ILO EVALUATION Mid-term Internal Evaluation

Evaluation Title : **Mid-term internal evaluation for the Project Egypt Youth Employment: Providing a Reason to Stay**

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This "internal evaluation" as per ILO/EVAL types of evaluation of the ILO followed a formalized evaluation process managed by an officer of the Regional Programming Unit of the Regional Office for Africa of the ILO. The purpose of internal evaluations largely serves organizational learning.

Acronyms and Abbreviations

BDS	Business Development Service
CAPMAS	Central Agency for Public Mobilization and Statistics
DW	Decent Work
DWT	Decent Work Team
EYE	Employment for Youth in Egypt
EFITU	Egyptian Federation of Independent Trade Unions
FEI	Federation of Egyptian Industries
GET	Gender and Entrepreneurship Together
GoE	Government of Egypt
HS	Human Security
ILO	International Labour Organization
IPs	Implementing Partners
IT	Information Technology
ITC	The Industrial Training Centre
LEED	Local Employment and Economic Development
M&E	Monitoring and Evaluation
MoM	Ministry of Manpower
MSMEs	Micro, Small, and Medium Enterprises
MSMEDA	Medium, and the Micro and Small Enterprises Agency
MTI	Ministry of Trade and Industry
NCE	No Cost Extension
NGOs	Non-Governmental Organisations
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
P&B	Programme and Budget
PMC	Project Management Committee
PSC	Project Steering Committee
RO	Regional Office

SCORE	Sustaining Competitive and Responsible Enterprises
SDGs	Sustainable Development Goals
SDS 2030	Egypt's Sustainable Development Strategy
SFD	Social Fund for Development
SME	Small and Medium Enterprises
SYPE	Survey of Young People in Egypt
ToT	Training of Trainers
TOR	Terms of Reference
TPR	Technical Progress Reports
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNPDF	UN Partnership Development Framework
UNTFHS	United Nations Trust Fund for Human Security
UNSDCF	UN Sustainable Development Cooperation Framework

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Executive Summary

A. Description of the project

i. Country Context:

Egypt is responding to a challenging situation, and pursuing structural policy, legislative and administrative reforms that are medium and long term in nature. The government, through its various programmes and sectors, focus on youth and enhance their access to decent jobs. In the recent past, the country has experienced high unemployment for the youth aged 18 to 29 years which has increased drastically from 19 percent in 2010 to 31.3 percent in 2016. In as much as the country has embarked on job creation, the jobs that have been created are not of appropriate quality, and mainly concentrated in the informal economy, which fails to provide decent employment due to the difficulty of being monitored by government entities. The scarcity of decent jobs is preventing Egypt's new generation from gaining the skills and income to sustain the economic and social development of their country. The project to be evaluated focuses on socio-economic development - to respond to the immediate challenges faced by young women and men in local communities that are prone and are at risk of irregular migration in the Nile Delta region, a hub and transit point for local migration; in other words, provide a reason to stay. The project Employment for Youth in Egypt : Providing a Reason to Stay "EGY/17/04/HFS", is funded by the United Nations Trust Fund for Human Security , and implemented by the International Labour Organisation, the United Nations Industrial Development Organization, and, the United Nations Development Organization.

The main goal of "EYE: Providing a Reason to Stay' project" is to improve the economic security of young women and men in the Nile Delta, particularly targeting vulnerable groups who are at risk of irregular migration and tackles the root causes of migration by providing a reason for youth to stay in their communities. The project has two outcomes: Outcome 1: Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities and Outcome 2: The active participation and engagement of young women and men in their communities are promoted, and the youth better understand their potential and play an active role in their society.

The project has the following outputs:-

Under Outcome 1:

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

Under Outcome 2:

- Output 2.1: Youth-led platforms are established and capacitated as an avenue for social engagement (ILO)
- Output 2.2: Social enterprises are promoted and developed as an innovative and effective tool to tackle identified human insecurities in target areas (ILO)

As for the project "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR", completed in August 2020, the three main outcomes were:-

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

The outputs under each outcome were:-

- 1.1 Priority sub-sectors/value chains identified in consultation with government and national partners
- 1.2 Lead firms implement enterprise-level action to improve growth and employment in priority (sub-) sectors/ value chains
- 1.3 Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains
- 2.1. Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions
- 2.2. Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains
- 3.1. Capacities of emerging MSMEs/small-scale producers enhanced to enable them to participate in the selected sub-Sectors/value chain
- 3.2. MSME and entrepreneurship development initiatives/programmes in rural areas are promoted/scaled up

ii. About the Project

The project targets directly 18,500 individuals, 15 to 35 years old men and women in Menoufia and Qalyoubia unemployed or seeking work opportunities, and those current or potential entrepreneurs to start and manage small and micro enterprises including vulnerable groups who are at risk of irregular migration. It focuses on economic insecurity aiming to tackle the root causes of migration and providing a reason for the youth to stay in their communities through increasing decent employment opportunities and maximising the role of the government and private sector in employment creation. The Micro, Small and Medium Enterprise Development Agency is a key partner in the project. The Programme Steering Committee (PSC) undertakes strategic management of the project and make the necessary decisions to ensure that the project is proceeding as planned and in the context of national plans set by the government. In terms of funding, the project Employment for Youth in Egypt: Providing a Reason to Stay "EGY/17/04/HFS", is funded by the United Nations Trust Fund for Human Security. Specifically as outlined in the project document and work plan under Activity 3.4.6: Providing credit facilities in target governorates (Menoufia and Qalyoubia) for beneficiaries above 21 years of age, the project's contribute to the Micro, Small and Medium Enterprise Development Agency (MSMEDA) with an amount of 1,300,000 USD. The project started on 20 April 2019 and is due to run until 30 June 2022 with a budget of

US$2,000,000. The project is implemented as a continuation of the project: "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR" which was implemented from December 2016 to August 2020, with a budget of 1,200,000 USD.

B. Purpose, scope and clients of the evaluation

The ILO considers evaluation as an integral part of the implementation of technical cooperation activities. The intended users of the report are the project national stakeholders (Ministry of Trade and Industry, Ministry of Youth and Sports, Ministry of Manpower, the Medium, and the Micro and Small Enterprises Agency -MSMEDA), Qalyoubia and Menoufia Governors' Offices, Benha University, and the NGO, implementing partners. The OECD-DAC framework and principles for evaluation and ILO Evaluation policies and guidelines define the overall scope of this evaluation.

Specific objectives of the evaluation include:

- Identifying the contributions of the project to the National Development Plan, the SDGs, the UN development frameworks, the ILO, UNIDO and UNDP objectives and its synergy with other projects and programs;
- Assess the relevance and coherence of project's design in regards of country needs and how the project is perceived and valued by the target groups;
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation;
- Review the efficiency of the project implementation and management arrangements;
- Review the strategies for sustainability of project outcomes;
- Review the extent to which the human security approach is being applied and its added value;
- Identify lessons learned and potential good practices for the key stakeholders, including in applying and sustaining the human security approach;
- Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives, considering specially the implementation of a human security approach and
- Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives, considering specially the implementation of a human security approach.

The evaluation also integrates gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women. Additionally, the impact of the COVID19 in the implementation of the project has taken into account.

C. Methodology and limitations

The present Midterm Evaluation of the youth employment project was conducted under the ILO's evaluation policy and procedures. In line with the proposed methodology, and to ensure that the evaluation contributed to a more in-depth understanding of the factors that contributed to, or impeded, the achievement of results, the evaluator obtained information from 18 informants representing the following groups of informants: Interviews with 3 ILO staff which included the ILO DWT Director, the ILO

backstopping specialist and the manager of another project. Annex 1 (List of people interviewed) seems to provide a different, broader selection of informants.

D. Findings

i. Relevance, coherence and validity of design - The evaluation assessed relevance coherence and validity of design with regards to the socio-economic needs of the ultimate beneficiaries and alignment to national and regional frameworks, strategies and policies. The project was to be strategically *aligned to the priorities of national and regional priorities* primarily those aimed at addressing the economic insecurities of young women and men in vulnerable local communities to alleviate the root causes of irregular migration in the Nile Delta.

The project is linked to UNPDF Outcome area related to Prosperity and Output 1.1: Entrepreneurship and MSMEs are effectively promoted with inclusive and sustainable strategies, programmes and mechanisms and responds directly to the SDS 2030's first pillar of Economic Development and SDGs 1: end poverty, SDG 5: Achieve gender equality and SDG 8: Decent work.

The project is directly aligned to objective 1 "Improving the quality of life and standard of living of the Egyptian citizens" of the Egypt Sustainable Development Strategy 2030 whose focus is "improving the quality of life of the Egyptian citizens and improving their standard of living in various aspects of life….". It is aligned with the ILO Programme and Budget Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work.

The project is aligned with the UNDP Country Programme, specifically Outcome 1: Inclusive growth, economic empowerment and employment and is also linked with the UNDP Strategic Plan whose theme is "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded".

With UNIDO's project is aligned work in the field of human security, post-crisis rehabilitation and migration and in line with UNIDO's approach on "inclusion of youth in the socio-economic processes of development".

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

ii. Validity of Project Design - The evaluation found a clear and logical cause-and-effect linkages from activity to the projects development objectives presented in the project logical framework. The project logical framework has at each level of results, i.e., output, outcome and impact level, clearly defined and realistic indicators of measurement and targets. The indicators in the logical framework illustrate cause and effect relationship from inputs to outputs and on to immediate objectives and finally to the development objective of the project. Further, for each of the objectives, contributing outputs are outlined with the required activities to undertake in order to achieve results. It was however observed that outcome level indicators did not have baseline data as a result, this did not provide information that could be useful for management decision making and tracking progress towards attaining the high level targets. In terms of project strategy remaining flexible and responsive to gender equality and non-discrimination, the evaluation found that the project implementing partners and implementing organisation embraced gender sensitive approaches in their work plans and interventions. For service providers, this was executed through the selection process of the participants in the training programmes

by ensuring that the selection of participants was gender sensitive and gave opportunity to encourage more vulnerable groups, in this case youth and women, to participate in their activities.

iii. Project Progress and Effectiveness - In terms of progress made towards the achievements of outputs, the evaluation found that monitoring and evaluation data was not captured in a way that would facilitate easy tracking and computation of the achievements made by the project against set indicators. For example, the project cooperated with MSMEDA to use its online platforms in light of the "Social entrepreneurship programme" to reach out to the beneficiaries. Based on the progress made in terms of reaching the project intended targets, and considering the disturbance in implementation of the activities due to the pandemic, the determinant of the project meeting its intended objectives is largely dependent on a number of factors which include how the pandemic is addressed at national level and secondly, how the project re-adjusts its work plans and facilitates this adjustment down to the implementing partners. This was also evidenced in the reactions made by the project management team in adjusting the work plan during the covid-19 period in order to adapt to the new way of conducting and implementing activities such as conducting training trainings virtually. For example, most implementing partners had to reduce the number of participants for training activities as a way of adhering to Covid-19 health guidelines. For some implementing partners, operations and implementation of activities stopped when the pandemic started because at the time, there were no digital platforms to use for training activities considering that the trainings were designed to be conducted face-to-face. On the other hand, the coming in of the pandemic influenced innovation for implementing partners. The adjustment of work plans made by the implementing partners contribute to ensuring that the project meets its obligation in terms of delivering results and achieving its intended objectives. Further, the introduction of virtual interactions for meetings and training activities is a positive change, which has contributed to continued implementation of activities with limited disruption. Further, it has to be acknowledged that adjusting work plans by project implementing partners was a positive response to ensuring that the project effectiveness and progress is enhanced.

iv. Management and Financial efficiency - The project is a joint programme implemented by ILO, UNDP and UNIDO with ILO as the lead agency. The model of implementation is through the creation of partnerships with national partner, especially government entities relevant to the project because these ministries and national institutions have a long-term strategic national vision and capable of identifying the priority areas and the groups most in need of the project and planned activities. The government entities would also be supporting the guidance of the implementation of the project activities within the Egyptian context. The management structure of the project is at two levels, the Project Steering Committee (PSC) composed of government ministries, UN implementing partners and donor agency whose role is to provide strategic guidance of the project at policy level ensuring that the project is proceeding as planned and in the context of national plans set by government with a plan of meeting once every six months. The second level is the Project Management Committee (PMC) comprising of project staff of the three UN partners and a representative of the co-funded ILO EYE project with a plan of meeting once a month.

In terms of composition of the project team and the operational structure of joint programme, the evaluation found that the model of parallel funding to three agencies with one integrated log frame provided a sound management arrangement of the implementing partners. The evaluation further found that, of the three Agencies, only ILO has recruited dedicated project staff to support the project whereas the other UN Agencies are pulling resources for staff to oversee and backstop the implementation of the project.

At the time of the evaluation, the ILO had experienced a staff turnover and was in the process of recruiting new staff to continue working on the project and this lead to losing momentum of implementing project activities and engagement with project implementing partners. The evaluation also found that despite having the Ministry of Trade and Industry as the Main Line Ministry for the project, most of the project activities are aligned with the Ministry of Youth & Sports especially the outreach programmes.

On the aspect of M&E, implementing partners did not mention the existence of the M&E system hosted by the ILO and its utilisation. This finding is an indication that, despite having an M&E system for the project, implementing partners have not been utilising it for the benefit of the project. This can be attributed to the lack of designated M&E staff from the implementing agencies, charged with the responsibility of the M&E.

On financial efficiency, the evaluation found that despite the financial resources being allocated adequately, delivery rate of the implementing partner was low. During the period of assessment, two disbursements were paid to the implementing agencies. The ILO received a total of US$677,651.20 and delivery rate was 61.5%, UNDP, expenditure was US$ 101,289.44 giving a delivery rate of 30% and for UNIDO, expenditure was US$189,142.00 with a delivery rate of 43%, giving an overall delivery rate of 44.8%. The low financial delivery can be attributed to two main factors, 1. delayed commencement of the project due to a lengthy approval process by government and 2. the advent of Covid-19 pandemic which slowed down the implementation pace of most the implementing partners as they had to change their implementation modalities. For example, limitation of face-to-face interaction meant that most meetings and trainings had to be conducted virtually and most partners at the time did not have equipment to allow them to interact virtually resulting in delayed or non-delivery of activities leading to low expenditure

v. Project Orientation to Impact and Sustainability - The project has high potential of achieving impact beyond the projects lifespan in that it is entrenched in existing government structures and collaborated with like-minded private sector players and BDS service providers that have similar objectives. The evaluation found that the partner institutions have institutionalised initiatives introduced by the project as a clear sustainability and exit strategy. It is understood that Ministry of Manpower requested to shift the purpose of the funds in favour of improving the IT structure in the governorates as it was important for the Ministry and the extent to which this will benefit of the "at risk youth" need to be determined and closely monitored. The evaluation found that in as much as training is highly appreciated and beneficial to them, they fail to start businesses due to lack of capital that limits the positive outcome/impact of the project. The evaluation further found that gender-related needs were mainstreamed and would have long-term impact in the World of Work through the design of interventions by the project implementing partners. Training providers for the GET Ahead programme have a strategy of inviting family members of the participants in their training programme to the graduation ceremony to show the achievement of participants to their families as a way of building acceptance of the family for the business their member is undertaking. For sustainability, the organisation is introducing what they are calling "family entrepreneurship". This training model is aimed at addressing the problem faced by woman entrepreneur. When they start their own business, family members view it as a burden because it deprives the woman of the time they need to spend at home with the family. With this training model, it will promote an eco-system in the nuclear family on entrepreneurship resulting in development of a new generation of entrepreneurs, as they will be introduced to the concept of entrepreneurship at an early age.

vi. General (throughout the other evaluation criteria) - Implementing the project using the human security approach has been embraced by implementing agencies and implementing partners of the project. This is evidenced by the findings of the evaluation which show that the design of the project and its activities have taken into consideration the economic development aspect of HS through implementation of entrepreneurship and business development interventions. This approach also addresses the aspect of sustainability in a more coherent manner because the institutionalization of the

HS approach by the implementing partners such as MSMEDA, Ministry of Youth, Ministry of Trade and Industry in the project entails long term impact at national level because these institutions have the mandate to embrace HS approach in their regular activities. At UNCT level, discussions of embracing HS approach is being championed by all the Agencies, by ensuring that the support being given to the GoE by the UN reflects a HS approach and this is and should be embraced by the GoE.

E. Conclusions

The project is expected to meet its overall goals and objectives. The stakeholders view the project as highly relevant and designed to address the challenges of the target group especially the youth and women. The project is contributing to highlighting the importance of improving the economic security of young women and men in the Nile Delta, particularly the vulnerable groups who are at risk of irregular migration and tackling the root causes of migration by providing economic alternative for the youth and women to stay in their communities.

