

# **Independent mid-term evaluation**

## **EGYPT**

### **Human security through inclusive socio-economic development in Upper Egypt**

UNIDO project Nos. 120203 and 140098



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Independent mid-term evaluation

Egypt

Human security through inclusive socio-economic  
development in Upper Egypt

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National project evaluator: Ms. Marwa Hamdy Mostafa

## ACRONYMS

ARC	Agricultural Research Center
ATC	Agriculture and Agro-Industry Technology Center
AWP	Annual Work Plan
CAP	Community Action Plan
CDA	Community Development Associations
CS	Civil Society
EAYCD	Egyptian Association for Youth and Community Development
EYF	Egyptian Youth Federation
FGD	Focus Group Discussion
GoE	Government of Egypt
HAYAT	Human Security through Inclusive Socio-economic Development in Upper Egypt
HDI	Human Development Index
HS	Human Security
HSF	Human Security Fund
ICRS	Information, Counseling and Referral Services
ILO	International Labour Organization
IOM	International Organization for Migration
LARU	Local Administration Reform Unit (of Ministry of Local Development)
LED	Local Economic Development Unit
Logframe	Logical Framework
LPC	Local Popular Council
M&E	Monitoring and Evaluation
MoE	Ministry of Education
MoLAR	Ministry of Agriculture and Land Reclamation
MoLD	Ministry of Local Development
MoME	Ministry of Migration and Employment
MoSS	Ministry of Social Solidarity
MoY	Ministry of Youth
NGO	Non-Governmental Organization
ODG/EVA	UNIDO Office for Independent Evaluation (under Office of the Director General)
OVI	Objectively Verifiable Indicator
PES	Public Employment Services
PMC	Project Management Committee (national level)
PMU	Project Management Unit (local level)
PNA	Participatory Needs Assessment
PSC	Project Steering Committee
SDC	Swiss Agency for Development Cooperation
SEP	Skills Enhancement Program (ILO)
SFD	Social Fund for Development
SMART	Specific – Measurable – Achievable – Relevant – Time-bound
ToR	Terms of Reference
ToT	Training of Trainers
UNDP	United Nations Development Programme
UN Habitat	United Nations Human Settlements Programme
UNIDO	United Nations Industrial Development Organization
UNTFHS	United Nations Trust Fund for Human Security
UN Women	United Nations Entity for Gender Equality and the Empowerment of women
USD	United States Dollar
VSLA	Village Saving and Loan Associations
WHO	World Health Organization
YVS	Youth Volunteer Service

## Glossary of Evaluation Related Terms

Term	Definition
Conclusions	Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impacts	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Institutional development impact	The extent to which an intervention improves or weakens the ability of a country or region to make more efficient, equitable, and sustainable use of its human, financial, and natural resources, for example through: (a) better definition, stability, transparency, enforceability and predictability of institutional arrangements and/or (b) better alignment of the mission and capacity of an organization with its mandate, which derives from these institutional arrangements. Such impacts can include intended and unintended effects of an action.
Lessons learned	Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logframe	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the

	assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention. Related term: results based management.
Outcome	The likely or achieved short-term and medium-term effects of an intervention's outputs. Related terms: result, outputs, impacts, effect.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations should be linked to conclusions.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.  Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Results	The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention. Related terms: outcome, effect, impacts.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long term benefits. The resilience to risk of the net benefit flows over time.



# MAP of Egypt



## EXECUTIVE SUMMARY

### Introduction and background

This is an independent mid-term evaluation of the project 'Human Security through inclusive socio-economic development in upper Egypt' (HAYAT). The project has a three year duration, commencing 2013, with finance from United Nations Trust Fund for Human Security (UNTFHS), Swiss Agency for Development and Cooperation (SDC) and the Japanese Government. The HAYAT project was designed to strengthen human security, with *mutually reinforcing protection* and *empowerment* measures, and works through local government, civil society partners and community structures. The five implementing UN partner agencies (UNIDO, UN Women, ILO, UN Habitat, and IOM) together with the Egyptian Ministry of Local Development (MoLD) selected Al-Minya as the target governorate.

### Methodology

The evaluation team triangulated information gathered from desk review of project documents, in-depth interviews with project stakeholders and project staff from all implementing UN agencies, and from Focus Group Discussions with beneficiaries. The *purpose* was to provide updated information to support decision making, scale up of project interventions, and improvement of implementation and progress. Focus was on determining, systematically and objectively, the extent to which the project is relevant, efficient, effective, and its achievements, as well as extent of expected sustainability. Considerations were given towards assessing the efficiency of procurement and financial procedures, timeliness of project interventions, relevance of selection of beneficiaries, and achievements that promote gender empowerment/equity.

### Project design

All five implementing partners contributed to the design of the project, with MoLD ensuring that the project structures would be aligned with government structures. The project design involves economic empowerment measures such as the provision of technical extension services to farmers with a strong focus on enhancing agricultural profitability and creating employment. Women are supported to enhance their income-earning opportunities through skills and entrepreneurship training and the introduction of village savings and loans associations. Small-scale labor-intensive infrastructure projects provide temporary employment and income to local labor from the target villages, while upgrading village infrastructure. Direct support to unemployed youth is provided through skills training to enhance their employability, combined with referral support to match unemployed youth with potential employers. Youth are also empowered as volunteers to engage more actively in their communities, gaining experience while contributing to enhanced social capital. Protection measures include raising awareness about health-related risks and affordable measures to improve child nutritional status. In combination, the empowerment and protection activities reach a broad range of beneficiaries. The project's Human Security Fund (HSF) component is a flexible tool for meeting immediate community needs and for financing shorter to medium-term priority projects.

The project logframe has been revised during implementation to function as a monitoring tool. Its usefulness as a tool to provide structured evidence of end-of-project results would be enhanced through a few additional measures, such as to review objectively verifiable indicators and associated targets, to review/revise indicators to ensure all are SMART, as well as to ensure that the uptake of all project outputs and project spillover effects are reflected at the outcome level.

## **Relevance and ownership**

The concept of human security and the project approach are relevant. There is a good sense of ownership of the project by the local communities with HAYAT and the Government of Egypt addressing similar challenges. MoLD confirmed that HAYAT was considered one of the better projects in Egypt at the time being. Its local level implementation was pointed to as particularly valuable, with project structures being conducive to active involvement of relevant governmental institutions. MoLD is involved on national strategic level through its Local Administration Reform Unit (LARU) that chairs the Project Steering Committee (PSC) and at the governorate level through its Local Economic Development (LED) Unit in Minya. The diverse project domains, targeting the enhancement of economic, health, food, environmental and community security, are also linking with strategies of other external institutions such as the World Health Organization and the Egyptian Ministry of Trade and Industry.

Each of the implementing partners contributed its expertise and experience to the design of the project, which ensures the relevance to policies and strategies of each UN implementing partner. The specific objectives and components of HAYAT are found to be relevant to address the needs of the local communities. Through the project's approach to provide technical expertise and to foster entrepreneurial spirits, beneficiaries become 'active agents of change' empowered to take control of their future well-being. The sub-contracting of Community Development Associations (CDAs) and grassroots NGOs further contribute to building local civil capacity.

## **Efficiency**

Cooperation among the implementing partners is strong with good mechanisms put in place to mitigate emerging challenges as much as possible. The implementing agencies' financial procedures and practices together with the lengthy and complicated procurement processes are however the main reasons for delays in delivery of some activities. While several layers of sub-contracted agencies contributed to initial delays in the provision of services, enhanced effectiveness is likely to follow as each layer reaches closer to the communities. Limited supervision of one sub-contractor negatively influenced the quality of some services provided. In light of delays in financial delivery rate and delays in timely delivery of some activities, a no-cost extension is recommended to the donor. Outstanding planned activities could be reviewed through a joint effort to ensure they can be implemented without compromising quality.

## **Effectiveness**

Most outputs show good prospects for achieving outcomes in terms of creating jobs or generating additional income for beneficiaries for example in the areas of agricultural upgrading, and Village Saving and Loan Associations (VSLA). Replicability of the VSLA model was found to be high - some CDAs had already extended the VSLAs model to communities outside the scope of the project. The effectiveness of this component is thus overall assessed as very good. The Information, Counseling and Referral Services (ICRS) have succeeded in matching some unemployed youth to available jobs, mostly in Cairo. The Youth Volunteer Services (YVS) and the VSLAs also show prospects for contributing to social cohesion.

The micro-business coaching and youth skills enhancement should have been a cross-cutting theme to be included at an earlier stage in all relevant components to maximize the benefits. The delayed implementation of small-scale labor-intensive neighborhood upgrading projects gives some cause for effectiveness concerns, as does the planned transfer of assets to women. The Human Security (HS) Forum as an idea is relevant to the community needs, and its effectiveness might be expected to increase when Local Popular Councils (LPCs) function again. The selection

of HS Forum members was challenged by existing power structures. The involvement of different stakeholders in the formulation of the Community Action Plan (CAP) is however a point of strength and the CAP final draft indicated a multi-sectorial approach in planning, with focus on immediate needs for infrastructure projects, as well as projects to address especially economic, environmental and health insecurity, which seems to be in line with community needs. The CAP was thus found to be in line with HAYAT's intended approach to move towards more economic security projects, and thus away from more 'traditional' aid interventions and large-scale infrastructure projects.

The effectiveness of the value chain approach taken in the wide range of agricultural and agribusiness training packages was found to be high. The trainings were designed to respond to challenges faced by farmers and producers at any point of the production value chains.

A distinctive point of strength highlighted by the field findings was an emerging change in mindset from 'passive recipients of grants' to 'active agents for own change'. In FGDs beneficiaries referred to themselves now being more aware of their own potential to improve their livelihoods (e.g. VSLA members and farmers). Changing mindset is a long process that starts with awareness rising, which was found to be an integral aspect in the implementation of the different components of the project. Expectations management however remains a challenge and has negatively affected effectiveness in the sense that it has slowed down the startup of interventions. Expectations were raised among communities after the HS Forum conducted household surveys; where forum members were anticipating the kind of project they perceived necessary and which were not entirely coherent with the HAYAT human security approach. Nevertheless, strong mitigation efforts are exerted by the project staff to improve communication and manage expectations.

The initial challenge of reaching out to communities is likely to be fading as the project has by now gained trust and experience. Targeting however remains a concern to be addressed – targeting mechanisms have to be sharpened in order to ensure benefiting the intended beneficiaries in the communities. Efforts must be enhanced to ensure that the project's pro-poor approach is attained, through closer supervision over sub-contractors.

## **Sustainability**

The project is on-going at the time of the mid-term evaluation and activities are either recently implemented, remain in progress or are yet to be initiated. At this point in time, it is therefore not possible to objectively evaluate the sustainability of the project results beyond to gather information to assess *prospects for sustainability*.

*Institutionalization as a means of sustainability:* The capacity of the HS Forums can be sustainably exploited drawing on the enhanced capacities of selected HS Forum members through linking them to the LED Unit. The ICRS services are provided as an integral part of the Public Employment Services (PES). In the short term, the ICRS unit could function, but the institutional capacity would remain a limitation. Developed skills of the staff might not be retained due to bureaucratic hurdles, and there would be the risk of any ministerial reshuffling bringing along a new vision for the PES offices. Agricultural extension officers in Al-Minya participate in activities relating to agricultural technical services to learn new and updated technologies. However, again, the institutional work environment remains a limitation, thus providing another example of the challenges to move from capacity development of individual civil servants to achieving institutional sustainability. The solution to challenges experienced within HAYAT

critically hinges on successful implementation of planned broader administrative and civil service reforms.

*Community and commercially driven sustainability:* The prospects for sustainability at the community level are comparatively promising for some interventions. The competence to run VSLAs has been transferred to community members. CDAs have already spread the VSLA model to communities beyond project villages. The training and awareness sessions on nutrition and maternal health and well-being were carried out by trainers selected and trained from the local communities, who will remain in their villages. Other activities, such as skills training of women in villages to become small-scale entrepreneurs remain at an early stage but would promote economic empowerment and have sustainable benefits to the targeted households. Strengthened linkages to market access is an overall challenge for the project to solve to achieve sustainability of entrepreneurial aspirations. The comparatively weak prospects for YVS to become sustainable may be enhanced through recently initiated efforts to further build their capacity. With the current regulations of Egypt, the youths do not have possibility to seek financial support to conduct community events or other community work once the project is ended. The provision of qualified technical support to improve agricultural practices is a prominent feature of the project. From a sustainability point of view, the challenge will be to maintain adequate standards of technical support once the project ends. The prospects for sustainability of the date processing company established with project support are good as a result of market access activities.

The project is yet to develop an explicit strategy for enhancing sustainability. The project has shown a high degree of flexibility to manage some risks as they have emerged.

## **Impacts**

At this mid-term point in time it is premature to assess project outcomes, and assess impacts. The forthcoming end-of-project evaluation will be in a better position to assess prospects for impacts. A more 'full-fledged' impact would however have to take place a couple of years after the project ended.

