



## ILO EVALUATION

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- SDGs: 1, targets 1.2 and 1.4, 2, trget 2.3 amd 8. Target 8.2
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“This evaluation classified as an “internal evaluation” in ILO evaluation types’ nomenclature has followed a formalised evaluation process managed by the responsible officer (RO) of the project. The purpose of internal evaluations largely serves organizational learning and the oversight process applied by the ILO Evaluation Office to ensure independence has not been used. The report has not been professional edited.”

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## LIST OF ACRONYMS

BDS	Business Development Service
DWCP	Decent Work Country Programme
DWT/CO	Decent Work Team and Country Office
EBI	Egyptian Banking Institute
FEI	Federation of Egyptian Industries
GDP	Gross Domestic Product
HQ	Headquarters
ILO	International Labour Organization
MIC	Ministry of International Cooperation
MTI	Ministry of Trade and Industry
MSME	Micro, Small and Medium Enterprises
MSMEDA	Micro, Small and Medium Enterprises Development Agency
NCW	National Council of Women
NDP	National Development Plan
SDG	Sustainable Development Goal
SIYB	Start and Improve Your Business
TOR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNPDF	United Nations Partnership Development Framework

## EXECUTIVE SUMMARY

### BACKGROUND AND CONTEXT

Egypt's cities - and almost all agricultural activity - are concentrated along the banks of the Nile, and on the river's delta. Deserts occupy most of the country. The economy depends heavily on agriculture, tourism, and cash remittances from Egyptians working abroad, mainly in Saudi Arabia and the Gulf countries. Rapid population growth and the limited amount of arable land are straining the country's resources and economy. Employment rates are flat and remain quite low as compared to the middle-income countries average. Only about 40% of working-age Egyptians are employed. Youth unemployment remains above 25%.

#### Project background and objectives

The project “Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (RAWABET)<sup>1</sup>” is a 3-years ILO project, funded by the Government of Norway, with a budget of USD 3.8 Million. It comes within the framework of the overarching “Egypt Youth Employment (EYE)” programme, which works to support the scaling up of interventions successful in providing decent employment opportunities for youth in Egypt. The project is implemented in partnership with the Ministry of International Cooperation (MIC), the Ministry of Trade and Industry (MTI), the Federation of Egyptian Industries (FEI), the Micro, Small and Medium Enterprises Development Agency (MSMEDA).

The **overall goal** of the project is to “leverage private sector investment in the rural economy of Egypt and support entrepreneurship and skills development in rural communities, particularly for youth, including small-scale producers and entrepreneurs.” The Project has three outcomes: **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.

#### Evaluation background

The evaluation will be used primarily by the project team and partners to guide the further implementation of activities to best achieve the target results. The evaluation covers the period from 18 September 2017 to 31 January 2020, including all results and outputs.

The evaluation is based on a desk review, interviews and focus group discussions carried out during the country mission to Egypt and observations during the field visit to the Milk Collection Center in the Burayj. Additional data was collected during skype interviews with the ILO specialists in the ILO headquarters. The evaluation used triangulation of data sources (e.g. document analysis, interviews, focus groups, workshop reports data on participants, and direct observation) to ensure the validity and reliability of the findings. In addition, it used a participatory approach by involving ILO key stakeholders such as beneficiaries, ILO constituents, ILO staff, and strategic partners. The evaluation was carried out between 15 January and 26

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<sup>1</sup> RAWABET is an Arabic word that means linkages. In this context, RAWABET refers to project’s objective to facilitate effective linkages between market actors in value chains of high growth and employability potentials.

February 2020 through a desk review, followed by a field mission to Egypt in Cairo and the village Burayj (25 January - 03 February, 2020).

The evaluation was carried out in adherence to the ILO's policy guidelines for results-based evaluation and evaluators Code of Conduct as well as UNEG Norms and standards.

## FINDINGS

### Relevance and Strategic Fit

Project activities contribute to Egypt's achievement of the Sustainable Development Goals, specifically targets: *target 1.2*: reduce at least by half the proportion of men, women and children of all ages living in poverty; *target 1.4*: ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land *target 2.3*: double the agricultural productivity and incomes of small-scale food producers; and *target 8.2*: Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors.

The project objectives and activities fit in the **United Nations Partnership Development Framework (UNPDF) 2018 to 2022 United for a Sustainable Future**, especially to the Inclusive Economic Development outcome.

The project is entirely relevant to the Government **Sustainable Development Strategy (SDS): Egypt Vision 2030**. The project is contributing to the achievement of the SDS strategic results to decrease unemployment and poverty in the country, by promoting decent employment in the private sector in rural Egypt. Furthermore, the project supports programmes for transitioning from welfare to work and uses ILO private sector development and entrepreneurship training tools to promote entrepreneurship and support startups, as one of the pathways to decent work.

### Validity of design

A strong aspect of the project intervention is that it is backed by evidence from the labour market and economy and crafted in response to the labour market challenges. The project has a focus on leveraging private sector investment in rural Egypt, supporting entrepreneurship and skills development for rural communities, through i) development of specific value chains, ii) increase of the productivity in those value chains and providing of relevant skills; iii) support of enterprises and startups to integrate into the value chains in the rural areas.

The project is complex and ambitious for the timeframe, as this type of developmental intervention takes time to materialize. It has a clear goal, well-defined outcomes, outputs, and activities. However, some of the indicators and targets of the intervention can be improved.

The Project Document elaborates well the risks and assumptions and has mitigation measures for the potential problems during the project implementation.

### Project effectiveness

The project developed the value chain intervention model for the dairy sector in the El Gharbia Governorate. It applied with success the market system analysis for the dairy sector, which served as the

basis for the development of the intervention model. The project established the linkages between different stakeholders in the dairy value chain. Unfortunately, the withdrawal of the lead firm from the intervention left the value chain without the lead firm. The project adjusted its strategy focusing on qualitative and quantitative improvements in the production of milk. The project worked with the National Food Safety Authority and the Milk Collection Center to obtain the certificate as a first certified MCC in whole Egypt.

Several ILO tools and methodologies (Start Your Business, Get ahead, Business Development Services, Value Chain Analysts, Jobs Search Clubs) were used for the delivery of training or service in partnership with the Micro, Small and Medium Enterprises Development Agency, Central Bank of Egypt, National Council of Women and the Ministry of Youth. Two national initiatives, FORSA programme with the Ministry of Social Solidarity and BDS hubs with the Central bank of Egypt and Nile University were supported.

The project conducted training of 497 persons ( 49.7 % women).

### **Efficiency and management arrangements**

The Project team is very experienced and most of the staff worked together on previous ILO projects. They established very good connections with the project stakeholders. The team was technically backstopped by the Enterprise Department and Sector department specialists in ILO HQ and supported the ITC ILO in Turin, Italy.

The project formally started in September 2017, however due to the Project Protocol with the Government signed only on 29 April 2019, the project officially entered into force on 19 February 2019. The Project did not establish a project steering committee (PSC), thus is lacking an official channel for guiding its works and consulting on the important decision.. Delay in the registration of the project with the national authorities, absence of the Project steering committee and overstretched staff in the initial period of project implementation could explain some of the delays in the project. The Project is planned to be finished by 30 September 2020. Still, there is an obvious need for a no-cost extension, as it is unlikely to successfully implement all the project activities within the remaining period until 30 September 2020. The project has a disbursement level of around 33% on 31 January 2020.

### **Impact orientation and sustainability**

Sector Selection and Rapid Market Assessment in Egypt's Agribusiness sector, Market System Assessment of the Dairy sector and Value Chain Development Intervention Model provide very valuable knowledge on how to select, assess and develop sector/value chain properly. The Value Chain analyst certification programme will leave a pool of value chain facilitators and analysts that are expected to continue to work after the project ends.

Increased productivity and satisfaction of the farmers demonstrate the benefits of the training provided in the project. Maintaining the offered services by the MCC after the project end will ensure the sustainability of the action taken, ensure growth in the quantity of the milk processed through the MCC and thus improve the livelihood of the farming households through increased income.

Partnership with state institutions that internalize the ILO tools (BDS, SIYB, GET ahead and Jobs Search Clubs) can be the most crucial aspect of sustainability of the action. The ILO needs to build a modality

through which the institutions that internalize/ use ILO tools report back to the ILO on the use and impact of their application.

### Gender equality assessment

The project stakeholders were satisfied that the project promoted gender equality through fair and equal access to project activities and benefits. Data from the secondary sources show that 62% of participants in the trainings are women.

### CONCLUSIONS

The project is highly relevant, and although it faced delays and problems in the implementation, the project has the potential to be successfully implemented.

#### Relevance and strategic fit

- 1) The project was highly relevant for Egyptians, in the context of the high unemployment rates, lack of jobs and income and the overall state of fragility.
- 2) The project is fully aligned with the national priorities, set in Sustainable Development Strategy (SDS): Egypt Vision 2030 and United Nations Partnership Development Framework (UNPDF) 2018 to 2022.
- 3) The project learns from the other projects and is implemented in synergy with other projects.

#### Validity of design

- 1) The project has a clear goal, well-defined outcomes, outputs, and activities. Some of the indicators and targets of the intervention did not reflect the nature of the intervention, which led to a log-frame revision in July 2018.
- 2) The project is complex and ambitious for the timeframe, as this type of developmental intervention takes time to materialize.
- 3) Outcome 1 and 2 Indicator can be improved, reflecting the nature of the intervention under them.
- 4) The Project contains a strong analysis of the national context in which the project needs to operate and provide clear arguments in justification of the intervention, as well as on the the risks and assumptions including mitigation measures for the identified potential problems.

#### Project effectiveness

- 1) The project applied with success the market system analysis for the dairy sector, which served as the basis for the development of the intervention model.
- 2) The project established the linkages between different stakeholders in the dairy value chain, but the withdrawal of the lead firm was a significant setback. The Project adjusted its strategy and in the absence of a lead firm focused its intervention on actions that could attract more lead firms in the open market.
- 3) Replication of the model of the dairy sector value chain in another region is delayed. It should start as soon as possible, building on the momentum with the certification of the MCC and lessons learned from the first intervention.
- 4) Delay in deciding on the second sector for value chain development could jeopardize the success of the second intervention, due to lack of sufficient time for implementation.
- 5) Due to the absence of lead firms, the project could not deliver on trainings for employment and report any formal jobs created.

- 6) Combination of the trainings and services provided to the farmers in 132 households in three villages in El Gharbia Governorate resulted in the 15% increase in the number of farmers providing milk through the Milk Collection Center “Al Phara’onia”.
- 7) 497 persons in total ( 49.7 % women) were trained in the framework of the project. The project partners with four different state institutions/agencies to deliver ILO flagship programmes
- 8) Egyptian Banking Institute internalized ILO BDS modules in their BDS certification programme.
- 9) A combination of SIYB with the non-financial services (BDS) and financial services (mainly through MSMEDA) could be an effective way to support young people trying to start a business or expand their business.
- 10) The farmers and Milk Collection Center highly valued trainings and services that were delivered.
- 11) The project decided to support and partner in two national initiatives (FORSA and BDS hubs) and with all preparatory work already done, the project can now substantially support the rollout of these initiatives in the targeted rural areas.
- 12) Using the contest of innovative ideas to support the dairy sector was a smart move by the project. The realization of these ideas could be beneficial for the dairy value chain is supported as planned.
- 13) The project followed the rules for donor visibility and the donor was visible on all the products of the project. Still, not all stakeholders were familiar with the support from the donor.

#### Efficiency and management arrangements

- 1) The Project team is very experienced, and most of the staff worked together on previous ILO projects. Moreover support and cooperation with the departments in the ILO HQ is very good.
- 2) The project works strategically with all relevant stakeholders and created partnerships for results.
- 3) The Project did not establish a project steering committee (PSC), thus is lacking an official channel for guiding its works and consulting on the important decisions.
- 4) Delay in the registration of the project with the national authorities, absence of the Project steering committee and overstretched staff in the initial period of project implementation could explain some of the delays in the project.
- 5) Some of the state institutions have experienced changes in the recent period, in terms of institutional roles, competencies and staff.
- 6) The Project is planned to be finished by 30 September 2020, a no-cst extension may be needed.
- 7) Expertise on enterprises and employment that is available in the ILO Cairo office should be made more available to the project.