The Covid-19 pandemic caused a number of challenges in the implementation of the project. Work plans had to be adjusted by implementing partners to address these challenges. This saw an introduction of innovative ways of implementing activities. Digital platforms were introduced to conduct activities such as training interventions virtually.

i. Specific conclusions:

a. On the aspect of Relevance, coherence and validity of design, the project achieved alignment of its activities with the economic security of young women and men in Nile Delta. Further, coherence was achieved through the selection of project geographic areas and priority subsectors which was informed by the assessments conducted by the project team and was also informed by information from the predecessor project "EYE: Working together". The project was well alignment with national, regional and global strategies and frameworks that aim at addressing the economic insecurities of young women and men that causes irregular migration. The project was aligned to the donor requirements stipulated in the United Nations Trust Fund for Human Security assistance strategy for Egypt and this is mainstreamed in the activities implemented by partners' agencies and the implementing partners on the ground. In addition, the project is aligned with the ILO Programme and Budget and ILO DW strategy for North Africa. For UNDP the project is aligned with Outcome 1 on "Inclusive growth, economic empowerment and employment" and its Strategic Plan on "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

b. The project's empowerment activities such as the introduction of the GET Ahead and SIYB training programmes, aimed at mind-set change of youths and women to desist from migrating outside Egypt in search of employment, was found to be effective as evidenced by the beneficiaries of the training. This was further enhanced by the awareness creation intervention on the social entrepreneurship and provision of financial support for business start-up through business plan competitions implemented by project implementing partners. In terms of gender equality and non-discrimination, project implementing partners had a gender sensitive approach to planning and implementation of the activities. Selection of participants/beneficiaries of the activities were mainly youth and women prong to economic hardships and vulnerable to irregular immigration.

c. Data capturing for monitoring and evaluation was found to be inadequate. For this reason, it was not easy to track project performance against set outcome level indicators in order to facilitate measure

project progress and effectiveness towards the outcomes. However, despite the Covid-19 situation, the project had made positive progress towards achieving its outputs against set indicators on areas where data has been captured and this is a positive indication that project is destined to reaching its set targets by the end of the project period.

d. The project management structure was functional with ILO as lead agency having a dedicated team project team whilst UNDP and UNIDO only have officials assigned as focal point persons for the project. This type of engagement will help the project enhance its efficiency among the three agencies by sharing information on progress and challenges they are facing during implementation of activities; help mitigate the delay in the commencement of the project and will help strengthening cohesion among them.

e. Further, the project has a strong capacity development approach for its implementing partner using models such as the SCORE and GET Ahead programmes, business plan competition and access to finance for the winners of the completion, is a positive approach to ensuring sustainability beyond the project life span.

f. Key to the implementation of the project is embedding a human security approach in it the activities of the project. The project has managed to institutionalise the human security approach in the design of the activities implemented by implementing partners. This aspect is also embedded in the capacity development programmes designed for the project implementing partners. The human security approach is vital for sustainability and more importantly, the impact of the project.

g. The project experienced a lot of staff turnover during the period under review, which is attributed to the low grades and low pay for the project staff specifically for this project. This affected project's financial delivery and performance in terms of consistency in conducting is coordination role as lead agency of the project.

F. Recommendations

Based on the findings from the evaluation discussed above, the evaluator draws some recommendations for consideration to improve delivery of the remain phase of the EYE: Providing a Reason to Stay project.

a. There is need for the steering committee meetings to be held more frequently to provide oversight on project activities. One of the identified bottlenecks for not holding the meetings was the delay in getting **clearance from the Government** for the participating ministries. To counter this, **it is recommended that the clearance and approvals of such nature should be sort during the project design and approval process** in order to reduce on the time lag for the PSC commencement of its role in the implementation of the Project.

Addressed to	Priority	Time frame	Resources
ILO as Lead Agency	High	Short Term	Low

b. **To enhance coordination among the implementing agencies, there is need to revamp holding of monthly PCT meetings**. These meetings will address the lack of coordination by implementing agents identified by some implementing partners in the evaluation. This will also strengthen joint programming by the implementing agencies in the spirit of working as ONE UN. Such regular meetings will enhance exchange of information on implementation, challenges, future plans and an opportunity to identify complementarity areas of

collaboration and synergies. Further, such meetings can be used to foster dialogue among the main players in the project.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	High	Short Term	Low

c. For the remaining part of the project, particular attention needs to be paid **to output 4.1 on Youth led platforms.** In the spirit of addressing sustainability in the target communities, the work on this output should force on **facilitating peer processes among youth and community engagement and how youth groups can be more proactive players in their respective communities which in turn would make the youth feel more empowered to develop their own strategies.**

Addressed to	Priority	Time frame	Resources
ILO UNDP MSMEDA	High	Medium Term	High

d. **Consideration should also be given to introduce an indicator to measure "youth intention to migrate regularly or irregularly".** This is important because the focus of the project is on preventing irregular migration among youth.

Addressed to	Priority	Time frame	Resources
ILO	High	Short Term	High

e. **As a follow-up to the No-Cost-Extension (NCE) given to the project by the donor, further consideration should be given for a Cost-Extension in an event that the Covid-19 situation does not change.** A decision with the donor needs to be made on what to do alternatively particularly for the project outputs which have lagged behind in implementation i.e. two outputs 3.2 and 4.2 affected many because of the advent of Covid-19 pandemic.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	Medium	Long Term	Medium

f. **For Monitoring and Evaluation,** the project should strengthen the M&E system by developing tools for data capturing and share with all partner agencies and implementing partners in order to achieve a uniform data capturing system for the project. Further, enhance efficient data collection among implementing partners and collaborating partners in order to track activities and ensure achievement of desired results. The tools will aide in data disaggregation for youth and women who are the project ultimate targets.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	High	Long Term	Low

g. **Planned Staff recruitment need to be done on time including replacement of staff**. This would enhance efficiency by avoiding overburdening lean staff. Systematic handover of both documentation and activity responsibility needs to be in place for easy follow-up and continuity.

Addressed to	Priority	Time frame	Resources
ILO	H	Short Term	L

h. Acknowledging the **disruption caused by the Covid-19 pandemic**, the project should consider reducing the set targets because the current targets were set without anticipation of disruption experienced.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	High	Long Term	Low

i. **Need for staff funding for other UN agencies** considering that it is only ILO as lead agency with provision for staff cost but the coordination work for the other agencies UNDP and UNIDO require dedicated staff for the tasks to enhance speedy delivery of results.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	Medium	Long Term	Medium

G. Lessons learned and good practices

Lessons learned:

a. **There is need to put in place a follow-up mechanism for the beneficiaries of the employment component trainings interventions** in order to trace them and measure impact of implementation given the condition that a person has to establish a formal employment contract and stay in the job for three months.

Good practices:

a. Circumstances outside the influence of project management may adversely affect efficient and effective planned project implementation in this particular instance, the Covid-19 pandemic. **The ability for project implementing partners to adjust and re-design the initial activity implementation plans ensured continuation. This was reinforced by the effective measures such as transitioning of training delivery from face-to-face to online training methods and developing e-learning modules for delivery BDS trainings.**

1.0 Description of the project

1.1 Country Context:

Egypt is responding to a challenging situation, and pursuing structural policy, legislative and administrative reforms that are medium and long term in nature. In the short-term, the community, especially those looking for employment, will need support in order to obtain these employment opportunities. Therefore, the government, through its various programmes and sectors, focus on youth and enhance their access to decent jobs.

In the recent past, the country has experienced high unemployment for the youth aged 18 to 29 years which has increased drastically from 19 percent in 2010 to 31.3 percent in 2016. In as much as the country has embarked on job creation, the jobs that have been created are not of appropriate quality, and mainly concentrated in the informal economy, which fails to provide decent employment due to the difficulty of being monitored by government entities. The scarcity of decent jobs is preventing Egypt's new generation from gaining the skills and income to sustain the economic and social development of their country. For this reason, the unemployment rates have been pushing an increasing number of job seekers to attempt to irregular migration, which is very risky.

The national statistics agency, Central Agency for Public Mobilization and Statistics (CAPMAS) has estimated around 8 million Egyptians are currently living abroad. The survey of Young People in Egypt (SYPE), that has been conducted by CAMPMAS and Population Council, found in 2014 that 17.2 percent of young persons aged 15 to 29 had "aspirations" to emigrate within the next five years[1]. The push factors are clearly economic and job related; two-thirds of youth indicated lack of jobs as a reason to migrate and a third indicated the desire to gain higher incomes.

The number of Egyptians irregularly migrating to Europe has been on the rise with 3,151 Egyptians arriving irregularly in Italy in 2015, compared to 1,223 in 2021. A large portion of Egyptian migrants arriving in Europe is unaccompanied minors below the age of 18). Most importantly, according to CAPMAS and Population Council Study (2014), Egyptian migrants in Europe are maintaining very strong ties to Egypt and, eventually returning home. Their behaviour makes it hard to believe that they ever intend to settle in Europe and indicates that if they were able to find the same opportunities in their home country, they probably would never have left.

In addition, Egypt is also struggling with the number of Egyptian migrants returning from abroad due to regional instabilities, especially in Libya, which traditionally hosts 1-2 million Egyptian workers. Egyptians are also being crowded by other nationalities for job opportunities especially in the Gulf Countries. This rise in numbers of returnees adds to the pressure faced by the Egyptian Labour market, which, in turn, further acts as an additional push factor for leaving Egypt.

Tackling the challenges of migration in Egypt and responding to the needs of its increasingly young population has become a national priority. The project to be evaluated focuses on socio-economic development - to respond to the immediate challenges faced by young women and men in local communities that are prone and are at risk of irregular migration in the Nile Delta region, a hub and transit point for local migration; in other words, provide a reason to stay. Improving access to labour market, coupled with broadening youth's horizon regarding work and business opportunities locally, are likely to

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[1] CAPMAS & Population Council (2014), "Survey of Young People in Egypt (SYPE) 2014", page 71

reduce their tendency to make uninformed choices to migrate, while increasing their ability to search for opportunities locally.

Drawing on the lessons to be learned from numerous ILO, UNDP and UNIDO youth employment initiatives in Egypt and in other countries, the joint programme focus on multi-dimensional interventions for youth employment integrating supply and demand side that enhance capacities and stimulate partnerships at the local level for employment creation. The strategy and approach have been adjusted taking into consideration the lessons learned during the implementation on the ground of similar projects.

1.2 About the Project

The programme under review has a people-centred approach embedded in its implementation strategy which is informed by the principle of Human Security (HS) guidelines. The HS approach and assessment have been utilised in its implementation and consultations were made with representatives of local stakeholders in target areas, reviewing of government national studies and research, UN relevant national and local studies and reports helped in better understanding the target areas / groups, and highlighting major challenges, opportunities and needs. The HS assessment was central in programme identification, building a relevant logical framework, and tailored interventions according to the needs highlighted by the target groups themselves.

The project Employment for Youth in Egypt (EYE): Providing a Reason to Stay "EGY/17/04/HFS", is funded by the United Nations Trust Fund for Human Security (UNTFHS), and implemented by the International Labour Organisation (lead agency), the United Nations Industrial Development Organization (UNIDO), and, the United Nations Development Organization (UNDP). The project started on 20 April 2019 and is due to run until 30 June 2022 with a budget of US$2,000,000. The project is articulated with another project that strategically complement the project: "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR". This project was implemented from December 2016 through August 2020, with a budget of 1,200,000 USD and has gone through an independent final evaluation.

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

The project has two outcomes:

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

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

The project has the following outputs: -

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

- Output 1.1: Small businesses, in identified promising sectors, are supported to become more inclusive of economically vulnerable young women and men (UNIDO).
- Output 1.2: Youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability (ILO).

- Output 1.3: Sustainable environment solutions and green businesses are promoted among youth (ILO and UNIDO).
- Output 1.4: Institutional capacities and effectiveness of the local business-supporting institutes/agencies are enhanced to provide tailored services to ease business creation, enhance economic opportunities and development in migration prone communities in Nile Delta (UNDP)

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

As for the project "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR", completed in August 2020, the three main outcomes were: -

Outcome 1: Strengthened capacity of stakeholders to make informed decisions about addressing opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt;

Outcome 2: Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt and

Outcome 3: Emerging MSMEs/ small-scale producers supported/scaled up in rural Egypt to contribute to local economic development (LED) and to promote decent employment opportunities;

The outputs under each outcome were: -

- 1.1 Priority sub-sectors/value chains identified in consultation with government and national partners
- 1.2 Lead firms implement enterprise-level action to improve growth and employment in priority (sub-) sectors/ value chains
- 1.3 Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains
- 2.1. Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions
- 2.2. Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains
- 3.1. Capacities of emerging MSMEs/small-scale producers enhanced to enable them to participate in the selected sub-Sectors/value chain
- 3.2. MSME and entrepreneurship development initiatives/programmes in rural areas are promoted/scaled up

The project targets directly 18,500 individuals, 15 to 35 years old men and women in Menoufia and Qalyoubia unemployed or seeking work opportunities, and those current or potential entrepreneurs to start and manage small and micro enterprises including vulnerable groups who are at risk of irregular

migration. More specifically, the project targets youth and women with low skills and have been unemployed for a long duration.

The programme's primary goal is to create economic opportunities and employment of youth looking for job opportunities through enhancing their skills and capacities, career and life skills, and on the other hand enhancing their entrepreneurship skills and stimulating partnerships at the local level for employment creation.

The project focuses on economic insecurity aiming to tackle the root causes of migration and providing a reason for the youth to stay in their communities through increasing decent employment opportunities and maximising the role of the government and private sector in employment creation.

In addition, the Micro, Small and Medium Enterprise Development Agency at the Ministry of Trade and Industry provides, through the project supports, financial services for 23,000 small and micro-enterprises in the same Governorates. This indirectly benefit the target group from enhanced business registration/licensing processes and providing marketing and business development services (micro/small businesses.

The three UN agencies work in partnerships with relevant government institutions for the achievement of the programme results namely the Ministry of Trade and Industry, Ministry of Youth & Sports, Ministry of Manpower, Ministry of Local Development, and Ministry of Social Solidarity). The programme further capitalises on the close cooperation with FEI, the employer constituent and umbrella representative of the private sector in Egypt, as well as with key actors in the skills development and entrepreneurship development fields. The Micro, Small and Medium Enterprise Development Agency (MSMEDA) is a key partner in the project.

The Ministry of Trade and Industry chairs the Programme Steering Committee (PSC) composed of ministries, UN implementing partners and donor agency. The PSC undertakes strategic management of the project and make the necessary decisions to ensure that the project is proceeding as planned and in the context of national plans set by the government. The PSC meets every 6 months. Furthermore, a Project Management Committee (PMC) that comprise the project staff of the three UN partners, in addition to a representative of the co-funded ILO EYE project meets on monthly basis. It is responsible for project planning, implementation of activities and managing resources as per plan and ensuring synergies between the partners to achieve results.

The project team include a Project Manager, two Project coordinators a Monitoring and evaluation assistant, Communication and knowledge management assistant and finance and administrative assistants.

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

In terms of funding, the project Employment for Youth in Egypt (EYE): Providing a Reason to Stay "EGY/17/04/HFS", is funded by the United Nations Trust Fund for Human Security (UNTFHS). The project started on 20 April 2019 and is due to run until 30 June 2022 with a budget of US$2,000,000. It also has to be noted that the project is implemented as a continuation of the project: "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR" (refers hereunder as EYE 1) which was implemented from December 2016 to August 2020, with a budget of 1,200,000 USD.

The evaluation, reported herein, is the Mid-Term evaluation of the project on "Employment for Youth in Egypt (EYE): "Providing a Reason to Stay". The evaluation in ILO is for the purpose of accountability, learning, planning, and building knowledge, taking into account the project's relevance, effectiveness, efficiency, impact and sustainability.

This report contains the findings of the final independent evaluation that was conducted during May to July 2021 with online interviews, using zoom, taking place between 20 and 24 May 2021.

2. Evaluation background

2.1 Purpose, scope and clients of the evaluation

The ILO considers evaluation as an integral part of the implementation of technical cooperation activities. According to the ILO evaluation policy this project will go through an internal mid-term evaluation (managed by the project manager with support of the ILO Regional evaluation officer) and an independent joint final evaluation (managed by ILO/EVAL through an ILO officer certified as evaluation manager and implemented by independent evaluators).

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

In terms of scope, the evaluation will consider the full geographical breadth of the project, including both national and subnational areas in Qalioubeia and Menoufia governorates and the whole life of the project until March 2021 (and complementary the project "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" EGY/16/02/NOR.

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

The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be taken into account.

As outlined in the TORs, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report" and Checklist 5 "Preparing the evaluation report". The evaluation will follow the OECD-DAC framework and principles for evaluation and ILO Evaluation policies and guidelines will define the overall scope of this evaluation.

The specific objectives:

- Identify the contributions of the project to the National Development Plan, the SDGs, the UN development frameworks, the ILO, UNIDO and UNDP objectives and its synergy with other projects and programs
- Assess the relevance and coherence of project's design in regards of country needs and how the project is perceived and valued by the target groups
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives and corrective actions the project could take;

- Review the efficiency of the project implementation and management arrangements.
- Review the strategies for sustainability of project outcomes.
- Review the extent to which the human security approach is being applied and its added value.
- Identify lessons learned and potential good practices for the key stakeholders, including in applying and sustaining the human security approach.
- Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives, considering specially the implementation of a human security approach

The evaluation also integrates gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women. Attention will be given to issues related to social dialogue, international labour standards and fair environmental transition. Additionally, the impact of the COVID19 in the implementation of the project will be taken into account.

3.0 Methodology and limitations

This evaluation was conducted under the ILO's evaluation policy and procedures. The ILO adheres to the United Nations system's evaluation norms and standards, as well as to the OECD/DAC's Evaluation Quality Standards. The ILO uses a conceptual framework that is consistent with Results-Based Management (RBM) and which addresses five Evaluation Criteria, as specified in the ToR (see Annex 4). For each of these criteria, a series of evaluation questions was developed in the Inception Report. A mix of qualitative and quantitative data was used, critical reflection and a triangulation of acquired information.