## **Management**

The lead implementing partner (UNIDO) has a coordinating mandate, but no formal authority over implementation decisions of other participating UN agencies; each UN partner respects the sovereignty of other UN partners. Each implementing partner has its own financial agreement with the UNTFHS. The responsibilities and roles were jointly agreed during the project design, but it was not always clear from the outset who would do exactly what in all components.

Overall, management has functioned well with mechanisms for systematic coordination and dialogue in place to ensure: i) coordination between strategic and operational management, ii) operational coordination between implementing UN partners, and iii) operational coordination between the national and field management. The project has further put in place a sound communication plan and has been successful in enhancing the visibility of HAYAT.

Each implementing partner holds responsibility for monitoring and reporting progress on its activities and outputs, while the Joint Project Monitoring and Evaluation (M&E) Officer compiles monitoring data to be included in progress reports. The joint M&E officer has further initiated qualitative internal evaluations and reports on progress as well as provides recommendations for the partners. Beneficiary monitoring information is kept in separate data

bases with each implementing partner, which complicates a consolidated outcome results analysis across all outputs.

## **Gender**

The project has a women empowerment component (amounting to 21% of project budget) and gender considerations are emerging also in some other components. In response to observations of individual officers during field missions, both UNIDO and IOM are in the process of exploring how to broaden the inclusion of women in small-scale agri-business and skills training support. At the same time, it was found that within the women empowerment component, some 20% of the beneficiaries were men, without a similar rate for women in economic empowerment components. In summary, the project would benefit from conducting a gender analysis to enhance understanding of what would be a strategic approach of the project to ensure an overall gender-responsiveness in implementation of all components.

## **Key Recommendations**

### *Recommendations to Implementing UN Agencies:*

#### **I. During the project lifetime:**

##### ➤ *Design/Logical framework/End-of-Project Evaluation:*

Review OVIs and associated targets; review/revise indicators to be SMART; and ensure that the uptake of all project outputs is reflected at the outcome level and adequately captures the mutually reinforcing effects of the multidimensional approach.

##### ➤ *Efficiency:*

Consider elaborating the financial progress reporting by separating information about commitments (not yet disbursed) and actual payments (commitments disbursed) to enhance transparency in financial efficiency across implementing agencies.

A no-cost extension of at least 6 months, combined with a review of planned but outstanding activities is recommended.

##### ➤ *Effectiveness:*

Consider putting forward nominations for HS Forum members who could serve as sector specialists/consultants for the LED Unit, based on an assessment of performance and in cooperation with the HAYAT project.

Consider measures that can be taken to allow volunteers (YVS component) to mobilize resources to further strengthen their community work, as well as linking them with local civil society and youth-based membership institutions to enhance their community involvement.

Consider sharpening targeting in outreach efforts to ensure the desired target groups are reached. Active follow up of used means would provide insights to what has worked and not. More emphasis should also be put on monitoring the sub-contracted service provider's actual selection of beneficiaries.

##### ➤ *Sustainability:*

Consider formulating and adopting a joint sustainability strategy between the implementing partners and MoLD to enhance prospects for sustainability, aiming at addressing challenges identified in this mid-term review report. This should be done in a joint working session/workshop approved by the PSC.

##### ➤ *Impacts:*

Consider entering into discussion with the donor and the Government of Egypt to secure support and financing for conducting a rigorous post-project impact evaluation 1-2 years after the project concluded.

➤ *Management:*

Consider sharing all project beneficiary data bases between agencies and identifying common beneficiaries that benefit from more than one component, as well as identifying to which segment of the population each beneficiary belong (to ensure pro-poor approach).

Consider closer monitoring of performance of service providers, including establishing a joint performance data base to avoid rehiring of below-standard performers.

➤ *Gender mainstreaming:*

Consider conducting a strategic gender analysis to systematically identify viable entry points for stronger gender-responsiveness in implementation of all components, to complement/reinforce the component targeting women.

## **II. For replication or scaling up:**

➤ *Division of roles and responsibilities:*

Ensure that a stricter and clearer division of responsibilities among partner agencies is finalized during the inception phase at the latest (inception phase to be sufficiently long, min 6 months). Each output should be the responsibility of one agency.

➤ *Financial management procedures:*

Take measures to more strongly harmonize financial management across participating UN agencies to overcome experienced inefficiencies and to achieve more regular commitment to plans.

➤ *Entrepreneurship:*

Ensure that entrepreneurship is an explicit cross-cutting theme (social or business-coaching, depending on target group needs) to help improve knowledge and skills of beneficiaries under the different project components.

➤ *Gender equality strategy:*

Develop a strategic approach to strengthen gender equality perspectives in all project components. Gender should be mainstreamed in all project components (as feasible) to complement any women empowerment component. If adequately pursued, gender mainstreaming in practice is a good means to help overcome cultural/traditional/rhetorical obstacles.

➤ *Exit and sustainability strategy:*

Develop an exit and sustainability strategy to become an integral part of the project design. In particular, ensure in cooperation with Government representatives that assumptions about institutional environment, strengths and weaknesses, are realistic.

## **Recommendations to the Government of Egypt**

### **During the project lifetime:**

- Consider supporting the project in its endeavors to get approval for a no-cost extension of approximately 6 months or more.
- Consider supporting the project in its endeavors to secure support for conducting a rigorous impact evaluation of the HAYAT approach, after the project ended. This would provide solid evidence of what works and what works less well to feed into design of the Government's future development efforts.
- Consider providing further support by MoLD to support relevant governmental stakeholders to help facilitate the institutionalization of project methodologies and approaches.

- Consider contributing to the development of a sustainability strategy to enhance prospects of institutional sustainability.

*Recommendations to the Donor (UNTFHS)*

**During the project lifetime:**

- Consider approving a no-cost extension of at least 6 months or more.
- Consider committing funds to conduct a rigorous impact evaluation of the HAYAT approach 1-2 years after the project ended.



## 1. INTRODUCTION AND BACKGROUND

### 1.1. Introduction

This is an independent mid-term evaluation of the project 'Human Security through inclusive socio-economic development in upper Egypt' (HAYAT). The project has a three year duration, commencing 2013, with finance from United Nations Trust Fund for Human Security (UNTFHS), Swiss Development Cooperation (SDC) and Japanese Government.

The evaluation was conducted during August-September 2015 by a team of one international evaluator (Ms. Henny Andersen) and one national evaluator (Ms. Marwa Hamdy Mostafa).

### 1.2. Background<sup>1</sup>

Recent economic and political transitions, taking place since 2011 in Egypt, have been expected to generate long-term socio-economic benefits. Nevertheless, in the short-term, the post-revolution transition witnessed a sudden economic downturn that exacerbated both poverty and unemployment, particularly in Upper Egyptian governorates.

The HAYAT project was designed to strengthen human security, based on a thorough human security analysis. Its implementation follows a multi-sector approach, with *mutually reinforcing protection and empowerment* measures. The project capitalizes on the combined resources of the five implementing UN partner agencies (UNIDO, UN Women, ILO, UN Habitat, and IOM) and works through local government, civil society partners and community structures.

The Ministry of Local Development (MoLD) and the five project implementing UN partner agencies selected the governorate of Minya as the project target governorate, due to its display of high levels of persistent poverty and having the second lowest Human Development Index (HDI) ranking amongst governorates in Egypt. The project targets the population of five lead villages in the two districts of Edwa and Maghagha (at least 150,000 inhabitants). *Direct beneficiaries* (i.e. those directly engaged in project activities) are expected to be 18,000 women and men.

Details about project structure, objectives and funding are seen from the summary project fact sheet below.

#### Project Fact Sheet:

<p><b>Project Number:</b> UNIDO 120203 and 140098  <b>Executing Agencies:</b> UNIDO, UN Women, ILO, UN Habitat and IOM  <b>UN Project Management:</b>  International Allotment Holder: UNIDO Regional Office Cairo  National Project Manager: UNIDO Regional Office Cairo  National Project Officers: In Cairo Office of each Implementing UN Agency  National Project Coordinators: In Project Offices in Minya Governorate and Edwa District</p>	<p><b>Government Counterparts:</b>  Ministry of Local Development  Ministry of Planning and International Cooperation  Ministry of Foreign Affairs  Governorate of Minya</p>
<p><b>Start Date:</b>  June 2013</p>	<p><b>Project Duration:</b> 3 years  <b>Original End Date:</b> May 2016</p>

1 This section draws on the project document description.

*Independent Mid-Term Evaluation: Human Security through Inclusive Socio-Economic Development in Upper Egypt*

<b>Budget Revision</b>	None-
<b>Project Value:</b> UNTFHS (incl. support cost of 7%) USD 4,839,396 Of which: UNIDO USD 1, 812,312 ILO USD 804,212 UN Habitat USD 649,329 UN Women USD 1,006,870 IOM USD 566,672 SDC (UNIDO during 1 year (incl. support cost of 7%) USD 533,395 Government of Japan (UNIDO during 1 year (incl. Support cost of 13%) USD 749,190 <b>Total USD 6,121,981</b>	<b>Project Location:</b> Cairo and Minya Governorate (Edwa and Maghagha districts)
<b>Human Security Goal</b>	
Human security of vulnerable households, and youth aged 18-30, women and children is improved in target communities through inclusive, pro-poor socio-economic development.	
<b>Immediate Objective</b>	
1. Strengthened economic security in target communities through creation of more and better employment opportunities and increased employability of the local labor force. 2. Community security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness.	
<b>Outputs</b>	
<b>Outputs immediate objective 1:</b> 1.1 A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a community action plan through a HS approach and monitor its implementation. 1.2 A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security. 1.3 An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions. 1.4 Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities. 1.5 Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.	
<b>Outputs immediate objective 2:</b> 2.1 A Youth Volunteer Service (YVS) is instituted to implement and scale up quick-impact activities addressing human security threats. 2.2 Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.	

## **2. EVALUATION PURPOSE, SCOPE AND METHODOLOGY**

### **2.1. Purpose**

As per the Terms of Reference (ToR), the *purpose* of the mid-term evaluation of HAYAT was to provide updated information to support decision making, scale up of project interventions, and improvement of implementation and progress. The information is to be communicated with the Government of Egypt (GoE), UNIDO and its implementing partner UN agencies. Accordingly, evaluation findings are to be shared with the various implementing partners, i.e. the relevant representatives and project staff from UNIDO; UN Women, UN Habitat, IOM, ILO, and other relevant stakeholders and governmental counterparts involved.

The *specific purposes* of the mid-term evaluation as per the ToR were to:

- a) Assess intermediate progress and deliverables based on the project's logical framework, indicating progress against indicators. Details on the logical framework are seen from Annex E.
- b) Identify and communicate key lessons learned based on the project's design and progress of its implementation so far, with a forward looking approach based on improving project performance and the sustainability of results and prospects for impact; and
- c) Determine major challenges and suggest appropriate recommendations to overcome them.

### **2.2. Scope and focus**

The evaluation focused on determining, systematically and objectively, the extent to which the project is relevant, efficient, effective, and its achievements (whether at the output level, or with regards to the projected achievement of outcome and impact), as well as extent of expected sustainability.

The evaluation was expected to cover the entire period from the beginning of the project's inception in March 2013, till the present date of its implementation and should cover all major components / outputs / activities and consider geographical locations addressed by the project within the targeted villages in Edwa and Maghagha districts.

In addition to measuring implementation, outputs, and potential impact, consideration were to be given towards assessing the efficiency of procurement and financial procedures, timeliness of project interventions, relevance of selection of beneficiaries, and other cross-cutting issues as indicated under the UNIDO Evaluation Policy guidelines.<sup>2</sup> Finally, where applicable, emphasis on outputs and achievements that promote gender empowerment / equity should be considered throughout the evaluation.

The evaluation team was adopted a participatory approach throughout the assignment, consulting with stakeholders and the implementing agencies, as well as integrating their feedback during the editing and finalization of the evaluation report.

For further details, please refer to the attached Terms of Reference (Annex A).

### **2.3. Methodology**

The evaluation questions and sources of information and indicators employed are spelt out in the attached summary evaluation framework, issue by issue (see Annex F). Information has been

gathered from written sources and stakeholders have been consulted in Cairo and in Minya governorate as feasible. Collected information and findings have been triangulated into a *consolidated overall assessment*. When there is consensus among various relevant stakeholders this is stated, and likewise, whenever key disagreements in perceptions and/or views are found these are included followed by the evaluation team's own concluding assessment.

A *desk assessment* (see bibliography in Annex C) was conducted. The narrative in project documents has been assessed to validate the logic model such as presented in the project logical framework (in Annex E).

Inputs and perspectives of the project management, implementing partners and the MoLD were gathered during *meetings* in Cairo and Minya governorate. The evaluators conducted semi-structured in-depth interviews with representatives from sub-contracted service providers in Minya governorate (for details, refer to Annex B).

A total of 11 *focus group discussions* (FGD) with 117 participants were conducted with project beneficiaries in Minya governorate (see Annex B). The evaluators selected beneficiary categories and proposed number of beneficiaries in each category to meet while relying on project staff and project implementing partners to select beneficiaries, respecting gender considerations. The FGD methodology was chosen to reach a broad range of project beneficiaries while also allowing more in-depth probing into issues.