#### Impact and sustainability

- 1) Sector Selection and Rapid Market Assessment in Egypt’s Agribusiness sector, Market System Assessment of the Dairy sector and Value Chain Development Intervention Model provide very valuable knowledge on how to properly select, assess and develop sector/value chain. That knowledge could be replicated and used in other sectors and by state institutions in the future.
- 2) The success of farmers included in project action can demonstrate perspective for the young women and men in their villages.
- 3) Maintaining the offered services by the MCC after the project end will ensure the sustainability of the action taken and can ensure growth.
- 4) Partnership with state institutions that internalization of the ILO tools (BDS, SIYB, GET ahead and Jobs Search Clubs) can be the most crucial aspect of sustainability of the action.



## Gender Equality

- 1) The project promoted gender equality through its programme of activities and monitoring of data.

## LESSONS LEARNED AND GOOD PRACTICES

### Lessons learned

The first intervention in the dairy sector showed that the engagement of a lead firm in a value chain is not easy at all and takes a lot of time. The Project applied mitigation strategy, focusing on substantially improving the quality and quantity of the product, which might, in return, attract more lead firms in an open market. Finding more lead firms before engaging smaller companies and local suppliers might also help in cases like this.

### Good practices

The partnership with four different state institutions (NCW, Ministry of Youth, MSMEDA, EBI) to internalize flagship ILO tools and products (BDS, SIYB, GET ahead and Jobs Search Clubs).

## RECOMMENDATIONS

**Recommendation 1:** Establish Project Steering Committee (PSC)

Responsible Units	Priority	Time Frame	Resource implication
ILO DWT CO Cairo	High	Next month	Low

**Recommendation 2:** Define the Outcome 1 Indicator as “Number of sector /value chains developed” and target to be “Value chains in two sectors developed”

Responsible Units	Priority	Time Frame	Resource implication
Project team	High	Next month	Low

**Recommendation 3** Define the Outcome 2 Indicator in the direction of measuring increased productivity and income in the sectors.

Responsible Units	Priority	Time Frame	Resource implication
Project team	high	Next month	Low

**Recommendation 4:** Do another round of mapping of institutions and reality check of relevant stakeholders.

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Next month	Low

**Recommendation 5:** Replication of the model of the dairy sector value chain in another region should start as soon as possible, building on the momentum with the certification of the MCC and lesson learned from the first intervention.

Responsible Units	Priority	Time Frame	Resource implication
Project team	High	Next 2 months	Low

**Recommendation 6:** Decision on the second sector should be made as soon as possible to have sufficient time for substantial work on value chain development.

Responsible Units	Priority	Time Frame	Resource implication
PSC	High	Next 2 months	Low

**Recommendation 7:** Select second value chain in a sector that has employment potential.

Responsible Units	Priority	Time Frame	Resource implication
ILO DWT CO Cairo	High	Ongoing	Middle

**Recommendation 8:** Determine the scope of ILO intervention under FORSA , define target participants, and trace them to employment opportunities.

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Next 3 months	Low

**Recommendation 9:** Support service activities of the BDS hubs in the project target Governorates

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Ongoing	Low

**Recommendation 10:** Continue providing service to the farmers and explore the possibilities to provide access to other services and assets ( such as choosing an animal, insemination, diseases, vaccination, access to quality feed etc.)

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Ongoing	Middle

**Recommendation 11:** The project needs to put more effort into communicating its results, ( for example, by increased use of project partners communication channels).

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Ongoing	Middle

## 1. INTRODUCTION

The present document contains the report of the Midterm Evaluation of the Project “Egypt Youth Employment: Jobs and Private Sector Development in Rural Egypt “carried out by Emil Krstanovski, ILO internal evaluator.

The evaluation was implemented by an ILO staff officer certified by EVAL as an internal evaluator and not linked with the project. The Evaluation was managed by Lobna Kassim, Monitoring and Evaluation officer of the Project “Egypt Youth Employment: Jobs and Private Sector Development in Rural Egypt “. The evaluation benefited from national constituents consultation and feedback, as well as the inputs from the ILO Project team in Egypt, ILO Decent Work Technical Support Team and Country Office in Cairo and ILO staff in HQ in Geneva.

The main purpose of the evaluation is to promote accountability and strengthen learning among the ILO and key stakeholders. The evaluation attempted to contribute to organizational learning by identifying lessons learned and emerging good practices, and by providing recommendations that can inform the project realization until its end, as well as future ILO projects.

## 2. BACKGROUND

### 2.1. Egypt context

Egypt is one of the largest Arab countries and has played a central role in Middle Eastern politics in modern times. In January 2014, voters approved a new constitution by referendum and in May 2014 elected former defense minister Abdelfattah Elsisi president. Elsisi was re-elected to a second four-year term in March 2018. In April 2019, Egypt approved via national referendum a set of constitutional amendments extending Elsisi’s term in office through 2024 and possibly through 2030 if re-elected for a third term. The amendments would also allow future presidents up to two consecutive six-year terms in office, re-establish an upper legislative house, allow for one or more vice presidents, establish a 25% quota for female legislators, reaffirm the military’s role as guardian of Egypt, and expand presidential authority to appoint the heads of judicial councils.

Egypt's cities - and almost all agricultural activity - are concentrated along the banks of the Nile, and on the river's delta. Deserts occupy most of the country. The economy depends heavily on agriculture, tourism, and cash remittances from Egyptians working abroad, mainly in Saudi Arabia and the Gulf countries. However, rapid population growth and the limited amount of arable land are straining the country's resources and economy, and political unrest has often paralysed government efforts to address the problems.

Employment rates are flat and remain quite low as compared to the middle-income countries average. Only about 40% of working-age Egyptians are employed; this is due to a large extent to a very low female employment rate that is continuing to decrease since 2014. Furthermore, over half of the employed are working without a contract, pension or health insurance. Unemployment rates continue to decline, but the decline is slow, and unemployment remains above 2010 levels. Youth unemployment remains above 25%.<sup>2</sup>

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<sup>2</sup> Key Labour Market Trends in Egypt, 2018. ILO, 2019.

Egypt is an ILO member since 19 June 1936. It has ratified 64 ILO conventions, including all eight fundamental conventions and 3 out of 4 technical conventions. There are several direct requests or observations on ratified conventions from the ILO supervisory mechanisms.<sup>3</sup>

## 2.2. Project background

The project “Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (RAWABET)<sup>4</sup>” is a 3-years ILO project, funded by the Government of Norway, with a budget of USD 3.8 Million. It comes within the framework of the overarching “Egypt Youth Employment (EYE)” programme, which works to support the scaling up of interventions successful in providing decent employment opportunities for youth in Egypt.

The purpose of the project is to promote decent private-sector employment in rural Egypt by making rural areas more attractive to Egyptian youth. This is to be accomplished through both increased opportunities for direct jobs to be created by large private investors and for indirect employment in rural MSMEs and as small-scale producers along value chains. The project develops value chain interventions, supports the increase of productivity along the value chains and supports enterprises to integrate into the value chains in the rural areas of Egypt.

The project started in September 2017, but got the official registration from the Government of Egypt in February 2019. Official registration by the Government is needed to implement all project activities fully.

The project’s human resources comprise a team of 8 persons, forming the Project Management Team (PMT). These are namely the Chief Technical Advisor (CTA), Productivity and Working Conditions Officer, Entrepreneurship and Value Chain Development Officer, M&E Officer, 2 Project Assistants, Communication Officer and a Driver. ILO Enterprise Department and ILO Sector department specialists in ILO HQ technically backstopped the project. For some of the interventions, the Project relied on the expertise from the ITC ILO in Turin, Italy.

### 2.3.1. Project objectives

The project aims to promote decent employment in the private sector in rural Egypt, through increased opportunities for employment within large enterprises as well as micro, small and medium enterprises (MSMEs) along the sectors and value chains of highest employability and growth potentials. The project is implemented in partnership with the Ministry of International Cooperation (MIC), the Ministry of Trade and Industry (MTI), the Federation of Egyptian Industries (FEI), the Micro, Small and Medium Enterprises Development Agency (MSMEDA). It is intended to capitalize on the ILO’s expertise and experience in the promotion of decent employment in the rural economy and to build on and scale-up past and ongoing rural-focused initiatives implemented in Egypt.

The **overall goal** of the project is to “leverage private sector investment in the rural economy of Egypt and support entrepreneurship and skills development in rural communities, particularly for youth, including small-scale producers and entrepreneurs.”

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<sup>3</sup> [https://www.ilo.org/dyn/normlex/en/f?p=1000:14000:0::NO:14000:P14000\\_COUNTRY\\_ID:102915](https://www.ilo.org/dyn/normlex/en/f?p=1000:14000:0::NO:14000:P14000_COUNTRY_ID:102915)

<sup>4</sup> RAWABET is an Arabic word that means linkages. In this context, RAWABET refers to project’s objective to facilitate effective linkages between market actors in value chains of high growth and employability potentials.

The Project has three outcomes:

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

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

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

### **2.3.2. Project beneficiaries**

The **final beneficiaries** of the project are job seekers who are unable to enter the labour market and find decent jobs. The project targets two categories of beneficiaries:

- Men and women within the age group of 15 to 30 with long-term unemployment status (at least six months); with special quota devoted to university graduates and women.
- Young self-employed or home-based young women and men in the informal sector.

The **direct beneficiaries** of the project interventions in terms of capacity development and direct job creation are:

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

### **2.3.3 Project implementation**

The project developed a value chain intervention model for the dairy sector in the El Gharbia Governorate, provided training and services for the local farmers from 132 households, trained young people to provide services to the farmers, and supported the modernization of the Milk Collection Center.

The project made available to the national partner institutions several ILO tools and methodologies (SYB, Get ahead, BDS, Value Chain Analysts, Jobs Search Clubs) and trained a total of 303 persons (62% women). The project works in partnerships with the Micro, Small and Medium Enterprises Development Agency (MSMEDA), Central Bank of Egypt, National Council of Women and the Ministry of Youth for delivery of the training or services.

The Project decided to support two national initiatives, FORSA programme with the Ministry of Social Solidarity and BDS hubs with the Central bank of Egypt and Nile University.

### 3. EVALUATION BACKGROUND

#### 3.1 Evaluation objectives

The evaluation will be used primarily by the project team and partners to guide the further implementation of activities to best achieve the target results. The mid-term evaluation will promote accountability and strengthen learning among the ILO and key stakeholders.

The specific objectives of the evaluation are:

- Assess the design and implementation of the project to date, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
- Analyse the implementation strategies of the project concerning their potential effectiveness in achieving the project outcomes and impacts; including unexpected results.
- Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans;
- Review the strategies for sustainability;
- Identify the contributions of the project to the National Development Plan, the SDGs, the ILO objectives and its synergy with other projects and programs;
- Identify clear lessons and potential good practices for the key stakeholders.
- Provide strategic recommendations for the different key stakeholders to improve the implementation of the project activities and the attainment of project objectives.

#### 3.2. Scope and clients of evaluation

The mid-term evaluation focus is on the implementation period of the project from the start on 18 September 2017 to the 31 January 2020. The evaluation is assessing the results and key outputs produced since the start of the project.

The mid-term evaluation was carried out between 15 January and 26 February 2020 through a desk review, followed by a field mission (25 January - 03 February, 2020) to Egypt (Cairo and the village Burayj , outside the capital ). The field mission included interviews with Government officials, social partners and other stakeholders, beneficiaries, as well as the ILO project team and specialists in the ILO DWT/ CO Cairo. Interviews were conducted by Skype with ILO officers in Geneva.

The principal audiences for this evaluation are the Project Steering Committee and project partners , ILO DWT/CO Cairo, ILO HQ and the ILO Project team.

### 4. EVALUATION APPROACH, METHODOLOGY, AND METHODOLOGICAL LIMITATIONS

The evaluation was carried out in accordance with the UN Evaluation Group (UNEG) Norms and Standards (updated in 2016), and OECD/DAC's recommendations, as well as the ILO's Evaluation Policy Guidelines<sup>5</sup>.

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<sup>5</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf)

It has also adhered to ethical standards and codes of conduct when gathering information to protect those involved in the evaluation process. Thus, the confidentiality of the respondents was respected in the field visit and the interviews. As much as possible, the evaluation applied triangulation/cross-checking and observations to increase the credibility and validity and also to minimize any subjective conclusions.

The evaluation criteria and evaluation questions were designed in a way that takes into account stakeholder diversity and ensures gender equality and women's empowerment-related data is collected. For example, questions on key achievements of the project on gender equality and women's empowerment, type of assistance that was most valuable for the person and her/his family, and on the work of the project with key stakeholders and partners.