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

The proposed methodology is an inclusive evaluation, meaning that different stakeholder groups will be included in the evaluation and that data will be collected from different groups of people. It will use results-based approach in line with the Results Based Management Approach of the UN. The evaluation will also follow ILO guidelines on evaluation of programmes.

The evaluation will adopt mix qualitative and quantitative approaches. The quantitative approaches will aim to quantify the results achieved by the programme according to its results framework. This will depend on documentary review and extracting data from relevant statistical databases where required. The qualitative approaches comprising key informant interviews to explore issues encapsulated in the evaluation framework. As outlined in the TORs, the key activities will include a desk review, online meetings in the targeted governorates in Egypt, consultations with ILO, UNDP and UNIDO management and staff (i.e. country and other levels per agency), the national counterparts, the donor, as well as other relevant implementing partners, beneficiaries and other key stakeholders.

The evaluation will provide clear linkage between the findings of the evaluation and the recommendations with guidance on how stakeholders can address these recommendations, with indication of the responsible institution, prioritization, estimated resource requirement and timeframe (long, medium or short).

The evaluation will address the following questions:

Relevance, coherence and validity of design

- Is the project relevant to the achievements of the outcomes in the national development plan, the UNPDF, regarding SDGs and the ILO DW strategy for North Africa?

- Does the project reflect the Human security approach in an appropriate manner to include all key elements of it?

- Has the project addressed relevant needs to intermediate and final target groups? Given the current political, socio-economic and financial situation, are the project objectives and design still relevant?

- How well does the project complement and link to activities of other donors/development agencies at national and local level?

- Is the 'theory of change/intervention logic behind the project coherent and realistic? Do outputs causally linked to outcomes, which in turn contribute to the broader development objective of the project?

- Have the various 'change' assumptions and risks been properly identified and addressed in project design and implementation?

- How appropriate and useful are the indicators described in the project document in assessing the project's achievements? Are the targeted indicators realistic and can they be tracked?

- To what extent did the project strategy, within the overall scope, remain flexible and responsive to gender equality and non-discrimination?

Project effectiveness

- Is the project making sufficient progress towards its planed objectives? Is the project likely to achieve its planed objectives by its closing date?

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

- What have been the main contributing and challenging factors towards project's success in attaining its targets? To what extent the human security approach has added value outcome level

- Have the partnership and integrated efforts have added value versus implementing partners working separately.

- Did the project effectively use opportunities to promote gender equality and disability inclusion within the project's result areas?

- To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project is addressing this influence and is ready to adapt to changes for at least some time from now-on?

- Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

- Were outputs produced and delivered as per the work plan? Has the quantity and quality of project's outputs been satisfactory?

- To what extend were the intervention results defined, monitored and achieved (or not) towards gender equality and non-discrimination?

Efficiency of resource use and management arrangements

- Have financial resources of the project been allocated strategically according to the work plan in order to achieve outcomes? Has the project monitored under regular basis financial delivery, and adjusted its future allocations, when necessary? Will the results achieved justify the costs? Could the same results have been attained with fewer resources?

- Is the composition of the project team by the lead agencies and the co-implementer agencies considered appropriate for the project implementation?

- Has the project adopted effective and consistent working procedures with implementing partners?

- Have the implementing agencies coordinated and collaborated with other agencies' projects and other donor and government institutions to improve project efficiency and effectiveness?

- To what extent the project achieved efficiency in implementation through the combination of project stakeholders involved, making use of comparative advantages and the creation of synergy?
- How effectively does the project management monitor project performance and results? What M&E system has been put in place, and how effective is it? Is relevant data systematically being collected and analysed to feed into management decisions? Is data disaggregated by sex?

Orientation to impact and sustainability

- To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries or clear indications that these would take place through plausible links to project results at institutional, organizational and individual levels?

- Have the project components developed an exit strategy to ensure sustainability of the project result at outcome level?

- Identify and discuss gaps in the sustainability strategy to ensure the replicability and scale up and how the stakeholders could address these, taking into consideration potential changes in the country due to the COVID19 pandemic?

- To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on gender within the World of Work?

General (throughout the other evaluation criteria as necessary)

- Assess the implementation and outcome of implementing the project under the human security approach (i.e. coordination to integration, promoting multi-stakeholder partnerships, localisation and 'leaving no one behind' and prevention and resilience)
- To what extent the human security approach has contributed towards mainstreaming the human security approach in the work of the UN Country Team; what the benefits and/or challenges have been and how the programme will build on the benefits or address the challenges going forward.

3.1 Desk/Documentary review

An initial documentary review was conducted during this inception phase focusing on understanding the programme, activities and results to date. This review was aimed at determining results achieved, progress in activities, lessons learnt, challenges encountered in project implementation, including reasons for achievement and non-achievement of objectives.

Further, the desk review, the following information sources were studied: Programme design documents, Programme progress reports (annual reports), Technical Progress Reports (TPRs) and other reports to the extent that it is available, Programme monitoring reports, Minutes of steering committee meetings and the National Development Framework, UNSDCF and Sustainable Development Goals.

During the inception period, the evaluator developed a list of the key informants, together with project staff. A full list is attached in Annex 1.

3.2 Consultations/Online Meetings

Due to travel restrictions because of the COVID-19 regime it was not possible for the evaluator to conduct a field visit to Egypt. It was therefore agreed that Zoom would be used in all interviews with the informants. If the informant was not an English speaker, the ILO made an interpreter available for simultaneous interpretation during the interviews which included representative from the two governorates.

The evaluator worked in close cooperation with the project's staff and the ILO Cairo Office, to identify informants among the intervention's stakeholders, including government officials, Implementing partners and end beneficiaries (Full list attached as Annex X1). In line with the proposed methodology, and to ensure that the evaluation contributed to a more in-depth understanding of the factors (in design and operations) that contributed to, or impeded, the achievement of results, the evaluator obtained information from 18 informants (7 male and 11 female) representing the following groups of informants:

- Interviews with 3 ILO staff which included the ILO DWT Director, the ILO backstopping specialist and the manager of other project. The purpose was to explore how, or under which circumstances, the intervention contributed to the desired changes.
- Interview with 2 officials from UN implementing partners, UNIDO and UNDP who are responsible for backstopping implementation of the project. The purpose was to explore how, or under which circumstances, the intervention contributed to the desired changes.
- Interviews with 2 governmental officials, who deal with youth employment and SME development. The purpose was to understand to what extent governmental institutions appreciated the project and were ready to continue the initiatives beyond the project.
- Interviews with 1 representative of the Agency responsible for MSME development in the country (MSMEDA). The purpose was to explore the impact of the initiative on the MSME sector and cooperation with the MSME projects in the country.
- Interview with 5 implementing partners who are SME service providers. The purpose was to explore if the implementation design of the project was meeting the desired outcome.
- Interview with 2 project beneficiaries who benefited from the project interventions. The purpose was to learn if the project intervention strategy was meeting its intended and desired goals for the end beneficiaries in terms of starting and growing the businesses.

3.3 Data collection, analysis, and reporting

All data was collated from 20th to 28th May 2021 through online interviews. As indicted in the section above, COVID-19 pandemic severely restricted the mobility of the evaluator to travel to Egypt for data collection. However, adequate arrangements were made by the ILO project team to ensure that selected informants are reached and interviewed.

Questionnaires for each category of respondents were developed to guide the interviews. The category of questionnaires developed were UN Respondent (ILO, UNDP, UNIDO) donor (UNTFHS), Government Ministries, Service Providers and Beneficiaries. The individual questionnaires are attached (Annex 2).

Interviews were arranged with English-speaking informants and Arabic speaking informants. The last ones were interviewed by the evaluator with support of an interpreter.

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

3.4 Limitations

A number of limitations exist:

i. Inability of the evaluator to travel to Egypt due to Covid-19:

The main limitation to the evaluation is the distanced nature of some of the data collection and the inability of the evaluator to travel to Egypt due to Covid-19 travel restrictions. For this reason, data

collection only involved virtual communication. This affected implementation of the project activities and at the same time denied the evaluator an opportunity to have face-to-face interaction with the respondents. To address this challenge, virtual means of communication were applied throughout the evaluation process.

ii. Language:

The interviews conducted with the regions (Menoufia and Qalyoubia) had interpretation services. Interpretation were provided during interviews with the Ministry of Youth and Sports, Focal Point, Mrs Nanis ElNakory Ms Marwa Ibrahim Job Search Club beneficiary, Ministry of Manpower, Mrs Nehmedo Mohamed and Ms Rasha Basset, Mr Ossama Ali beneficiary of social Entrepreneurship course & competition beneficiary, and Ms Norhan Nabil, GET Ahead beneficiary.

Considering that a good number of interviews, especially with the beneficiaries were conducted in Arabic, this may have resulted in risk of a loss of meaning during interpretation. However, this was addressed through triangulation of data sources from other categories of project stakeholders and desk review of progress and activity reports, the use of an independent interpreter who was not a project staff. For the reason, the findings and response from informants interviewed in Arabic does not compromise the validity of the findings.

4.0 Clearly identified findings for each criterion (responding to the evaluation questions)

This section outlines the main findings of the evaluation based on interviews and literature review in line with the ToRs aligned to the evaluation criteria addressing relevance and strategic fit, validity of design, project performance and effectiveness, effectiveness of management arrangements, efficiency of resource use, impact orientation and sustainability.

4.1 Relevance, coherence and validity of design

The evaluation assessed relevance coherence and validity of design with regards to the socio-economic needs of the ultimate beneficiaries and alignment to national and regional frameworks, strategies and policies. It further assessed relevance with regards to alignment to donor requirements as stipulated in the United Nations Trust Fund for Human Security assistance strategy for Egypt.

As a first step in ensuring that relevance, coherence and validity of design were aligned to the economic security of young women and men in Nile Delta, the selection of geographic areas and priority subsectors were informed by the number of assessments carried out by the project management team and from the predecessor project "EYE: Working together"[2] that ended in August 2020. The evaluation findings[3] fed into the project "EYE: Providing a Reason to Stay"[4].

The project focused subsectors were found to be in line with governorates priority areas. Whereas there was strong evidence of government involvement in the selection process, the Federation of Egyptian Industries (FEI) and the Egyptian Federation of Independent Trade Unions (EFITU) were not as visible.

Alignment to National Frameworks and other Strategies and Plans
The project was to a large extent strategically aligned to the priorities of national and regional priorities primarily those aimed at addressing the economic insecurities of young women and men in vulnerable local communities to alleviate the root causes of irregular migration in the Nile Delta. The projects result areas at all levels and its development objectives resonated with those outlined in government plans.

Alignment to the Egypt Sustainable Development Strategy 2030
Egypt Vision 2030 focuses on improving the quality of life of the Egyptian citizens and improving their standard of living in various aspects of life by ensuring the consolidation of the principles of justice, social inclusion and the participation of all citizens in political and social life, in conjunction with high, inclusive and sustainable economic growth, enhancing investment in human beings, and building their creativity by promoting increased knowledge, innovation and scientific research in all areas.[5]

The EYE: "reason to stay" project is directly aligned to objective 1 "Improving the quality of life and standard of living of the Egyptian citizens". The focus of the objective is on improving the quality of life and standard of living of Egyptian citizens by reducing poverty in all forms, eliminating hunger, providing an integrated system of social protection, providing education and ensuring its quality and the quality of health services, providing basic services, improving infrastructure, improving the civilized outlook of Egypt, controlling population growth, enriching cultural life and developing digital infrastructure.

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[2] https://www.ilo.org/ievaldiscovery/#acnic69
[3] https://www.ilo.org/DevelopmentCooperationDashboard/#btivwau
[4] https://www.ilo.org/DevelopmentCooperationDashboard/#ajt3mem
[5] Egypt Vision 2030

Alignment to UNPDF
The project is linked to UNPDF Outcome area related to Prosperity and Output 1.1: Entrepreneurship and MSMEs are effectively promoted with inclusive and sustainable strategies, programmes and mechanisms.

Alignment to the SDGs
The evaluation found that the "EYE: Providing a Reason to Stay" responds directly to the SDGs 2030's first pillar of Economic Development and SDGs 1: end poverty, SDG 5: Achieve gender equality and SDG 8: Decent work.

Alignment to the ILO Programme and Budget (P&B) and ILO DW strategy for North Africa
The evaluation found that the project objectives and activities are aligned to ILO P&B Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work. Specifically, the project is aligned to Outcome indicator 4.2.1. Number of member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability; Outcome Indicator 4.3.1. Number of member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality; and Outcome Indicator 4.4.1. Number of member States with policies or measures to promote alignment of business practices with decent work priorities and a human-centred approach to the future of work.[6]

Further, the evaluation found that the project is well aligned with the ILO DW strategy for North Africa, Immediate Objective 1 "Creating opportunities for young women and men and the most vulnerable". This objective aims at facilitating creation of employment opportunities through the increased use of local resources, labour intensive infrastructure investment and environment protection-related public works and creation of MSMEs and creation opportunities for youth, women, populations affected by displacement and conflict and other disadvantaged groups.[7]

Alignment to the UNDP Country Programme and UNDP Strategic Plan
The project was found to be aligned with the UNDP Country Programme, specifically Outcome 1: Inclusive growth, economic empowerment, and employment. "By 2022 Egypt has adopted equitable and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job-creating economic development". The project is also linked with the UNDP Strategic Plan whose theme is "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded".

Alignment to the UNIDO's mandate
The evaluation found that the project is well aligned with UNIDO's mandate "to promote inclusive and sustainable development, which is development that does not leave anyone behind and promotes practices that are environmentally sustainable"[8]. The evaluation also found that the project is well aligned with UNIDO's work in the field of human security, post-crisis rehabilitation and migration[9] and in line with UNIDO's approach on "inclusion of youth in the socio-economic processes of development"[10].

Alignment to the United Nations Trust Fund for Human Security (UNTFHS)

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[6] ILO Programme and Budget for 2020-21 Output indicators - Technical notes for planning, monitoring and reporting on results (7 April 2020)
[7] ILO DW Strategy for North Africa 2011-2015
[8] https://www.unido.org/inclusive-and-sustainable-industrial-development.
[9] https://www.unido.org/our-focus/creating-shared-prosperity/women-and-youth-productive-activities/youth-productive-activities.
[10] https://www.unido.org/our-focus/creating-shared-prosperity/women-and-youth-productive-activities/youth-productive-activities.

The evaluation found that the project was aligned to the objectives of the UNTFHS whose overall aim is to contribute to translate the human security approach into practical actions and provide concrete and sustainable benefits to vulnerable people and communities threatened in their survival, livelihood and dignity.[11] This is evidenced in the design of the activities by the implementing partners which showed that the activities implemented during the period under review had an economic angle to every activity ranging from creation job opportunities, access to finance for business start-ups targeting youth, women and returnees. Further, the project was designed with the aspect of institutional capacity building in mind to address sustainability beyond the project life span. On the other side, the aspect of influencing policy was embedded in the project mainly through the engagement and government ministries as key implementing partners.

4.2 Validity of Project Design

The evaluation found that one critical path of the theory of change, is aimed at mind-set change of youths and women to desist from migrating outside Egypt in search of employment. This was considered through designing of the project interventions to reach out to the youths and women to develop an entrepreneurship mind-set through mainly the introduction of the GET Ahead and SIYB training programmes. The "EYE: Providing a Reason to Stay" partners also conducted awareness interventions on the social entrepreneurship and provision of financial support for business start-up through business plan competitions.

The evaluation further found that there are clear and logical cause-and-effect linkages from activity to the project's development objectives presented in the project logical framework. The project logical framework has at each level of results, i.e., output, outcome and impact level, clearly defined realistic indicators and targets. The indicators in the logical framework illustrate cause and effect relationship from inputs to outputs and from those to immediate objectives and finally to the development objective of the project.

The four project Outcomes are adequately defined and there are related synergies among them. Further, for each of the objectives, contributing outputs are outlined with the required activities to undertake in order to achieve results.

Further, the project log frame had sufficiently developed measurable indicators. However, the absence of baseline data for outcome level indicators did not provide adequate information that could be useful for management decision making and tracking progress towards attaining the high-level targets.

The project strategy remains flexible and responsive to gender equality and non-discrimination. The evaluation found that the project implementing partners and implementing organisation embraced gender sensitive approaches in their work plans and interventions. For service providers, this was executed through the selection process of the participants in the training programmes. They ensured that the selection of participants was gender sensitive and gave opportunity to encourage more vulnerable groups, such as youth and women, to participate in their activities. This can be seen in the number of beneficiaries reached by the programme.

In terms of the project complementing and linking its activities with other donors/development agencies at national and local level, the evaluation found that the project was closely working with other UN partners through UNDP and UNIDO in the Prosperity Group of the UNPDF/UNDAF on other initiatives beyond this project. There was also good collaboration of ILO with UN Women who are currently developing a joint programme.

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[11] https://www.un.org/humansecurity/wp-content/uploads/2018/04/UN-Trust-Fund-for-Human-Security.pdf

4.3 Project Progress and Effectiveness

This section provides an assessment of project performance and effectiveness with respect to the set targets under the four outcomes: Outcome 1: National institutions are strengthened for SME development; Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia; Outcome 3: Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities, and Outcome 4: The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society.