Mid-term evaluation findings were validated with the project management, implementing partners and the MoLD in *debriefing sessions* in Cairo. This is in line with the required participatory approach while maintaining independence (see ToR). Yet another opportunity was offered to stakeholders for providing responses, clarifications etc. during the draft evaluation report *commenting process*.

In line with UNIDO guidance, *gender* has been *mainstreamed* into all sections of the evaluation assessments as relevant. The evaluators particularly aimed at moving beyond treating gender as a 'head count' issue. Main findings regarding gender are also brought together/summarized under a separate section in this mid-term evaluation report.

#### **2.4. Limitations of the mid-term evaluation**

The project is complex with five implementing partners and numerous stakeholders and/or beneficiaries involved at national, district and village levels. In balancing the broad range of beneficiaries and stakeholders to be met with against time available (in total 3.5 full working days), it was agreed with the project management to invite beneficiaries to one of the two project offices (in Edwa district or in Minya governorate). While this approach did allow the evaluators to discuss with beneficiaries from all components it also constituted limitations.

Firstly, relying of project staff support in reaching beneficiaries of each project component may have led to biased selection of beneficiaries. Second, due to time and budget constraints, fieldwork principally involved a rapid appraisal that targeted a small number of all beneficiaries with no on-site visits. The sample may therefore not be representative of the target population, and findings of this report cannot necessarily be generalized. Third, some project interventions were either half way through implementation, or had not yet commenced, and therefore were not subject to evaluation. This included for instance, interventions financed through the project's HS Fund in areas of health awareness, as well as furniture and aquaculture cluster development. In

addition, youth entrepreneurship training and infrastructural projects indicated in the project document had not commenced at the time of evaluation, and therefore were not assessed.

A final issue relates to questions around attribution and contribution - and sustainability and impact. These are particularly difficult to assess in projects which are evaluated while still ongoing – such as is the case for this mid-term evaluation. The evaluators have made efforts to gather views / evidence of any potential for lasting effects from the interventions. It must however be acknowledged that the conclusions drawn are mere indications of potential.

### **3. PROJECT CONTEXT**

#### **3.1. Overall situation and trends**

The 25<sup>th</sup> January uprisings and the following political unrest that Egypt witnessed has cast its shadows on the socio-economic condition of the country. In 2013, Egypt's HDI rank fell from 109 to 110 (out of 187 countries), with a gross national income of 10,400 USD per capita. Declining economic indicators accompanied deteriorating political conditions, which in turn affected the different aspects of human security. Egypt's HDI rank fell partially because of discrepancies in wealth distribution as well as low female participation in labor market (23.6% females: 74.6% males).<sup>3</sup> With almost 25% of the population living under the poverty line, Upper Egypt's governorates suffer from higher levels of poverty. The centralized nature of the government denies the southern parts of it easier access to services. Despite the fact that Upper Egypt is inhabited by 37-40% of the population,<sup>4</sup> poverty rates exacerbate to reach as high as 41.2%.<sup>5</sup>

In Egypt 8.9% of the population are multi-dimensionally poor. Dimensions of poverty include health conditions, education and living standards. Deteriorating health conditions contribute up to 45.6% of the living conditions of the underprivileged. Maternal health particularly has room for improvements with more than 30% of rural women having never received antenatal care. Furthermore, Egypt has the world's highest rates of Hepatitis C; women account for at least 12% of it<sup>6</sup>. The districts of Edwa and Maghagha in Minya also were found to have high Hepatitis C incidence.<sup>7</sup>With regard to other aspects of human security; inhabitants of Upper Egypt have resorted to less nutritious food pressured by economic conditions<sup>8</sup>.

Unemployment rates in Egypt post 25<sup>th</sup> January stood at 38.9% in 2013<sup>9</sup>. Farming and agriculture are the two major economic sectors in Minya; after the revolution, agriculture sector experienced souring prices of input material. In addition, investments declined, construction work was halted accompanied by an increasing inflation rate. These are conditions that may also lead to lower levels of social cohesion and contribute to increased crime rates.<sup>10</sup>

In view of that, the governorate that hosts 30% of the poorest villages of Upper Egypt seem to have limited options for stirring up its economy, to cope with the low living conditions, and to achieve higher levels of human security. Minya youths resort to migration; the governorate is

<sup>3</sup> Human Development Report 2014,

<sup>4</sup> UNFPA, Egypt Indicators:

<sup>5</sup> Project document

<sup>6</sup> Ibid

<sup>7</sup> Benchmarking Human Security in Upper Egypt, HAYAT Baseline Survey, 2014

<sup>8</sup> WFP (2008) Vulnerability Analysis and Review of the Food Subsidy Programme in Egypt

<sup>9</sup> World bank data:

<sup>10</sup> Project documents

Egypt's main provider of migrants to Libya and the Gulf area which back fired when the political upheavals started in Libya, as the number of returnees, and the vulnerability of a segment of the society, increased<sup>11</sup>. Amid all challenges faced by the governorate, income generating and entrepreneurial activities remain untapped potentials in Minya.

### **3.2. Government policies and strategies**

Government policies and initiatives which particularly fall in line with the rationale of the HAYAT project are:

In 2007, the GoE identified Egypt's poorest 1000 villages, where half of them fall under the poverty line. The government outlined a plan to revive Upper Egypt's poor villages with water connections, sanitation and infrastructure for basic education projects<sup>12</sup> in addition to employability skills training packages. However, only phase I of the plan was implemented and limited to 150 villages and mainly extension of infrastructure projects.<sup>13</sup>

The Law of Local Administration, Article 43/1979 states that: "each unit of the local government shall have a local popular council, to be formed of members elected by direct election, according to the provision of this law". The councils are mandated to establish and administer public facilities, monitor and approve city village council activities, and approve budgets, but were suspended after the Revolution. The councils are to be reactivation as part of a wider administrative reform plan led by MoLD.

The Investment Map of Egypt outlined by Ministry of Investment is a policy framework that could have implications on Human Security of citizens. Its main aim is to create jobs, yet, it remains on the national level and does not articulate how local levels could be involved. HAYAT project on the other hand functions at a grassroots level, empowering local communities to contribute to the broader agenda setting.

The Egyptian Ministry of Planning recently drafted a Sustainable Development Strategy (SDS) up to year 2030, to serve as a medium-term investment framework. Among the goals of the SDS are: sustainable inclusive growth, maximizing value added, and generating adequate and productive job opportunities. Also, the SDS aims at promoting human development resources through education, and health. The SDS is awaiting official endorsement by the GoE.

### **3.3. Initiatives of international cooperation partners**

The implementing agencies worked on similar interventions in other parts of Egypt, but without focusing on Minya or adopting a holistic human security approach similar to HAYAT's. For instance, UNIDO, ILO, and UN Women implemented pro-poor value chains in Upper Egypt targeting small farmers. UNIDO also implemented a Medicinal and Aromatic Map (MAP) in Upper Egypt to develop domestic value chains, while ILO implemented "Modernizing Egypt's Labor Market Institutions" in Upper Egypt, and "Decent Jobs for Young People" Project in governorates of Sharqiya, Fayoum, Minya, Assiut and Sohag. Furthermore, UN Women provided productive assets to female heads of households in collaboration with the Social Fund for Development (SFD).

<sup>11</sup> Socio economic profile of Egyptian migrants returning from Libya due to the crisis:

<sup>12</sup> <http://www.modernegypt.info/one-hundred-facts-about-egypt>

<sup>13</sup> Project document

UN Habitat conducted an Urban Sector Profile Study in Minya in 2005, followed by pilot programme for “Participatory and Slum Upgrading”, which contributed to upgrading shelters, basic urban services and local economic development. Similarly IOM conducted a profiling study of Egyptian migrants returning from Libya due to the crisis in 2010.

Other international agencies implemented projects in Minya include UNDP projects for micro and small businesses as well as waste management, and WFP has Food-for-Education and Food-for-Work extended to Minya. Moreover, CARE International, CARITAS, and Save the Children have also worked on projects/initiatives in the governorate.<sup>14</sup>

## **4. ASSESSMENT**

### **4.1. Design**

#### *Design process and approach/strategy*

The project design process was participatory and extended over a year and a half. All five implementing partners contributed to the development of the project design and project document. UNIDO, supported by all implementing partners, was designated as the lead agency. The responsibilities for the various components were jointly agreed in discussions and based on each implementing partner's expressed interests, previous experiences and comparative advantages.

The MoLD ensured that the project structures would be aligned with government structures whenever possible and cautioned against establishing parallel project structures in Minya governorate to the extent possible.

The project document reflects the intended holistic approach, addressing different aspects of human security, and also included activities to increase awareness and understanding of the concept. The focus of the project design was found to tackle both the building of local individual, civil society and institutional capacities, as well as improving the awareness of government bodies at the district level.

Empowerment measures include the provision of technical extension services with a strong focus on enhancing agricultural profitability and creating employment. Women are supported to enhance their income-earning opportunities through skills and entrepreneurship trainings and the introduction of village savings and loans associations targeting vulnerable communities. Small-scale labor-intensive infrastructure projects will provide temporary employment and income in the villages, while upgrading village infrastructure. Direct support to unemployed youth is provided through skills training to enhance their employability, combined with referral support to match the unemployed youth with potential employers. Youth in the villages are empowered as volunteers to engage more actively in their communities, and thereby gaining valuable experience while contributing to strengthening social capital in their communities. Protection measures include raising awareness about health-related risks and about affordable opportunities to improve child nutritional status. In combination, the empowerment and protection measures reach a broad range of beneficiaries in the communities.

The project's Human Security Fund (HSF) component was introduced as a flexible tool for the project for meeting immediate community needs as well as for financing shorter to medium-term priority projects, which were identified through a baseline study together with labor and territorial assessments, and thereafter through community needs assessments.

*Intervention structure and logframe*

The extent to which the logframe can be expected to serve as a tool to provide structured evidence of end-of-project results has been assessed. The foremost immediate results are at *the objective/outcome level*, which shall *reflect the expected end-of-project situation* in the project area.

The logframe does present the project contents with objectively verifiable indicators (OVIs), indicating means of verification and also including assumptions and risks. The initial logframe has been improved by the project in a participatory manner and approved by the Project Steering Committee (PSC). Each agency individually reviewed indicators of their corresponding sections and specific targets were included at both objective/outcome and output levels. The revised logframe was then approved by the PSC.

The immediate objectives/outcomes and outputs are all commendably formulated to capture expected end-of-project situation at objective/outcome and output levels respectively. There are however at times **inconsistencies between a stated OVI and its associated target** (stated in separate columns). At *objective/outcome* level, two examples: i) OVI 1 (1.1) which disregards income generation opportunities from outputs other than 'HAYAT priority projects', and ii) OVI 1 (1.2) which disregards capital asset ownership that may originate from interventions besides VSLAs. An *output* level example is: i) OVI 1.3 in which the OVI mentions number and type of income opportunities whereas the target is set as a % limited to micro-scale income generation. The OVIs and/or associated targets should be reviewed and rephrased in order to eliminate inconsistencies. It is also noted that there are OVIs for which the target is limited to more or less a repetition of the OVI itself (e.g. objective/outcome OVI 1.5; output OVI 1.10; output OVI 1.18). Overall the logframe would be *simplified by merging the OVIs and the associated targets*.

It is noted that no indicator reflects increased employability of the local labor force which is mentioned as part of objective/outcome 1. The employability and income generation opportunities resulting from the ICRS component should for instance be captured at the outcome level but which is not yet seem from any of the OVIs. Taken together, the **objective/outcome level indicators only partially capture the uptake of the project's outputs**.

In two cases the **objective/outcome OVIs and/or targets repeat information reflected also by output OVIs/targets** (refer to objective/outcome OVI 1.2 and output OVI 1.28 respectively – and objective/outcome OVI 1.5 as compared to output 1.2). Both these OVIs are most relevant as output OVIs. It is also noted that not all indicators fulfill the SMART criteria.<sup>15</sup>

*Assumptions* should also include risks related to the functioning of public institutions and reform processes in Egypt. This would seem to be an important aspect particularly at the goal level, as well as in relation to output 1.0. The inclusion of an assumption to explicitly capture and monitor changes in institutional environment / reform processes would put emphasis on the limitations to what an individual project can achieve within a potentially constraining environment, which might in turn constitute a basis for reflection and discussions with relevant government entities around how to mitigate potentially emerging risks.



**In summary**, the logframe has been revised to function as a monitoring tool. Its usefulness as a tool to provide structured evidence of end-of-project results would however be enhanced through a few additional measures. It is **recommended** to review and update OVIs and associated targets to improve consistency; to review/revise all indicators to be SMART; and to ensure that the uptake of all project outputs is reflected at the outcome level. In this respect, one might even argue that outcomes from trainings on child nutrition and public health should be captured to reflect the outcome effect of multiple HS domains in design; beneficiaries in good health would be expected to be more employable.

#### **4.2. Relevance of objectives and ownership**

The overall assessment is that the concept and approach of human security is relevant to the GoE and that there is a good sense of ownership of the project.<sup>16</sup> The HAYAT project addresses challenges similar to those the GoE is trying to address (for details about most relevant GoE policies and strategies, refer to project context). HAYAT is implemented at local level, contributing to local level good governance through strong community involvement and empowerment. HAYAT applies several measures to contribute to tackling unemployment challenges and has a strong focus on relevant small-scale agricultural development.