The evaluation is based on a desk review, interviews and focus group discussions carried out during the country mission to Egypt and observations during the field visit to the Milk Collection Center in the Burayj. Additional data was collected during skype interviews with the ILO specialists in the ILO headquarters.

The evaluation used triangulation of data sources (e.g. document analysis, interviews, focus groups, workshop reports data on participants, and direct observation) to ensure the validity and reliability of the findings. In addition, it used a participatory approach by involving ILO key stakeholders such as beneficiaries, ILO constituents, ILO staff, and strategic partners. This is described below.

Data for analysis have been triangulated through a mixed-methods approach that included desk review, consultation with all main stakeholders, and an assessment of development effectiveness, as planned in the Inception report.

Data analysis, along with the synthesis of findings, is reflected in the evaluation report. It contains the conclusions, recommendations, and lessons learned and emerging good practices.

**The desk review** included the following documentation: strategic national documents; project documents; progress reports; reports, and other relevant material from secondary sources (see Annex 3 for a detailed presentation of the documentation reviewed).

**The interviews** (face-to-face and through Skype) were carried out in January and February 2020.

**The mission** to Egypt took place between 25 January and 03 February 2020 and included **22 interviews** with the local stakeholders, **three (3) focus group discussions** and **one (1) field visit to Milk Collection Center "Al Phara'onia" in Burayj** (on 28 January 2020).

**Persons interviewed** were selected on the proposal of the project team to represent all the stakeholders, beneficiaries and staff implementing the project. Interviews protocol is provided in annex 4. They were all relevant for the implementation of the project and covered a variety of target groups such as ILO partners in the country (representatives of the Government and Federation of Egyptian Industries, national agencies, and institutions for support and promotion of entrepreneurship, food safety institutions, NGOs), beneficiaries (young women and men engaged in the training at work, farmers, local enterprise) and the ILO project team and specialists.

**Focus group** discussions were organized in the village Burayj, one with all the trainees of the project (4 women and 1 man) and two with the local farmers (3 women and 5 men). Participants were selected by the project team and MCC to be representative of the groups engaged in the project: i) on the job trainees

and ii) farmers from Burayj and Hamlet El Bakry included in the dairy value chain and benefiting from the provided services (the Milk Collection Center proposed the farmers). The focus group discussion question guide is provided in annex 5.

The discussion was combined with the observations at the milk collection centre and other interviews when drawing the findings and conclusions. The list of all persons interviewed is available in Annex 6.

### **Limitations**

The project is implemented in synergy with the other ongoing, similar ILO projects. This makes it hard sometimes to distinguish between the specific results of this project and requires extra efforts to differentiate. Triangulation of the data from desk reviews and interviews was used to ensure the results reported are not a product of another ILO project.

The project did not engage the Trade Unions in any phase of the project and interviews with their representatives did not make sense. Therefore the evaluation does not include the opinion of the TU representatives.

## **5. EVALUATION CRITERIA AND QUESTIONS**

The evaluation applied the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria, namely, the relevance of the programme to needs, the validity and coherence of the programme design, the programme's efficiency and effectiveness, the impact of the results and the potential for sustainability. For each criterion, specific evaluation questions were suggested in the ToR (annex 1).

### **Relevance and strategic fit**

- How has the project's design and implementation contributes (or not) toward the relevant development priorities of the Government of Egypt (the economic reform programme since 2016 and the SDS 2030), the priorities of the Federation of Egyptian Industries, UN Development Frameworks, ILO agenda and P&B, and SDGs?
- How well does the project complement other ongoing ILO projects or UN projects in the country?

### **Validity of project design**

- How coherent is the results framework of the project? (I.e. do outputs causally link to outcomes? Are the project's indicators SMART? Are there identified baseline and target levels at outcome level?)
- Are external factors (assumptions and risks) identified, relevant and valid?
- Does the project address the major causes of unemployment and underemployment in rural Egypt and respond to it?
- Is the project realistic (in terms of expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
- To what extent has the project integrated ILO cross cutting themes in the design?



- To what extent did the problem analysis identify its differential impact on men and women and on other vulnerable groups (like people with disabilities and others as relevant)?
- Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used in a manner that they enabled reporting on progress under specific SDG targets and indicators?
- Has the project elaborated a Theory of change that is comprehensive, integrating the external factors and is based on systemic analysis?

#### Effectiveness and progress

- What progress has been made towards achieving the overall project objectives/outcomes? What were the facilitator and hindered factors toward these achievements?
- Have the project developed unexpected results, at output or outcome level, where they necessary?
- Has the management and governance structure put in place worked strategically with all key stakeholders and partners to achieve project goals and objectives?
- Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management?

#### Efficiency

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?

#### Impact

- To what extent does the project have a strategic orientation towards making a significant contribution to broader, long-term, sustainable development changes regarding national needs, expressed in the national policy frameworks, in the SDGs, UNSDCF?
- What level of influence is the project having on the development of employment and other areas on policies and practices at national and subnational levels regarding youth employment in rural areas ?
- Which project-supported tools have been institutionalized, or have the potential to, by partners and/or replicated or external organizations?
- Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts

#### Sustainability:

- Is the project working in a sustainable plan for results, are key stakeholders involved in the planning and implementation of this sustainability strategy? Does the project develop and start implementing a solid exit strategy?
- The likelihood that the results of the intervention are durable and can be maintained or even scaled up and replicated by intervention partners after major assistance has been completed

#### Gender and non-discrimination

- What are so far the key achievements of the project on gender equality and women's empowerment?
- Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?
- To what extent is the M&E data supporting project decision making related to gender?
- Has the project addressed other vulnerable groups, which ones and under which modalities and on which aspects?

## 6. FINDINGS

### 6.1. Relevance and Strategic Fit

Relevance and Strategic Fit were evaluated largely by reviewing secondary information, the project documents, United Nations Partnership Development Framework (UNPDF) 2018 to 2022, Sustainable Development Strategy (SDS): Egypt Vision 2030 and triangulated through interviews with the ILO constituents, beneficiaries, ILO project staff and specialists in Egypt, ILO staff in Geneva and field observations.

The evaluation assessed the extent to which the program resonated with key national policies and strategies of the Government of Egypt. The program's strategic fit with the UNPDF was assessed as well as the extent to which ILO strategies are relevant to the achievement of the overall project outcome.

The project was designed during the times of increased poverty in Egypt, with nearly 28 per cent of the population living in poverty and another 25 per cent living just above the poverty line and highly vulnerable and susceptible to falling back into poverty. The project tries to reverse the trend and support exit from poverty through jobs in a developing private sector.

As already stated the overall objective of the project is "leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs."

Project activities contribute to Egypt's achievement the Sustainable Development Goals and specific targets:

- Goal 1 End poverty in all its forms everywhere and the *target 1.2* : By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions and *target 1.4* :By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance."
- Goal 2 Zero hunger and its Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment;

- Goal 8 on Decent Work and its target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour intensive sectors.”

The project objectives and activities fit in the ***United Nations Partnership Development Framework (UNPDF) 2018 to 2022/ United for a Sustainable Future***, especially to the Inclusive Economic Development outcome and the initiatives on:

- Value chain development;
- Transformation of the MSME sector into an engine for growth and green jobs;
- A client based and cost effective technical, vocational and entrepreneurship training system;
- Improving the access of youth and women to livelihood opportunities;
- Improving the ability of the poor and the vulnerable to effectively participate in economic activities.

*The project was developed and is implemented in line with the ILO country programme outcomes* that are aligned to ILO Programme and Budget 2018-19 Outcome 1 and Outcome 5:

- EGY 103, “Programmes that provide relevant skills for young women and men to access productive employment and decent work are reviewed and upgraded or established”;
- EGY 102, “Targeted programmes in rural areas are implemented to reduce skills mismatch, foster productive employment and economic diversification and sectors with export potential”; and
- EGY 106, “Employment for young men and women through entrepreneurship, value chain development, green enterprises, social enterprises and cooperatives and business development programmes promoted.”

The project is entirely relevant to the Government development goal enshrined in the ***Sustainable Development Strategy (SDS): Egypt Vision 2030***, that “by 2030, the new Egypt will achieve a competitive, balanced, diversified and knowledge-based economy, characterized by justice, social integration and participation, with a balanced and diversified ecosystem, benefiting from its strategic location and human capital to achieve sustainable development for a better life to all Egyptians”. The project is specifically relevant to the first pillar of the SDS aiming that “by 2030, the Egyptian economy is a balanced, knowledge-based, competitive, diversified, market economy, characterized by a stable macroeconomic environment, capable of achieving sustainable, inclusive growth. An active global player responding to international developments, maximizing value-added, generating decent and productive jobs, and a real GDP per capita reaching high-middle income countries level.” The project is contributing to the achievement of the SDS strategic results to decrease unemployment and poverty in the country, by promoting decent employment in the private sector in rural Egypt, through increased opportunities for employment within micro, small and medium enterprises along sectors and value chains of highest employability and growth potentials. Furthermore, the project supports programmes for transitioning from welfare to work and uses ILO private sector development and entrepreneurship training tools to promote entrepreneurship and support startups, as one of the pathways to decent work.

The project learns from the experience of other projects implemented by ILO and others. Its actions are based on the lessons learned from other projects that supported rural development in Egypt (for example, projects Lactamed, SEED, etc.). The project staff either met with their implementers (if ongoing and present) or use their findings and recommendations. The project also builds upon the work accomplished

under another ILO project implemented with the financial support from Norway “Egypt Youth Employment: Working together in Qalyoubia and Menoufia”.

The project is implemented in synergy with the other ongoing ILO projects (“Business Development Services for Growth”; “and Support The Operationalization of the SME Unit in The Federation of Egyptian Industries”), aiming do deliver complementary, effective and efficient assistance to the Egyptian citizens and institutions.

Most of the stakeholders consider this is a landmark project because it creates linkages between economic actors in rural Egypt and directly improves the livelihoods of the rural population. A lot can be learned out of this pilot project and the produced know-how can be replicated in future interventions.

## 6.2. Validity of design

The validity of the design was evaluated largely by reviewing secondary information, the project document, and project reports and triangulated through interviews with the ILO constituents, beneficiaries, ILO project staff, ILO staff in Cairo and Geneva.

Triangulated information demonstrated that the strong aspect of ILO project is that it is backed by evidence from the labour market and economy and crafted in response to the labour market challenges. The project contains a strong analysis of the national context in which the project needs to operate and provide clear arguments in justification of the intervention

The project has a focus on leveraging private sector investment in rural Egypt, supporting entrepreneurship and skills development for rural communities, through i) development of specific value chains, ii) increase of the productivity in those value chains and providing of relevant skills; iii ) support of enterprises and startups to integrate into the value chains in the rural areas.

The project is complex and ambitious for the timeframe, as this type of developmental intervention takes time to materialize.

Under the three (3) outcomes and seven (7) outputs planned with the project, there is a clear flow of activities and results. Some of the indicators and targets of the intervention did not clearly reflect the nature of the intervention, which led to a log-frame revision in July 2018.

The log-frame of the project was revised after the inception phase, and the revision included changes in outcomes, outputs, indicators, and targets. Changes in the wording of outcomes 1 and 3 mainly clarified the outcomes and coupled with the revised outcome indicators aimed at improved understanding of the nature of the project activities.

However, the indicator of outcome 1 “Private investors and workers in selected sub-sectors report improvements with respect to their ability to develop their businesses and promote decent jobs opportunities” is difficult to measure and connect with the stated target “opportunities and challenges for the promotion of decent jobs are identified in two sub-sectors”.

The indicator for Outcome 2 “Number of value chains upgraded, including evidence of improvement of relevant skills and demonstrated improvements in working conditions “ does not reflect the stated target “ Opportunities and challenges for the promotion of decent jobs are addressed in two sub-sectors”.

The July 2018 revision of the log-frame also included changes of the outputs 1.1, 1.3 and 3.2, which now reflect what is in the control of the project.

The revision included changes in the output indicators and a mainly downward change in targets.

Indicators and targets under output 1.1, 1.2 and 1.3 are clear, and they fully reflect the intervention which focuses on the identification of sectors, creation of value chain and capacitating stakeholders on developing value chain interventions. No specific target for women participants in the trainings is set.

Indicators and targets under output 2.1 fully reflect the intervention, which focuses on increasing productivity and improvement of working conditions. I would recommend the content of the trainings to be tailored based on the real needs of the target sector and target group of trainees, and not predetermined (social and labour compliance). This will allow the delivery of trainings that are needed and applicable to the selected sector.