In terms of progress made towards the achievements of outputs, the evaluation found that monitoring and evaluation data was not captured in a way that would facilitate easy tracking and reporting of the achievements made by the project against the indicators. Despite having a well-thought-out developed M&E strategy, the project lacked an implementation tracking process/system for easy tracking of progress. Therefore progress made towards achieving the outcomes, after the outputs has not been well documented.

However, the evaluation found that the project had made positive progress towards achieving its outputs under the circumstances of COVID 19 situation. Implementing partners introduced innovative ways of conducting training by developing digital platforms. For example, the project cooperated with MSMEDA to use its online platforms of the "Social entrepreneurship programme" to reach out the beneficiaries. As a result of this innovation, the outreach of the online campaign reached around 810,000 targeted beneficiaries, while the online impressions reached around +2,850,000. Further to this initiative, a social media campaign was developed to raise youth awareness on the value of work. This campaign contributed to building a database of beneficiaries for further easy access and succeeded in reaching approximately 4,200 beneficiaries in Qalyoubia and Menoufia governorates[12]. Table 1 "Progress made towards the achievements of Outputs" (Annex 3) shows how the activities implemented by the project implementing partners.

Based on the progress made, and considering the effect of the Covid 19 pandemic, we can state that the project meeting its intended objectives is largely dependent on factors such as how the pandemic is addressed at national level and, how the project re-adjusts its work plans and facilitates this adjustment down to the implementing partners. It will also be important to recognise that such adjustment might imply financial costs that may lead to project budget adjustments. This was evident in the project management adjustments in the work plan during the covid-19 period in order to adapt to the new way of conducting and implementing activities such as conducting trainings virtually.

Determining whether the project will meet its objective by the end of the closing date is difficult because the situation on the pandemic is still unknown.

In terms of the project effectively use of opportunities to promote gender equality and disability inclusion within the project's result areas, implementing partners shows commitment. For example, organisations like MSMEDA facilitated creation of clusters for business such as restaurants targeting women, and creation of one-stop-shop to promote women participation.

To a large extent, COVID-19 influenced project results and effectiveness negatively. For example, most implementing partners had to reduce the number of participants for training activities as a way of adhering to Covid-19 health guidelines. This resulted in the reduction of number of individuals reached. Further, because of the requirements imposed on them when conducting activities, such as masks, sanitizers and hand washing facilities during training or meetings, it increased the cost of implementing

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[12] EYE Reason to stay Fourth Progress Report February 2020– February 2021

activities. This resulted in increased cost of implementing activities, reduction in total number of activities implemented and reduced number of target beneficiaries reached.

For some implementing partners, operations and implementation of activities stopped when the pandemic started because at the time, there were no digital platforms to use for training activities, considering that the trainings were designed to be conducted face-to-face (as indicated by a training provider).

Some implementing partners moved the workshops to online workshops. To do this, they had to establish pre-sessions before each workshop to educate participants on how to deal with the online tools and troubleshooting, the need for every participant to have more than one way to keep operating of the internet connection during the workshops. This in a way limited the outreach of the training programmes as not all intended participants had access to internet connection.

On the other hand, the coming in of the pandemic influenced innovation for implementing partners. Implementing partners adapted different ways of delivering services to their target groups by introducing virtual interaction for trainings and meetings and for the MSMEs introduction of e-marketing and e-commerce in general. Specifically MSMEDA provided technical support to SMEs, selling the products through e marketing/e-commerce during the pandemic period.

Regarding how the adaptation of the project intervention model in response to the pandemic may influence the design of future project intervention models, there is positive feedback. For example, switching from face-to-face interaction to virtual means may be a permanent feature for most implementing partners. For this reason, partners who have embraced using digital platforms are gaining confidence and skills in the utilization for this mode of interaction and making it a permanent feature and practice for future models of work. The training providers indicated that using digital platforms for training is the future of providing the services.

For other implementing partners, adapting intervention model meant reducing each day direct workshop hours, increasing breaks duration and committing the participants to do home works each day for at least 3 hours (Social Entrepreneurship Curriculum and online courses).

In summary, the adjustment of work plans made by the implementing partners, described above, contributes to ensuring that the project meets its targets achieving its intended objectives. However, the adjustment in the work plans has financial implications that affect funding allocations and budgets. Further, the introduction of virtual interactions for meetings and training activities is a positive change to avoid limited disruption of activities. In any case, it has to be acknowledged, that this change resulted in loss of implementation time during the transition phase of migrating from face-to-face interaction to using digital platforms for interactions.

4.4 Management and financial efficiency

The project was planned as a joint programme implemented by ILO, UNDP and UNIDO, with ILO as the lead agency. The model of implementation is through the creation of partnerships with national partners, especially government entities relevant to the project. This is because these ministries and national institutions have a long-term strategic national vision and are therefore capable of identifying the priority areas and the groups most in need of the project and planned activities.

The government entities would also be supporting the guidance of the implementation of the project activities within the Egyptian context. The management structure of the project is at two levels. First, the Project Steering Committee (PSC) composed of government ministries, UN implementing partners and donor agency. The role of the PSC is to provide strategic guidance of the project at policy level ensuring that the project is proceeding as planned and in the context of national plans set by government with a plan of meeting once every six months. The second level is the Project Management Committee (PMC)

comprising of project staff of the three UN partners and a representative of the co-funded ILO EYE project with a plan of meeting monthly.

The ILO being the lead agency has a project team comprising of a Project Manager, a Finance and administrative Assistant, a Monitoring and Evaluation Assistant, a Communication and Knowledge Management Assistant, two Project Coordinators[13]. As for the UNDP and UNIDO, they do not have designated staff for the project. However, they have staff that facilitates and oversees implementation of activities by the government ministries and institutions that operate under "Implementation Agreements".

Based on this management structure, the evaluation found that for effective management of relations with national partners, more frequent engagement between the UN agencies (ILO, UNIDO and UNDP) implementing partners and with the other project partner institutions was vital. The frequency of interaction was found not to be as adequate as required which, in some instances, affected smooth project relations with partners. Some partners indicated that they would have preferred more frequent interaction with implementing agencies and other partners to share experiences and challenges faced in the implementation of the project and get immediate guidance and responses to plan the way forward. The evaluation further found that frequency of meetings at both levels, PSC and PMT were not held as planned. This last point can be due to the disturbance caused by Covid-19. On the other hand, the lead agency experienced staff turnover[14] during the inception of the project, leading to lose momentum of engagement with project implementing partners.

In terms of composition of the project team and the operational structure of joint programme, the evaluation found that the model of parallel funding to three agencies with one integrated log frame provided a sound management arrangement of the implementing partners. However, this model does not give authority to the lead agency to monitor the other implementing agencies. This reduces the capacity of the lead agency to accomplish its role of integrating the three agencies work into one project.

The evaluation further found that of the three Agencies, only ILO has recruited dedicated project staff to support the project whereas the other UN Agencies are pulling staff for this project. This may have been a challenge compromising speedy delivery of activities. At the time of the evaluation, the ILO had experienced a staff turnover and was in the process of recruiting new staff to continue working on the project.

In terms of effective and consistent working procedures with implementing partners, the evaluation found that the project experienced delays in formally constituting the PSC. This is attributed to the lengthy process of acquiring government clearance granted in January 2019, followed by signing the project document with the Egyptian Ministry of Trade and Industry (MTI), ILO, UNIDO and UNDP and recruitment process by July 2019, coursing a delay of about 7 months. The evaluation also found that, despite having the Ministry of Trade as the Main Line Ministry for the project, most of the project activities are aligned with the Ministry of Youth, especially the outreach programmes.

The project has a clear M&E strategy that was put in place at the inception of the project. The M&E strategy is designed to track and assess project implementation progress at output and outcome level. The project management team is expected to regularly monitor the programme inputs, activities, outputs, outcomes, and strategies against the set indicators. The system is also designed to have a shared common drive that is accessible to all the project's implementing agencies. However, UNDP and UNIDO are not using it.

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[13] Signed PRODOC EYE Providing a Reason to Stay Brief.pdf
[14] EYE HSF Annual Progress Report 2020 EYE UNTFHS March 2021

During the evaluation, the implementing partners (UNDP and UNIDO) did not mention the existence of the M&E system hosted by the ILO and its utilisation. This finding is an indication that, despite having a robust M&E system for the project, implementing partners have not been utilising it for the benefit of the project. Since the M&E system was anchored in the lead agency, ILO, the evaluation did not find evidence of the M&E system being introduced to the other implementing agencies; hence, creating a gap in data collection to inform management decision making. This can also be attributed to the lack of designated M&E staff from the implementing agencies, charged with the responsibility of the M&E. For example, in the ILO, the position of M&E officer was not consistently filled for most of the implementation period of the project, despite having funding for this position. This created information gap for the M&E system to effectively function.

In terms of strategic allocation of financial resources, the evaluation found that the resources were adequately allocated as provided in the project document, and that there was frequent monitoring and updated work plans between the donor and the PMC through frequent donor visits. The implementing partners indicated that their respective offices conduct due diligence, monitors delivery and provide project updates on financial delivery.

The evaluation found that despite the financial resources being allocated adequately, delivery rate of the implementing partner was low. During the period of assessment, two disbursements were paid to the implementing agencies. The ILO received a total of US$677,651.20 of which the expenditure was US$331,507.99 giving a delivery rate of 48.9% on actual expenditure. However, if the committed funds are included to the overall expenditure, (expenditures + committed funds) the total expenditure was amounting to US$417,395.51, giving a delivery rate of 61.5%. For UNDP, expenditure was US$ 101,289.44 giving a delivery rate of 30%, and for UNIDO, expenditure was US$189,142.00 with a delivery rate of 43%.

Overall delivery rate of 44.8% on the disbursed funds can be deduced as a low financial delivery and efficiency on the project. This can however be attributed to two main factors: delayed commencement of the project due to a lengthy approval process by government, and the advent of Covid-19 pandemic which slowed down the implementation pace of most the implementing partners as they had to change their implementation modalities. For example, limitation of face-to-face interaction meant that most meetings and trainings had to be conducted virtually and most partners at the time did not have equipment to allow them interact virtually resulting in delayed or non-delivery of activities leading to low expenditure.

4.5 Project Orientation to Impact and Sustainability

The project has high potential of achieving impact beyond the projects lifespan in that it is entrenched in existing government structures and collaborated with like-minded private sector players and BDS service providers that have similar objectives. Developing the capacity of implementing partners as BDS providers entails that they could provide training even after the project has ended. This is evidenced by the evaluation findings from partner institutions who have been engaged by the project to provide BDS services to target beneficiaries.

The evaluation further found that the partner institutions have institutionalised initiatives introduced by the project as a clear sustainability and exit strategy. For example, the process of establishing an e-market platform by MSMEDA was done through engagement or outsourcing of the initiative to an external partner specialized in ITC. What MSMEDA did, was to facilitate purchase of the equipment and train the staff from MSMEDA and from other institutions on how to operate the platform.

However, the evaluation also learnt that there has been some work on entrepreneurship, whose focus should have been on employability. The Ministry of Manpower changed the focus of their activities as a response to addressing the systemic change needed in addressing youth unemployment. The activity was

changed from organising and conduct Job Fairs to improving the IT structure of the employment offices in the governorates. The changed involved acquisition of IT equipment and train staff on the new systems and applications in order to provide better services to job seekers who are mainly the "at risk youth". The extent to which this will benefit of the target beneficiaries needs to be closely monitored.

However, access to finance by beneficiaries trained by BDS providers still remains a challenge. The evaluation found that in as much as training is highly appreciated and beneficial to them, they fail to start businesses due to lack of capital that limits the positive outcome/impact of the project.

The evaluation further found that gender-related needs were mainstreamed and would have long-term impact in the World of Work through the design of interventions by the project implementing partners. Partners like the training providers for the GET Ahead programme have a strategy of inviting family members of the participants in their training programme to the graduation ceremony to show the achievement of participants to their families. This practise has a long-term effect on the family as it helps build acceptance of the family for the business their member is undertaking. For women entrepreneurs, this has helped build family support for the business. The organisation is also in the process of introducing what they are calling "family entrepreneurship". This is where a training programme is designed to have at least five families and each having 4/ 5 members in a training session who are then expected to design their own business. This training model is aimed at addressing the problem faced by woman entrepreneur when they start their own business, family members view it as a burden because it deprives the woman of the time she needs to spend at home with the family. With this training model, it will promote an eco-system in the nuclear family on entrepreneurship resulting in development of a new generation of entrepreneurs, as they will be introduced to the concept of entrepreneurship at an early age.

4.6 General (throughout the other evaluation criteria)

Implementing the project using the human security approach has been embraced by implementing agencies and implementing partners of the project. This is evidenced by the findings of the evaluation which show that the design of the project and its activities have taken into consideration the economic development aspect of HS through implementation of entrepreneurship and business development interventions.

Creation of partnership with implementing partners such as MSMEDA, Ministry of Youth, Ministry of Trade and Industry in the project is clear indication of embracing HS approach in the project. This approach also addresses the aspect of sustainability in a more coherent manner because the institutionalization of the HS approach by the implementing partners entails long-term impact at national level.

Activities conducted by the implementing partner and their collaborators are aimed at contributing to the provision of economic and community security of the target beneficiaries. This is being measured by income levels of beneficiaries who have started businesses through the project interventions as an example.

At UNCT level, discussions of embracing HS approach are being championed by all the Agencies, by ensuring that the support being given to the GoE by the UN reflects a HS approach and this is and should be embraced by the GoE.

5.0 Conclusions

5.1 General conclusion:

In general, the project is its way to meet its overall goals and objectives. The stakeholders see the project as highly relevant and well designed to address the challenges of the target group especially the youth and women.

The project, through its activities, is contributing to highlighting the importance of improving the economic security of young women and men in the Nile Delta, particularly the vulnerable groups who are at risk of irregular migration. The project is further seen to be tackling the root causes of migration by providing economic alternative for the youth and women to stay in their communities.

The Covid-19 pandemic caused a number of challenges in the implementation of the project and work plans had to be adjusted by implementing partners to address these challenges. However, it has also allowed for the introduction of innovative ways of implementing activities. Digital platforms were introduced to conduct virtual training activities.

5.2 Specific conclusions:

1. On the aspect of Relevance, coherence and validity of design, the project achieved alignment of its activities with the economic security of young women and men in Nile Delta. Further, coherence was achieved through the selection of project geographic areas and priority subsectors which was informed by the assessments conducted by the project team and was also informed by information from the project "EYE: Working together".

The project was well alignment with national, regional and global strategies and frameworks that aim at addressing the economic insecurities of young women and men that causes irregular migration. The project was aligned to the donor requirements stipulated in the United Nations Trust Fund for Human Security assistance strategy for Egypt and this is mainstreamed in the activities implemented by partners' agencies and the implementing partners on the ground. Other national, regional strategies aligned in the project include Alignment to the Egypt Sustainable Development Strategy 2030, the UNPDF, and SDGs namely SDG 1: end poverty, SDG 5: Achieve gender equality and SDG 8: Decent work.

In addition, the project is aligned with the ILO Programme and Budget (P&B) and ILO DW strategy for North Africa. For UNDP the project is aligned with Outcome 1 on "Inclusive growth, economic empowerment and employment" and its Strategic Plan on "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. For UNIDO, the project is aligned with its mandate on "promoting inclusive and sustainable development that is development that does not leave anyone behind and promotes practices that are environmentally sustainable", and UNIDO's human security approach that places importance on "inclusion of youth in the socio-economic processes of development".

2. The project's empowerment activities such as the introduction of the GET Ahead and SIYB training programmes, aimed at mind-set change of youths and women to desist from migrating outside Egypt in

search of employment, was found to be effective as evidenced by the beneficiaries of the training. This was further enhanced by the awareness creation intervention on the social entrepreneurship and provision of financial support for business start-up through business plan competitions implemented by project implementing partners.

In terms of gender equality and non-discrimination, project implementing partners had a gender sensitive approach to planning and implementation of the activities. Selection of participants/beneficiaries of the activities were mainly youth and women prong to economic hardships and vulnerable to irregular immigration. This gave a positive indication of the validity of Project Design as a whole.

3. Data capturing for monitoring and evaluation was found to be inadequate, despite having an M&E strategy in place to provide guidance. For this reason, it is not easy to track project performance against set outcome level indicators in order to facilitate measurement of project progress and effectiveness towards the outcomes. However, despite the Covid-19 situation, the project had made positive progress towards achieving its outputs against set indicators on areas where data has been captured. This is a positive indication that project is expected to reach its set targets by the end of the project period, assuming that the project implementing partners will stick to the work plans adjusted due to the Covid-19 situation.

4. In terms of management efficiency, the project management structure was functional with ILO as lead agency having a dedicated team project team, whilst UNDP and UNIDO only have officials assigned as focal point persons for the project. The project, however, needs to have a deliberate strategy for engaging at PSC and PMT levels. Further, the project team need to have more frequent interaction with the implementing partners. This will enable them to know the achievements and challenges that partners may be facing as they implement their respective activities. This type of engagement will help the project enhance its efficiency among the three agencies by sharing this information, helping to mitigate the delay in the commencement of the project and will help strengthening cohesion among them.

5. The project sustainability is embedded in its implementation strategy. Considering that the partner agencies are implementing their activities through government institutions based in project regional areas, give high level of confidence towards sustainability. Further, the project has a strong capacity development approach for its implementing partners, using models such as the SCORE and GET Ahead programmes, business plan competition and access to finance for the winners of the competition, is a positive approach to ensuring sustainability beyond the project life span.

