well.</p> <p>Also, it is worth saying that after operationalizing the Entrepreneurship Centre in the Horus University business school after establishing a specific well-structured vision, mission, and objectives ensuring its sustainability, the Centre can play a vital role in activating the business clinics and applying it with the graduates from the SIYB training workshops.</p>
Targeted users /Beneficiaries	<ul style="list-style-type: none">✓ SIYB beneficiaries✓ Horus University
Challenges /negative lessons -Causal factors	N/A
Success / Positive Issues -Causal factors	Adopting the business clinics as one of the project's mitigation strategies increased the credibility level among the SYIB beneficiaries because of this activity's coaching and mentoring pillar.
ILO Administrative Issues (staff, resources, design, implementation)	The master trainer who facilitated and led the SIYB to develop a specific well-structured coaching & mentoring strategy and respective mechanism shows how the business clinic can be activated and used as a helpful tool to track the SIYB graduates to ensure a higher level of sustainability of the project results. In this regard, the Entrepreneurship Centre at Horus University should develop a fund-raising strategy to fund this activity with the collaboration of ILO. Also, a business clinic r knowledge sharing workshops can be organized to combine both master trainers certified at the HUE.

Annex V: List of stakeholders interviewed/consulted.

S	Name	Sex			Position	Affiliation	Date of KII
		M	F	Total			
(1) ILO-relevant Project staff members (In person or virtual Individual and group interviews)							
1	Mrs Perihan Tawfik	0	1	1	Senior project coordinator	ILO CO-Egypt	11/3/2023
2	Mr Eric Oechslin	1	0	1	Director- IL CO-Egypt		27/3/2023
3	Mr Jose Manuel	1	0	1	Enterprise Development and Job Creation specialist		26/3/2023
4	Dr. Farid Hegazy	1	0	1	Employment Specialist- ACTEMP		30/3/2023
5	Mrs Sarah Sabri	0	1	1	Senior Programme Officer/Gender Focal point		26/3/2023
6	Mrs Wafaa Osama	0	1	1	Workers Specialist-ACTRAV		22/3/2023
7	Mrs. Giorgia Muresu	0	1	1	Head, Business Innovation Unit	ILO- PARDEV	23/3/2023
Sub-total		3	4	7			
(2) Governmental or semi-governmental stakeholders							
1	Mr Ahmed Gebril	1	0	1	Technical Governor's Office Manager	Government of Damietta	12/3/2023
2	Mrs Marwa Nabil	0	1	1	Damietta NCW branch responsible	NCW-Damietta	13/3/2023
3	Mrs Mai Mahmoud	0	1	1	Head of Entrepreneurship	NCW- Egypt	30/3/2023
4	1. Dr. Raafat Abbas 2. Eng. A. El-Gendy	2	0	2	1. Head of the non-financial services sector. 2. Head of the business development sector	MSMEDA- Egypt	21/3/2023
5	Mr. Hossam Shabka	1	0	1	MSMEDA Branch manager-Damietta	MSMEDA-Damietta	15/3/2023
6	-Mrs. Racha A.Baset -Mrs. Amal. A.Mawgoud	0	2	1	-Director General for regional and international affairs -Head of Int. & Regional Affairs	Ministry of Labour (MOL)	20/3/2023
7	1. Mrs Manal Gamal 2. Ms. Nanis ElNakory	0	2	2	1. Undersecretary 2. Director General of youth initiatives	Ministry of Youth & Sports (MoYS)	27/3/2023
Sub-Total		4	6	10			
(3) Other partners (Universities and CSOs)							
1	1. Prof. ElSaid A.Hady	2	0	2	1. University President	Horus University Egypt	14/3/2023