Indicators and targets under output 2.2 depend mainly on the selected sector for the value chain intervention and existence of lead firms. Having in mind that the first selected sector (dairy) is characterized by high informality, self-employment and micro-enterprises, it is difficult to achieve the targeted number of persons trained for employment and the targeted number of employed persons.

The Project Document elaborates well the risks and assumptions for the successful implementation of the project and has mitigation measures for the identified potential problems of the project. The recent changes in the government institutions were anticipated and the project can apply the mitigation measures to ensure smooth implementation of the project.

### **6.3 Project effectiveness**

Project effectiveness was evaluated by reviewing secondary information, the project document, project implementation reports, products of the project, and triangulated through interviews with the ILO constituents, beneficiaries, ILO project staff and specialists in Cairo, ILO staff in Geneva and field observations in Burayj.

The evaluation assessed the extent to which expected outcomes and outputs were achieved, the timely delivery of outputs, as well as the quality and quantity of outputs delivered. The evaluation also assessed the unintended results of the project.

The overall goal of the project is to “leverage private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities, particularly for youth, including small-scale producers and entrepreneurs”.

Overall achievements of the project until 31 January 2020 are elaborated below, both on the outcome and output level.

The project followed the rules for donor visibility and the donor was visible on all the products of the project. Still, not all stakeholders were familiar with the support from the donor. The visibility can be improved, for example by placing appropriate and visible signposts indicating the donor near MCC in village Burayj. Project results should be shared and disseminated more widely with the general public. The recent hiring of a communication officer should help in this regard. Some of the constituents expressed willingness to promote project results at their events.

*In the following section, achievements per Outcome and Outputs are systematically discussed:*

#### **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**

Under this outcome, the ILO has done extensive consultations on the potential value chain interventions and identified opportunities and challenges for the promotion of decent jobs in one sub-sector (one more needs to be targeted). Partnership with the Federation of Egyptian Industries (FEI) is very important in the process of consultations, and their support and advice are crucial for the successful implementation of the value chain intervention. This outcome is well advanced, as most of the analysis and pilot work in one sector is done, and this needs to be replicated and realized in one more economic sector.

The project successfully applied the market system analysis for the dairy sector, which served as basis for the development of the intervention model. The project established the linkages between different stakeholders in the dairy value chain, small scale individual farmers, small company and the lead firm, which lead to the signing of a multiparty letter of intent on 31 March 2019. Letter of Intent was signed between the ILO project, The Chambers of Food Industries (part of Federation of the Egyptian Industries), Port Said Co. For Food Industries – Riyada (Lead firm) and Al Phara'onia for Milk collection (small firm collection milk from individual farmers). Unfortunately, the lead firm withdraw from the intervention and left the value chain without the lead firm. From the interviews, it was evident that there was nothing that the project could have done to keep the lead firm in the project. The assumption was that the lead firm would be responsible. But, the lead firm was not willing to invest company resources for the development of the value chain, and it didn't have a vision about the potential of this intervention. The Project adjusted its strategy and in the absence of a lead firm focused its intervention on improvements in the production of milk, with improved quality and increased quantity. The project worked with the National Food Safety Authority and the Milk Collection Center to obtain the certificate as a first certified MCC in whole Egypt. The logic of this approach is that more lead firms (there are 997 companies for dairy products in Egypt) will be interested in joining a value chain when a certified MCC collects better quality milk in larger quantities.

Although not all is going as planned, the dairy value chain intervention could be a success at the end, if the project materializes on the certification process, which will require significant efforts in partnerships with the Chambers of Food Industries and the National Food Safety Authority, especially in communication and replication of the lessons learned in the second dairy values chain intervention.

Replication of the model of the dairy sector value chain in another region is delayed and should start as soon as possible, building on the momentum with the certification of the MCC and lesson learned from the first intervention.

Several sectors /subsectors were examined in the past period of project implementation, but no decision on the second sector to be targeted has been made. Delay in deciding on the second sector for value chain development could jeopardize the success of the second intervention, due to lack of sufficient time for implementation.

### Output 1.1

Priority sub-sectors/value chains identified in consultation with government and national partners

INDICATOR	TARGETS	ACHIEVEMENT	Comments
Number of consultations held  Conclusions / recommendations reached	Initial and follow-up consultations are held leading to the identification of at least two sub-sectors/ value chains to be targeted by for support(one in the first year and second one in the second year )	50% reached.  One sub-sector ( dairy ) identified after an extensive consultation process	The selection of the second sector is delayed and should be made as soon as possible, in order to have enough time for the development of the value chain.  Reaching the target should not be a problem
Market system assessments for the pre-selected sub-sectors conducted	At least two market system assessments conducted	50% reached.  One market system assessment conducted  (for the dairy sector)	Market system assessment will be conducted once the sector is selected.  Reaching the target should not be a problem.

Source: Project reports, data provided by the project team, interviews

According to the project team reports and conducted interviews, several sectors were explored, and one (dairy) was selected. The project produced the first market system assessment and value chain intervention model. It is up to the project team, through consultation with stakeholders, and ideally with the agreement of a steering committee to decide on the second sector. The activity on the second sector was planned for the second year of the project and the decision should no longer be delayed. Stakeholders suggested several possible sectors, such as leather, textile, furniture, handicrafts, fruits and vegetables.

### Output 1.2

Lead firms implement enterprise-level action to improve growth and employment in priority (sub-) sectors/ value chains

INDICATOR	TARGETS	ACHIEVEMENT	Comments
Number of agreements reached with lead firms for their participation in the project	At least 1 to 2 lead firms engaged per sector/VC	50 % reached  One agreement reached between lead firms and small firm which engages local individual farmers. The agreement was	The withdrawal of the lead firm caused a major problem for the project. Only if the intervention manages to attract lead firms in the value chain, by

		reached with the involvement of the Project and the Food Chamber. The lead firm withdraw from the intervention, although not with official notice.	offering high-quality products, this dairy value chain will be fully developed.
Detailed intervention models developed	At least 2 intervention models developed	50% reached.  One intervention model developed ( for the dairy sector)	The second intervention model will be developed after the market system assessment is conducted. Reaching the target should not be a problem.
Number of MSMEs identified for technical support	At least 30 MSMEs identified for upgrading intervention	3.3% reached  1 MSME identified for upgrading intervention.	Reaching the target could be a problem.  Only if the second selected sector involves more MSM enterprises, the project will reach the target.

*Source: Project reports, data provided by the project team, interviews*

The main problem of value chain development is the lack of connection between the small scale producers and middle-size companies. The project facilitated the development of the intervention model for dairy production. Although the Letter of Intent was signed between the ILO project, The Chambers of Food Industries (part of Federation of the Egyptian Industries), Port Said Co. For Food Industries – Riyada (Lead firm) and Al Phara’onia for Milk collection (small firm collection milk from individual farmers), the lead firm withdraw from the intervention. The project will have a chance to attract lead firms in the dairy value chain with the promotion of the certification of the MCC “Al Phara’onia” by the National Food Safety Authority. MCC could be one of the first certified MCC’s in the whole of Egypt. This certification of the MCC should create momentum to attract lead firms into the value chain and ensure complete development of the value chain.

The project will also have a chance to attract lead firms in the dairy value chain with the second intervention in the dairy sector planned for another region. But that action is delayed and needs to be started as soon as possible. Especially since the project already has the experience and lessons learned with the first intervention in the dairy sector.

Furthermore, the work in the second sector is delayed due to the delay in the selection of the sector. Having in mind the difficulties in reaching an agreement between lead firms and local producers, it is of utmost importance to decide the sector immediately.



**Output 1.3**  
**Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains**

INDICATOR	TARGETS	ACHIEVEMENT	Comments
Number of men and women trained	500 men and women received training	30.2 % reached  151 persons (55 women) trained	36.4% of participants are women and the project should make efforts to ensure equal participation of women and men in the trainings.  Reaching the target should not be a problem.
Number of training tools or other knowledge products developed or adopted to the project/country context	At least 1-2 ILO training tools adapted to the Egyptian context.	100 % reached  2 ILO tools adapted to the Egyptian context	Business Development Service Modules and Value Chain Analysts certification programme.
Number of conferences and events organized	At least 1-2 conference/event organized on entrepreneurship and value chain development per year	Overachieved.  4 events organized in 2018 and 2019	<ul style="list-style-type: none"> <li>- Academy for Rural Development</li> <li>- Value Chain Development</li> <li>- Facilitation training</li> <li>- Training of Trainers on BDS</li> <li>- 4th CSR Conference in 2018</li> <li>- Organizational partner in the 2019 International Council for Small Business (ICSB) World Congress</li> </ul>

*Source: Project reports, data provided by the project team*

The project facilitated adaptation of the ILO Toolkit on Business Development Services training. The adaption was done in partnership with the Egyptian Banking Institute, who internalized the adapted modules in their BDS certification programme.

The project provided Business Development Service Modules and Value Chain Analysts certification programme, building upon the actions of the previous ILO project “BDS for Growth”. The training of trainers through developed BDS modules prepared 10 potential BDS advisors (all men). Value Chain Analysts programme trained 13 persons (9 men and 4 women). This programme has the potential to develop further the competencies of value chain facilitators and analysts, who can then drive the implementation of the value chains that are developed within the project. The project also trained 128 Egyptians (51 women and 77 men) through the ILO ITC Rural Development academy. Rural Development Academy involved the participants from the Trade Unions. More than 1/3 of participants in the trainings are women.

### **Outcome 2. Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt**

The project focused on delivering training and advice to boost productivity in the dairy sector, through the support of the enterprise (MCC) and farmers which are part of the dairy value chain. The project managed to reach 132 households and deliver services and training. As most of them said, this is the first time they receive any support. Combination of the trainings and services provided to the farmers in three villages in El Gharbia Governorate resulted in the 15% increase in the number of farmers providing milk through the Milk Collection Center “Al Phara’onia”, pointing out to the upgrade of the milk production value chain ( one out of two that need to be upgraded) .

Due to the absence of lead firms, the project could not deliver on trainings for employment and report any formal jobs created, except on the job training of 4 trainees for the provision of veterinary services. Besides the absence of the lead firm, the nature of the selected sector (dairy), in which milk production is characterized by informality, also contributed to the poor result.

Still, the second sector could change this and the project can work with lead firms, offering planned trainings and provide assistance in job placements. But, for this, there should be an interest by the lead firms, which might be reluctant to offer new job openings. Therefore, the other option is that the project, which in essence focuses on enterprise development and value chain development, reconsider this outcome and its output 2.2 and shift the entire focus on improving productivity in lead firms/ enterprises/ local suppliers along the value chain. This would be done by improving the practices of enterprises (management, marketing, financing, etc.) and upgrading the skills and competencies of existing workers.

Output 2.1 Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions			
INDICATOR	TARGETS	ACHIEVEMENT	Comments
Number of SMEs/suppliers receiving training/advisory	10 SMEs receiving technical support	10 % reached 1enterprise	Depending on the second sector selected the target will be reached.

services on business management productivity and working conditions			
Number of training programmes conducted	5 training programmes conducted	100% reached 5 Trainings on topics relevant for the dairy sector	Trainings on: Animal Nutrition Milking practices Food safety HACCP GHP
Number of men and women who received training	150 men and women received training	88 % reached 132 farmers ( 23.5 % women)	Reaching the target should not be a problem.

*Source: Project reports, data provided by the project team*

Training delivered to the Milk Collection Center and the individual farmers on specific topics aimed to increase the production of good quality milk. A baseline study of the dairy value chain was conducted and it will be very useful for monitoring the progress of the project supported farmers. A total of 132 farmers (31 women and 101 men, under the assumption that in the 39 households men were present during visits) attended the training on topics relevant to milk production or were provided with door to door training visits. Partnership with the company specialized in the agriculture industry (NAAD) and the Faculty of agriculture at Ain Shams University is ensuring high-quality training and advice to both the farmers and the milk collection centre. Trainings that were offered were highly valued by the farmers. They expect further pieces of training to be offered to them in the remaining period of the project (on topics like choosing an animal, insemination, diseases, vaccination, etc.). The Milk Collection Center “Al Phara’onia” was technically supported to become the first certified MCC by the National Food Safety Authority in whole Egypt. Since the project started, the milk intake through the MCC was doubled and more farmers come to the MCC for advice on how to expand.

**Unintended results:** Through the support delivered to the Al Phara’onia for Milk collection in the process of certification with the National Food Safety Authority, the project developed Standard Operating Procedures for the Milk Collection Centers. Thus, the project now has a product that can be used for the certification process of other MCC’s.