6. Key to the implementation of the project is embedding a human security approach in it the activities of the project. The project has managed to institutionalise the human security approach in the design of the activities implemented by implementing partners. This aspect is also embedded in the capacity development programmes designed for them. The human security approach is very helpful for sustainability and more importantly, the impact of the project.

7. The ILO experienced a significant staff turnover during the period under review, which is attributed to the low grades and low pay for the project staff. This affected project's financial delivery and performance in terms of its coordination role as lead agency of the project.

6.0 Recommendations

Based on the findings from the evaluation discussed above, the evaluator draws some recommendations for consideration to improve delivery of the remaining phase of the project:

a. There is need for the steering committee meetings to be held more frequently to provide oversight on project activities. One of the identified bottlenecks for not holding the meetings was the delay in getting **clearance from the Government** for the participating ministries. To counter this, **it is recommended that the clearance and approvals of such nature should be sort during the project design and approval process** in order to reduce on the time lag for the PSC commencement of its role in the implementation of the Project.

Addressed to	Priority	Time frame	Resources
ILO as Lead Agency	High	Short Term	Low

b. **To enhance coordination among the implementing agencies, there is need to revamp holding of monthly PCT meetings**. These meetings will address the lack of coordination by implementing agents identified by some implementing partners in the evaluation. This will also strengthen joint programming by the implementing agencies in the spirit of working as ONE UN. Such regular meetings will enhance exchange of information on implementation, challenges, future plans and an opportunity to identify complementarity areas of collaboration and synergies. Further, such meetings can be used to foster dialogue among the main players in the project.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	High	Short Term	Low

c. For the remaining part of the project, particular attention needs to be paid **to output 4.1 on Youth led platforms.** In the spirit of addressing sustainability in the target communities, the work on this output should force on **facilitating peer processes among youth and community engagement and how youth groups can be more proactive players in their respective communities which in turn would make the youth feel more empowered to develop their own strategies.**

Addressed to	Priority	Time frame	Resources
ILO UNDP MSMEDA	High	Medium Term	High

d. **Consideration should also be given to introduce an indicator to measure "youth intention to migrate regularly or irregularly".** This is important because the focus of the project is on preventing irregular migration among youth.

Addressed to	Priority	Time frame	Resources

ILO	High	Short Term	High

e. **As a follow-up to the No-Cost-Extension (NCE) given to the project by the donor, further consideration should be given for a Cost-Extension in an event that the Covid-19 situation does not change.** A decision with the donor needs to be made on what to do alternatively particularly for the project outputs which have lagged behind in implementation i.e. two outputs 3.2 and 4.2 affected many because of the advent of Covid-19 pandemic.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	Medium	Long Term	Medium

f. **For Monitoring and Evaluation,** the project should strengthen the M&E system by developing tools for data capturing and share with all partner agencies and implementing partners in order to achieve a uniform data capturing system for the project. Further, enhance efficient data collection among implementing partners and collaborating partners in order to track activities and ensure achievement of desired results. The tools will aide in data disaggregation for youth and women who are the project ultimate targets.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	High	Long Term	Low

g. **Planned Staff recruitment need to be done on time including replacement of staff**. This would enhance efficiency by avoiding overburdening lean staff. Systematic handover of both documentation and activity responsibility needs to be in place for easy follow-up and continuity.

Addressed to	Priority	Time frame	Resources
ILO	High	Short Term	Low

h. Acknowledging the **disruption caused by the Covid-19 pandemic**, the project should consider reducing the set targets because the current targets were set without anticipation of disruption experienced.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	High	Long Term	Low

i. **Need for staff funding for other UN agencies** considering that it is only ILO as lead agency with provision for staff cost but the coordination work for the other agencies UNDP and UNIDO require dedicated staff for the tasks to enhance speedy delivery of results.

Addressed to	Priority	Time frame	Resources
ILO UNDP UNIDO	Medium	Long Term	Medium

7.0 Lessons learned and good practices

Based on literature review and interviews with project staff, project beneficiaries and stakeholders, a number of lessons have been learnt as outlined below:

Lessons learned:

a. **There is need to put in place a follow-up mechanism for the beneficiaries of the employment component trainings interventions** in order to trace them and measure impact of implementation given the condition that a person has to establish a formal employment contract and stay in the job for three months.

Good practices:

a. Circumstances outside the influence of project management may adversely affect efficient and effective planned project implementation in this particular instance, the Covid-19 pandemic. The ability for project implementing partners to adjust and re-design the initial **activity implementation plan ensured continuation. This was reinforced by the effective measures such as transitioning of training delivery from face-to-face to online training methods and developing E-learning modules for delivery BDS trainings.**

Terms of Reference

Mid-term internal evaluation for the Project Egypt Youth Employment: Providing a Reason to Stay - EGY/17/04/HFS

(Joint project ILO-UNDP-UNIDO)

Final

Project title	**Egypt Youth Employment: Providing A Reason to Stay**
Project Code	EGY/17/04/HFS
Administrative Unit responsible	ILO Country Office in Cairo
Co-implementers	UNIDO and UNDP
ILO Technical Unit(s) responsible for backstopping the project	ENTERPRISES EMPLOYMENT
Donor	United Nations Trust Fund for Human Security (UNTFHS
Budget US$	2,000,000
Duration	4 years and 6 months (April 2019-June 2022)
Type of evaluation	Mid-term Internal Evaluation
Date of the evaluation	April – June 2021

BACKGROUND

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

Leveraging on that, the project to be evaluated focuses on socio-economic development - to respond to the immediate challenges faced by young women and men in local communities that are prone and are at risk of irregular migration in the Nile Delta region, a hub and transit point for local migration; in other words, provide a reason to stay. Improving access to labour market, coupled with broadening youth's horizon regarding work and business opportunities locally, are likely to reduce their tendency to make uninformed choices to migrate, while increasing their ability to search for opportunities locally.

Drawing on the lessons to be learned from numerous ILO, UNDP and UNIDO youth employment initiatives in Egypt and in other countries, the proposed joint programme focus on multi-dimensional interventions for youth employment integrating supply and demand side that enhance capacities and stimulate partnerships at the local level for employment creation. The strategy and approach have been adjusted taking into consideration the lessons learned during the implementation on the ground of similar projects.

In accordance with the principle of Human Security (HS) guidelines[15], and to ensure that the programme is people-centred from the very beginning, the HS approach and assessment have been utilised; and consultations were made with representatives of local stakeholders in target areas. Meetings were held with representatives of local administration, civil society organizations, target groups, and the private sector.

In addition to consultations with previously mentioned stakeholders, the reviewing of government national studies and research, UN relevant national and local studies and reports helped in better understanding the target areas / groups, and highlighting major challenges, opportunities and needs. Most importantly, the HS assessment was central in programme identification, building a relevant logical framework, and tailored interventions according to the needs highlighted by the target groups themselves.

THE PROJECT

The project Employment for Youth in Egypt (EYE): Providing a Reason to Stay "EGY/17/04/HFS", is funded by the United Nations Trust Fund for Human Security (UNTFHS), and implemented by the International Labour Organisation (lead agency), the United Nations Industrial Development Organization (UNIDO), and, the United Nations Development Organization (UNDP). The project started on 20 April 2019 and is due to run until 30 June 2022 with a budget of US$2,000,000.

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

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

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[15] For more information about the Human Security, please check https://www.un.org/humansecurity/wp-content/uploads/2017/10/h2.p

Joint results framework

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

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

Outcomes	Outputs	Responsible Agency
1 Strengthened capacity of stakeholders to make informed decisions about addressing opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt	1. Priority sub-sectors/value chains identified in consultation with government and national partners 2. Lead firms implement enterprise-level action to improve growth and employment in priority (sub-) sectors/ value chains	ILO

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

The project targets directly 18,500 individuals, 15 to 35 years old men and women in Menoufia and Qalyoubia unemployed or seeking work opportunities, and those current or potential entrepreneurs to start and manage small and micro enterprises. The programme's primary goal is to foster community decent jobs within the local economies.

In addition, the Micro, Small and Medium Enterprise Development Agency at the Ministry of Trade and Industry provides, through the project supports, financial services for 23,000 small and micro-enterprises in the same Governorates. This indirectly benefit the target group from enhanced business registration/licensing processes and providing marketing and business development services (micro/small businesses.

The three UN agencies work in partnerships with relevant government institutions for the achievement of the programme results such as the Ministry of Trade and Industry, Ministry of Youth & Sports, Ministry of Manpower, Ministry of Local Development, and Ministry of Social Solidarity). The programme capitalises also upon the close cooperation with FEI, the employer constituent and umbrella representative of the private sector in Egypt, as well as with key actors in the skills development and entrepreneurship development fields. The Micro, Small and Medium Enterprise Development Agency (MSMEDA) is a key partner in the project.

The Ministry of Trade and Industry chairs the Programme Steering Committee (PSC) composed on ministries, UN implementing partners and donor agency. The PSC undertakes strategic management of the project and make the necessary decisions to ensure that the project is proceeding as planned and in the context of national plans set by the government. The PSC meets every 6 months.

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

The project team include a Project Manager, two Project coordinators a Monitoring and evaluation assistant, Communication and knowledge management assistant and finance and administrative assistants

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

The project has reported by February 2021 the following results:

ILO component:

- Start Your Business (SYB) training of trainers delivered in cooperation with MSMEDA for 38 trainers
- Job Search Club (JSC) activities for 83 beneficiaries in cooperation with MOYS
- Social Enterprise Competition with an outreach of 890 applicants: 62 were trained on SYB for Social Enterprise out of them 30 submitted business plans and pitched in the Competition and announcement of 6 winners (ideation and start-ups levels) in cooperation with MSMEDA.

UNDP component:

- The Egyptian Exhibition "Turathna", in partnership with MSMEDA, under was attended by 500 MSMEs owners in 2019 and 630 SME owners in 2020.
- Among five incubators, affiliated to MSMEDA, a focus was given to Tala incubator for the first phase, to enhance its provided services to start-ups in terms of subsidized rent, preparation of feasibility studies, licenses, guidance & counselling, marketing and legal support and loans.
- MSMEDA was boosted to increase the number of loans to support the newly established start-ups
- Development a MSMEDA national franchise portal, to be the first of its kind in the MENA region
- MSMEDA's One Stop Shops (OSS) are being supported through a networking connection project with the tax authority to facilitate tax card issuance directly from the OSS.

UNIDO component

- 70 potential opportunities in in Qalyoubia and Menofia (Q&M) governorates in sectors such as agri-business, waste management, handicrafts and Information & Communication Technology (ICT) identified (including market, process, business linkage, supporting entities and viability).

Link to the National Development Framework and UNSDCF and Sustainable Development Goals

The project design is aligned with the Egypt Vision 2030 & MSME National Strategy, which recognizes the importance of the comprehensive approach to achieving comprehensive development. This project is a reflection of SDG 1, 5 and 8 as follows: Goal 1 End poverty in all its forms everywhere, Goal 5 Achieve gender equality and empower all women and girls and Goal 8 promote sustained, inclusive and sustain

able economic growth, full and productive employment and decent work for all. Vision 2030 is aligned with SGDs and Africa Vision 2063. The project is linked to UNPDF Outcome area related to Prosperity

and output 1.1. Output 1.1: Entrepreneurship and MSMEs are effectively promoted with inclusive and sustainable strategies, programmes and mechanisms.

EVALUATION BACKGROUND

Evaluation Background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. According to the ILO evaluation policy this project will go through an internal mid-term evaluation (managed by the project manager with support of the ILO Regional evaluation officer) and an independent joint final evaluation (managed by ILO/EVAL through an ILO officer certified as evaluation manager and implemented by independent evaluators).

The complementary/component project "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" "EGY/16/02/NOR", completed in August 2020, that is part of the project to be evaluated, has gone through an independent final evaluation that will be an input for this evaluation.

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

This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; and Checklist 5 "Preparing the evaluation report". The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, 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.

Moreover being this a joint project, the evaluation will be conducted following the EVAL Guidelines 4 on Joint evaluations. The partner agencies UNIDO and UNDP will discuss a draft TORs before being shared with the national stakeholders and the donor to arrive to a common document. The three agencies will actively participate in the whole evaluation process with ILO as the lead agency consolidated all inputs at the ToRs, draft and final report and sharing this final version for public dissemination.

EVALUATION OBJECTIVES, CLIENT AND SCOPE

Specific objectives:

- Identify the contributions of the project to the National Development Plan, the SDGs, the UN development frameworks, the ILO, UNIDO and UNDP objectives and its synergy with other projects and programs

- Assess the relevance and coherence of project's design in regards of country needs and how the project is perceived and valued by the target groups

- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives and corrective actions the project could take;

- Review the efficiency of the project implementation and management arrangements.

- Review the strategies for sustainability of project outcomes.
- Review the extent to which the human security approach is being applied and its added value.
- Identify lessons learned and potential good practices for the key stakeholders, including in applying and sustaining the human security approach.
- Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives, considering specially the implementation of a human security approach

CLIENTS

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

SCOPE

The evaluation will consider the full geographical breadth of the project, including both national and localised interventions in Qalioubeia and Menoufia governorates and the whole life of the project until March 2021 (and complementary/component project "Employment for Youth in Egypt: working together in Qalyoubia and Menofia" EGY/16/02/NOR.

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

The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be taken into account.

EVALUATION CRITERIA AND QUESTIONS

The project will be considered from the perspective of the following criteria:

- <u>Relevance and coherence</u>

- <u>Effectiveness:</u>

- <u>Efficiency:</u>

- Orientation to impact:

- Sustainability:

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the indicators in the logical framework of the project.

The evaluation should address the questions bellow. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

The evaluation will address the following questions:

Relevance, coherence and validity of design

- Is the project relevant to the achievements of the outcomes in the national development plan, the UNPDF, regarding SDGs and the ILO DW strategy for North Africa?

- Does the project reflect the Human security approach in an appropriate manner to include all key elements of it?

- Has the project addressed relevant needs to intermediate and final target groups? Given the current political, socio-economic and financial situation, are the project objectives and design still relevant?

- How well does the project complement and link to activities of other donors/development agencies at national and local level?

- Is the 'theory of change/intervention logic behind the project coherent and realistic? Do outputs causally linked to outcomes, which in turn contribute to the broader development objective of the project?

- Have the various 'change' assumptions and risks been properly identified and addressed in project design and implementation?

- How appropriate and useful are the indicators described in the project document in assessing the project's achievements? Are the targeted indicators realistic and can they be tracked?

- To what extent did the project strategy, within the overall scope, remain flexible and responsive to gender equality and non-discrimination?

Project effectiveness

- Is the project making sufficient progress towards its planed objectives? Is the project likely to achieve its planed objectives by its closing date?

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

- What have been the main contributing and challenging factors towards project's success in attaining its targets? To what extent the human security approach has added value outcome level

- Have the partnership and integrated efforts have added value versus implementing partners working separately.

- Did the project effectively use opportunities to promote gender equality and disability inclusion within the project's result areas?

- To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project is addressing this influence and is ready to adapt to changes for at least some time from now-on?

- Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

- Were outputs produced and delivered as per the work plan? Has the quantity and quality of project's outputs been satisfactory?

- To what extend were the intervention results defined, monitored and achieved (or not) towards gender equality and non-discrimination?

Efficiency of resource use and management arrangements

- Have financial resources of the project been allocated strategically according to the work plan in order to achieve outcomes? Has the project monitored under regular basis financial delivery, and adjusted its future allocations, when necessary? Will the results achieved justify the costs? Could the same results have been attained with fewer resources?

- Is the composition of the project team by the lead agencies and the co-implementer agencies considered appropriate for the project implementation?

- Has the project adopted effective and consistent working procedures with implementing partners?

- Have the implementing agencies coordinated and collaborated with other agencies' projects and other donor and government institutions to improve project efficiency and effectiveness?

- To what extent the project achieved efficiency in implementation through the combination of project stakeholders involved, making use of comparative advantages and the creation of synergy?
- How effectively does the project management monitor project performance and results? What M&E system has been put in place, and how effective is it? Is relevant data systematically being collected and analysed to feed into management decisions? Is data disaggregated by sex?

Orientation to impact and sustainability

- To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries or clear indications that these would take place through plausible links to project results at institutional, organizational and individual levels?

- Have the project components developed an exit strategy to ensure sustainability of the project result at outcome level?

- Identify and discuss gaps in the sustainability strategy to ensure the replicability and scale up and how the stakeholders could address these, taking into consideration potential changes in the country due to the COVID19 pandemic?

- To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on gender within the World of Work?

General (throughout the other evaluation criteria as necessary)

- Assess the implementation and outcome of implementing the project under the human security approach (i.e. coordination to integration, promoting multi-stakeholder partnerships, localisation and 'leaving no one behind' and prevention and resilience)
- To what extent the human security approach has contributed towards mainstreaming the human security approach in the work of the UN Country Team; what the benefits and/or challenges have been and how the programme will build on the benefits or address the challenges going forward.

EVALUATION METHODOLOGY

Based on the above criteria and questions, the evaluator will elaborate a data collection and analysis methodology. The evaluation fieldwork will use, as much as possible, a mix-methods and participatory approach.