In discussions, MoLD confirmed that HAYAT project was considered one of the better projects in Egypt at the time being. Its local level implementation was pointed to as particularly valuable. It is appreciated that the project structures are conducive to active involvement of relevant GoE entities. MoLD is implementing two similar projects (in Fayoum and Sohag governorates) and consequently the Minya project was more than welcomed to serve as a third model.

MoLD is involved on national strategic level through its Local Administration Reform Unit (LARU) that chairs the Project Steering Committee (PSC). MoLD is further involved at the governorate level through its Local Economic Development (LED) Unit in Minya, working closely with the Deputy Joint Project Manager based in Minya. District level officials are involved in activities facilitated by the project coordinators in the project office in Edwa district. Some project interventions are further conducted with direct involvement of technical expertise from GoE ministerial offices in Minya, thus avoiding setting up parallel structures in Minya governorate. The LED Unit initiated the development of a local economic strategic plan for Edwa and Maghagha in April 2015 making use of findings from the Community Action Plan (CAP) which has been formulated within the HAYAT project. In addition, the Ministry of Trade and Industry is involved in the furniture project through its Furniture Technology Center.

The project is implemented within the United Nations Development Assistance Framework (UNDAF). Each of the implementing partners contributed its expertise and experience to the design of the project, which ensures the relevance to policies and strategies of each UN implementing partner. The joint UN implementation is emphasized by all five implementing Agencies as a particular strength (although implying efficiency challenges as discussed below). Through the combined expertise from all implementing partners HAYAT is in a stronger position to be flexible and to respond to a wider range of emerging opportunities at the local level, thus further enhancing relevance of direct beneficiaries. The project also links with

<sup>16</sup> Unfortunately the term 'human security' seems to have been mistaken for security provided by the police and military forces which caused initial resistance. To eliminate such unfortunate and unwarranted misunderstandings the project has put emphasis on branding the project as 'HAYAT'.

strategies of other external institutions, such as the Virus C project currently underway with technical guidance and support from the World Health Organization (WHO).

The objectives of HAYAT are found to be relevant to address the needs of project beneficiaries and to support them in their efforts to improve their livelihoods and to enhance their social security. Through the project's approach to provide technical expertise and to foster entrepreneurial spirits, beneficiaries become 'active agents of change' taking stronger control of their future well-being. Beneficiaries are empowered, new skills are introduced and new jobs are found through job matching support. The project hands out in-kind benefits to a very limited extent (within the asset transfer component targeting women).

The sub-contracting of Community Development Associations (CDAs) and NGOs to support in service provision is relevant to the communities. CDAs/NGOs were not given considerable attention before the project, and even though they may not be stated a target group as explicitly as women, farmers, youth, etc., their involvement in HAYAT contributes to local level civil capacity being built. Active individuals are empowered to take on a more active role in their communities. Prior to HAYAT, only five CDAs/NGOs provided loans for women, only six served needs of female beneficiaries and only one had explicitly addressed youth.<sup>17</sup>

### **4.3. Efficiency**

Efficiency measures how economically resources/inputs (funds, expertise, time etc.) are converted to results. Table 1 provides a financial overview by implementing partner, showing total funds, funds approved during first two years, funds received and expenditures.

The UNIDO funds from SDC were approved for one year and agreed for preparatory activities during the inception phase. The funds from the Japanese Government were earmarked for expanding the project into two additional villages in Maghagha district; close to 80% had been implemented by end-April 2015 thus indicating good rate of delivery.

The *distribution of the UNTFHS budget* across the five implementing partners is seen from the second column of Table 1, with the largest share (37.4%) allocated to UNIDO as the leading partner. The second largest share (20.8%) is allocated to UN Women, reflecting the UN agencies' concerns to pro-actively reach out to women.

The share of total budget *approved for disbursement for the first two years* (column 3, Table 1) varies from 91% (ILO) to 53% (UNIDO). The share of approved funds which were actually received also varies cross the implementing agencies – with UNIDO, ILO, IOM and UN Women having received year one and year two tranches. UN Habitat received the first year tranche and requested the second tranche, but too late in the year to be approved by UNTFHS for disbursement during 2015 (will be re-requested in January 2016). The UNTFHS financial processes and procedures may thereby contribute to financial inefficiencies.

**Table 1: Approved Budget, Received Funds and Expenditures**

(Source: Progress Report May 2015 with partially updated figures)

Implementing UN Agency	Total Budget (3 years) (USD)	Approved Budget (years 1+2) (USD)	Received Funds (years 1+2) (USD)	Expenditures (incl. Payments and Commitments)	Delivery Rate (compared to Received Funds years 1+2)	Delivery Rate (compared to Approved Budget years 1+2)
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		(%)			(%)	(%)
<b>Sources other than UNTFHS:</b>						
UNIDO (SDC)	533 395	533 395 (100%)	533 395	539 681 <sup>1)</sup>	101	101
UNIDO (Japan Fund)	749 190	749 190 (100%)	749 190	592 821	79	79
<b>UNTFHS:</b>						
UNIDO	1 812 312 (37.4%)	964 070 (53.2%)	964 070	645 013	67	67
ILO	804 212 (16.6%)	735 090 (91.4%)	735 090	618 948	84	84
UN Habitat	649 329 (13.4%)	546 288 (84.1%)	298 316	365 856 <sup>2)</sup>	123 <sup>2)</sup>	67
UN Women	1 006 870 (20.8%)	788 055 (78.3%)	788 055	800 000	101 <sup>3)</sup>	101
IOM	566 672 (11.7%)	465 022 (82.1%)	465 022	368 728	79	79
<b>Total</b>	<b>4 839 396 (100%)</b>	<b>3 498 526 (72.3%)</b>	<b>2 801 153</b>	<b>1 740 428</b>	<b>63</b>	<b>49,7</b>

<sup>1)</sup> The reported overspending is a result from exchange rate fluctuations in relation to sub-contracts.

<sup>2)</sup> The over-commitment as compared to received funds occurs because the request for disbursement of the second tranche was sent to UNTFHS in September – which was late compared to deadline and will not allow disbursement during 2015. Out of the total commitments, actual disbursements amount to USD 174 004.

<sup>3)</sup> Out of the total commitments, actual disbursements amount to USD 426 510.

Table 1 shows two calculations for financial delivery rate (as for achievement of outputs, this is discussed in details under effectiveness below). The first calculation (column 6) shows delivery rate calculated as expenditures over received funds (similar to what is presented in the Progress Report of May 2015). The second calculation shows expenditures over approved budget (the last column of Table 1) which gives a more accurate picture of *delivery rate in relation to plan*. The approved budget presumably follows the implementation plan, and if approved funds are not disbursed this would then be a first indication that inputs/activities may not have been delivered as planned, such as is the case for UN Habitat (as also reflected in lower level of effectiveness for some of its outputs). Expenditures for UN Habitat thus exceed received funds but is at the lower end when compared to approved budget.

As seen from Table 1, UN Women's reported expenditures exceed received funds as well as approved budget. Reported expenditures however include commitments in addition to actual payments; the higher the share of not disbursed commitments, the lower is the actual rate of delivery of inputs/activities. Actual disbursements amount to 53% for UN Women. The case of ILO is similar; ILO shows a high rate (84%) and this in addition from having received the highest share of its total budget (91,4%). ILO however has a commitment balance of more than 55%, indicating that the actual rate of delivery of inputs/activities is in effect considerably lower than what is immediately seen from Table 1 (confirmed below by low level of effectiveness of some outputs).

The financial presentation in Table 1 reflects the project's regular financial progress reporting lumping together commitments and actual payments, which thus partly conceals actual delivery rates. In order to enhance financial transparency it is **recommended** to elaborate the financial progress reporting by separating information about commitments (not yet disbursed) and actual payments (commitments disbursed).

Several reasons for delays in expenditures were mentioned in discussions. One reason refers to payment cycles which differ among implementing partners. In addition some agencies report

lengthy internal procedures and processes to get final approval for actual disbursement of already budgeted expenditures. Differing financial procedures and practices have contributed to difficulties in achieving the intended coordination/synchronization of implementation of activities. In case of replication or scale-up it should be discussed what measures can be taken to better harmonize financial management across participating UN agencies to overcome perceived inefficiencies.

Lengthy and complicated procurement procedures is another reason for delays in expenditures. All implementing UN agencies deliver services in the field through sub-contractors, mostly CDAs/NGOs but also individual consultants. This solution is encouraged by the UN as it decreases transaction costs, but it does then involve procurement. ILO's high share of undisbursed commitments is directly related to problems in procurement of the sub-contractor for delivery of entrepreneurship training. A sub-contractor (Mercy Corps) was selected as the first best choice within reasonable time. However, the selected sub-contractor did not have permit to work in Egypt and eventually decided to close its office and leave Egypt. It thereafter took seven months for ILO to internally approve to contract the candidate rated second best (Nile University).

Limited monitoring of procured and sub-contracted agencies has contributed to inefficiencies in quality of activities. UN Habitat sub-contracted Ma'an to support in the establishment of the HS Forums and in the training of HS Forum members. However, messages delivered were not optimal and were at times outright counter-productive to the purposes of HAYAT (see further effectiveness below).

Cooperation among the implementing partners is strong with good mechanisms put in place to mitigate emerging challenges as much as possible. There are nevertheless instances in which the synchronization of delivery of activities has not been entirely optimal, the most immediate example being the entrepreneurship training. It was agreed that all entrepreneurship training for all components should be provided by ILO using the ILO manual but coordinated with other components. Due to the lengthy procurement process in ILO the delivery of this training was heavily delayed, which has negatively affected ILO's own component as well as other components (see further under effectiveness below).

At times there are several layers of sub-contractors, each layer aiming at reaching closer to the communities. One example is CARE (implementing partner to UN Women) which works in close cooperation with a national NGO, which in turn works through locally based CDAs. CARE is reputable for field outreach and through the several layers of local NGOs/CDAs local capacity is developed as services are being provided. Such a 'chain of sub-contractors' thus most likely contributes to stronger and potentially more effectively targeted outreach into the communities, but it may however cause initial delays in delivery of intended services.

**In summary**, some of the implementing agencies have to a varying extent faced challenges when it comes to efficiency. The main reasons for delays in delivery of activities and inputs have been financial procedures and practices together with lengthy and complicated procurement processes. Limited supervision of sub-contracted service providers has contributed to decreased quality of delivered services. While several layers of sub-contracted agencies contribute to initial delays in the provision of services, enhanced effectiveness is likely to follow.

In light of the general picture across all UN agencies of delays in financial delivery rate and delays in timely delivery of activities, it is **recommended** to consider proposing a no-cost extension to the donor. It is **recommended to also** take the opportunity to carefully review

outstanding planned activities and revise in case it is found that interventions cannot be implemented without compromising quality. A no-cost extension of some 6 months or more would seem reasonable to allow implementing partners to fulfill and/or revise planned activities without compromising quality.

#### **4.4. Effectiveness**

Effectiveness is a measure of the extent to which the project objectives have been achieved, or are expected to be achieved. Firstly the prospects for the achievement of outcomes – i.e. the short-term and medium-term expected effects (or end-of-project situation) that follows from the outputs - are assessed. Delivery of activities and outputs is thereafter discussed in some detail. A summary assessment of effectiveness draws together the key assessment findings.

##### **A. Outcomes**

###### *Results against project logframe*

It was premature during a mid-term evaluation to validate outcome (the project's expected results are seen from Annex D). Field findings however suggest that there is good progress towards achieving outcomes, especially with regard to economic security. The project seemed to have influenced employment patterns to date through the creation of clusters and/or productive groups, which encourages prospects for increased entrepreneurship in the communities, and thus the prospects for enhanced employment (self-employment and/or generating wage employment).

The project has attached high importance to 'priority projects' for achieving outcomes ('priority projects' feature in 3 out of 5 outcome indicators; 1.1; 1.3; and 1.4).<sup>18</sup> In light of this, it will be crucial that the intended monitoring and evaluation of these 'priority projects' does take place as planned.<sup>19</sup>

##### **B. Outputs**

###### *Results against project logframe: outputs*

The holistic approach of the project is reflected in the wide range of inputs/activities it provides. The status of outputs against expected results in the revised logframe, as well as status of activities are seen from Annex D. Numbers of beneficiaries by component (men and women respectively) are seen from Annex D.

A narrative assessment of key results highlighting the extent to which outputs were achieved or are likely to be achieved and major factors influencing the achievement or non-achievement of the outputs is presented below.

<sup>18</sup> The project progress reported under indicator 1.1 gives cause for concerns about how outcome is interpreted by the implementing partner agencies. The progress reported is: '...150 laborers provided with new temporary employment under small scale infrastructural projects funded under the HS Fund' which merely reflects a situation prevailing during implementation of the small-scale project in question; it would thus be an output of the small-scale infrastructure project rather than an outcome at the end of the project.