Furthermore, the project has improved communication between the farmers and the MCC and among the farmers themselves, which resulted in a higher awareness of the market prices that the different collectors and traders pay, leading to greater transparency and conformity in the pricing mechanisms.

Output 2.2 Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains			
INDICATOR	TARGETS	ACHIEVEMENT	Comments
Number of training programmes developed	At least 2 training programmes developed	/	The project does not have results to report in the absence of lead firms that should benefit from the activities under this output.
Number of men and women who received training	750 youth trained	4 young women were trained on the job to offer veterinary services to farmers in the Governorate of El Gharbia	The project does not have significant results to report in the absence of lead firms that should benefit from the activities under this output.
Number of men and women employed in the selected sectors	500 women and men accessing decent work opportunities	/	The project does not have results to report in the absence of lead firms that should benefit from the activities under this output.

*Source: Project reports, data provided by the project team, interviews*

Due to the nature of the selected sector, and in the absence of lead firms that should benefit from the activities under this output, the project does not have results to report. This could change if a lead firm is attracted to the other intervention in the dairy sector, or more lead firms are involved in the value chain developed in the second selected sector.

The MCC Al Phara'onia has the potential for more employments in their company, as a result of the increase in the quantity of the milk they collect, its quality and the price they offer. Four on the job trainees that are currently hired by the project and who offer services and advice to farmers could potentially become MCC employees or start their own business.

### **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**

This outcome focuses on the promotion of entrepreneurship culture and encouraging new MSMEs to participate in sector/value chains. The outcome is on track and all building blocks for achieving the results are in place. Partnership with state institutions is a good example of the internalization of the ILO tools.

Training on Start Your Business is delivered in partnership with the Micro, Small and Medium Enterprises Development Agency (MSMEDA), Get Ahead Trainings is delivered in partnership with the National Council of women and Job search clubs in partnership with the Ministry of Youth. The project trained a substantial number of young people on the SYB, Get Ahead or Job search Clubs.

Using the contest of innovative ideas to support the dairy sector was a smart move by the project. The realization of these ideas could be beneficial for the dairy value chain is supported as planned.

A combination of SIYB with the non-financial services (BDS) and financial services (mainly through MSMEDA) could be an effective way to support young people trying to start a business or expand their business.

The project already attracted 15 new small scale producers out of 70 planned MSME/small scale producers (reaching 21% of the final target). With the same rate of attraction in the remaining sectoral interventions and provision of support to business startups, it could reach the target of 70 new MSME.

The project decided to support and partner in two national initiatives (FORSA<sup>6</sup> and BDS hubs) and with all preparatory work already done, the project can now substantially support the rollout of these initiatives in the targeted rural areas.

Output 3.1			
Capacities of emerging MSMEs/small-scale producers enhanced to enable them to participate in the selected sub-Sectors/value chain			
INDICATOR	TARGETS	ACHIEVEMENT	Comments
Number of new MSMEs/small-scale producers successfully integrated in targeted value chains	20 new MSMEs supported to join the value chain.	75 % reached  15 new farmers joined the dairy value chain	Reaching the target should not be a problem.
Number of MSMEs/small-scale producers	Access to BDS through BDS providers facilitated for at least 20 MSMEs/small-scale producers	Not started yet	The Indicator should be finished by adding:  ... receiving financial and/ or non/financial services to upgrade their capacities.

<sup>6</sup> Managed by the Ministry of Social Solidarity, Forsa is considered a key component of Egypt's efforts towards improving the livelihood of rural communities. Forsa embraces an integrated local economic development approach, through which it works to contribute to the promotion of an enabling business environment at the grass-root level.

Source: Project reports, data provided by the project team

The project support resulted in attracting 15 new farmers to the dairy value chain in El Gharbia Governorate.

Preparatory activities for the Business Development Service were conducted under the first outcome. The project provided ILO BDS methodology trained the first BDS trainers and is partnering with the Central Bank of Egypt in providing BDS services. Enterprises that would be identified in the remaining value chain interventions

Output 3.2			
MSME and entrepreneurship development initiatives/programmes in rural areas are promoted/scaled up			
INDICATOR	TARGETS	ACHIEVEMENT	Comments
Number of national initiatives supported	At least 1 national initiatives supported	Forsa programme and Business Development Services (BDS) hubs Initiative supported (target reached)	The Project established cooperation with the Ministry of social solidarity to partner on the FORSA programme. The results of this partnership will be evaluated at the end of the project.  The project is supporting the initiative to establish Business Development Services (BDS) hubs, partnering with the Central Bank of Egypt and its Nilepreneurs initiative
Number of LED interventions scaled up/ supported	At least 1 intervention supported/scaled up	Forsa programme supported (reached)	FORSA programme is focusing on local level and economic development
Number of jobs created as a result of project's contribution to the LED intervention	200 direct employment opportunities created	/	It too early to report results

Number of young men and women receiving entrepreneurship awareness/training	500 young men and women receive training on entrepreneurship	42 % reached 210 participants (75 % of the participants are women)	18 participants GET ahead ToT (13 women and 5 men) 75 participants in GET ahead ( all women) 47 participants in ToT on SYB ( 24 men and 23 women) 50 participants in SYB training ( 31 women and 19 men) 20 participants in Job search Clubs ( 15 women and 5 men)
No of businesses registered as a result of the training	50 businesses registered	Not started	Early to report
Number of local BDS and financial services providers received training	20 staff members of BDS providers trained 20 staff members of MFI/ financial services providers trained	Not started	Early to report
Number of MSMEs created, based on the contest and with the project grants	3 winning teams and at least 3 MSMEs created through the contest and provided with grants	4 ideas for support selected	Reaching the target should not be a problem.

*Source: Project reports, data provided by the project team*

The project decided to support the FORSA programme, which is a national flagship initiative promoting the economic empowerment of the poor and most vulnerable. Out of 8 tracks that FORSA offers, ILO is supporting 2 service tracks: i) Information on job vacancies, job fairs, and job search clubs and ii) Entrepreneurship training and microfinance/loans. Having in mind the characteristics of FORSA

beneficiaries, with 62 % of them illiterate and 70% living in upper Egypt, the project needs to be careful in what it offers and to whom as a measure to get them from welfare to work.

The project partners with three different state institutions/agencies to deliver three ILO major products contributing to those service tracks. To date, the project delivered training to 210 persons (157 women), mainly in the Governorate of Assuit. Training on Start Your Business is delivered in partnership with the Micro, Small and Medium Enterprises Development Agency (MSMEDA). Get Ahead Trainings are delivered in partnership with the National Council of women. Job search clubs<sup>7</sup> are delivered in partnership with the Ministry of Youth. The Project is delivering all these programmes to all interested young women and men.

The project is supporting the initiative to establish Business Development Services (BDS) hubs, partnering with the Central Bank of Egypt and its Nilepreneurs initiative<sup>8</sup>. The BDS training toolkit and BDS trainers were provided through the project, with funding from the Egyptian Banking Institute. Now they are at the disposal of the hubs.

In partnership with Nilepreneurs initiative, the project organized a business ideas contest that focused on innovative ideas to support the dairy sector. Ten ideas were pitched in December 2019, out of which 4 ideas were selected (women lead 2 product ideas). Three of these ideas will receive incubating support/funding. This partnership is planned to be also replicated in the value chain of the second sector.

#### **6.4 Efficiency and management arrangements**

Efficiency and management arrangements were evaluated by reviewing secondary information, the project document, and project reports and triangulated through interviews with the ILO constituents, beneficiaries, ILO project staff in Egypt, ILO specialists in Egypt and Geneva and field observations.

ILO has a significant presence in Egypt and a lot of experience with the local constituents. The Project team is very experienced and most of the staff worked together on previous ILO projects. They established very good connections with the project stakeholders. All stakeholders expressed their satisfaction with the relationship and cooperation with the project team.

The project's human resources comprise a team of 8 persons, forming the Project Management Team (PMT). These are namely the Chief Technical Advisor (CTA), Productivity and Working Conditions Officer, Entrepreneurship and Value Chain Development Officer, M&E Officer, 2 Project Assistants, Communication Officer and a Driver. The PMT was until the end of 2019 simultaneously engaged in two ILO Egypt Youth Employment projects. This had placed a burden on that staff who needed to work on the closure of one project and start the implementation of another one at the same time.

ILO Enterprise Department and ILO Sector department specialists in ILO HQ technically backstopped the project. For some of the interventions, the Project relied on the expertise from the ITC ILO in Turin, Italy.

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<sup>7</sup> Job Search Club is a tool to increase employability of young persons.

<sup>8</sup> In 2017, The Central Bank of Egypt signed a collaboration agreement with Nile University for 5 years under the name of "Nilepreneurs" aimed at developing, qualifying and increasing the capabilities of young entrepreneurs in small and medium enterprises, by benefiting from the points of excellence at Nile University in scientific and research expertise.



The Cairo Office did not have an Enterprise specialist at the beginning of the project; thus, the project draws the expertise provided by the HQ. The expertise on enterprises and employment in Cairo office should be made more available to the project.

Administrative work was processed by the ILO DWT/CO Cairo office.

The project started in September 2017, and the project inception phase lasted until June 2018. Although several activities were realized, the project protocol was signed with the Ministry of Investment and International Cooperation only on 29 April 2019, and the project officially entered into force on 19 February 2019.

The Project did not establish a project steering committee (PSC), thus is lacking an official channel for guiding its works and consulting on the important decision. Plus, many partner institutions are involved in the project and is very important they are coordinated and fully aware of the project interventions. The Project has so far not engaged or informed the Trade Unions about the project. The establishment of the PSC could be a good opportunity to get them on board.

Delay in the registration of the project with the national authorities, absence of the Project steering committee and overstretched staff in the initial period of project implementation could explain some of the delays in the project. The Project is planned to be finished by 30 September 2020. Still, there is an obvious need for a no-cost extension, as it is unlikely to successfully implement all the project activities within the remaining period until 30 September 2020. The project has a disbursement level of around 33% on 31 January 2020. That corresponds to the late start of the project activities, development of only one value chain intervention so far and early stages of support to national initiatives for MSME and entrepreneurship development in rural areas.

### **6.5 Impact orientation and sustainability**

Impact orientation and sustainability were evaluated by reviewing secondary information, the project document, and project reports and triangulated through interviews with the ILO constituents, beneficiaries, ILO project staff in Egypt, ILO specialist in Cairo and Geneva and field observations.

Sector Selection and Rapid Market Assessment in Egypt's Agribusiness sector, Market System Assessment of the Dairy sector and Value Chain Development Intervention Model provide very valuable knowledge on how to select, assess and develop sector/value chain properly. That knowledge could be replicated and used in other sectors and by state institutions in the future. Value Chain analyst certification programme will leave a pool of value chain facilitators and analysts that will continue to work after the project ends. Value chain development was reported as important by the institutions and the Egyptian economy will need these profiles to develop value chain interventions properly.

Training and services provided to the farmers are very important, as an immediate answer to their needs. Increased productivity and satisfaction of the farmers demonstrate the benefits of the training provided. Further support, in terms of capacity building and provided services, is needed in the remaining period of the project. The success of these farmers can demonstrate perspective for the young women and men in their villages.

Maintaining the offered services by the MCC after the project end will ensure the sustainability of the action taken. It can ensure growth in the quantity of the milk process through the MCC and improve the livelihood of the farming household through increased income.

Partnership with state institutions that internalize the ILO tools (BDS, SIYB, GET ahead and Jobs Search Clubs) can be the most crucial aspect of sustainability of the action. The ILO needs to build modality through which the institutions that internalize/ use ILO tools report back to the ILO on the use and impact of their application.

### Gender equality assessment

Interview data shows that project stakeholders were satisfied that the project promoted gender equality through fair and equal access to project activities and benefits. Most of persons interviewed were women and they positively assess this aspect of project implementation. Data from the secondary sources show that 49.7% of participants in the trainings are women. The project should ensure that all reports from external collaborators and the progress reports that it prepares to contain gender and age-segregated data.

## 7. CONCLUSIONS

Conclusions have been drawn based on the totality of evidence available to the evaluator.

The project is highly relevant, and although it faced delays and problems in the implementation, the project has the potential to be successfully implemented.