	2. Prof. M. Atwa				2. Dean of BA College				
2	-Mrs. Reham Ghazi -Eng. M. Ezzat	1	1	2	Head of training and business development-chambre of food products	Federation of Egyptian Industries (FEI)	28/3/2023		
Sub-Total		3	1	4					
(4) The Private sector (the donor)									
1	-Mrs. Gihan Shata -Mrs. Manal El-Jesri	0	2	2	-Public affairs manager -Senior advisor & communication officer	Methanex Co.- Egypt	22/3/2023		
2	Mrs Hoda Awad	0	1	1	Community Relations Specialist	Methanex Co.- Damietta	14/3/2023		
Sub-Total		0	3	3					
(5) Other project consultants									
1	Dr Hossam Shalaby	1	0	1	Entrepreneurship consultants	External consultant	13/3/2023		
2	Dr Mostafa Helmy	1	0	1	SIYB Consultant		14/3/2023		
Sub-Total		2	0	2					
(6) Sample of end project beneficiaries who participated in FGDs and Outcome Harvesting or MSC exercises									
						Male	Female	Total	Date
1.	Sample of women who completely received the GET Ahead training- El-Ibrahemia El-Kebliia Village- Outcome Harvesting exercise					0	5	5	12/3/2023
2.	Sample of new women group while they are receiving the GET Ahead training- El-Ibrahemia El-Kebliia Village-FGD					0	25	25	12/3/2023
3.	Sample of women who completely received the GET Ahead training- Kafr El-Batikh Village- Outcome Harvesting exercise					0	9	9	13/3/2023
4.	Sample of new women group while they are receiving the GET Ahead training- Kafr El-Batikh Village-FGD					0	25	25	13/3/2023
5.	Sample of beneficiaries who completely received the SIYB training- Different targeted Villages- Outcome Harvesting exercise					4	4	8	14/3/2023
6.	Sample of youth beneficiaries who completely received the JSC training- Damietta Youth Center-Stadium- Outcome Harvesting exercise					3	9	12	15/3/2023
7.	Most Significant Change (MSC) technique with one of the project beneficiaries					0	1	1	13/3/2023
Sub-Total						7	78	85	
Grand Total						19	92	111	

Annex VI: List of key project documents reviewed.

The following is a list of the key project documents reviewed during the evaluation process:

- The final project proposal document: EGY_18_01_MTX_PRODUC_2019.
- The Logical framework of the project as part of the proposal.
- The Assumptions and Risks document as part of the proposal.
- The implementation plan: EGY_18_01_MTX_Implementation plan_ 21 March 2021_ Revised _ Jan 2023.
- The extension document: Additional Approval minute_ EGY1801MTX_ May 2022.
- Budget document: DJEP MTX Egypt_ 12 February 2023.
- Implementation model document- SIYB.
- Planning for sustainability document- SIYB.
- SIYB Guide-ILO.
- DJEP Info Graph- June 2022.
- Progress report: April 1st, 2019-March 31st, 2020.
- 1st Quarterly progress report: March 1st-June 30th, 2021.
- Annual Progress report: March 1st, 2021-March 31st, 2022.
- Progress report: March 1st, 2021-August 1st, 2022.
- Progress report: March 1st, 2021-January 16, 2023.
- Quarterly progress report: October 1st- December 31st, 2021.
- Quarterly progress report: July 1st- September 30th, 2021.
- Quarterly progress report: October 1st- December 31st, 2022.
- Quarterly progress report: April 1st- June 30th, 2022.
- Quarterly progress report: July 1st- September 30th, 2022.
- Proposed work plan-ILO DJEP Project-Damietta Government-HUE Entrepreneurship Centre- March 2023.
- HUE Entrepreneurship Centre: Vision, key objectives, structure, and the work guide. -March 2023.

Annex VII: Data collection tools and instruments

VI.1 – Key Informant Interview (KII) Guide

With ILO project relevant teams on both the Country and regional level

Interviewee Name:

Sex:

Position:

Affiliation:

Date:

The venue of the interview/modality:

Interviewer:

Note Taker (Documenter)

Note: this form is used for all the KIIs with the different key stakeholders interviewed and the same as for the below introduction questions at the beginning of each interview.

- At the beginning of the interview, the consultant/interviewer provided a short introduction to explain the purpose of the evaluation process, the objective of conducting the interview, why they were selected to participate in this activity, and how the information collected will be used.
- The interview took 60 to 90 minutes whenever the interviewee preferred to meet their commitments or the modality agreed upon.