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020)

The evaluation will be carried out through a desk review, online meetings in the targeted governorates in Egypt, consultations with ILO, UNDP and UNIDO management and staff (i.e. country and other levels per agency), the national counterparts, as well as other relevant implementing partners, beneficiaries and other key stakeholders. At the end of the data collection phase a workshop with partners to present and discuss the preliminary results will take place

The draft mid-term evaluation report will be shared with all relevant stakeholders and a request for comments feedback within specified time (not more than 2 weeks). The evaluator shall apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, online meetings, and informed judgment.

The following principles will be applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives will be triangulated to the greatest extent possible.
2. Gender and cultural sensitivity will be integrated in the evaluation approach.

Desk review

A desk review will analyze project and other documentation including the approved logical framework, monitoring reports, annual progress report provided by the project management and ILO Cairo office, Field and HQ backstopping officers (and UNDP and UNIDO offices).

Quantitative data will be drawn from project documents including the Technical Progress Reports (TPRs) and other reports to the extent that it is available.

The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions. This will guide the final evaluation instrument which should be finalized in consultation with the evaluation manager. The evaluator will review the documents before conducting any interview.

Interviews with ILO staff

The internal evaluator will undertake group and/or individual discussions with project staff in Cairo. The internal evaluator will also interview ILO staff responsible for financial, administrative and technical backstopping of the project in ILO DWT Cairo and ILO HQ. An indicative list of persons to be interviewed will be furnished by the project management.

Interviews with key stakeholders

A first meeting will be held with the ILO Director of DWT Cairo and with the Project Team. After that, the evaluator will meet relevant stakeholders including the main national counterpart, project beneficiaries to undertake more in-depth reviews of the respective national strategies and the delivery of outputs and outcomes of the respective components in the country.

Key steps that will be followed during the evaluation:

Step 1: Meet and discuss with the Evaluation manager, ILO Cairo Office and the project team to get a proper briefing about the project and the process of the evaluation.

Step 2: Desk review of all relevant documents and preparation of inception report (based on EVAL checklist 3).

Step 3: On-site interviews with national counterpart, stakeholders, meetings and focus group discussions with Country Office Cairo, project staff, project beneficiaries, and other key stakeholders.

Step 4: A debriefing and preliminary recommendations seminar will be led by the internal evaluator in Cairo, with participation from the project team and the key stakeholders, to present and discuss the preliminary findings of the evaluation.

Step 5: Submission of evaluation first draft to the evaluation manager. The evaluation manager will share the draft report with relevant stakeholders and revert to the evaluator with a consolidated comment.

Step 6: The internal evaluator will finalize the report incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the evaluation manager.

Step 7: The Evaluation Manager will forward the final draft report to the Regional Evaluation Focal person for review. Then, the regional Evaluation Focal Person will forward the report to EVAL for final review

Step 9: The evaluation manager officially forwards the evaluation report to co-partners agencies and national stakeholders, the donor and PARDEV.

Step 10: EVAL will upload the report for public access in the ILO/EVAL e-discovery portal.

Key stakeholders and sources of information:

Implementing agencies

- Director of the ILO DWT Country Office
- ILO Cairo Enterprise Specialist
- ILO Cairo Employment Specialist
- EYE: Working Together in Qalyoubia and Menoufia project staff
- EYE: Providing a Reason to Stay project staff
- United Nations Industrial Development Organization (UNIDO)
- EYE Providing a Reason To Stay UNIDO relevant staff
- United Nations Development Organization (UNDP) Representative
- EYE Providing a Reason To Stay UNDP relevant staff

Government

- The Ministry of Trade and Industry (main counterpart)
- Ministry of Manpower
- The Ministry of Youth and Sports
- The Egyptian Micro, Small and Medium Enterprises Agency (MSMEDA)
- Project Steering Committee Members
- Governorates of Qaliobeya and Menoufia relevant officers

National stakeholders

- Project beneficiaries: young men and women and SMEs
- Implementing institutions

<u>Donor</u>

- The United Nations Trust Fund for Human Security (UNTFHS)

<u>Ethical Considerations and Confidentiality</u>

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, communities, and implementing partner staff will generally not be present during interviews.

MAIN DELIVERABLES

The expected deliverables are:

a) An inception report, including work plan and methodology (following EVAL Checklist 3);

b) A concise Evaluation Report draft version as per the proposed structure in the ILO evaluation guidelines (following EVAL Checklists 5 and 6):
   - Cover page with key project and evaluation data (EVAL template)
   - Executive Summary
   - Acronyms
   - Description of the project
   - Purpose, scope and clients of the evaluation
   - Methodology and limitations
   - Clearly identified findings for each criterion (responding to the evaluation questions)
   - Conclusions
   - Recommendations
   - Lessons learned and good practices
   - Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).
   - EVAL template Executive summary

c) Evaluation report final version integrating comments from stakeholders and following same outline than the draft version.

d) EVAL template Executive summary

MANAGEMENT ARRANGEMENTS

The evaluator will report to the evaluation manager Ms. Perihan Tawfik with whom he/she should discuss any technical and methodological matters. The evaluation manager will supervise the evaluator.

The evaluation will be carried out with full logistical support of the project staff in Cairo, with the administrative support of the ILO Office in Cairo.

All draft and final outputs in English, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

The first draft of the report will be circulated to all partners for a two-week review. Comments from stakeholders will be presented to the evaluator by the evaluation manager for its integration into the final reports as appropriate or to document why a comment has not been included,

Evaluator responsibilities
The evaluation will be conducted by an internal evaluator selected based on a short list composed of those certified and not working directly with project.

• Desk review of programme documents

• Briefing with ILO/ Evaluation Manager

• Development of the evaluation instrument as part of the Inception report

• Telephone interviews with ILO and development partners

• Undertake interviews with stakeholders and key informants

• Undertake online meetings in projects areas

• Facilitate the stakeholders' workshop

• Draft evaluation report

• Final evaluation report

Evaluation Manager

The evaluation team will report to the evaluation manager (Ms. Perihan Tawfik, tawfik@ilo.org) and should discuss any technical and methodological matters with the Evaluation Manager should issues arise. The project team will provide the required direct administrative and logistical support for the completion of the evaluation in consultation with the Evaluation Manager (including transportation, facilitation of contacts, and organization of stakeholders' workshops). The project has a Monitoring and Evaluation Assistant who could be supporting the process.

Work plan & Time Frame

The total duration of the evaluation process is estimated to reach 18 working days for the independent international consultant between 21 April and 26 June 2021 (up to the draft report). The evaluator will meet online stakeholders with the assistance of an interpreter for data collection as well as for the debriefing to stakeholders.

Phase	Tasks	Responsible Person	Days TL	Tentative timing
I	Telephone briefing with evaluation manager Desk review of project related documents Evaluation instrument designed based on desk review Approval by the EM	Evaluator	5	21 to 25 April 2021
II	Consultations with Project staff/management in Cairo Consultations with ILO, UNDP and UNIDO stakeholders (Cairo and HQ) Consultations with participating government officials and beneficiaries Consultations with other stakeholders Debriefing and presentation of preliminary findings to the project team, government partners and other stakeholders	Evaluator with logistical support by the Project	7	26 April – 6 May 2021
III	Draft evaluation report based on desk review and consultations from online meetings	Evaluator	5	10 -21 May
VI	Circulate draft evaluation report to key stakeholders Consolidate comments of stakeholders and send to consultant leader	Evaluation manager	0	23 May to June 3, 2021
VII	Incorporate comments and inputs including explanations if comments were not included	Evaluator	1	7 – 11 June 2021
VIII	Approval of report, dissemination among the stakeholders and upload in the EVAL public repository i-discovery Web page	EVAL	0	12- 26 June 2021
TOTAL			18	

Resources

For the evaluation team:

- - Interpretation English-Arabic (as required)

For the evaluation exercise as a whole:

- Stakeholders' workshop

- Logistic for online meetings

- Any other miscellaneous costs

Annex I. Relevant ILO evaluation guidelines and standard templates

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

5. Template for lessons learned and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

7. Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

9. Template for evaluation summary: http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc

Annex 2 : Evaluation Matrix

	Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Cost?	Who will analyze?
	Relevance, coherence and validity of design							
1.	Is the project relevant to the achievements of the outcomes in the national development plan, the UNPDF, regarding SDGs and the ILO DW strategy for North Africa?							
	• How does the project align with stated national development plans, UNSDF and SDGs? • Does the project align to the ILO DW strategy for North Africa?	• Alignment with national development plans • Evidence of alignment with ILO DW strategy for N. Africa and P&B objectives	• National development plans • Policy documents • P&B Objectives • UNSDF • Project document	Project document review and interview with project manager	• Evaluator • Project staff	once	N/A	Evaluator
2.	Does the project reflect the Human security approach in an appropriate manner to include all key elements of it?							
	• How well the project aligned with the HS approach?	Number of activities	• Evidence of alignment with HS guidelines and priorities • Progress reports • Activity reports • Interviews	Document review and interviews	• Evaluator • Project staff	once	N/A	Evaluator
3.	Has the project addressed relevant needs to intermediate and final target groups? Given the current political, socio-economic and financial situation, are the project objectives and design still relevant?							
	• Do the target beneficiaries see the project as relevant to their needs and priorities? • Does the project still address the intended needs of the target group (youth, old men and women)?	• Evidence of responses to contextual changes	• Progress reports • Activity reports • beneficiaries	• Document review • Interviews	• Evaluator • Project staff	TBA	N/A	Evaluator
4.	How well does the project complement and link to activities of other donors/development agencies at national and local level?							

#	Question		Sources	Method	Responsible	Timing		
	• What are the synergies with other donor/development programmes? • How is the project interacting with other UN implementing partners (UNDP/UNIDO)?	• Examples of work with other projects • Examples of joint events	• ILO Documents • Activity reports • Interviews	• Document review	Evaluator	TBA	N/A	Evaluator
5.	Is the 'theory of change/intervention logic behind the project coherent and realistic? Do outputs causally linked to outcomes, which in turn contribute to the broader development objective of the project?							
	• Is the logic of the project consistent with its goals? • Is it clear how the project contributes to the change being sort?	• Existence of explicit or implicit theory of change • Understanding among stakeholders of how project activities and outputs contribute to outcomes and overall impact	• Project document • TOC • Log frame	Project document review	• Evaluator • Project staff	once	N/A	Evaluator
6.	Have the various 'change' assumptions and risks been properly identified and addressed in project design and implementation?	Project adaptation to changes	• Government Policy pronouncements • Interviews • Progress reports	Policy document review	Evaluator	once	N/A	Evaluator
7.	How appropriate and useful are the indicators described in the project document in assessing the project's achievements? Are the targeted indicators realistic and can they be tracked?	• Existence and implementation of updated M&E plans • Existence and implementation of M&E strategy	• Monitoring data • Project log frame • M&E Reports • Progress reports	Document review	Evaluator	once	N/A	Evaluator
8.	To what extent did the project strategy, within the overall scope, remain flexible and responsive to gender equality and non-discrimination?							

					Evaluator	once	N/A	Evaluator
	• What links were established with UNPD and UNIDO? • How has the project interacted with other ILO programmes? • How was gender mainstreamed in the project?	• Evidence of coordination and creation of programme linkages • Evidence of gender mainstreaming and alignment	• Work plan • Log frame • Activity reports • Gender strategy (if developed)	• Project document review • Interviews				
	Project Effectiveness							
9.	Is the project making sufficient progress towards its planed objectives? Is the project likely to achieve its planed objectives by its closing date?	• Planned outputs vs actuals • Evidence of measurement of objectives	• Progress reports • Activity reports • M&E records • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
10	What, if any, unintended results of the project have been identified or perceived?							
	Are these positive of negative results? At what level of the project do they sit?	Evidence of outcomes not included in the log-frame or theory of change	• Progress reports • Activity reports	• Document review	Evaluator	TBA	N/A	Evaluator
11	What have been the main contributing and challenging factors towards project's success in attaining its targets? To what extent the human security approach has added value outcome level	• Evidence of responses to contextual changes • Evidence of alignment of outputs	• Progress reports • Activity reports • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
12	Have the partnership and integrated efforts have added value versus implementing partners working separately.	• Evidence of partnerships created • Evidence of coordination among partners	• Signed MoUs • Implementation Agreements • Progress reports • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
13	Did the project effectively use opportunities to promote gender equality and disability inclusion within the project's result areas?							

	• Was a gender analysis conducted? • Were accessibility audits conducted? • Does the project keep disaggregated data on gender and disability?	Evidence of disaggregated data Evidence of meaningful uptake of project supported services and of changes for target beneficiaries	• Progress reports • Activity reports	• Document review	Evaluator	TBA	N/A	Evaluator
14	To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project is addressing this influence and is ready to adapt to changes for at least some time from now-on?							
	• What impact did COVID-19 have on the operations of the project? • Did COVID-10 affect other aspects of the project? • What project adaptations were there?	Evidence of approaches being adapted in response to Covid-19	• Work plans • Progress reports • Activity reports	• Document review • Interviews with project staff	Evaluator	TBA	N/A	Evaluator
15	Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?							
	Evidence collected from previous question	• Evidence of implementing Covid-19 related activities	• Adjusted work plans • Progress reports • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
16	Were outputs produced and delivered as per the work plan? Has the quantity and quality of project's outputs been satisfactory?	• Evidence of implementing activities according to work plan	• Work plan • Progress reports • Activity reports • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
17	To what extend were the intervention results defined, monitored and achieved (or not) towards gender equality and non-discrimination?	• Function M&E data collection system	• M&E Reports • Progress reports • Activity reports	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
	Efficiency of resource use and management arrangements							
18	Have financial resources of the project been allocated strategically according to the work plan in order to achieve outcomes?							

	• Has the project monitored under regular basis financial delivery, and adjusted its future allocations, when necessary? • Will the results achieved justify the costs? • Could the same results have been attained with fewer resources?	Evidence of effective use of resources	• Financial statements and budgetary plans • Project delivery rates • Interviews	• Document review • Interviews (Finance Team)	Evaluator	TBA	N/A	Evaluator
19	Is the composition of the project team by the lead agencies and the co-implementer agencies considered appropriate for the project implementation?						
	• Were the roles of the ILO/UNDP/UNIDO teams clear? • Was the governance and steering committee structure effective?	• Clear roles and responsibilities outlined in project documentation • Evidence of partners being clear on their role	• Project document (projection implementing strategy) • Minutes of Steering Committee meetings • Interviews	• Document review • Interviews (Project Team)	Evaluator	TBA	N/A	Evaluator
20	Has the project adopted effective and consistent working procedures with implementing partners?	• Evidence of coordination among partners	• Work plan (revised) • Progress reports • Activity reports • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
21	Were partners clear on their responsibilities?	• Evidence of partners being clear on their role	• Project document (projection implementing strategy) • Minutes of Steering Committee meetings • Interviews	• Document review • Interviews (Project Team)	Evaluator	TBA	N/A	Evaluator
22	Have the implementing agencies coordinate and collaborate with other agencies' projects and other donor and government institutions to improve project efficiency and effectiveness?						