<sup>19</sup> Considerations for monitoring projects are stated by the project to include: a) extent to which the priority projects have enhanced youth and women employability skills (verified through in-depth interviews with employers, recruitment agencies, and focus groups with youth); b) reported improvements in living conditions / health awareness / education / etc of households for those benefiting from the projects (rapid appraisals – qualitative data collection) – depending on which domain(s) will be covered by each priority project. In addition, each priority project is to be evaluated based on the five DAC criteria of efficiency, effectiveness, relevance, and indications regarding expected potential impact and sustainability within this framework.

*Local Economic Development (LED) Unit - an opportunity for institutionalization*

The establishment of a LED Unit in Minya as part of HAYAT represents a high degree of support from MoLD, and is likely to contribute to enhanced prospects for some degree of buy-in from local government. The MoLD initiated the establishment of LED units in 2012 as part of a wider reform plan aiming at enhancing local governance. UNIDO proposed the establishment of a LED Unit in Minya based on experiences from LED Units in Faoyoum and Sohag. The LED unit in Minya will draft the governorate's local economic development plan taking a sectoral approach, and thereby institutionalizing some methodologies introduced by HAYAT project. The LED unit will keep open communication channels with the local ministry offices in Minya.

*Community Representation in Human Security (HS) Fora and Community Action Plan (CAP)*

The HS Forums' designated role is to provide consultation to Local Popular Council (LPC) in planning and monitoring of local development plans, and to function as its technical arm.<sup>20</sup> LPC is currently not in place due to the political situation in Egypt. However, LARU/MoLD confirmed that LPC will be elected once the administration reform law is issued.

HS Fora were established but are not yet fully functional. The screening process in preparation of selecting HS Forum members focused on selecting “influential” individuals (drawn from a public base of 100 in each mother village) and has negatively affected the functionality of the fora. As a number of the fora members were ex-members of the dissolved LPCs, it appeared that the selection process facilitated by UN Habitat might have favored existing power structures rather than creating a platform for wider community participation. Such challenge was confirmed by field findings where members expressed expectations of gaining some sort of recognition or political gain through their involvement with HAYAT.

Participatory Needs Assessment (PNA) training was provided to the HS Forum members by Together Foundation (sub-contracted by UN Habitat). Following the PNA training, the HS Forum members conducted household surveys under the supervision of the trainers. It was found that messages delivered by Together Foundation had not been entirely accurate, but at times contradictory to the intentions of HAYAT. This in turn contributed to diverging expectations between HS Forum members and project staff as to which kind of projects to include in a Community Action Plan (CAP). The HS Forum members did however succeed in identifying some priority areas to be included in a CAP. The project management has now initiated measures to train HS forum members, together with key governmental staff, NGOs and community members, in order to develop capacities of the inclusive community to enable them to better implement, manage monitor and evaluate the CAP.<sup>21</sup> The capacity building program shall be implemented by UN Habitat, in coordination with MoLD, and under the supervision and oversight of the UN Habitat local coordinator being recruited to the Edwa district office.

The finalization of the CAP was delayed and finalized only in July 2015 by UN Habitat in cooperation with other implementing partners, and will soon be presented to the communities. Simultaneously, CAP implementation plans, as well as limitations in implementation of the CAP, will be explained in order to avoid misplaced expectations. Some of the CAP initiatives have already been implemented by HAYAT prior to the finalization of the CAP. Other initiatives will be implemented and/or supported in implementation by HAYAT. In addition, the MoLD will try to mobilize government support to implement some CAP initiatives.

20 See Terms of Reference for the establishment of the HS Fora.

21 As per the capacity-building ToR. To be initiated in October 2015.

The involvement of different stakeholders in the formulation of the CAP is a point of strength, despite challenges faced with HS Forum members and the consequent delay in its finalization. Analyzing the CAP final draft indicated a multi-sectorial approach in planning, with focus on immediate needs for infrastructure projects, as well as projects to address especially economic, environmental and health insecurity, which seems to be in line with community needs. The CAP was thus found to be in line with HAYAT's intended approach. The HS Forums are designated to take some responsibility for needs assessment, but also for mobilizing local resources. It is advisable that the newly established LED unit continues to benefit from forum members' new capacities. It is **recommended** that the project staff cooperate with MoLD to put forward nominations for members who could serve as specialists/consultants to the LED unit, based on an assessment of their performance and cooperation with HAYAT project.

*Human Security Fund (HSF) – a flexible mechanism*

The HSF has given a high degree of flexibility to the project staff to respond to emerging community needs and was imperative to get the project started. The HSF financed a number of 'quick win' initiatives aiming at engaging community members in planning and executing projects targeting the most vulnerable segments of the community (such as water drainage, establishing water connections, refurbishing homes and schools and providing management and vocational training). Awaiting the finalization of the CAP and following the community needs assessment results in the meantime, a first round of priority projects also were implemented and a second round is in the pipeline to be completed by December 2015. The HSF will further be used to finance some carefully selected CAP initiatives.

The project staff has made strong efforts to clarify to in particular HS Fora members and District Heads that the intention is for HAYAT to move towards more economic security projects, and thus away from more 'traditional' aid interventions and large-scale infrastructure projects. Nevertheless, perceptions/mind-sets build on previous own experiences and are not always easily changed. The intention (see above) to present CAP financing plans, and limitations to CAP financing, at the same time as presenting the CAP itself will be yet another measure to manage expectations about how the HSF will be used in the future.

*Counseling and Referral Services (ICRS) to tackle unemployment and employability*

Given the high rates of unemployment and migration in Minya governorate, the ICRS plays an important role in tackling unemployment and employability aspects of economic security. The ICRS unit was established in existing offices of Public Employment Services (PES) in El-Minya. The selection of El-Minya for ICRS location is a sound decision as the ICRS will serve more than the two project districts in the future, but did however carry along a challenge in terms of staff conducting field visits. The long distance with absence of a financial incentive is not conducive for field visits.

IOM experts drafted the ToRs, and identified Key Performance Indicators (KPI), to ensure attracting the right caliber of Ministry of Migration and Employment (MoME) staff. Training the MoME staff through regular sessions with fixed schedule has however proven challenging, as staff was not dedicated exclusively to the ICRS unit, but also expected to serve other departments. IOM experts managed to overcome this challenge by resorting to a daily shadowing (mentoring) approach to enhance staff capacity while carrying on with day-to-day operations. This training approach also facilitated closer monitoring of ICRS progress, which would not have been possible with other modes of training. Officials' level of awareness has increased regarding issues such as identifying potential employers (including employers in other governorates), negotiating with employers, and organizing job fairs

The ICRS unit has managed to link workers returning from Libya in 2015 with decent jobs, mainly in Cairo. Due to constraints in accessing the PES data base, IOM does not have a clear view of number of people hired thanks to ICRS referral services.<sup>22</sup> Roughly, ICRS facilitated 1091 referrals for unemployed beneficiaries, out of which approximately 44% (485 persons) got actual jobs. ICRS faced challenges in linking unemployed returnees to employers in Egypt, as the returnees had highly set expectations of level of salary and/or of getting a government job.

Unemployed youth coming to ICRS are offered a 'Passport to Success' (PTS) Training, a soft skills training programme to teach topics such time management, problem solving and personal financial management. In addition, different skills trainings courses are offered free of charge. FGDs were held with beneficiaries who had participated in English, ICDL, or Photoshop courses. The trainees valued the trainings and noted that the training certificates they received attracted higher attention from potential employers. Ultimately, the value of these trainings will be shown only when/if the trainees find employment within the fields of training (an issue to follow up in end-of-project evaluation).

With the explicit aim of including more women in the ICRS services, a rapid field assessment of micro and SMEs run by women has been conducted. Women are not as 'mobile' as men so skills provided to women must be such that they can be applied for home-based income-earning opportunities. Through collaboration between UNIDO and IOM, the ICRS has initiated support to groups of women to learn embroidery skills through 'Khayamia' workshops. Project staffs closely monitor the progress of this activity, to ensure that the women will not be subjected to negative 'monopolistic' behavior by the trainer (early 'warning signals' had been observed by the project staff). Furthermore, a potential intervention to support 20-25 females to upgrade their dairy production process is in the pipeline.

#### *Enhancing Economic Security through a Value Chain Approach in Agriculture and Agri-business*

The effectiveness of the value chain approach taken in the wide range of agricultural and agri-business training packages was found to be high. The trainings were designed to respond to challenges faced by farmers and producers at any point of the production value chains. I FGDs farmers emphasized that their production of some key crops has been boosted (e.g. tomatoes, dates).<sup>23</sup> Beneficiaries confirmed that composting, safe usage of pesticide and pest control trainings were of particular significance to them, in view of the increasing prices of agriculture inputs.<sup>24</sup> Post-harvest services have also been improved (e.g. packing and packaging). Training workshops were mainly on site demonstrations, which allowed accommodating a larger number of farmers. A few females participated.

*Demonstration greenhouses* were funded by the project, leading to additional greenhouses being established by individuals through private investments, but supported with know-how from the project's agricultural expert. One demonstration greenhouse was established at the premises of Ministry of Agriculture in Minya, and extension officers were provided with on the job trainings. A number of lead farmers were trained to serve as knowledge agents in their communities. The technical support from the project by definition had to target land owners/farmers with the

<sup>22</sup> The data base was supposed to support an MIS, and enable preparing regular and systematic follow up reports (every 3-6 months). However, IOM experts' proposal was not welcomed by the MoME, which has a basic data base that they cannot access. A request was sent to CAPMAS to get their approval to evaluate the impact of ICRS services on the ground. However, it might create a conflict with MoME as their mandates overlap in this regard. Without access to the PES data base it will not be possible to follow up with any certainty what has been achieved.

<sup>23</sup> It is premature at mid-term to validate to which extent this has contributed to an overall boosting of such key crops in Edwa and Maghagha districts and/or in Minya governorate. This would be an important issue to assess at the end of the project (or in an impact evaluation).

<sup>24</sup> For example, the Red Palm Weevil pest posed major risk to the over 34 000 date palm trees in the western parts of Edwa. The UNIDO agriculture consultants introduced a new device that helps detecting weevils faster, and treat palm trees in an effective manner.



financial capacity to provide initial investment costs. Greenhouses have however contributed to creating jobs for unemployed youths; jobs varied from input suppliers, construction workers, transporters, in addition to a number of experienced construction workers contracted from other governorates, and technicians.

A small-scale *aquaculture* business model is being introduced. Following a sensitizing session 15 attendees (out of 85) started small fish basins in their farms. Required technical support is provided by HAYAT and previous negative experiences from aquaculture due to limited technical guidance, is now being overcome. The farmers in the FGD discussion were all optimistic that their efforts would generate good profit, and expressed intentions to scale up their production if proven profitable.

*Date palm producers/farmers* have been supported in upgrading their production, including training on post-harvest practices. Prior to the project intervention, dates were not considered as a valuable crop. A date palm company has been established by 30 date farmers ('*Tomour El Hayat*') which now employs 10 female workers in packaging. Two palm tree climbers were trained to use a new pest treatment device. The project has supported '*Tomour El Hayat*' in linking to potential traders and the company is now about to enter into exports (a Bulgarian-Egyptian investor analyzed a sample of the product, which was found compatible with the European quality standards). Following the success of '*Tomour El Hayat*', a second date palm company has been created and sought the project's support to identify market outlets and to create a brand name for their business. If successful, additional employment may be generated within this second date company as well.

#### *Entrepreneurship Training and Business Coaching*

This component is unfortunately severely delayed. The training and coaching of entrepreneurs should have been implemented as a cross-cutting activity to further enhance the effectiveness of other interventions, including for instance farmers benefiting from technical training, women entrepreneurs emerging from the Village Saving and Loan Associations (VSLAs), as well as social entrepreneurship initiatives emerging from Youth Volunteer Services (YVS).

The common approach agreed across all implementing agencies was that ILO would provide this service using its manual. Thus, with ILO's delayed procurement of the sub-contractor (see efficiency) the delivery of this cross-cutting service negatively affects the effectiveness of several other interventions. The project has shown certain flexibility to manage this such as UNIDO training 23 farmers in order to 'kick-start' this component and to not jeopardize the establishment of profitable agri-businesses. Overall, the synchronization of this cross-cutting service should however have been addressed more strongly.

#### *Labor-intensive Neighborhood Upgrading Projects*

The delayed implementation of neighborhood upgrading projects is unfortunate. These projects are intended to directly engage and benefit the communities through applying labor-intensive approaches in implementation, involving also youth. UN Habitat's recruitment of technical expertise has however only recently been finalized.

The mapping of water and sanitation has now started in all target areas, and is expected to soon result in a current situation report, with gaps assessment and priority project profiles for water and sanitation. It is reasonable to believe that a large proportion of these small-scale labor-intensive projects will be initiated before HAYAT ends, while it is unrealistic to believe that UN

Habitat will succeed to finalize all. It would therefore no doubt be valuable if the duration of HAYAT would be extended in order to maintain quality standards.

*Empowering Women through Village Saving and Loan Associations (VSLA)*

Replicability of the VSLA model was found to be high - some CDAs had already extended the VSLAs model to communities outside the scope of the project. The effectiveness of this component is thus overall assessed as very good. It also deserves to be mentioned that in effect the VSLAs are gender mainstreamed as close to 20% of the beneficiaries are men.