Key issues/questions that were discussed with the interviewee *(With minor changes or tailoring of the questions or topics raised according to the interviewee affiliation (ILO relevant project team during the life of the project) noting that it was not necessary to ask or discuss all these issues with each interviewee considering that fact that they are semi-structured interviews where the areas of discussion with the interviewee were mainly based on their level of involvement in specific interventions during the life of the project. (e.g., KIIs with the workers and employment specialist were primarily focused on their role and view in the project, while the KIIs with Eric or Sarah Sabri were focused mainly on the questions addressing the strategic level))*

- Discuss the role of the interviewee and his/her affiliation in the project implementation?
- To what extent has the project design and respective interventions identified, addressed, and integrated into its actions the operational and strategic needs and priorities for men, women, and vulnerable groups? Was it built on previous experiences of the ILO in conducting similar projects? Explain
- To what extent do you think the project contributed to the relevant national development priorities of the Egyptian government, the UN Partnership Development Framework (UNPDF) and ILO Programme & Budget Outcomes? To what extent was the project built upon for an integrated and harmonized response with ongoing ILO, UN, and government operations at the country level?

- Does the project play on ILO comparative advantages, and is it relevant for the ILO's strategic objectives and initiatives at national, regional, and global levels? Does the project provide the Office with evidence-based feedback on the ILO's contribution to youth employment? Explain
- To what extent there are some linkage and coherence with other ongoing ILO and non-ILO projects or other development organizations you worked with in the project in your country? Considering the gender equality and inclusiveness of all the targeted groups?
- To what extent did the project successfully identify the most relevant partners? To what extent have the stakeholders other than ILO constituents been engaged and benefitted in the project results for a sustainable response? And what is the added value of such partnerships in terms of synergy with other programmes and organizations?
- Would you please tell us the primary critical successes under the three programmatic pillars of the project and demonstrate specific changes among all the targeted entities and groups on both the medium and short-term results till now in the project-including the capacity building interventions, IYB,, SYB interventions, etc.? Provide some examples.
- To what extent did the capacity-building activities provide to the governmental partners or the targeted youth groups demonstrate specific changes in skills, knowledge, ownership, and institutional support on the sustainability level?
- If so, what critical enabling factors contributed to realising these objectives?
- From your point of view, which activities are the most/least effective (What has not gone well?) in contributing to the project objectives and why? What were the key challenges (operational and programmatic)- including COVID-19 and others encountered during the life of the project, and how you dealt with them? And how have you dealt with using other alternatives and innovative ideas adopted to learn from?
- Back to the partners' role with ILO, to what extent do you think that the management and governance arrangement of the project has been adequate and facilitated project results? Has there been a clear understanding of roles and responsibilities by all parties involved?
- To what extent did the project have an effective monitoring, evaluation, assessment, and documentation mechanism in place and developed to assess the project results (including reporting, quality assurance mechanism, and reflection) processes on different levels in business, and how has the project used information generated to inform programmatic adjustments & corrective actions during the life of the project till now?
- To what extent did the project cost Efficient? Are there any activities that could be implemented at a lower cost using other alternatives with the same quality of activities provided? Provide examples- when needed.
- To what extent were the project interventions implemented as planned (time efficiency)- how can you justify any delay in some of the implementation of some project activities?
- Which components could be sustained and replicated and why? Is there a sustainability and exit/phasing out strategy mechanism with and among the implementing partners? Are the project results, achievements, and benefits likely to be durable or is further support required? Please elaborate.
- Do you think some unintended or unforeseen positive or negative effects can be linked to the projects' interventions?
- To what extent the gender mainstreaming and inclusiveness of some other vulnerable groups (e.g., youth and persons with disabilities) was considered during the different project cycles from your point of view- Provide some examples- when needed.
- Based on your above responses, would you please tell us some of the lessons learnt and best practices captured from your side because of your experiences during the life of the project?
- Provide some examples of good practices and areas of improvement?

Finally, after thanking the interviewees for their feedback, view, and input, we asked them if they had any data/reports/briefs/other documents they could share that might be relevant to the project evaluation.