### Relevance and strategic fit

- 1) The project was highly relevant for Egyptians, in the context of the high unemployment rates, lack of jobs and income and the overall state of fragility.
- 2) The project is fully aligned with the national priorities, set in Sustainable Development Strategy (SDS): Egypt Vision 2030 and United Nations Partnership Development Framework (UNPDF) 2018 to 2022.
- 3) The project learns from the experience of other projects and is implemented in synergy with other projects

### Validity of design

- 1) The project has a clear goal, well-defined outcomes, outputs, and activities. Some of the indicators and targets of the intervention did not reflect the nature of the intervention, which led to a log-frame revision in July 2018.
- 2) The project is complex and ambitious for the timeframe, as this type of developmental intervention takes time to materialize.
- 3) Outcome 1 and 2 Indicator can be improved, reflecting the nature of the intervention under them.
- 4) Indicators and targets under output 2.2 depend mainly on the selected sector for the value chain intervention and existence of lead firms.

- 5) The Project contains a strong analysis of the national context in which the project needs to operate and provide clear arguments in justification of the intervention.
- 6) The project document elaborates well the risks and assumptions for the successful implementation of the project and has mitigation measures for the identified potential problems of the project.

### Project effectiveness

- 1) The project applied with success the market system analysis for the dairy sector, which served as basis for the development of the intervention model.
- 2) The project established the linkages between different stakeholders in the dairy value chain. Still, the withdrawal of the lead firm was a significant setback. The Project adjusted its strategy and in the absence of a lead firm focused its intervention on actions that could attract more lead firms in the open market.
- 3) Replication of the model of the dairy sector value chain in another region is delayed. It should start as soon as possible, building on the momentum with the certification of the MCC and lessons learned from the first intervention.
- 4) Delay in deciding on the second sector for value chain development could jeopardize the success of the second intervention, due to lack of sufficient time for implementation.
- 5) Due to the absence of lead firms, the project could not deliver on trainings for employment and report any formal jobs created.
- 6) Combination of the trainings and services provided to the farmers in 132 households in three villages in El Gharbia Governorate resulted in the 15% increase in the number of farmers providing milk through the Milk Collection Center "Al Phara'onia".
- 7) 497 persons in total ( 49.7 % women) were trained in the framework of the project. The project partners with four different state institutions/agencies to deliver ILO flagship programmes
- 8) Egyptian Banking Institute internalized ILO BDS modules in their BDS certification programme.
- 9) A combination of SIYB with the non-financial services (BDS) and financial services (mainly through MSMEDA) could be an effective way to support young people trying to start a business or expand their business.
- 10) The farmers and Milk Collection Center highly valued trainings and services that were delivered.
- 11) The project decided to support and partner in two national initiatives (FORSA and BDS hubs) and with all preparatory work already done, the project can now substantially support the rollout of these initiatives in the targeted rural areas.
- 12) Using the contest of innovative ideas to support the dairy sector was a smart move by the project. The realization of these ideas could be beneficial for the dairy value chain is supported as planned.
- 13) The project followed the rules for donor visibility and the donor was visible on all the products of the project. Still, not all stakeholders were familiar with the support from the donor.

### Efficiency and management arrangements

- 1) The Project team is very experienced and most of the staff worked together on previous ILO projects.
- 2) Support and cooperation with the departments in the ILO HQ is very good.

- 3) The project works strategically with all relevant stakeholders and created partnerships for results.
- 4) The Project did not establish a project steering committee (PSC), thus is lacking an official channel for guiding its works and consulting on the important decisions.
- 5) Delay in the registration of the project with the national authorities, absence of the Project steering committee and overstretched staff in the initial period of project implementation could explain some of the delays in the project.
- 6) Some of the state institutions have experienced changes in the recent period, in terms of institutional roles, competencies, and staff.
- 7) The Project is planned to be finished by 30 September 2020, but there is an obvious need for a no-cost extension.
- 8) Expertise on enterprises and employment that is available in the Cairo office should be made more available to the project.

### Impact and sustainability

- 1) Sector Selection and Rapid Market Assessment in Egypt's Agribusiness sector, Market System Assessment of the Dairy sector and Value Chain Development Intervention Model provide very valuable knowledge on how to select, assess and develop sector/value chain properly. That knowledge could be replicated and used in other sectors and by state institutions in the future.
- 2) The success of farmers included in project action can demonstrate perspective for the young women and men in their villages.
- 3) Maintaining the offered services by the MCC after the project end will ensure the sustainability of the action taken and can ensure growth.
- 4) Partnership with state institutions that internalization of the ILO tools (BDS, SIYB, GET ahead and Jobs Search Clubs) can be the most crucial aspect of sustainability of the action.n

### Gender Equality

- 1) The project promoted gender equality through its programme of activities and monitoring of data.

## 8. LESSONS LEARNED AND GOOD PRACTICES

### 8.1 Lessons learned

The first intervention in the dairy sector showed that the **engagement of a lead firm in a value chain is not easy at all and takes a lot of time. Even when all the actors of the value chain agree on the cooperation and signed an official Letter of intent, the value chain did materialize in practice.** Withdrawal if the Lead firm was a significant setback for the intervention model. The Project applied mitigation strategy, focusing on substantially improving the quality and quantity of the product, which might, in return, attract more lead firms in an open market. Finding more lead firms before engaging smaller companies and local suppliers might also help in cases like this.

## 8.2 Good practices

An example of good practice is the **partnership with four different state institutions (NCW, Ministry of Youth, MSMEDA, EBI) to internalize flagship ILO tools and products (BDS, SIYB, GET ahead and Jobs Search Clubs).**

The project partners with three different state institutions/agencies to deliver three ILO flagship programmes contributing to interested young women and men. To date, the project delivered training to 210 persons (157 women), mainly in the Governorate of Assuit. Training on Start Your Business is delivered in partnership with the Micro, Small and Medium Enterprises Development Agency (MSMEDA), Get Ahead Trainings are delivered in partnership with the National Council of women and Job search clubs in partnership with the Ministry of Youth.

The project is supporting the initiative to establish Business Development Services (BDS) hubs, partnering with the Central Bank of Egypt and its Nilepreneurs initiative. The BDS training toolkit and BDS trainers were provided through the project, with funding from the Egyptian Banking Institute. Now they are at the disposal of the hubs.

## 9. RECOMMENDATIONS

**Recommendation 1:** Establish Project Steering Committee (PSC)

Responsible Units	Priority	Time Frame	Resource implication
ILO DWT CO Cairo	High	Next month	Low

**Recommendation 2:** Define the Outcome 1 Indicator as “Number of sector /value chains developed” and target to be “Value chains in two sectors developed”

Responsible Units	Priority	Time Frame	Resource implication
Project team	High	Next month	Low

**Recommendation 3** Define the Outcome 2 Indicator in the direction of measuring increased productivity and income in the sectors

Responsible Units	Priority	Time Frame	Resource implication
Project team	High	Next month	Low

**Recommendation 4:** Do another round of mapping of institutions and reality check of relevant stakeholders.

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Next month	Low

**Recommendation 5:** Replication of the model of the dairy sector value chain in another region should start as soon as possible, building on the momentum with the certification of the MCC and lesson learned from the first intervention.

Responsible Units	Priority	Time Frame	Resource implication
Project team	High	Next 2 months	Low

**Recommendation 6:** Decision on the second sector should be made as soon as possible to have sufficient time for substantial work on value chain development.

Responsible Units	Priority	Time Frame	Resource implication
PSC	High	Next 2 months	Low

**Recommendation 7:** Select second value chain in a sector that has employment potential

Responsible Units	Priority	Time Frame	Resource implication
ILO DWT CO Cairo	High	Ongoing	Middle

**Recommendation 8:** Determine the scope of ILO intervention under FORSA , define target participants, and trace them to employment opportunities.

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Next 3 months	Low

**Recommendation 9:** Support service activities of the BDS hubs in the project target Governorates

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Ongoing	Low

**Recommendation 10:** Continue providing service to the farmers and explore the possibilities to provide access to other services and assets ( such as choosing an animal, insemination, diseases, vaccination, access to quality feed etc.)

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Ongoing	Middle

**Recommendation 11:** The project needs to put more effort into communicating its results, ( for example, by increased use of project partners communication channels).

Responsible Units	Priority	Time Frame	Resource implication
Project team	Medium	Ongoing	Middle

## ANNEX 1: Terms of Reference for the Evaluation



### **Terms of Reference**

#### Midterm Internal Evaluation of the Project

#### Egypt Youth Employment: Jobs and Private Sector Development in Rural Egypt

<b>Title of Project</b>	Egypt Youth Employment: Jobs and Private Sector Development in Rural Egypt
<b>Project Code</b>	EGY/17/06/NOR
<b>Administrative Unit in the ILO</b>	DWT/CO Cairo
<b>Technical Backstopping Unit in the ILO</b>	SECTOR
<b>Project Duration</b>	Sep 2017- Sep 2020
<b>Total Project Budget</b>	USD 3,787,400
<b>Donor</b>	The Government of Norway
<b>Type of Evaluation</b>	Internal
<b>Timing of Evaluation</b>	Midterm
<b>Evaluation Manager</b>	Lobna Kassim

## **I. BACKGROUND INFORMATION**

### *Description of the project*

The project “Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (RAWABET)<sup>9</sup>” is a 3-years ILO project, funded by the Royal Government of Norway, with a budget of USD 3.8 Million. It comes within the framework of the overarching “Egypt Youth Employment (EYE)” programme which works to support the scaling up of interventions successful in providing decent employment opportunities for youth in Egypt.

The project aims to promote decent private sector employment in rural Egypt, through increased opportunities for employment within large enterprises and also within rural micro, small and medium enterprises (MSMEs) along sectors and value chains of highest employability and growth potentials. Implemented by the ILO Cairo Office, in partnership with the Ministry of Investment and International Cooperation (MIIC), the project is intended to capitalize on the ILO’s expertise and experience in the promotion of decent employment in the rural economy.

### ***Project alignment with the ILO Programme & Budget, Country Programme Outcome & Sustainable Development Goals***

The project is linked to Outcome 5 on “Decent work in the rural economy” of the ILO’s 2016-17 as well as the 2018-19 Programme and Budget, which highlights the effective integration of decent work principles and practices into policies and strategies for sustainable rural development and the strengthened capacity and engagement of ILO constituents in the development and implementation of programmes in rural areas based on decent work.

In terms of the ILO’s Country Programme Outcomes, the project is linked to EGY 102, “Targeted programmes in rural areas are implemented to reduce skills mismatch, foster productive employment and economic diversification and sectors with export potential”.

This project thus contributes to several Sustainable Development Goals; SDG 1 target 2 on poverty eradication, SDG 2 target 3 on agricultural productivity and incomes of small scale food producers, and most importantly SDG 8 target 2 on economic productivity through diversification, technological upgrading and innovation.

### *Project Objectives*

Encompassing various ILO tested tools and methodologies on, inter alia, sector and value chain development; improvement of productivity and working conditions in small and medium enterprises (SMEs); skills and entrepreneurship development, the project’s developmental objective is leveraging private sector investment in the rural economy of Egypt, while supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs. The project will have the following outcomes:

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<sup>9</sup> RAWABET is an Arabic word that means linkages. In this context, RAWABET refers to project’s objective to facilitate effective linkages between market actors in value chains of high growth and employability potentials.



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

### *Project milestones*

Guided by the roadmap established during the inception phase, extended from January to end of June 2018, the project embarked on implementation, starting off with one of the project's core components; the value chain development intervention, planned to be rolled out within two priority sectors of the rural economy.

In contribution to outcome 1 of the project, the dairy subsector was identified in a sector selection study as an important subsector that maintains significant potentials for rural development. An in-depth market system analysis (MSA) has then been developed to further understand the dairy sub-sector and its various value chains. In light of the outcomes of the MSA study, and with an aim to stimulate systemic change in the milk production value chain in rural areas, an intervention model was designed to effectively address key constraints that inhibit the potentials of the sector.

To put the intervention model into action, EYE-RAWABET then contracted an agri-business development agency as the designated service provider assigned with the implementation of the intervention. The agency then conducted a baseline assessment of the milk value chain in 5 villages in Gharbia and is now ready to start implementation of activities under outcome 2 of the project.

On the institutional level, the project conducted the 2019 round of the International Training Centre of the ILO (ITC/ILO) 'Academy for Rural Development' in Egypt. The Academy's main theme for this year was "Making rural areas more attractive to youth". The Academy was held in cooperation with the Food and Agriculture Organization (FAO) and the United Nations Industrial Development Organization (UNIDO). The overall objective of this Academy was to explore strategies successful in promoting youth employment in rural areas, engaging 150 participants from 12 countries.