The VSLA model is of particular significance because of its focus on women empowerment and overcoming challenges to reach out to women. The number of NGOs or groupings run by females was low and the majority of NGOs/CDAs in target communities are faith-based, which added to the challenge of VSLAs. Some considered the internal interest rate of VSLA loans as *Haram* (religiously prohibited), thus, they did not want to participate in VSLA groups. Through training facilitators and organizing awareness-raising sessions with religious figures such misconceptions were refuted. As it was explained how the interests are shared by the group members' support for the VSLA model was gained.

VSLAs are considered better organized and less bureaucratic with more flexible terms than those of other groups (duration and interest are set by the group). The majority of the participants in the FGDs started a second round. The VSLAs have been a means to generate additional income for the women who used loans primarily for commercial activities such as micro-businesses, accessories projects, or for buying livestock. A strong need was expressed in the FGDs for business coaching.

Some beneficiaries reported that they used loans for social purposes in addition to "Takaful" loans, which is an amount of money gathered to help someone facing any emergency or in a dire need, thus contributing to social cohesion. The VSLA beneficiaries revealed examples of social challenges facing the communities i.e. communication within the family, health related issues such as Female Genital Mutilation (FGM), or the need for first aid sessions. All VSLA members were trained on public health and child nutrition as an activity of establishing a VSLA.

*Empowering Women through Asset Transfers*

The effectiveness of this component remains uncertain. UN Women will target 3 000 women with direct technical assistance, out of whom 500 will be eligible for asset transfers. The design of criteria for selecting beneficiaries, asset to transfer, terms/conditions for the transfer of the asset, etc. however remains in discussion. It was at the mid-term evaluation unclear when a final decision might be taken, and thus when implementation may be initiated. A potential weakness in this component is that it risks going against the overall HAYAT approach to avoid hand outs, and to rather enhance human/individual capacities for beneficiaries to move from being 'recipients of grants' to becoming 'active agents for own change'.

*Empowering Youth through Introducing Youth Volunteer Service (YVS)*

The youth centres (managed by Ministry of Youths (MoY) employees) remain inactive government bodies with limited capacities and resources. The YVS is a mechanism to empower the youth and to support the youth centres to take on a more active role in the communities.

In total 60 youths (25 of whom are young women) were chosen to attend a number of training workshops covering topics such as teamwork dynamics, events management, and life values (a training programme approved by UNESCO). Youth center representatives were also trained on

problem solving, managing volunteers and challenges to volunteerism i.e. financial and time constraints.

The credibility of the youth volunteers increased over time and more volunteers were attracted. As roughly 60% of the volunteers are unemployed, they had a strong motive for engaging in community activities, and found that they are gaining skills relevant to labor market needs. The youth volunteers feel empowered through having successfully arranged community initiatives and events, such as blood donation, tree planting, sports tournaments, etc. The initiatives were selected by the volunteers in cooperation with the sub-contracted service provider (Jesuit). The youth's level of awareness of community needs has thereby increased, and they have learnt how to approach government officials for support. The Ministry of Education (MoE) has requested volunteers to support primary school students who have difficulties in reading. The YVS managed to reach out to 1500 students in 12 schools and volunteers now intend to reach out to more schools.

While the engaged youths are empowered, the YVS experience will be hard to replicate and sustain. The centers do not have the financial capacity to support volunteers after the project end date. The volunteers are not allowed and not trained to mobilize local resources. Representatives suggested creating some profitable activities to be able to continue supporting youth volunteers i.e. building/renovating playgrounds to be rented. UN Habitat is planning to renovate Edwa's youth center as one neighborhood upgrading project (see above). It is **recommended** that the project starts assessing other similar suggestions and to look into which measures can be taken to allow volunteers to mobilize resources, and to link them with local civil society and youth-based membership institutions to sustainably enhance their community involvement.

#### *Public Health Awareness and Capacity Development*

All female VSLA beneficiaries attended awareness sessions on child nutrition and public health topics. The dissemination of such information through the VSLAs was found to be effective. The VSLA coordinators, who are also CDA/NGO facilitators, managed to reach also to members of the community who did not have the financial capacity to join the VSLAs, but wished to join the awareness sessions.

The trained trainers (ToTs) as well as the trainees were found to be highly satisfied with the quality of the trainings. Messages were considered to be well adapted to the context of their community, and trainers' usage of visual aids and handouts facilitated conveying the message. The FGD discussions revealed sound new knowledge of balanced nutrition (at a low cost; for instance, substituting meat with fava beans), and detecting viruses A&B. Discussions also revealed an eagerness for additional sessions on for instance nutrition of patients with chronic diseases, communicable diseases and Hepatitis C's symptoms, and on means of prevention. Some ToTs explained how they have broadened their dissemination of their new knowledge through for instance Facebook and schools visits.

#### *Outreach and Targeting*

It was consistently found that outreach has been challenging in some components. The primary means of reaching out across components have been flyers, announcements, brochures, Facebook, sensitizing sessions and/or demonstration sites. These means ensure reaching large numbers of beneficiaries, but will not necessarily reach the intended target group. The project is showing flexibility to adapt to the realities, such as starting making announcements using motorcycles and bikes (tok tok) in an effort to maximize outreach in small villages.

Penetrating Edwa and Maghagha communities and reaching out to vulnerable segments of the community required some time. The channeling of services through sub-contracted local CDAs/NGOs, or groups of community members, helped HAYAT to increasingly succeed in gaining recognition. NGOs/CDAs are more aware of the community needs, capable of reaching into the communities, and are also in a better position to monitor progress on a daily basis and thus to mitigate emerging risks. The involvement of CDAs/NGOs and groups of community members contribute to empowering communities; to support them to become more active change agents.

The status of the sub-contracted implementing entities differs. UN Women has contracted CARE to be its implementing partner, with delegated mandate to represent UN Women in field coordination meetings. UN Women also relies on CARE for progress monitoring and reporting while UN Women provides backstopping to CARE (the two partners meet twice a month). In the case of IOM, staff from the contracted service provider has been given status as IOM staff in the field to facilitate work processes. Other implementing partners sign contracts with CDAs/NGOs to provide services on their behalf. This is a good example of the project's flexibility to adapt to the differing realities of the various project components.

For some components targeting is defined by the services provided. One example is targeting of technical support to establish agri-business or to improve agricultural practices, which by definition must target land owners and/or farmers with financial capacity to take on the initial investment costs. Another example is the VSLAs which through the low amounts available for loans is expected to attract primarily poorer segments in the communities. For the VSLAs there is however a potential issue to look into as it was found that one household may enter several household members into different VSLAs and thereby may considerably increase the combined household size of loans. There is a risk that the pro-poor targeting is not achieved in practice.

An example where targeting would need to be sharper is skills trainings provided through the NGO sub-contracted by IOM. Despite the broad-based outreach mechanisms used, several respondents stated that they knew about the courses through an acquaintance. In addition, a number of the beneficiaries in the FGDs reported having jobs (full or part-time) or internships prior to attending the training through the project. The project is expected to target unemployed youths and reaching out also to beneficiaries in the villages who may not have acquaintances.

It is **recommended** to generally look into more effective ways of disseminating information about available opportunities, to ensure that the information reaches the intended target groups (rather than broad-based outreach). One measure would be to follow-up among the different segments of beneficiaries how they learnt about the opportunities offered by HAYAT in order to gather lessons how to best target effectively. There further seems to be a need by some of the implementing agencies to put more emphasis on monitoring the sub-contracted service provider's selection of beneficiaries to ensure the desired targeting is achieved.

#### *Performance Monitoring and Expectations Management*

The monitoring of activities was challenging for some agencies such as in the case of IOM and the ICRS data base. Under current restrictions, the ICRS monitoring does not extend beyond one month after hiring the referred youths. Also, UN Habitat did not have field representation, which resulted in minimal monitoring of the sub-contracted NGO that delivered messages which were either inaccurate or misunderstood during the HS forum members training.

This lack of monitoring and reporting on subcontractor performance and results has partially contributed to an expectations management problem; with members of the forums expecting

different kind of projects than the HAYAT project pledged to. It is worth mentioning that given that some of the surveyed HS forum members had clear political interest from participating in the project, the root causes of this expectation management issue may be questioned. However, conducting household surveys during the community needs assessment also created aspirations in the society, hoping for what they perceive as priorities. Stricter application of guidelines<sup>25</sup> to the HS Forum members would possibly have mitigated the building up of such false hopes. Despite measures taken by the project staff to counter miscommunication, expectations management was found to be a remaining issue.

### **C. Summary assessment of effectiveness**

Most outputs are reasonably on track with good signs of prospects for achieving outcomes in terms of creating jobs or generating additional income for beneficiaries (e.g. agricultural upgrading, VSLAs). The ICRS has succeeded in matching some unemployed youth to available jobs. The YVS and VSLAs show prospects for contribution to social cohesion.

The micro-business coaching by ILO should have been a cross-cutting theme to be included in all relevant components at an earlier stage to maximize the benefits. The delayed implementation of small-scale labor-intensive neighborhood upgrading projects by UN Habitat gives cause for effectiveness concerns, as does the planned transfer of assets to women. The HS Forum as an idea is indeed relevant to the community needs, and its effectiveness might be expected to increase when the LPCs function again. The selection of HS Forum members was challenged by existing power structures.

A distinctive point of strength highlighted by the field findings was the emerging change in mindset from 'passive recipients of grants' to 'active agents for own change'. Despite being time consuming, to 'break inherent attitudes/mind-sets' and 'charity approach' which seems to have dominated the communities before, it seems to have yielded some results. In FGDs beneficiaries referred to themselves now being more aware of their own potential to improve their livelihoods (e.g. VSLA members and farmers). Changing mindset is a long process that starts with awareness rising, which was found to be an integral aspect in the implementation of the different components of the project.

Expectations management has been, and remains, a challenge which has negatively affected effectiveness in the sense that it has slowed down the startup of interventions. Expectations were raised among communities after conducting household surveys; HS forum members were anticipating the kind of project they perceived necessary which was not entirely coherent with the kind of project that HAYAT could support. Nevertheless, strong communication efforts are exerted by the project staff.

The initial challenge of reaching out to communities is likely to be fading as the project has by now gained trust. Targeting however remains a concern to be addressed – targeting mechanisms have to be sharpened in order to ensure benefiting the intended beneficiaries in the communities. Efforts must be enhanced to ensure that the project's pro-poor approach is attained. A closer monitoring of sub-contractors is advisable in this respect.

#### **4.5. Sustainability**

The sustainability is the continuation of benefits – the probability of continued long-term benefits - from a development intervention after major development assistance has been completed.

The project is on-going at the time of the mid-term evaluation and activities are either recently implemented, remain in progress or are yet to be initiated. At this point in time, it is therefore not possible to objectively evaluate the sustainability of the project results. The evaluation team has made an effort to gather sufficient information to assess *prospects for sustainability*. Factors in favor of and against prospects for sustainability are discussed below.

##### *Institutionalization as means of sustainability*

The HS Fora in their current format and with their current mandate will most likely not be sustainable. There is however an opportunity to sustainably draw on the enhanced capacities of selected HS Fora members through linking individuals to the LED Unit. The discussions which have been initiated between MoLD and UN Habitat provide the entry point for agreeing how best to integrate individual HS Forum members into the LED Unit's work to formulate the local development strategy in Minya.

The ICRS services are provided as an integral part of the Public Employment Services (PES). Assigned PES civil servants have been invited to participate in all activities and have thereby received daily on-the-job training. In the short term, the ICRS unit could function, but the institutional capacity remains a limitation. Developed skills of the staff might not be retained due to bureaucratic hurdles, and there is a risk that any ministerial reshuffle might bring along a new vision for the ICRS services. The two counterparts (IOM and MoME) are discussing the constraints faced and efforts are made to overcome the challenges.

Agricultural extension offices in Minya have participated in activities relating to agricultural technical services and have thereby improved their individual capacities. However, again, the institutional work environment remains a limitation, thus providing another example of the challenges to move from capacity development of individual civil servants to achieving institutional change. Institutionalization is a feasible and necessary means for achieving sustainability, but it is nevertheless dependent on many other contextual factors. The solution to institutional challenges experienced within HAYAT is critically depending on successful implementation of broader overall administrative and civil service reforms planned by the GoE, an issue which it is advisable to more strongly discuss within the PSC.

A medium-term option to institutionalization would be to explore the possibility of establishing alternative channels through NGOs and local civil society associations to continue providing services developed by HAYAT. While this may be considered negative from a longer-term institutional development perspective, it would possibly add to the prospects for medium-term sustainability. It is crucial that any medium-term option is designed with a *clear exit strategy* in order not to create permanent parallel structures.

##### *Community and commercially driven sustainability*

The prospects for sustainability at the community level are comparatively promising for some interventions. The competence to run VSLAs is with the members now. Several VSLAs are currently in a second one-year round and CDAs have already spread the VSLA model to communities beyond the villages of the project. It is therefore likely that this methodology will live on in the communities as long as the VSLA members perceive it as beneficial to them.