VI.2 – Key Informant Interview (KII) Guide- With Governmental and semi-governmental partners entities (MOL, MoYS, NCW, MSMEDA, etc.), Donor and other implementing partners

Key issues/questions that were discussed with the interviewee *(With minor changes or tailoring of the questions or topics raised according to the interviewee's affiliation)*

- Discuss the role of the interviewee and his/her affiliation in the project implementation?
- To what extent has the project design and respective interventions identified and addressed integrated into its actions the operational and strategic needs and priorities for men, women, and vulnerable groups? Was it built on previous experiences of the ILO in conducting similar projects? Explain
- Would you please tell us the primary critical successes under the three programmatic pillars of the project and demonstrate specific changes among all the targeted entities and groups on both the medium and short-term results till now in the project-including the capacity building interventions, IYB,, SYB interventions, etc.? Provide some examples.
- How can you see and assess the partnership with ILO? What is the added value of such partnerships in meeting national priorities, specifically the ministry? – which policies at the ministry level have been reviewed or changed because you participated in this project?
- To what extent did the capacity-building activities provide to the governmental partners or the targeted youth groups demonstrate specific changes in skills, knowledge, ownership, and institutional support on the sustainability level?
 - **(For MSMEDA, it was necessary to ask their view about the training modality adopted in the project with the IYB, SYB, GYB, and other interventions)**
 - **As for MOL and the Donor, it was necessary to ask their view regarding the job placements as one of the results captured in the project.**
 - **As for NCW, it was essential to ask how their role is giving special attention to female participation and engagement in the project activities through specific mechanism(s)**
- If so, what critical enabling factors contributed to realising these objectives?
- From your point of view, which activities are the most/least effective (What has not gone well?) in contributing to the project objectives and why? What were the key challenges (operational and programmatic)- including COVID-19 and others encountered during the life of the project, and how you dealt with them? And how have you dealt with using other alternatives and innovative ideas adopted to learn from?
- To what extent the project was cost-effective? Are there any activities that could be implemented at a lower cost using other alternatives with the same quality of activities provided? Provide examples- when needed.
- To what extent were the project interventions implemented as planned (time efficiency)- how can you justify any delay in some of the implementation of some project activities?
- Which components could be sustained and replicated and why? Is there a sustainability and exit/phasing out strategy mechanism with and among the implementing partners? Are the project results, achievements, and benefits likely to be durable or is further support required? Please elaborate.
- Do you think some unintended or unforeseen positive or negative effects can be linked to the projects' interventions?
- To what extent was gender mainstreaming considered during the different project cycles from your point of view- Provide some examples- when needed.
- Based on your above responses, would you please tell us some of the lessons learnt captured from your side because of your experiences during the life of the project? Provide some examples of good practices and areas of improvement.

Finally, after thanking the interviewees for their feedback, view, and input, we asked them if they had any data/reports/briefs/other documents they could share that might be relevant to the evaluation.

VI.3 Focus Group Discussion (FGD) Guide with a sample of youth beneficiaries who participated in job training/job placement, GET ahead, IYB, and SYB activities.

Key issues/questions discussed with the FGD participants (With minor changes or tailoring of the questions or topics raised according to the program the participants benefit from). Please note that the guidelines and the protocol followed are included in the inception report in more detail.

Key issues/questions that will be discussed in the FGDs facilitation process.

- Would you please tell us more about the reasons that motivated you to participate in the project?
- How did you learn about the project?
- How were you included in one of the project interventions? Can you please elaborate on the process?

- What services did you receive (e.g., SYB, GET ahead, IYB, Job placement, etc.)?
- Were the activities catered to your needs and the critical priorities of your age youth in Damietta? If yes, how? If not, why not?

- How valuable were these services for you?
Very Useful Useful Acceptable Not at all

- Were there any types of support that were not provided which would have been helpful for you? If yes, what types of support?