For outcome 3 of the project, EYE-RAWABET has been working to leverage partnerships and to build on and scale up existing interventions, particularly in enhancing the capacities of public and private stakeholders to implement best practices in SME and value chain development. On one hand, the project has teamed up with the Central Bank of Egypt (CBE) through the Nilepreneur initiative and with the Egyptian Banking Institute (EBI) along their initiative to establish Business Development Services (BDS) hubs within the branches of several renowned banks. Towards that end, the project has availed ILO's BDS training toolkit offered through ITC/ILO.

EYE-RAWABET has also rolled out several other ILO private sector development and entrepreneurship training tools, including the famous Start and Improve Your Business (SIYB) and the Facilitation of Value Chain Development Initiatives.

Key project results so far as report by the project by December 2019 (?) are:

- First Rural Academy in Egypt to advance knowledge on rural value chain development with the relevant stakeholders organized;
- The target sub-sector for value chain development was identified as the dairy value chain, with a focus on milk production and an In-depth Market System Analysis was consequently developed;
- A large veterinary campaign was conducted along with data collection for the baseline assessment of the dairy value chain in 5 villages in Gharbia governorate;
- Cooperation established with the Ministry of Social Solidarity to support the implementation of the Forsa Programme and promote entrepreneurship in rural Egypt;
- Entrepreneurial skills in rural areas were developed through rolling out the delivery of entrepreneurship training in Assiut and Menoufia governorates.

## **II. Evaluation Background**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project will go through an internal and independent evaluation. Both evaluations are managed by an ILO evaluation manager. The first will be implemented by an ILO/EVAL certified internal evaluator.

## **III. PURPOSE AND OBJECTIVES OF THE EVALUATION**

The objective of this assignment is to conduct an internal midterm evaluation, managed by the M&E officer of the ILO project and conducted by an independent external evaluator for the main purpose of organizational learning.

The evaluation is expected to fulfil the following purposes:

1. Assess the design and implementation of the project to date, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
2. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results.
3. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans;
4. Review the strategies for sustainability;
5. Identify the contributions of the project to the National Development Plan, the SDGs, the ILO objectives and its synergy with other projects and programs;
6. Identify clear lessons and potential good practices for the key stakeholders.
7. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

The evaluation will then be used primarily by the project team and partners to guide the further implementation of activities to best achieve the target results. Finally, the secondary users of the evaluation will include all relevant stakeholders and potential partners for the next phases of implementation to assess the worth of the project.

#### **IV. EVALUATION SCOPE**

The evaluation mission will take place over the month of January-February 2020. It is expected to cover the main period of implementation so far between February 2018 and December 2019. An assessment of all outcomes and outputs of the project will be expected.

Regarding the geographical scope of the evaluation, centralized interventions are to be assessed on the level of the capital and relevant national institutions, and the dairy value chain development in the governorate of Gharbia.

The evaluation will discuss how the project is addressing the ILO cross-cutting themes including gender equality and non-discrimination (“no one left behind”), social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

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

#### **V. EVALUATION CRITERIA AND QUESTIONS**

The evaluation will follow the OECD/DAC criteria and ILO-EVAL policy as defined in the ILO Policy Guidelines for results-based evaluation, 2017, to answer relevant evaluation questions as follows:

a. Relevance and strategic fit:

- i. How has the project’s design and implementation contributes (or not) toward the relevant development priorities of the Government of Egypt (the economic reform programme since 2016 and the SDS 2030), the priorities of the Federation of Egyptian Industries, UN Development Frameworks, ILO agenda and P&B, and SDGs?
- ii. How well does the project complement other ongoing ILO projects or UN projects in the country?

b. Validity of project design:

- i. How coherent is the results framework of the project? (I.e. do outputs causally link to outcomes? Are the project’s indicators SMART? Are there identified baseline and target levels at outcome level?)
- ii. Are external factors (assumptions and risks) identified, relevant and valid?
- iii. Does the project address the major causes of unemployment and underemployment in rural Egypt and respond to it?
- iv. Is the project realistic (in terms of expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
- v. To what extent has the project integrated ILO cross cutting themes in the design?
- vi. To what extent did the problem analysis identify its differential impact on men and women and on other vulnerable groups (like people with disabilities and others as relevant)?
- vii. Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used in a manner that they enabled reporting on progress under specific SDG targets and indicators?
- viii. Has the project elaborated a Theory of change that is comprehensive, integrating the external factors and is based on systemic analysis?

- c. Effectiveness and progress:
  - i. What progress has been made towards achieving the overall project objectives/outcomes? What were the facilitator and hindered factors toward these achievements?
  - ii. Have the project developed unexpected results, at output or outcome level, where they necessary?
  - iii. Has the management and governance structure put in place worked strategically with all key stakeholders and partners to achieve project goals and objectives?
  - iv. Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management?
  
- d. Efficiency:
  - i. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
  - ii. Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?
  
- e. Impact:
  - i. To what extent does the project have a strategic orientation towards making a significant contribution to broader, long-term, sustainable development changes regarding national needs, expressed in the national policy frameworks, in the SDGs, UNSDCF?
  - ii. What level of influence is the project having on the development of employment and other areas on policies and practices at national and subnational levels regarding youth employment in rural areas ?
  - iii. Which project-supported tools have been institutionalized, or have the potential to, by partners and/or replicated or external organizations?
  - iv. Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts
  
- f. Sustainability:
  - i. Is the project working in a sustainable plan for results, are key stakeholders involved in the planning and implementation of this sustainability strategy? Does the project develop and start implementing a solid exit strategy?
  - ii. The likelihood that the results of the intervention are durable and can be maintained or even scaled up and replicated by intervention partners after major assistance has been completed
  
- g. Gender and non-discrimination
  - i. What are so far the key achievements of the project on gender equality and women's empowerment?
  - ii. Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?
  - iii. To what extent is the M&E data supporting project decision making related to gender?
  - iv. Has the project addressed other vulnerable groups, which ones and under which modalities and on which aspects?

## **VI. METHODOLOGY**

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

The evaluator will then answer the questions above through several techniques that may include a desk review of the project documentation (project document, work plans and documented deliverables) and all knowledge products created by the project, direct bilateral meetings with key stakeholders, focus group sessions, and a short quantitative questionnaire.

The evaluation will comprise the following key steps:

Step 1: Desk review of all project documents and progress reports, and preparation of inception report (see below) for clearance by the evaluation manager.

Step 2: Fieldwork considering the fooling techniques of data collection

- Review the design of the project and its logical framework and indicators, and review all knowledge products created by the project, followed by discussions with project team.
- On-site interviews with stakeholders (e.g. national partners) and focus group discussions with project beneficiaries (e.g. farmers and milk collectors). This will include a site visit in Gharbia, and meetings in Cairo.

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

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

## **VII. MAIN DELIVERABLES**

All deliverables of the evaluation mission are guided by the ILO EVAL Policy and a number of guidance notes, checklists, and templates. All evaluation documents are included in the following link:

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_206158.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_206158.pdf)

In particular, this evaluation must make use of Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist 6 “Rating the quality of evaluation report”.

The expected deliverables are:

a) An inception report<sup>10</sup>, including to validate evaluation methodology<sup>11</sup>;

b) A draft evaluation report<sup>12</sup> structured as follows:

**Title page** with key project and evaluation data

**Executive Summary**

**Table of Contents**

- List of Tables
- List of Figures
- List of Acronyms

**Project Background:** explanation of the project's purpose, logic and structure and objectives

**Evaluation Background:** overview of the purpose, scope, clients of the evaluation, time period, geographical coverage and groups or beneficiaries of the evaluation **Methodology:** description of the evaluation's methodology for data collection and analysis and all methodological limitations

**Main Findings:** overall assessment of the project's relevance, effectiveness, efficiency, impact and sustainability

**Conclusions**

**Recommendations**

**Lessons learned and good practices**

**Annexes**<sup>13</sup>:

- Lessons learned template (one per lesson)
- Emerging good practice template (one per practice)
- Terms of Reference
- Evaluation questions matrix
- List of persons interviewed
- Data collection instruments
- Bibliography

c) The final evaluation report<sup>14</sup>

d) In addition to the evaluation report, the evaluator will use the ILO templates to prepare the Evaluation Summary<sup>15</sup>

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<sup>10</sup> Checklist 3: Writing the Inception Report: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165972.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf)

<sup>11</sup> Checklist 4: Validating methodologies: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_166364.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166364.pdf)

<sup>12</sup> Checklist 5: Preparing the Evaluation Report: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf)

<sup>13</sup> Guidance Note 3: Evaluation Lessons Learned and Emerging Good Practices: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165981.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165981.pdf)

<sup>14</sup> Checklist 6: Rating the quality of evaluation reports: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165968.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165968.pdf)

<sup>15</sup> Checklist 8: Preparing the evaluation summary for projects: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_166361.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166361.pdf)

The report will be submitted in English as MS Word Document and the quality of the report will be assessed against the referenced EVAL Checklists 5 &6.

### VIII. MANAGEMENT ARRANGEMENTS AND WORK PLAN

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

EVAL publishes the report in i-eval Discovery and informs PARDEV and/or the ILO responsible official for the submission of the approved report to the key stakeholders, including the donor.

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

#### *Tentative Work plan*

Task	Responsibility	Deliverable	#WD	Duration
Preparation of TOR and identification of Evaluator	Evaluation Manager			Dec '19
Briefing with Evaluation Consultant				Dec '19
Desk Review	Evaluator	Inception Report	3	Early Jan '20
Field Mission		Presentation on main findings	5	Mid- Jan '20
Drafting Main Findings for stakeholders' Workshop			1	Late-Jan '20
Report Drafting		Draft Report	5	15 Feb '20
Review of Evaluation report by stakeholders	Evaluation Manager			25 Feb '20
Consolidation of comments by Evaluation Manager				
Finalising Evaluation report by Evaluator	Evaluator	Final Report Evaluation Summary	1	29 Feb '20
Submission of Final Evaluation report to the Regional SMEO	Evaluation Manager			Mar '20
Approval of Final report and send to EVAL for e-discovery	RSMEO			Mar '20

Total Working Days			15	
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### *Expected competencies of the evaluator*

Selection of the evaluator will be based on the strengths of the qualifications provided under the ILO-EVAL certified internal evaluators' database.

- Advanced university degree in economics, development, social sciences or relevant graduate qualification;
- Professional experience specifically in implementing and evaluating international development initiatives in socio-economic development
- A technical experience in youth employment and enterprise development project is preferable.
- Proven familiarity with international evaluation good practices and social research methods (quantitative and qualitative);
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Knowledge and experience of the UN System and of the ILO would be an advantage;
- Excellent communication and interpersonal skills;
- Excellent analytical writing skills in English;
- Demonstrated ability to deliver quality results within strict deadlines.

## **IX. LEGAL AND ETHICAL MATTERS**

The evaluation will comply with UN Norms and Standards. The ToR is accompanied by the code of conduct for carrying out the evaluations. UNEG ethical guidelines will be followed. It is important that the evaluator has no links to project management or any other conflict of interest that would interfere with the independence of evaluation.



## ANNEX 2: Data Collection Worksheet

Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Who will analyze?
<b>1. RELEVANCE of the project and strategic fit</b>	Views of key stakeholders	Interviews with ILO, national agencies, social partners, donor  Review of national policies	Interview & document review	Evaluator	Once off	Evaluator
<b>2. VALIDITY of Design</b>	Views of key stakeholders	Interviews with ILO, national agencies, social partners	Interview	Evaluator	Once off	Evaluator
<b>3. Project PROGRESS and EFFECTIVENESS</b>	Implementation of project plan	Review of documentation /interviews with ILO, national agencies, social partners, donor	Document review/interviews	Evaluator	Once off	Evaluator
<b>4. EFFICIENCY</b>	Expenditure data; views of the project team and stakeholders	ILO financial data & interviews with ILO, national agencies, social partners, donor	Interviews & document review	Evaluator	Once off	Evaluator
<b>5. SUSTAINABILITY and IMPACT of the project</b>	Views of key stakeholders	Interviews with ILO, social partners, national agencies	Interview	Evaluator	Once off	Evaluator

### ANNEX 3: Documents reviewed

1. Project document
2. Revised Project logical framework
3. Progress reports
4. Minutes from technical meetings
5. Mission reports
6. Sector Selection and Rapid Market Assessment in Egypt's Agribusiness sector: Focus on Dairy and Medicinal and Aromatic Plants (MAP)
7. Developing the Dairy Value Chain in Egypt's Delta: Market System Analysis
8. Value Chain Development of Egypt's Dairy Sector: Pilot Intervention Design
9. Baseline Assessment of the Dairy Value Chain in Three Egyptian Villages
10. Rural Development Academy: Final Report
11. Contracts with local service providers

## ANNEX 4: Interviews Protocol

### INTERVIEWS PROTOCOL

#### **General Introduction to the Evaluation**

The ILO is conducting internal mid-term evaluation to assess the implementation of the project “Egypt Youth Employment: Jobs and Private Sector Development in Rural Egypt”, funded by the Government of Norway. The mid-term evaluation will focus on the main period of implementation between February 2018 and December 2019, assessing all the results and key outputs that have been produced since the start of the project.