The health training was carried out by ToTs, selected from the communities. Some of the ToTs have jobs in which they are already integrating the new knowledge about child nutrition and public health. Other ToTs may have less immediate opportunities to continue disseminating the information when the project support ends, but their spirit was found to be strong. Efforts should be made to link the ToTs with other NGOs and local institutions to help these institutions build awareness to families they target.

Other activities such as skills development of women in the villages remain at an early stage. If successfully linked to traders in Cairo, the women embroidery clusters may become sustainable. Strengthened linkages to market access is an overall challenge for the project to solve not only for the embroidery training but for any planned skills training which relies on entrepreneurial activities in order to achieve the intended outcomes. UNIDO and IOM pay high attention to the market outlet challenge.

The youth volunteer network holds comparatively weak prospects for becoming sustainable. ILO is however taking measures to further strengthen capacity. Currently the young women and men receive back-stopping from the project which has helped them gain access to government officials as needed. It however remains to be seen whether such access will be granted also when the project ends. Further, within the current regulations of Egypt, the youths do not have possibility to seek financial support to conduct events or community work once the project support is ended. A factor working against the sustainability of the spirit of civic engagement is the inherent environment of certain 'charity dependency' among beneficiaries.

The provision of qualified technical support to improve agricultural practices is a prominent feature of the project. From a sustainability point of view the challenge will be to maintain adequate standards of technical support to for instance continued dissemination of agri-businesses opportunities and/or otherwise improved agricultural practices once the project ends. While farmers who have established new practices within the project lifetime are likely to continue applying these new practices, the dissemination effect that is hoped for is more fragile. The proven successful practices may spread through the word of mouth. Yet, farmers may decide not to venture into new practices or investments as they may perceive the risk as being too high when/if they find themselves without secure, affordable and adequate technical back-up.

The project's support to establishing a company for processing dates grown in the communities shows good prospects for sustainability, given its high degree of profitability.

#### *Project strategy for sustainability*

The project would benefit from developing an explicit strategy for enhancing sustainability. There is for instance no explicit monitoring of assumptions and risks, and thus no management risk response strategy. During implementation the project has however shown a high degree of flexibility to manage some risks as they have emerged.

The local counterpart in Minya is the comparatively recently established LED Unit of MoLD, which is however not directly involved in the implementation of most HAYAT activities. The LED Unit is expected to take on-board some of the project's methodologies and to build on project successes. Concerns stem from the current context of an acknowledged overall weak public administration in Egypt. The LED is however part of the on-going MoLD reform which might then be in favor of sustainability.

It is **recommended** to consider formulating and adopting a joint sustainability strategy between the UN implementing agencies and MoLD to enhance prospects for sustainability. This should be done in a joint 'brain-storming' working session/workshop approved by the PSC. A joint work session/workshop is likely to better facilitate the identification and adoption of cross-cutting constructive actions in addition to actions specific for each implementing partner.

Actions should aim at addressing the challenges discussed in this mid-term review. Actions should include intensified and/or broadened dialogue with MoLD to achieve higher degree of institutional sustainability. Possible medium-term actions to prolong the sustainability of project results should also be discussed. Actions would also be required to ensure that the comparatively good prospects for sustainability at beneficiary/community level do materialize.

#### **4.6. Impacts**

Impacts are long-term effects produced by the project. They may be positive or negative, primary or secondary, direct or indirect. They will however only be visible over longer time.

As discussed above, it is at this mid-term point in time somewhat premature to objectively assess project outcomes, and consequently even more premature to assess impacts. An assessment of impacts at mid-term would be no more than an extrapolation of outcomes at mid-term.

In light of the 'pilot nature' of the holistic human security approach in Egypt, it is **recommended** to conduct a more rigorous impact evaluation of HAYAT to validate and gain solid evidence and/or lessons about what worked well and what worked less well.

#### **4.7. Management**

The project is implemented through a mixture of joint project positions together with officers assigned for and by each individual implementing agency. A Joint Project Manager was initially hired to be located in Minya, but his contract was terminated with no replacement. Instead, the current Joint Project Manager is based in UNIDO Office in Cairo with a Deputy Joint Project Manager located in Minya. Each agency, except UN Habitat, is represented in the field in different forms. UN Habitat is now in the process of recruiting a Local Project Coordinator.

##### *Division of roles and responsibilities among implementing UN partners*

The lead implementing partner (UNIDO) has a coordinating mandate, but no formal authority over implementation decisions of other participating UN agencies. Each UN implementing agency respects the sovereignty of other UN implementing partners, while constantly aiming at closer coordination through dialogue and meetings (see further below).

The responsibilities/roles were jointly distributed during project design and implementing agencies responsible for each output are presented in the project document, followed by a distribution of available UNTFHS budget across the five partners. Each implementing partner has its own financial agreement with the UNTFHS. Accountability for use of its budget and implementation of respective activities rests fully with each implementing partner.

Although there is an initial division of roles and responsibilities it was not always entirely clear from the outset who would do exactly what in all components. In for instance the HS Forum component it would have been more efficient to have either UN Habitat or ILO responsible for



the entire component. More detailed discussions around division of responsibilities should have been finalized during the inception phase at the latest to facilitate smooth implementation.

It is **recommended** for potential future joint projects to work out a stricter and clearer division of roles and responsibilities for all outputs and interventions during the inception phase at the latest. This would make it easily visible for stakeholders to see who holds which responsibility and would help avoiding delays in implementation due to discussions about how to divide the work tasks once implementation starts.

*Management structures and processes – coordination and quality control*

The main tools for coordination are continuous dialogue and frequent meetings between the project stakeholders. Functioning mechanisms to ensure systematic coordination and dialogue have been put in place. The mechanisms are structured to ensure i) coordination between strategic and operational management, and ii) operational coordination between implementing UN partners, and iii) operational coordination between the national and field management.

The Project Steering Committee (PSC) is responsible for providing overall strategic guidance, with high-level representatives from each UN implementing agency, from MoLD and from donor agencies. Annual planning workshops are conducted to jointly develop the annual work plan (AWP) with participants from UN implementing agencies and from the MoLD.

Operational coordination around the implementation of the agreed AWP takes place monthly in the Project Management Committee (PMC). At the field level, Project Management Unit (PMU) meetings are held monthly to coordinate field activities. The Deputy Joint Project Manager participates in both these monthly meetings to guarantee feedback between the field and the national level of adequate information. The logistics coordination of activities is thus done through PMU whereas the coordination of contents of activities are coordinated through the PMC.

During the PMC meetings all implementing partners share information, which allow partners to capture emerging opportunities as well as to jointly try to solve challenges. One implementing partner may for instance identify interventions, which fall outside the agencies' own sphere of responsibility but which remain relevant to the overall goals of the project (the embroidery skills training is one example of this).

*Project communication*

It was found that the project has put a sound communication plan in place. The communication efforts are not consolidated as a 'full-fledged' strategy but guiding principles have been developed, including standardized HAYAT templates for Brochures, Newsletters, Policy Briefs, and Banners. The project has been successful in enhancing the visibility of HAYAT through disseminating information about project events and success stories. Project communication material were key in overcoming misperceptions of human security, and has been the main tool to gain increased acceptance for the project's development approach as opposed to more conventional charity projects.

*Project monitoring*

Each implementing partner holds responsibility for monitoring and reporting progress on activities and outputs. The Joint Project Monitoring and Evaluation (M&E) Officer in turn holds responsibility for compiling monitoring data to be included in progress reports.

To date qualitative monitoring ('quick-win' projects report and internal evaluation) have been initiated by the joint M&E officer. Both UN Women and UN Habitat expressed their intentions to now intensify collection of qualitative feedback from the beneficiaries through field visits.

It is also noted that collected qualitative monitoring information about beneficiaries is kept in separate data bases with each implementing partner. This will constrain an expected consolidated results analysis as part of the forthcoming end-of-project evaluation. It is therefore **recommended** to share all project beneficiary data bases between agencies and to identify common beneficiaries that benefit from more than one component. Given the holistic HS approach it will be important to assess overall results and not only results from each output. It would seem reasonable to expect stronger results if an individual or a household has received support from several project interventions. It should also be identified to which segment of the population each beneficiary belongs in order to validate the extent to which the intended pro-poor approach is materializing.

Another benefit from a consolidated beneficiary data base would be serving as a means to ensure broader outreach and more effective targeting, i.e. to ensure moving beyond beneficiaries who are most easily reached.

Given the importance of service providers for the project it is **recommended** to have closer monitoring of service providers, including establishing a joint performance data base to avoid re-hiring of not-up-to-standard performers.

#### **4.8. Gender mainstreaming**

UN Women provided a gender expert to participate in the design of the project and the formulation of the project document. The project has a component to ensure empowerment of women, with the second largest budget share allocated to UN Women for this component (see Table 1). The project document does however not include a gender analysis to explain which would be the strategic approach of the project to ensure that interventions were conducted in a gender-responsive fashion throughout project implementation in components other than the UN Women component.

Gender considerations are emerging in some components. So for instance are both UNIDO and IOM considering how to broaden outreach to also include women in small-scale agri-business and skills training support. This has however not yet taken place in a systematic fashion and seems to be dependent on the personal observations of the officers during staff field missions rather than supported by a strategic approach. At the same time, it was noted that within the VSLA intervention targeting women no less than 20% of the VSLA members were men, with no similar rate for women in other economic empowerment components. This in effect implies that gender mainstreaming is stronger in the component targeting women (including 20% men) than in all components not targeting women (not including 20% women).

A large component for economic empowerment is within the agricultural sector where support is expected to prove considerably profitable. In this respect it deserves to be mentioned that while it may be that agriculture is by tradition a male business in Egypt, and thus men will by definition be the direct beneficiaries of opportunities to enhance agricultural outputs and income, the value chain approach offers opportunities to actively reach out to women as well. As pointed to in the UNIDO manual of how to gender mainstream agri-business interventions, men and women tend

to be involved in different phases of the value chain and the inclusion of both men and women may require different strategies.<sup>26</sup>

Due to the marginalized role of women in many economic and decision-making activities at the village level, gender mainstreaming is not an easy task in the Egypt context. It is also acknowledged that the focus on gender-responsive projects has increased in recent years, partly after the design of the HAYAT project (such as in the case of UNIDO). From discussions with implementing partners it is concluded that all implementing UN partners do have increased focus on gender-responsiveness in implementation of projects.

In light of the recent development regarding gender mainstreaming, and access to guiding documents, it is **recommended** that the project should conduct a strategic gender analysis to identify viable entry points for stronger gender-responsiveness in implementation of all components, rather than continue to rely on unsystematic identification of opportunities to reach out to women. In doing so, relevant manuals from implementing partners should be consulted.

## **5. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED**

### **5.1. Conclusions**

The project is implemented jointly by five UN Agencies. The lead implementing partner (UNIDO) has a coordinating mandate, but no formal influence over implementation decisions of other participating Agencies. There is, however, a strong willingness among all participating partners to collaborate and coordinate efforts. The main tools for coordination are continuous dialogue and frequent meetings.

The project has a strength in its diversified inputs, activities and outputs which is well in line with the Government's strategies for accelerating development and reducing poverty. The MoLD confirmed that the HAYAT project is considered a successful model that is well suited to the local context and replicable.

The project was designed in a participatory fashion, with inputs from all implementing UN agencies and from MoLD. Strong efforts were exerted to target women, and to overcome outreach challenges. However, with the lack of a documented approach to gender-responsiveness, it remains 'ad hoc' rather than systematic, except for certain components.

A full-fledged logical framework is in place, with some issues to be addressed to reinforce its effectiveness as a tool for evaluation, in particular for end-of- project outcome results.

While the implementation through five UN Agencies is a point of strength, complex structures have manifested themselves in delays in delivery of inputs and activities. The delivery rate measured as expenditures compared to approved budgets, indicates delays in inputs and activities across all implementing partners, although to a varying degree. On the other hand, implementing agencies have been flexible in finding interim solutions to partly off-set delays. Flexibility was also evident in actions taken to mitigate some risks or to seize emerging opportunities.

Another distinctive point of strength highlighted by the field findings was the prospects of change in mindsets from 'passive recipients of grants' to 'active agents for own change', a new

approach with no hand-outs but technical support instead. Despite being time consuming, to 'break inherent attitudes/mind-sets' and 'charity approach' which seems to have dominated the communities before, it has yielded some results i.e. empowered women and individuals creating new businesses and increased awareness.

There are promising signs of prospects for achieving outcomes in terms of creating jobs or generating additional income for beneficiaries (from e.g. green houses, date palm tree cluster/company; VSLAs...). The ICRS has been successful in matching unemployed youth to available jobs. The VSLAs and the YVS show prospects for contributing to social cohesion. The micro-business / entrepreneurship component was unfortunately severely crippled by persistent delays and internal procurement operations. Micro-business coaching should have been a cross-cutting theme at an earlier stage to maximize the benefits. Expectations management has been a challenge which has negatively affected effectiveness of some interventions, e.g. some HS forum members seeking political gains from participating in the project.