Training

- How would you rate the quality of the training in terms of its usefulness?
- How would you rate the quality of the teaching methods used in the training? What did you like the most in these trainings? What did you like the least?
- What were the most valuable topics included in the training and why?
- What were the least valuable topics included in the training and why?
- To what extent do you believe that the program will be helpful for you in developing your career or your business over the next few years and in the long term? Why?
- As a result of the program, what has changed in your life and career? (With indication to the specific areas of change on the level of Knowledge got/added, skills acquired, and attitudes/practices captured)- particularly for the following aspects:
 - Your readiness to engage in different employment opportunities.
 - Your skills acquired? And how you can deal with the different challenges encountered (in the case of startups or entrepreneurship activities)
- How could we improve the program in any of the critical aspects in the future?

VI.4 – Most Significant Change Guide & protocol with a sample of youth beneficiaries who took part in job training/placement and IYB, SYB and other activities

MSC - Story Collection Form

Information given before the meeting, or the individual sessions begins:

Facilitator:

“We hope to capture some stories about changes that may have resulted from **implementing the DjEP project in Damietta**. If you are happy with this, we asked 2 or 3 questions (depending on the number of domains) and wrote the answers in my notebook.

We hope to use the stories and information collected from your interviews for several purposes, including:

- To help us understand what participants think is good and not good?
- Then we can do more of what is good
- To tell our donors/partners what has already been achieved.

We may use your stories to report to our donors or share them with other participants and trainers. Are you okay with publishing the story and including Nick’s name?

MSC form

Name of the Program/project	
Governorate/District	
Name of partner(s)	
Name of person recording story	
Date of recording	

Confidentiality

There is no need to use your real name. Instead, you can use a nickname.

** (Since this will remain anonymous, don’t record their name or contact details –write “ **Job placement, IYB, SYB, GET ahead project participant**” or some similar description.)*

Contact Details

Name of the storyteller (using nickname)	
District/community	

Questions

1. Tell us how you (the storyteller) first became involved in the project and what project activities or training you have participated in:

.....
.....
.....
.....

2. Looking back **since the beginning of the program**, what do you think was the most significant change related to **[domains as explained above and place]**? **Please try to describe this change in the form of a story.**

The facilitator should check that the story answers the following questions: When did the change happen? Who was involved in the change? What happened? Why do you think it is significant? What was the previous situation?

.....
.....
.....
.....
.....
.....

4. **Why did you choose this change in particular? E.g. why was it significant for you?**

.....
.....
.....
.....

5. **What recommendations do you make associated with the story, e.g., what should you do more or less of?**

VI.5 – Tailored Outcome Harvesting (OH) guide & protocol
(With a sample of youth beneficiaries took part in job training/placement and IYB, SYB and other activities)

Step One: Data Collection

- Introductions and short icebreaker
- Group exercise in which we asked the participants to brainstorm to identify what they perceive has been the changes brought by their participation in the project and within their communities guided by the project interventions.
- Once the group finished listing/describing these changes, the consultant worked with them to group them into different categories.
- Then, the facilitator also asked the participants to identify the three most significant changes.
- The facilitator then asked the participants to suggest what they think could be attributed to each group of change.