	• How involved are the national stakeholders? • How involved are the regional and local level stakeholders? • Has the project changed the relationship between the tripartite constituents?	• Evidence of steering committee minutes • Evidence of input from different stakeholders	• Meeting reports • Interviews	• Review of minutes • Document review • Interviews	Evaluator	TBA	N/A	Evaluator
23	To what extent the project achieved efficiency in implementation through the combination of project stakeholders involved, making use of comparative advantages and the creation of synergy?	• Number of report • Number of activities • Number of meetings held	• Work plan (revised) • Progress reports • Activity reports • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
24	How effectively does the project management monitor project performance and results?							
	• What M&E system has been put in place, and how effective is it? • Is relevant data systematically being collected and analysed to feed into management decisions? • Is data disaggregated by sex? • How is the M&E system maintained? • Does it align with the log frame?	• Function M&E data collection system • Evidence of disaggregated data • Evidence partners understand the system	• Work plan (revised) • Progress reports • M&E Strategy and database • Activity reports • Interviews	• Document review • Interviews	Evaluator	TBA	N/A	Evaluator
	Orientation to impact and sustainability							
25	To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries or clear indications that these would take place through plausible links to project results at institutional, organizational and individual levels?							
	• Have the beneficiaries been successful in starting business or obtaining decent work? • Has those who've received training put it into use effectively? • Have there been any negative changes?	• Number of life changing stories/case studies developed • Evidence from direct beneficiaries	M&E Reports	Document review Interviews	Project Team	N/A	N/A	Evaluator

		• Explanation of how the training has been used							
26	Have the project components developed an exit strategy to ensure sustainability of the project result at outcome level?								
	• Do exit or continuation plans exist? • Have the relevant authorities made budgetary and other commitments to continue to implement activities after the project?	Existence of exit plans developed Evidence of policy or budget decisions to institutionalize changes	Reports	Document review	Project team	N/A	N/A	Evaluator	
27	Identify and discuss gaps in the sustainability strategy to ensure the replicability and scale up and how the stakeholders could address these, taking into consideration potential changes in the country due to the COVID19 pandemic?								
	• How does the COVID-19 pandemic effect long-term sustainability? • Are there other ILO projects which could continue support in the areas this project has targeted?	Evidence of approaches being adapted for long-term challenges	• Project documents • ILO staff • Direct beneficiaries	Document review	Project Team	N/A	N/A	Evaluator	
28	To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on gender within the World of Work?	Number of activities	• Gender Strategy • Activity Reports • Work plan	Document review	Project Team	N/A	N/A	Evaluator	
	General (throughout the other evaluation criteria as necessary)								
29	Assess the implementation and outcome of implementing the project under the human security approach (i.e. coordination to integration, promoting multi-stakeholder partnerships, localisation and 'leaving no one behind' and prevention and resilience)								
	• To what extent the human security approach has contributed towards mainstreaming the human security approach in the work of the UN Country Team; • What the benefits and/or challenges have been and how the programme	• Evidence of coordination in the implementation of HS approaches in the project	Adaptation of work plans	Document review	Project staff	N/A	N/A	Evaluator	

		will build on the benefits or address the challenges going forward.	• Evidence of integration HS approach in project implementation						

Annex 3: List of People Interviewed

	Organisation	Respondent
	Donor	
	UNTFHS	Ms Nina Pronin & Ms Hitomi Kubo
	UN Agencies ILO / UNDP / UNIDO	
	ILO Cairo Office Director	Mr Eric Oechslin
1.	ILO Employment Specialist (Backstopping Officer)	Mr Luca Fedi
2.	UNDP	Ms Mai Abdel Rahman
3.	UNIDO Project Manager,	Ms Cristina Pitassi
4.	**Government Ministries**	
5.	Ministry of Youth and Sports, Focal Point	Mrs Nanis ElNakory
6.	Ministry of Manpower	Mrs Nehmedo Mohamed and Ms Rasha Basset
7.	Steering Committee head and Ministry of Trade and Industry Representative,	Dr Abir Elsaadi
8.	**Government Institutions**	
9.	MSMEDA Head of BDS Central Unit & technical office	Dr Raafat Abbas
10.	**Service Providers**	
11.	Service provider to GET Ahead -Women enterprises	Ms Noha Fathi
12.	Service provider for Social Entrepreneurship business idea/plan Competition	Mr Mustafa Abdellatif
13.	Service provider for Social Entrepreneurship Curriculum and online courses	Mr Mostafa Helmy
14.	Service provider, Job Search Club,	Mr Mohammed Mostafa
15.	**Project Beneficiaries**	
16.	Social Entrepreneurship course & competition beneficiary	Mr Ossama Ali
17.	GET Ahead beneficiary	Ms Norhan Nabil

18.	Job Search Club - Beneficiary	Ms Marwa Ibrahim
19.	**Former ILO Project Staff**	
20.	ILO EYE former Communications Officer	Ms Amena Mawad
21.	ILO EYE former M&E Officer	Ms Salma Ahmed
22.	ILO EYE former Project Coordinator	Mrs Lina Nabarawy

Data Collections Tools

Interview Guide

UN Implementation Partners

(UNDP / UNIDO)

Name	Position	Man/Woman

Informed consent:

Please explain the purpose of the interview with the respondents:

My name is _____. I'm here today because ILO has commissioned an evaluation of its "Egypt Youth Employment: Providing A Reason to Stay" project. As one of the key partner we'd like to get your inputs on the project. We're interviewing a number of stakeholders in Cairo and the regions where the projects is being implemented and will use data from this to produce a final report for ILO.

This is an internal evaluation. The evaluator is an ILO Officer but completely independent of project and has not been involved in the project implementation. We will ensure that unless you specifically request it, nothing you say be attributed to you. We'll use the information you give in the report but will ensure it is anonymized.

The interview should take about an hour. Any questions you don't want to answer we will skip and if you want to end the interview at any time, please inform me and we will stop.

Are you happy to continue?

Question	Response
Relevance, coherence and validity of design	
Is the project relevant to the achievements of the outcomes in the national development plan, the UNPDF, regarding SDGs and the ILO DW strategy for North Africa?	
• Does the project align to the ILO/UNDP/UNIDO strategy for region?	
• How well is the project aligned with the HS approach?	
• Has the project addressed relevant needs to intermediate and final target groups? Given the current political, socio-economic and financial	

situation, are the project objectives and design still relevant?	
• How well does the project complement and link to activities of other donors/development agencies at national and local level?	
• Is the 'theory of change/intervention logic behind the project coherent and realistic? Do outputs causally linked to outcomes, which in turn contribute to the broader development objective of the project?	
• To what extent did the project strategy, within the overall scope, remain flexible and responsive to gender equality and non-discrimination?	
Project Effectiveness	
• Is the project making sufficient progress towards its planed objectives?	
• Is the project likely to achieve its planed objectives by its closing date?	
• What, if any, unintended results of the project have been identified or perceived?	
• What have been the main contributing and challenging factors towards project's success in attaining its targets?	
• To what extent the human security approach has added value outcome level	
• Have the partnership and integrated efforts have added value versus implementing partners working separately.	
• Did the project effectively use opportunities to promote gender equality and disability inclusion within the project's result areas?	
• To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project is addressing this influence and is ready to adapt to changes for at least some time from now-on?	
• Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?	
o Were outputs produced and delivered as per the work plan?	
o Has the quantity and quality of project's outputs been satisfactory?	
• To what extend were the intervention results defined, monitored and achieved (or not) towards gender equality and non-discrimination?	
Efficiency of resource use and management arrangements	
• Has the project monitored under regular basis financial delivery, and adjusted its future allocations, when necessary?	
• Could the same results have been attained with fewer resources?	

• Is the composition of the project team by the lead agencies and the co-implementer agencies considered appropriate for the project implementation?	
o Were the roles of the ILO/UNDP/UNIDO teams clear?	
o Was the governance and steering committee structure effective?	
• Has the project adopted effective and consistent working procedures with implementing partners?	
o Were partners clear on their responsibilities?	
• How involved are the national stakeholders?	
• How involved are the regional and local level stakeholders?	
• To what extent the project achieved efficiency in implementation through the combination of project stakeholders involved, making use of comparative advantages and the creation of synergy?	
• How effectively does the project management monitor project performance and results?	
Orientation to impact and sustainability	
• Have the beneficiaries been successful in starting business or obtaining decent work?	
• Has those who've received training put it into use effectively?	
• Have there been any negative changes?	
• Have the project components developed an exit strategy to ensure sustainability of the project result at outcome level?	
• How does the COVID-19 pandemic effect long-term sustainability?	
o Are there other ILO projects which could continue support in the areas this project has targeted?	
• To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on gender within the World of Work?	
General (throughout the other evaluation criteria as necessary)	
• To what extent the human security approach has contributed towards mainstreaming the human security approach in the work of the UN Country Team;	
• What the benefits and/or challenges have been and how the programme will build on the benefits or address the challenges going forward.	

Interview Guide

Government Partners (FGD)

Number of Participants

Women	Men

Informed consent:

Please explain the purpose of the interview with the respondents:

My name is _____. I'm here today because ILO has commissioned an evaluation of its "Egypt Youth Employment: Providing A Reason to Stay" project. As one of the key partner we'd like to get your inputs on the project. We're interviewing a number of stakeholders in Cairo and the regions where the projects is being implemented and will use data from this to produce a final report for ILO.

This is an internal evaluation. The evaluator is an ILO Officer but completely independent of project and has not been involved in the project implementation. We will ensure that unless you specifically request it, nothing you say be attributed to you. We'll use the information you give in the report but will ensure it is anonymized.

The interview should take about an hour. Any questions you don't want to answer we will skip and if you want to end the interview at any time, please inform me and we will stop.

Are you happy to continue?

Relevance, coherence and validity of design	
• Is the project relevant to the achievements of the outcomes in the national development plan?	
o How does the project align with stated national development plans?	
• Has the project addressed relevant needs to intermediate and final target groups? Given the current political, socio-economic and financial situation, are the project objectives and design still relevant?	
o Do the target beneficiaries see the project as relevant to their needs and priorities?	
o Does the project still address the intended needs of the target group (youth, old men and women)?	
Project Effectiveness	
• Is the project making sufficient progress towards its planed objectives?	

• Is the project likely to achieve its planed objectives by its closing date?	
• What, if any, unintended results of the project have been identified or perceived?	
• What have been the main contributing and challenging factors towards project's success in attaining its targets?	
• Have the partnership and integrated efforts have added value versus implementing partners working separately.	
• Did the project effectively use opportunities to promote gender equality and disability inclusion within the project's result areas?	
• To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project is addressing this influence and is ready to adapt to changes for at least some time from now-on?	
o What impact did COVID-19 have on the operations of the project?	
Efficiency of resource use and management arrangements	
• Has the project adopted effective and consistent working procedures with implementing partners?	
• Were partners clear on their responsibilities?	
• Was the governance and steering committee structure effective?	
• Has the project adopted effective and consistent working procedures with implementing partners?	
• Were partners clear on their responsibilities?	
• Have the implementing agencies coordinate and collaborate with other agencies' projects and other donor and government institutions to improve project efficiency and effectiveness?	
o How involved are the national stakeholders?	
o How involved are the regional and local level stakeholders?	
• To what extent the project achieved efficiency in implementation through the combination of project stakeholders involved, making use of comparative advantages and the creation of synergy?	
Orientation to impact and sustainability	
• To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries or clear indications that these would take place through plausible	

links to project results at institutional, organizational and individual levels?	
• Have the relevant authorities made budgetary and other commitments to continue to implement activities after the project?	
• Identify and discuss gaps in the sustainability strategy to ensure the replicability and scale up and how the stakeholders could address these, taking into consideration potential changes in the country due to the COVID19 pandemic?	
o How does the COVID-19 pandemic effect long-term sustainability?	

Interview Guide

National stakeholders (FGD)

Number of Participants

Women	Men

Informed consent:

Please explain the purpose of the interview with the respondents:

My name is _____. I'm here today because ILO has commissioned an evaluation of its "Egypt Youth Employment: Providing A Reason to Stay" project. As one of the key partner we'd like to get your inputs on the project. We're interviewing a number of stakeholders in Cairo and the regions where the projects is being implemented and will use data from this to produce a final report for ILO.

This is an internal evaluation. The evaluator is an ILO Officer but completely independent of project and has not been involved in the project implementation. We will ensure that unless you specifically request it, nothing you say be attributed to you. We'll use the information you give in the report but will ensure it is anonymized.

The interview should take about an hour. Any questions you don't want to answer we will skip and if you want to end the interview at any time, please inform me and we will stop.

Are you happy to continue?

Relevance, coherence and validity of design	
• Has the project addressed relevant needs to intermediate and final target groups? Given the current political, socio-economic and financial situation, are the project objectives and design still relevant?	
o Do the target beneficiaries see the project as relevant to their needs and priorities?	
o Does the project still address the intended needs of the target group (youth, old men and women)?	
Project Effectiveness	
• To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project is addressing this influence and is ready to adapt to changes for at least some time from now-on?	
o What impact did COVID-19 have on the operations of the project?	

o Did COVID-10 affect other aspects of the project?	
o What project adaptations were there?	
Efficiency of resource use and management arrangements	
• Have financial resources of the project been allocated strategically according to the work plan in order to achieve outcomes?	
o Has the project adopted effective and consistent working procedures with implementing partners?	
o Has the project monitored under regular basis financial delivery, and adjusted its future allocations, when necessary?	
o Will the results achieved justify the costs?	
o Could the same results have been attained with fewer resources?	
• Have the implementing agencies coordinate and collaborate with other agencies' projects and other donor and government institutions to improve project efficiency and effectiveness?	
o How involved are the national stakeholders?	
o How involved are the regional and local level stakeholders?	
o Has the project changed the relationship between the tripartite constituents?	
• To what extent the project achieved efficiency in implementation through the combination of project stakeholders involved, making use of comparative advantages and the creation of synergy?	
Orientation to impact and sustainability	
• To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries or clear indications that these would take place through plausible links to project results at institutional, organizational and individual levels?	
o Have the beneficiaries been successful in starting business or obtaining decent work?	
o Has those who've received training put it into use effectively?	
o Have there been any negative changes?	

• Has your institution developed an exit strategy to ensure sustainability of the project result at outcome level?	
• Identify and discuss gaps in the sustainability strategy to ensure the replicability and scale up and how the stakeholders could address these, taking into consideration potential changes in the country due to the COVID19 pandemic?	
• To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on gender within the World of Work?	

Interview Guide

Donor UN United Nations Trust Fund for Human Security (UNTFHS)

Informed consent:

Please explain the purpose of the interview with the respondents:

My name is _____. I'm here today because ILO has commissioned an evaluation of its "Egypt Youth Employment: Providing A Reason to Stay" project. As one of the key partner we'd like to get your inputs on the project. We're interviewing a number of stakeholders in Cairo and the regions where the projects is being implemented and will use data from this to produce a final report for ILO.

This is an internal evaluation. The evaluator is an ILO Officer but completely independent of project and has not been involved in the project implementation. We will ensure that unless you specifically request it, nothing you say be attributed to you. We'll use the information you give in the report but will ensure it is anonymized.

The interview should take about an hour. Any questions you don't want to answer we will skip and if you want to end the interview at any time, please inform me and we will stop.

Are you happy to continue?

What are your expectations from this evaluation?	
Relevance, coherence and validity of design	
• Given the current political, socio-economic and financial situation, are the project objectives and design still relevant?	
• How well does the project complement and link to activities of other donors/development agencies at national and local level?	
Project Effectiveness	
• Is the project making sufficient progress towards its planed objectives?	
• Is the project likely to achieve its planed objectives by its closing date?	
• To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project is addressing this influence and is ready to adapt to changes for at least some time from now-on?	
Efficiency of resource use and management arrangements	
• Has the project monitored under regular basis financial delivery, and adjusted its future allocations, when necessary?	
• Could the same results have been attained with fewer resources?	

• Is the composition of the project team by the lead agencies and the co-implementer agencies considered appropriate for the project implementation?	
• Has the project adopted effective and consistent working procedures with implementing partners?	
o Were partners clear on their responsibilities?	
• How involved are the national stakeholders?	
• How involved are the regional and local level stakeholders?	
Orientation to impact and sustainability	
• What kind of exist strategy would you like to see being adopted by implementing parkers and stakeholders in the project?	
General (throughout the other evaluation criteria as necessary)	
• To what extent the human security approach has contributed towards mainstreaming the human security approach in the work of the UN Country Team;	
• What the benefits and/or challenges have been and how the programme will build on the benefits or address the challenges going forward.	

Annex 5 : Progress made towards the achievements of Outputs

Table 1: Progress made towards the achievements of Outputs

Activities	Objectively verifiable indicators (OVI)	Target	Cumulative Achievement	Percentage Completed	Reported Results
Outcome 1: National institutions are strengthened for SME development.					
	• Influence of FEI's policy guidance on Government policies and legislation • Government industrial and trade policy targets more explicitly employment creation	• Policy brief developed on SME development • Strategic Plan developed on SME employment creation			
Output 1.1: The SME unit within Federation of Egyptian Industries (FEI) is enhanced to deliver services for SMEs and to influence policy-making.	• No of services provided by the SME unit to FEI's members • Influence of the policy guidance provided on Government policies and legislation	• 4 services provided to the FEI's members • Government publications and announcements and media coverage.		Completed	Production of a concept note, a survey assessing the stakeholders' perceptions, and a roadmap, but also through mobilizing funds from the EU for a new spin off project

Output 1.2: Public stakeholders including the MTI, are technically supported to improve government intervention and the business environment for SMEs development.	• The study is published by MTI, FEI and Chambers Federation • Number of PPPs negotiated and implemented • Policy notes prepared in partnership between MTI, FEI and SME stakeholders	• The study is published • Number TBD at project inception • 2 policy notes are published every year as a direct contribution to Government policy and legislation		Completed	Foundation of an SME unit within FEI
Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia.					
	• No of youth accessing decent jobs • Target SMEs improve significantly their productivity and working conditions	• 3000 (40% are women) • 2500 trained and placed in factories at the end of the project duration; 500 jobs created through SMEs • To be identified during the inception phase			
Output 2.1: Local actors are mobilised around the local comparative advantage of the target Governorates towards better job creation for young men and women.	• Key public, economic and social stakeholders at Governorate level are engaged on youth employment • Governorate report published • Number of key local stakeholders certified on core competencies	• Yes • Yes • TBD at project inception		Completed	Capacitating partners from governorate stakeholders for the institutionalized delivery of value chain development, entrepreneurship services, and youth employment.
Output 2.2: A programme linking work placement of young men and women, improved working conditions and productivity in SMEs is implemented in partnership with the Industrial Training Council	• No of SMEs implementing SCORE • Improvement in working conditions and in productivity • No of youth accessing decent jobs	• 25 SMEs display significant improvements in working conditions and in productivity • 2,500 jobs	• 401 youth trained on communication, conflict resolution, teamwork, rights at work and OSH • 85 trained on		Training –on communication, conflict resolution, teamwork, rights at work and OSH Placement of 401 youth and 85 trained on Job Search Club activity, training on SCORE for 30 companies and 12 trainers

			Job Search Club activity, • 30 companies in SCORE • 12 trainers trained as SCORE trainers		
Output 2.3: Young male and female entrepreneurs are empowered to start and develop their businesses, in partnership with the SME unit, and public and private stakeholders at the local level (at least 500 jobs are created).	• No of FSPs receiving technical assistance • No of youth receiving entrepreneurship awareness • No of youth accessing finance and/or business plan preparation services • No of jobs created as attributable to the project • MSMEs provided with grants through innovation fund	• 20 FSPs receiving technical training • 700 youth receiving entrepreneurship services • 500 new jobs created • 2 MSMEs are provided with grants through innovation fund	• Making Microfinance Work' training to 22 members of microfinance trained • 565 youth trained on SIYB • 192 businesses established • 576 jobs created		Making Microfinance Work' training to 22 members of microfinance, 565 youth trained on SIYB directly leading to the establishment of around 192 businesses and the consequent creation of an estimated 576 jobs
Outcome 3: Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities.					
	• % decrease in irregular migration. • 18,500 youth (disaggregated by age and gender) has a decent jobs.				