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

You have been identified as a key informant for the evaluation, and I appreciate your participation in this interview. The interview is fully confidential and anonymous. Your specific contribution to the report will be anonymous and we will not associate your name with anything specifically included in this report.

#### **INTERVIEWS WITH THE KEY STAKHOLDERS**

**Name**

**Position / Organization**

**Please describe the nature of your collaboration on the ILO project**

#### **A. Relevance and strategic fit**

1. In your view, is the project contributing (or not) toward the relevant development priorities of the Government of Egypt ( for example the economic reform programme since 2016 and the SDS 2030, the priorities of the Federation of Egyptian Industries, UN Development Frameworks, ILO agenda and P&B, and SDGs) ? In which way?
2. In your view, did the project work complement other ongoing ILO projects or UN projects in the country? To what extent?

#### **B. Validity of Design**

3. Does the project address the major causes of unemployment and underemployment in rural Egypt? Please explain.
4. In your view, is the project realistic given the time and resources available?
5. Is it clear what are the changes project is/will bring ?

#### **C. Project effectiveness and progress**

6. Please name 3-5 main achievements of the ILO project intervention?
7. Can you tell of any unexpected result (positive or negative) ?
8. In your view, what are the success/limiting factors (internal/external)?

9. Has the management and governance structure of the project worked strategically with all key stakeholders and partners to achieve project goals and objectives?
10. Has the project provide good visibility to the Norway as the donor?

#### D. Efficiency

11. Please assess how the project management has managed the project? What shall be improved? (Did stakeholders feel they were kept abreast of developments, delays and delivery?)
12. Has the project created good relationship and cooperation with relevant national and local level government authorities and other relevant stakeholders, including the implementation partners, to achieve the project results?

#### E. Impact orientation and sustainability

13. To what extent does the project have a strategic orientation towards making a significant contribution to broader, long-term, sustainable development changes regarding national needs, expressed in the national policy frameworks, in the SDGs, UNSDCF?
14. What can you say about the overall level of influence the project having on the development of employment and other areas on policies and practices at national and subnational levels regarding youth employment in rural areas?
15. Which project-supported tools have you used or internalized so far?
16. Is the project sharing the knowledge and evidence obtained during project implementation?
17. If the ILO's interventions were to be stopped, what result will continue to occur? And do they have a potential to sustain without additional financial resources? Do they have the potential to be replicated and scaled up?

#### Gender and Non - Discrimination

18. What are so far the key achievements of the project on gender equality and women's empowerment? Please provide examples
19. Has the project addressed other vulnerable groups, which ones and under which modalities and on which aspects?

### INTERVIEWS WITH THE ILO

**Name**

**Position / Organization**

**Role within the project**

**Please describe the nature of your collaboration on the ILO project**

#### A. Relevance and strategic fit

1. How has the project's design and implementation contributes (or not) toward the relevant development priorities of the Government of Egypt (the economic reform programme since 2016 and the SDS 2030), the priorities of the Federation of Egyptian Industries, UN Development Frameworks, ILO agenda and P&B, and SDGs?

2. How well does the project complement other ongoing ILO projects or UN projects in the country?

#### B. Validity of Design

3. How coherent is the results framework of the project?
4. Are external factors (assumptions and risks) identified, relevant and valid?
5. Does the project address the major causes of unemployment and underemployment in rural Egypt and respond to it?
6. Is the project realistic (in terms of expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
7. Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used in a manner that they enabled reporting on progress under specific SDG targets and indicators?

#### C. Project effectiveness and progress

8. What are three key achievements of ILO intervention? What are the achievements in terms of results that you are most proud of? What were the facilitator and hindered factors toward these achievements?
9. Have the project developed unexpected results, at output or outcome level?
10. Has the management and governance structure put in place worked strategically with all key stakeholders and partners to achieve project goals and objectives?
11. Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management?

#### M&E questions

12. What are the existing processes to collect data on the project? How systematic is data collection? How comprehensive is the data?
13. Please provide specific examples on how gender and non-discrimination are taken into consideration in M&E and reporting

#### D. Efficiency

14. Did you encounter any issues relating to availability of resources (financial, human, etc)?
15. How do you ensure that project is implemented efficiently? Prompt: timely disbursement of budget, financial reporting, etc
16. Has the project created good relationship and cooperation with relevant national and local level government authorities and other relevant stakeholders, including the implementation partners, to achieve the project results? Please provide examples.
17. Has the project received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the CO and in HQ?

#### E. Impact orientation and sustainability

18. What level of influence is the project having on the development of employment and other areas on policies and practices at national and subnational levels regarding youth employment in rural areas ?

19. Which project-supported tools have been institutionalized, or have the potential to, by partners and/or replicated or external organizations?
20. Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts?
21. If the ILO's interventions were to be stopped, what result will continue to occur? And do they have a potential to sustain without additional financial resources?
22. What are the current existing factors/strategy to ensure a longer-term impact of attained results, and what can be done in addition to improve sustainability of results?

#### Gender and Non - Discrimination

23. What are so far the key achievements of the project on gender equality and women's empowerment? Please provide examples
24. Has the project addressed other vulnerable groups, which ones and under which modalities and on which aspects?

## ANNEX 5: Focus Group Discussion Question Guide

### FOCUS GROUP DISCUSSION QUESTION GUIDE

<b>Date:</b>	<b>Facilitator</b>
<b>Location:</b>	<b>How were the FGD participants identified:</b>
<b>Time:</b>	

**Duration:** One hour and a half to two hours

#### **Protocol:**

- Welcome and explanation of the purpose of the evaluation and the focus group
- Explanation of how focus group discussion allows to dig deeper into some topics
- Explanation of how privacy and confidentiality will be maintained
- Set the ground rules for the discussion. In specific terms: “ I am interested in the opinions and experience of everyone present, so please provide each other with enough time and space to contribute” ; “ Raise your hand if you wish to contribute so as to aid my facilitation of the discussion”; “ Do avoid parallel discussions as this will make very difficult for taking notes and capture discussion”; “ Please respect the opinions of others”
- Ask for permission to take notes

#### **Focus group composition**

##### **i. Sex**

Male

Female

##### **ii. Age groups**

15-24

24-29

30-54

##### **iii. Total number of participants**

##### **iv. Location**

##### **Any other notes**

#### **Questions:**

1. How did you learn about the ILO project?
2. What type of assistance did you need, request and received from the ILO? When?
3. What type of assistance was most valuable for you/your family?
4. What is your assessment of the quality of assistance received from the ILO?
5. What are the benefits of the assistance received? ( probe : evidence of changes which occurred in the lives of the beneficiaries after receiving ILO support)

6. Are families able to make living by working in the local economy?
7. What are the most important needs that are not met?
8. What suggestion you have for the remaining period of the project?

Thank them for their participation and remind them of the confidentiality of what was said in the focus group.



## ANNEX 6: List of the people interviewed

Name	Organization	Position/Title
ILO project staff		
Lobna Kassim	ILO Cairo Office	M&E Officer
Nashwa Belal	ILO Cairo Office	CTA
Racha Elassy	ILO Cairo Office	Productivity and Working Conditions Office
Salah El Rashidy	ILO Cairo Office	Entrepreneurship and Value Chain Development Officer
ILO Technical Specialists		
Elvis Beytullayev	ILO/HQ	Rural economy and related sectors Specialist
Merten Sievers	ILO/HQ	Value chain development & entrepreneurship coordinator
Luca Fedi	ILO Cairo Office	Employment specialist
Jose Miguel Solana	ILO Cairo Office	Enterprise specialist
Osni Georgius	ILO Cairo Office	Skills and Employment officer
Donor		
Ingrid Haug	Norwegian Ministry of Foreign Affairs	Counsellor
Mahitab Mohamed Abdou		n.a.
Government Representatives		
Dina Safwat	Ministry of International Cooperation	n.a.
Atef El Shabrawy	Ministry of Social Solidarity	Forsa Program Advisor
Manal Youssef	Ministry of Youth and Sport	Undersecretary to the Minister of Youth
Nanise El Nakory		General Manager of the department of Projects
National Partners		

Tarek Tawfick	Federation of Egyptian Industries (FEI)	Deputy Chairman
Mahmoud Bassiouny		Executive Director of the Chamber of Food Industries
Eng. Ahmed Elgendy	MSMEDA (Micro, Small & Medium Enterprise Development Agency)	General Manager
May Mahmoud	National Council for Women	Executive Manager
Laila El Oteify	Egyptian Banking Institute / Central Bank of Egypt	????
Iman Seoudi		Professor
Heba Labib	Nilepreneurs	Director
Private Sector Partners / Beneficiaries		
Wael Ghoneim	Milk Collection Center	Founder and Owner
Mohamed Ghoneim		???
Wael Refaat	North Africa for Agribusiness Development	CEO
Claudio Aceto		Project manager
Heba El Beheidy		Business Director
Ehab Mourdad Wahba Ayad	National Food Safety Authority	Acting Director

#### **ANNEX 7: Photos MCC**

Premises of the Milk Collection Center, which were adjusted according to the requirements of the National Food Safety Authority.



## ANNEX 8: Lesson Learned

### ILO Lesson Learned

Project Title: Egypt Youth Employment: Jobs and Private Sector Development in Rural Egyp

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

Name of Evaluator: Emil Krstanovski

Date: 26 February 2020

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
<b>Brief description of lesson learned (link to specific action or task)</b>	The first intervention in the dairy sector showed that the engagement of a lead firm in a value chain is not easy at all and takes a lot of time. Even when all the actors of the value chain agree on the cooperation and signed official Letter of intent, the value chain did materialize in practice. Withdrawal if the Lead firm was a major setback for the intervention model. The Project applied mitigation strategy, focusing on substantially improving the quality and quantity of the product, which might, in return, attract more lead firms in an open market. Finding more lead firms before engaging smaller companies and local suppliers might also help in cases like this.
<b>Context and any related preconditions</b>	Context : Pilot value chain intervention in the rural economy  The prevailing opinion among the stakeholders is that nothing that could have been done to prevent lead firm withdrawal from the value chain. Still, having more lead firms engaged in the first place could have offset this risk
<b>Targeted users / Beneficiaries</b>	ILO DWT/CO Cairo and other ILO offices
<b>Challenges /negative lessons - Causal factors</b>	Not engaging more lead firms from the beginning and relying on the support of only one lead firm in the intervention model.
<b>Success / Positive Issues - Causal factors</b>	Positive is that the Project team adjusted its strategy, focusing on substantially improving the quality and quantity of the product ( milk) by providing strong support to the remaining actors in the value chain.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	- Application of mitigation measures foreseen.

## Annex 9 : Good Practice

## ILO Emerging Good Practice

**Project Title:** Egypt Youth Employment: Jobs and Private Sector Development in Rural Egypt  
**Project TC/SYMBOL:** EGY/17/06/NOR

**Name of Evaluator:** Emil Krstanovski

**Date:** 26 February 2020

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

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	An example of good practice is the partnership with four different state institutions (NCW, Ministry of Youth, MSMEDA, and EBI) to internalize flagship ILO tools and products (BDS, SIYB, GET ahead and Jobs Search Clubs). A combination of SIYB with the non-financial services (BDS) and financial services could be an effective way to support young people trying to start a business or expand their business.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	This identified practice applies to all projects that involve a component of training using ILO tools and methodologies. When replicated, it can improve the effective delivery of the training and ensure ownership by the ILO constituents.
<b>Establish a clear cause-effect relationship</b>	As a direct result of ILO provided tools, their adaption to the Egyptian context and internalization of the products by the national institutions, the tools could reach a substantial number of trainees.
<b>Indicate measurable impact and targeted beneficiaries</b>	Number of trained persons Application of tools in practice Startup businesses
<b>Potential for replication and by whom</b>	By the ILO in any project that involves use of the ILO tools.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	
<b>Other documents or relevant comments</b>	