Critical areas of discussion/questions

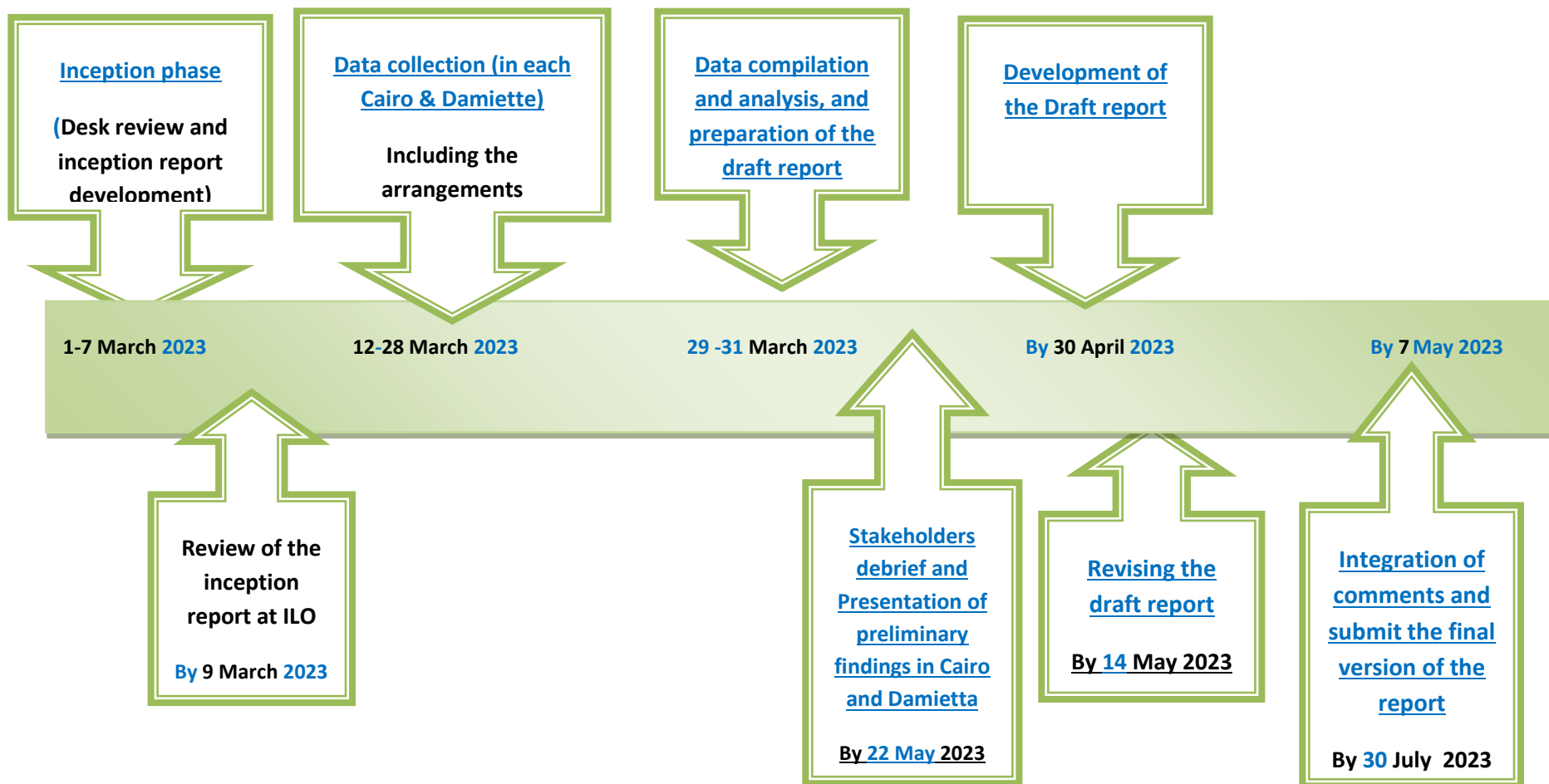
- How long have you been on the project? What kind of services are provided?
- What has changed for you since you took part in this project?
- Are there any other changes in your life that have happened to you or your family since you started participating in the project?
- After the grouping of the different changes, the group of participants have described:
- What things made these different changes possible?
- Is there anything else you think needs to change?

Annex VIII: Work Plan of the Independent Final Project Evaluation with time frame

The following chart/template shows the detailed work plan with the proposed time frame/milestone of each phase of the final project Evaluation of

“Decent work for Egypt’s Young People: Tackling the Challenge Together in Damietta” project- ILO Egypt

Dates: 1 March- 31 July 2023



Annex IX: Data Table on Project Progress

The table below shows the updated status of Project Progress in achieving its targets by both the outcomes & outputs indicators levels as reported till 12 April 2023. However, the report includes more details and analysis under the relevant evaluation questions.