Note: row 1 first cell continues: "(At least 2,500 young men/women employed within the SMEs sector)."

Output 3.1: Small businesses, in identified promising sectors, are supported to become more inclusive of economically vulnerable young women and men.	• %increase in employment of economically vulnerable youth (aged 18-30) in identified businesses (gender disaggregated)* • # of youth (18-30) employed (ad hoc, part time, full time) as a result of project interventions (gender disaggregated) *cross reference vulnerability with existing databases such as MoSS Takaful and Karama, and Misr el Kheir, Food Bank etc. vulnerability analyses	• 150 youth supported. • 150 supported in quick win interventions. • 250 (70 women and 180 men) • 800 youth benefit of joints long-term actions • 10% increase in employment	• 25 businesses (POs signed for VCA to be implementation in 2021) • 30 business profiles (Mapping done and updated BO based on Covid-19) • 800 youth reached (Work in progress) • 8 community-led actions 10 institutional stakeholders trained (Work in progress)	

Output 3.2: Youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability.	• # of youth (disaggregated by age and gender) receiving entrepreneurship awareness. • # of youth (disaggregated by age and gender) receiving entrepreneurship skills trainings. • # of decent jobs (disaggregated by age and gender) created as attribute to the project. • # of youth (disaggregated by age and gender) has access to financial and non-financial services.	• 75 ToT trained. • 500 youth developed their entrepreneurship skills. • 150 youth entrepreneurs received Coaching & mentoring. • 6 job fairs conducted. • 180 youth get facilitation entry into the labour market. • 1000 youth awareness raised. • 12 youth search clubs conducted. • 180 youth participating in job search clubs.	• TOTs conducted; • 42 unemployed women trained in entrepreneurship; • Ministry asked to cancel "Job Fairs" activity and replace it by digital employment services • Work in progress		2019 1. Entrepreneurship: • SIYB 15 trainers, 2. Employability: 8 facilitators Beneficiaries • 83 JSC 2020: 5 SIYB trainers trained on SIYB Online
Output 3.3: Sustainable environment solutions and green businesses are promoted among youth.	• # of green business start-ups. • # of observational tours. • # number of trained youth (disaggregated by age and gender).	• 200 youth benefit from study tours (UNIDO) • 200 youth trained on M&E on waste management (UNIDO) • 165 local actors supported to transform behaviours towards environmental sustainability (UNIDO) • 25 ToT trained (ILO) • 50 youth skills developed to start green business (ILO)			

		• 400 youth reached • 15 youth-led initiatives		
Output 3.4: Institutional capacities and effectiveness of the local business-supporting institutes/agencies are enhanced to provide tailored services to ease business creation, enhance economic opportunities and development in migration prone communities in Nile Delta	• Number of businesses formalized (+ percentage of increase following implementation of activities) • Number of beneficiaries of OSSs and other business services (+ percentage of increase following implementation of activities) • Level of awareness of business services measured through the increased number of beneficiaries • Duration of business registration procedures following ICT upgrading	• 440 youth • 4000 One Stop Shop Clients • 300 MSME development agency staff capacity developed.		**1,929 enterprises in Menoufia** governorate were supported to register, while **1,422 enterprises** were supported in Qalyoubia governorate. Technical support to **264 SMEs** to start their business. Qalyoubia governorate, 102 projects representing the Project's beneficiaries succeeded to develop business contracts with the government with a total amount of EGP 3,050,000. 36 projects were capacitated with marketing and networking skills and exporting requirements, while 64 projects have been introduced to the requirements of the national governmental contracting requirements, so as to be able to engage in national tenders.

					Additionally, 228 SMEs have been supported technically to start their business. Egyptian Handicrafts Exhibition Turathna attended by 630 SME owners Five business and technology incubators supported. In Menoufia governorate, MSMEDA has supported 5,640 newly established MSMEs to start their projects with a total amount of loans EGP 1,57,014,829. These start-ups to reinforce the creation of at least 1,278 job opportunities. In Qalyoubia governorate, MSMEDA has boosted 6,063 MSMEs to start their projects as well with a total amount of loans EGP 186,710,107, and supported the creation of at least 2,270 job opportunities.
Outcome 4: The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society					
	• % prevalence of crime and violence reduced (domestic, public space, age / gender specific)	See below			
Output 4.1: Youth-led platforms are established and capacitated as an avenue for social engagement	• # of youth (disaggregated by age and gender) received capacity development trainings. • # of beneficiaries benefitting from youth platform activities. • # of events/actions organised addressing issues of relevance to	• 100 youth joined the youth platform • 200 youth capacity and skills developed. • 2000 benefited of youth platform short-term actions.	No. of youth • 125 youth developed their capacities (4.1.2) • 100 youth joined the youth platform (4.1.3)		

	marginalized and excluded groups (disaggregated by age and gender) .	• 1000 persons awareness raised. • At lease 200 youth are aware of the HS concept. • Activity 4.1.5: "Conduct awareness raising events on irregular migration and reasons to stay" added to respond to the current needs on young people towards employment and entrepreneurship in light of the implications of COVID-19	• 1000 benefited of youth platform short-term actions (4.1.4) • At lease 200 youth are aware of the HS concept (4.1.6)		

| Output 4.2: Social enterprises are promoted and developed as an innovative and effective tool to tackle identified human insecurities in target area | • # of youth (disaggregated by age and gender) received capacity development trainings.
• # of established social enterprises (disaggregated by age and gender).
• # of financial contribution of youth.
• # of youth (disaggregated by age and gender) has access to financial and non-financial services. | • 500 youth awareness raised on Social entrepreneurship.
• 150 youth developed their skills on Social entrepreneurship.
• 20 youth receive financial assistance to start their social business.
• 20 youth coached and mentored technically. | | | Awareness sessions to **144 beneficiaries** in Qalyoubia and Menoufia governorates and the online awareness campaign succeeded to reach more than 810,000 of the targeted group, with more than 2,850,000 impressions. Social Entrepreneurship (SE) competition 890 applications: 75 out of them to participate in the ILO SIYB capacity building programme, 58 completed the course and 39 received mentoring and coaching. 31 entrepreneurs have expressed their intention to participate in the SE competition. While 29 have pitched. 3 won for the ideation level and 3 won the start-up level. |

ILO Lesson Learned Template

Project Title: Egypt Youth Employment: Providing A Reason to Stay
Project TC/SYMBOL: EGY/17/04/HFS

Name of Evaluator: Evans Lwanga   **Date:**
22/10/2021

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The project performance and effectiveness with respect to the set targets under the four outcomes was positive specifically to Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia which focused on entrepreneurship training. The project has exhibited high potential of achieving impact beyond the projects life-span because it has institutionalized its activities in existing government and private sector structures. This has been achieved through creation of partnerships and collaboration with like-minded governorates and private sector players and Business Development Service (BDS) providers that have similar objectives in implementing its activities.

Capacity development of BDS providers with ILO BDS tools such as GET Ahead, Start and Improve Your Business (SIYB), Sustaining Competitive and Responsible Enterprises (SCORE) training programmes have been key to ensuring that they provide training services to beneficiaries on a sustainable basis beyond the project life span.

Partners like the training providers for the GET Ahead programme had a strategy of inviting family members of the participants to attend the graduation ceremony of GET Ahead training programme to show the achievement to their families. This practice has a long-term effect on the family as it helps build acceptance of the family for the business their member is undertaking after attending training. For women entrepreneurs, this helped build family support for the businesses. This initiative has led to the BDS provider introducing what they are calling "family entrepreneurship" were training programme are designed to have at least five families in a training session and tasked to design their own business plan. This training model is addressing the problem faced by most woman entrepreneur when they start their own business, family members view it as a burden that deprives them of time to spend at home with the family. This training model, is promoting an eco-system in the nuclear family on entrepreneurship resulting in development of a new generation of entrepreneurs, as family members are introduced to the concept of entrepreneurship at an early age and in a family setup. |

| Context and any related preconditions | To address sustainability in management of projects, identification of actors and implementing partners who have similar mandate and objectives with the project goal and objectives is important. In the case of the EYE project, outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia which focused on entrepreneurship training, resonates with the mandates of government and BDS service providers engaged by the project.

Through a rigorous process, which included conducting an analytical Study for Economic Development and Youth Employment in Qalyoubia and Menoufia, BDS providers were identified and selected to provide BDS training programme to promote entrepreneurship to project target group. The studies included an analysis of labour market trends, assessment of relevant labour market institutions, and analysis of investment opportunities, which informed the selection of the training programmes for the different categories of the target beneficiaries.

The training packages selected were ILO SIYB, the female-specific "Gender and Entrepreneurship Together (GET Ahead)" and the "Sustaining Competitive and Responsible Enterprises (SCORE)" training programme.

In relation to SIYB, the project trained and certified SIYB Trainers in Qalyoubia and Menoufia who then trained 565 participants (243 females) in SYB programme. Given the 34% estimate of percentage of business creation from Start Your Business (SYB) training that is verified globally, it is assumed that EYE project contributed to 192 businesses, creating at least 2 additional jobs per enterprise trained, thus contributing to approximately 576 jobs, exceeding the target for the project.

The training aim was to enable young people acquire business knowledge and entrepreneurial skills necessary to run sustainable business opportunities and, hence, to generate decent jobs. Acquiring the needed business skills is important to secure accessibility to offered financial services. EYE project provided the training in partnership with the Micro Small and Medium (MSME) Development Agency, while it engaged more partners in both governorates throughout the programme.

For the GET Ahead Training, 18 female participants received training in Qalyoubia, which aims to address some of the barriers women face to starting and running a business (lack of knowledge, lack of skills, low confidence, family expectations and responsibilities, etc.) and bridge the gender gap by offering women and men business management skills and key soft skills.

The project achieved a great success in the productivity and working conditions component of the outcome by introducing the ILO Sustaining Competitive and Responsible Enterprises (SCORE) training for the first time in Egypt and trained a selected group of 12 trainers on delivering SCORE training. |

	This exercise to conduct analytical Study for Economic Development and Youth Employment to identify BDS providers was important and presented a clear sustainability and exit strategy for the project on the promotion of MSMEs under the LEED component.
Targeted users / Beneficiaries	• MSMEs • BDS Providers • Small Enterprise Development Organisations • Youth Development and Employment Organisations
Challenges /negative lessons - Causal factors	• The project was lacking a robust monitoring and evaluation system to track progress made the beneficiaries of the training activities towards the achievements of the outputs and outcome. • Despite the project exceeding the number of MSMEs targeted for the training activities, access to finance by beneficiaries trained by BDS providers still remains a challenge. This reason, majority of the beneficiaries fail to start businesses due to lack of capital that limits the positive outcome/impact of the project.
Success / Positive Issues - Causal factors	**Positive:** • National level capacity development of SCORE Trainers. • Institutionalization of GET Ahead programme by BDS providers. • Increased utilization of SYB programme by BDS providers.

ILO Administrative Issues (staff, resources, design, implementation)	• The Covid-19 pandemic had negative effects on the implementation of the programme, in that it increased the cost of training in a number of ways including:-
	   o Reduction in the number of participants during training workshops in order to adhere to social distancing protocols, which meant having more training sessions than originally planned.
	   o Cost of training increased due to additional requirements such as sanitizers and masks for participants.
	   o analytical Study for Economic Development and Youth Employment

ILO Emerging Good Practice Template

Project Title: Egypt Youth Employment: Providing A Reason to Stay
Project TC/SYMBOL: EGY/17/04/HFS

Name of Evaluator: Evans Lwanga   **Date: 22nd October 2021**

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The Covid-19 pandemic affected the implementation of the project activities by most of the implementing partner. The pandemic was an unforeseen situation that was not planned for, or even presented as a risk factor in the project document. Due to the innovative response of the project management team toward the challenges presented by the pandemic, the project performance and effectiveness with respect to the set targets under the outcomes and mitigated. The four outcomes if the project which include "National institutions are strengthened for SME development" "Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia"; "Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities" and "The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society". The project made positive progress towards achieving its outputs under the circumstances of COVID 19 situation. Implementing partners introduced innovative ways of conducting training by developing digital platforms. The Micro, Small and Medium Enterprise Development Agency (MSMEDA) used its online platforms of the "Social entrepreneurship programme" to reach out the beneficiaries. As a result of this innovation, the outreach of the online campaign reached around 810,000 targeted beneficiaries, while the online impressions reached around +2,850,000. In addition to this initiative, a social media campaign was developed to raise youth awareness on the value of work. This campaign contributed to building a database of beneficiaries for further easy access and succeeded in reaching approximately 4,200 beneficiaries in Qalyoubia and Menoufia governorates. MSMEDA further facilitated creation of clusters for business such as restaurants targeting women, and creation of one-stop-shop to promote women participation as a way of promoting gender equality and disability inclusion within the project.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Based on the progress made and considering the effect of the Covid 19 pandemic and the project to continue meeting its intended objectives, it is largely dependent on factors such as how the pandemic is addressed at national level and the project re-adjusts its work plans. It is also important to recognise that work plan adjustments and change in the way of delivering activities might imply financial costs that may lead to project budget adjustments. For MSMEDA, setting up of online platform meant relocating activity funds to finance this initiative. This was evident in the project management adjustments in the work plan during the covid-19 period in order to adapt to the new way of conducting and implementing activities such as conducting trainings virtually.

For other implementing partners in the project, operations and implementation of activities stopped when the pandemic started because at the time, there were no digital platforms to use for training activities, considering that the trainings were designed to be conducted face-to-face. As such, to facilitate replication of such initiative require adequate financial allocation for the initiative. |
| **Establish a clear cause-effect relationship** | The project, under "Outcome 4: The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society" and specifically under output 4.2 "Social enterprises are promoted and developed as an innovative and effective tool to tackle identified human insecurities in target area" aimed at reaching to 500 youth with awareness raising on Social entrepreneurship, 150 youth to develop their skills on Social entrepreneurship, 20 youth to receive financial assistance to start their social business and 20 youth coached and mentored technically.

With the covid-19 pandemic at play, and through the innovative way of implementing project activities, the project conducted awareness sessions to 144 beneficiaries in Qalyoubia and Menoufia governorates and through the online awareness campaign succeeded to reach more than 810,000 of the targeted group, with more than 2,850,000 impressions. In the Social Entrepreneurship (SE) competition the project received 890 applications out of which 75 participate in the ILO SIYB capacity building programme, 58 completed the course and 39 receiving mentoring and coaching. Of these, 31 entrepreneurs expressed their intention to participate in the SE competition. Of the 31 entrepreneurs, 29 pitched their business plans and 3 won for the ideation level and won the start-up level.

This was made possible by the innovative way of implementing project activities through development and introduction of online platform. |

Indicate measurable impact and targeted beneficiaries	With the covid-19 pandemic at play, and through the innovative way of implementing project activities, the project conducted awareness sessions to 144 beneficiaries in Qalyoubia and Menoufia governorates and through the online awareness campaign succeeded to reach more than 810,000 of the targeted group, with more than 2,850,000 impressions. In the Social Entrepreneurship (SE) competition the project received 890 applications out of which 75 participate in the ILO SIYB capacity building programme, 58 completed the course and 39 receiving mentoring and coaching. Of these, 31 entrepreneurs expressed their intention to participate in the SE competition. Of the 31 entrepreneurs, 29 pitched their business plans and 3 won for the ideation level and won the start-up level.
Potential for replication and by whom	Creation of online platforms to facilitate outreach to project beneficiaries is an innovative initiative and model of operation that has high potential for replication. For projects, which aim at conducting awareness creation activities, creation of online platform is a good practice to use because globally, people are increasingly having access to digital platform as technology is equally rapidly advancing. With the learnings from the covid-19 pandemic, embracing digitalisation in project management has become key in delivering project activities. For this reason, designing outreach and training programmes should have a bias towards having materials that can be disseminated on online platforms and training materials which be uploaded on digital platforms as this is the new norm moving forward.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The business practice is linked to ILO P&B Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work and specifically aligned to Outcome indicator 4.2.1. Number of member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability. Further, the practice is linked to Outcome Indicator 4.3.1. Number of member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality and to Outcome Indicator 4.4.1. Number of member States with policies or measures to promote alignment of business practices with decent work priorities and a human-centred approach to the future of work. In terms of linkage to the ILO DW strategy for North Africa, the practice is well aligned with the ILO DW strategy for North Africa, Immediate Objective 1 "Creating opportunities for young women and men and the most vulnerable" whose aim is to facilitate creation of employment opportunities through the increased use of local resources, labour intensive infrastructure investment and environment protection-related public works and creation of MSMEs and creation opportunities for youth, women, populations affected by displacement and conflict and other disadvantaged groups.
Other documents or relevant comments	ILO Programme and Budget for 2020-21 Output indicators - Technical notes for planning, monitoring and reporting on results (7 April 2020) ILO DW Strategy for North Africa 2011-2015