Outcome / Output	Indicator	Target	Achieved	percentage of achievement	comments
Outcome 01: Increased capacity of local government, employers, trade unions and civil society organization partners to implement youth employment initiatives	#young people reached through results-based labour market interventions implemented by local government, employers, trade unions and CSOs (Target: 450)	450	?	N/A	
	#New labour market interventions developed and implemented by local government, employers, trade unions and CSOs (Target: 3)	3	?	N/A	The detailed explanation presented in the below outputs under this outcome
Output 01.01. Situational labour market analysis for Damietta is available	#situational analysis available (Target: 1)	1	58 routers installed	N/A	The activity of this output was replaced by providing IT equipment and training Ministry ofMOL staff as per their request to use the newly purchased equipment. Other relevant equipment is still under process.
Output 01.02 Enhanced soft and technical skills of local government employers, trade unions and CSOs	%-point increase in score of pre/post-competency-based workshop test		0	0%	They were not reported. It is noted as one of the areas of improvement reported by some stakeholders- notably Horus University.
	#pax completing training workshops (by gender) (Target: 180, minimum 40% women)	180 min. 40% women	0		No progress, as explained above under output 1.1.
	#government institutions, employers, trade unions and CSOs participating in workshops (Target: 10)	10	0		Two training are to be organized for MOL in June 2023 for 37 Employment department employees.
	#training workshops offered (Target: 6)	6	0		One tripartite three days training to be offered in July for 64 persons.
Output 01.03. Implementation of youth employment	#youth employment programme piloted by CSO	1	1	100%	Key stakeholders were able to implement t key initiatives by themselves.

development initiatives by local partners	#young people benefiting from the labour market programme	150	101	67%	Five rounds, 84 MEN, 17 WOMEN. The HR accepts them and receives food and safety training and soft skills.
Outcome 02: Increased business start-ups and improved youth livelihoods through self-employment opportunities	#youth owning a business/self-employed three months/one year after completing training course (GET Ahead/SIYB/) by gender (two follow-ups)	300	422	141%	GET Ahead created 167 jobs, while SYIB created 255 jobs. Rowad Domiat(13 men & 28 women) awards are not counted as jobs.
Output 02.01. Strengthened skills for youth to start and improve their enterprises	#GET Ahead trainers certified after successful completion of ToT courses	15	8	53%	Eight trainers received refresher training and were certified in June 2022.
	#women graduating from GET Ahead training courses	600	818	205%	2019: 186 women, 2020: 97 new jobs, 46 existing businesses, 143 direct and 137 indirect & 307 in 2021 and 16 jobs. 165 trained in 2022 (8 jobs), and 161 introduced in 2023 (7 rounds)
	#SIYB trainers certified after successful completion of ToT courses	10	12	120%	Horus University staff, 23 were trained, and 12 passed the test, but only eight will be certified trainers.
	#Youth (by gender) completing SIYB training courses	400, at least 40% of women	454	91%	2019: 104 trained, 2020: 117 jobs created (161 indirect jobs); 2021, 148 trained (88 jobs); in 2022, SYB 41, Horus University 5 rounds (82 entrepreneurs). GYB one round at Horus University and IYB 13 trained in 2019, and 45 trained in 2021.
	#Youth taking Entrepreneurship and Innovation courses in TSS	15,000	0	0%	not reported, and activity shifted to the HUE Entrepreneurship Centre
Output 02.02 Improved market access for young entrepreneurs	#young women and men that received mentoring or coaching services	150	72	48%	Three rounds, 52 males, 20 females
	#BDS providers receiving technical support to improve their services to young entrepreneurs	3	0	0%	

Outcome 03: Increased decent work job placements for young people through better labour market matching	#young women and men in self- or wage employment one year after completing JSCs	200	138	69%	The JSC activities supported 77 beneficiaries in 2019, yet started creating jobs in 2020, offering 15 jobs, supporting 276 beneficiaries in 2021 and offering 123 jobs in 2023
Output 03.01 Improved job matching processes established	#JSC facilitators certified upon successful completion of ToT courses	10	0	0%	
	#youth completing JSCs training	400 (at least 50% women)	393	79%	The JSC activities supported 77 beneficiaries in 2019, yet started creating jobs in 2020, offering 15 jobs, supporting 276 beneficiaries in 2021 and offering 120 jobs in 2023
Output 03.02. Improved capacity of youth centres to provide job search services	#government-run youth centres upgraded	1	4	400%	Four youth centres visited were selected and equipped with 26 computers.

Total Jobs created **700** **711** **101%**