Reaching out to communities was also challenging at the beginning. Targeting remains a concern to be addressed – targeting mechanisms have to be sharpened in order to avoid benefiting the wrong groups in the communities. Pro-active efforts must be sharpened to ensure that project's expressed pro-poor approach is attained. A closer monitoring of sub-contractors is advisable in this respect.

The prospects for sustainability are highest for interventions implemented through sub-contracted local civil society. While the provision of qualified technical support to improve agricultural practices is adequate and necessary, it may prove challenging to maintain when the project ends. The institutional sustainability within government structures is overall assessed as fragile awaiting the implementation of planned and much needed public reforms.

## **5.2. Recommendations**

The recommendations follow from the analysis in this evaluation alone. There may be valid issues and/or circumstances which did not come out of this project evaluation and which are thus not considered in the below recommendations.

### ***Recommendations to Implementing UN Agencies:***

#### **I. During the project lifetime:**

##### **➤ *Design/Logical framework/End-of-Project Evaluation:***

Review OVIs and associated targets; review/revise indicators to be SMART; and ensure that the uptake of all project outputs is reflected at the outcome level and adequately captures the mutually reinforcing effects of the multidimensional approach.

Ensure that an end-of-project evaluation is conducted to validate outcomes in terms of economic security, decent employment opportunities and increased employability of local labor force emerging from all project outputs.

##### **➤ *Efficiency:***

Consider elaborating the financial progress reporting by separating information about commitments (not yet disbursed) and actual payments (commitments disbursed) to enhance transparency in financial efficiency across implementing agencies.

A no-cost extension of at least 6 months, combined with a review of planned but outstanding activities is recommended.

➤ *Effectiveness:*

Consider putting forward nominations for HS Forum members who could serve as sector specialists/consultants for the LED Unit, based on an assessment of performance and in cooperation with the HAYAT project.

Consider measures that can be taken to allow volunteers (YVS component) to mobilize resources to further strengthen their community work, as well as linking them with local civil society and youth-based membership institutions to enhance their community involvement.

Consider sharpening targeting in outreach efforts to ensure the desired target groups are reached. Active follow up of used means would provide insights to what has worked and not. More emphasis should also be put on monitoring the sub-contracted service provider's actual selection of beneficiaries.

➤ *Sustainability:*

Consider formulating and adopting a joint sustainability strategy between the implementing partners and MoLD to enhance prospects for sustainability, aiming at addressing challenges identified in this mid-term review report. This should be done in a joint working session/workshop approved by the PSC. Actions in a sustainability strategy should include (but not be limited to):

- Discuss and agree with MoLD how to more strongly assess and mitigate risks to sustainability and risks related to changes in the institutional environment.
- Discuss and agree with MoLD how to institutionalize components working through government agencies/institutions. This should include discussing and agreeing of a medium-term solutions such as involving CDAs/NGOs.
  - How to best utilize/institutionalize the capacity built in individual HS Forum members; one option would be to nominate individual HS Forum members for involvement with the LED Unit in the process of preparing the local economic development strategy
  - Formulate a plan of action with timeframe for supporting HS Forum recommendations and projects that fall within the mandate of the Government of Egypt
  - Can further measures be taken to more strongly institutionalize the ICRS; can additional measures be taken to enhance support from MoME to the ICRS component, such as access to data bases for monitoring and forthcoming end-of-project evaluation.
  - Can measures be taken to enhance prospects of maintaining agricultural extension services introduced by the project.
  - Can measures be taken to ensure financial sustainability of the youth volunteer network

➤ *Impacts:*

Consider entering into discussion with the donor and the Government of Egypt to secure support and financing for conducting a rigorous post-project impact evaluation 1-2 years after the project concluded.

➤ *Management:*

Consider sharing all project beneficiary data bases between agencies and identifying common beneficiaries that benefit from more than one component, as well as identifying to which segment of the population each beneficiary belong (to ensure pro-poor approach).

Consider closer monitoring of performance of service providers, including establishing a joint performance data base to avoid rehiring of below-standard performers.

➤ *Gender mainstreaming:*

Consider conducting a strategic gender analysis to systematically identify viable entry points for stronger gender-responsiveness in implementation of all components, to complement/reinforce the component targeting women.

## **II. For replication or scaling up:**

➤ *Division of roles and responsibilities:*

Ensure that a stricter and clearer division of responsibilities among partner agencies is finalized during the inception phase at the latest (inception phase to be sufficiently long, min 6 months). Each output should be the responsibility of one agency.

➤ *Financial management procedures:*

Take measures to more strongly harmonize financial management across participating UN agencies to overcome experienced inefficiencies and to achieve more regular commitment to plans.

➤ *Entrepreneurship:*

Ensure that entrepreneurship is an explicit cross-cutting theme (social or business-coaching, depending on target group needs) to help improve knowledge and skills of beneficiaries under the different project components.

➤ *Gender equality strategy:*

Develop a strategic approach to strengthen gender equality perspectives in all project components. Gender should be mainstreamed in all project components (as feasible) to complement any women empowerment component. If adequately pursued, gender mainstreaming in practice is a good means to help overcome cultural/traditional/rhetorical obstacles.

➤ *Exit and sustainability strategy:*

Develop an exit and sustainability strategy to become an integral part of the project design. In particular, ensure in cooperation with Government representatives that assumptions about institutional environment, strengths and weaknesses, are realistic.

### *Recommendations to the Government of Egypt*

#### **During the project lifetime:**

- Consider supporting the project in its endeavors to get approval for a no-cost extension of approximately 6 months or more.
- Consider supporting the project in its endeavors to secure support for conducting a rigorous impact evaluation of the HAYAT approach, after the project ended. This would provide solid evidence of what works and what works less well to feed into design of the Government's future development efforts.
- Consider providing further support by MoLD to support relevant governmental stakeholders to help facilitate the institutionalization of project methodologies and approaches.
- Consider contributing to the development of a sustainability strategy to enhance prospects of institutional sustainability.

### *Recommendations to the Donor (UNTFHS)*

#### **During the project lifetime:**

- Consider approving a no-cost extension of at least 6 months or more.
- Consider committing funds to conduct a rigorous impact evaluation of the HAYAT approach 1-2 years after the project ended.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

### **INDEPENDENT MID-TERM EVALUATION OF UNIDO PROJECT:**

#### **Human Security through Inclusive Socio Economic Development in Upper Egypt**

(UNIDO project US/EGY/12/004 – SAP 120203, and SAP 140098)

Budget: including PSC

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**March 2015**

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## **INTRODUCTION, BACKGROUND AND CONTEXT**

### ***Introduction***

This evaluation will assess the performance and results of project number 120203, the “Human security through inclusive socio-economic development in Upper Egypt” (HAYAT) project. It is a mid-term evaluation (expected to be conducted in the first half of 2015) of the project which has a three year duration, commencing March 2013.

### ***Context***

Recent economic and political transitions, taking place since 2011 in Egypt, have been expected to generate long-term socio-economic benefits to Egypt. Nevertheless, in the short-term, the post-revolution transition witnessed a sudden economic downturn that exacerbated both poverty and unemployment, particularly in Upper Egyptian governorates. In order to address the livelihood concerns of the poor, the Government of Egypt (GOE) initiated in 2007 the “1000 Poorest Villages Initiative”. These villages are inhabited by approximately 12 million citizens and are located in 9 governorates, 7 of which are in Upper Egypt<sup>27</sup>. Approximately 50% of households in targeted villages are below the national poverty line. Recommendations from the “Initiative” included increasing agricultural productivity, improving access and quality of infrastructure, upgrading social and community services, and developing the skills of the local labor force, especially the young<sup>28</sup>. However, the Situation Analysis developed in 2010 as part of the Cairo Agenda for Aid Effectiveness<sup>29</sup> showed slow progress and low impact from the “Initiative”. During the post-revolution transition most development plans were at a standstill. Unsurprisingly, national statistics (from CAPMAS) indicate that between 2009 and 2011 poverty in Upper Egypt rose from 21.7% to 29.5% in urban areas and from 43.7% to 51.4% in rural areas<sup>30</sup>.

From these governorates, the governorate of Minya was selected by the Ministry of Local Development, and the five implementing partner agencies of the project (UNIDO, UNWOMEN, ILO, UNHABITAT, and IOM), as the targeted governorate for the project’s interventions, due to its display of high levels of **persistent poverty**, as well as having the second lowest HDI ranking amongst governorates in Egypt.

### ***Project history and rationale***

Post-revolution Egypt provided a fresh opportunity for local institutions, civil society, the private sector and the international community to address in concert the complexity and interconnectedness of human security threats in a vital region of Egypt<sup>31</sup>. The HAYAT project

<sup>27</sup> Poor by Design, *op. cit.*, Executive Summary.

<sup>28</sup> *Ibid.*

<sup>29</sup> Situational Analysis: Key Development Challenges Facing Egypt, 2010, Executive Summary.

<sup>30</sup> <http://www.egyptindependent.com/news/govt-poverty-rate-increased-252-percent-population>.

<sup>31</sup> The current proposal takes into consideration the results of the High-Level Conference on “Human Security in the Arab Region” hosted in December 2008, by the League of Arab States, organized in partnership with the Human Security Unit (OCHA) and UNESCO.

design proposed a package of interventions featuring mutually reinforcing protection and empowerment measures, designed to strengthen human security in Minya. Synergies with both governmental and development partners' interventions are sought to maximize impact to the beneficiaries.

The project consists of complementary interventions that are people-centered, area-based, context-specific, prevention-oriented as well as gender-responsive. The project design was based on a thorough human security analysis, and its implementation follows a multi-sector approach for "protection and empowerment". The project capitalizes on the combined resources of the UN agencies and works through local government, civil society partners and community structures to institute **protection** measures such as the establishment of an Information, Counseling and Referral Service (ICRS) in cooperation with local governments, the creation of local institutional capacity in urban planning and the institution of a Youth Volunteer Service (YVS). In parallel, a series of **empowerment** measures will develop the capacity of the community to become more economically active and self-sufficient, inclusive and gender responsive, and to play an active role in the creation of sustainable employment opportunities. This is attained through (i) implementation of development plans and priority interventions conceived through a **Human Security Forum** following the human security approach, and funded (amongst other sources) through a **Human Security Fund**; (ii) asset transfer combined with technical assistance to groups of poor and vulnerable women for income-generating activities; (iii) the introduction of high-productivity, environmentally friendly agricultural techniques; (iv) provision of training tailored to address personal and community security; (v) linkages to Food-for-Work and Food-for-Education programs, and (vi) training on health and nutrition issues to vulnerable mothers. The project was developed through a consultative process between the UN, several government counterparts and civil society.

## **PROJECT DESCRIPTION**

### ***Introduction***

The Governorate of Minya is the most populated in Upper Egypt, with approximately 4.6 million inhabitants, 82% of which live in rural areas. There are over 3,000 villages in the governorate, comprising more than 30% of the poorest villages of Upper Egypt. A number of assessments recently conducted under various UN programmes show high levels of unemployment and underemployment in Minya, especially in rural areas and among youth and women. The post-revolution economic downturn has triggered a rise in crime rates, food insecurity, child labor and added pressure on existing infrastructure and services as well as on local natural resources. Field work in the rural areas of Minya revealed that while a number of development programs have been completed to date, the interventions are scattered, generally not coordinated and their impact limited to the specific objective for which they were formulated.

The HAYAT project has a strong focus on strengthening economic security, as well as contributing to reducing the impact of threats to environmental, personal, community, and food security. Personal and community security are being addressed through complementary measures

(such as the institution of a Youth Volunteer Service for instance) aiming at increasing communities' social capital and enhancing cohesion and inclusiveness to favor the participation of vulnerable segments in economic and productive activities. A needs assessment and human security analysis consistently identified youth, children and women living in rural areas as the most vulnerable segments of their communities and therefore project activities were primarily geared towards these groups. Furthermore, through field visits during the project's inception phase, it was revealed that the majority of village infrastructure and housing arrangements were in dire need of upgrading and refurbishment, including service providers such as those operating in the areas of health and education. Finally, various environmental issues were identified, such as the means of waste disposal, burning of agricultural waste near canals and residential areas, and polluting water through dumping wastes directly into canals.

### ***Target group(s)***

The project targets the population of five lead villages in two districts of Edwa and Maghagha in the Governorate of Minya (at least 150,000 inhabitants). Direct beneficiaries (i.e. those directly engaged in project activities) are expected to be 18,000 women and men. Local NGOs are also involved in project implementation and directly benefit from capacity building activities, as well as government officials and counterparts in the local districts.

Indirect beneficiaries include the wider community, including children and youth. They will benefit from:

- i) The revitalization of selected components of the local economy
- ii) Upgraded neighborhoods, housing and better infrastructure and service provision;
- iii) The socio-economic empowerment activities of the project and
- iv) The increased human security of the environment. Local businesses will benefit from the increased availability of skilled labor and local government will benefit from a more competent pool of human resources.

### ***Intended outputs, outcomes and impact***

The project is aimed at strengthening the economic security of vulnerable communities in five mother villages and selected satellite villages in Minya through the creation of more and better employment opportunities and increased employability of the local labor force, while contributing to mitigate threats to environmental, personal, community and food security. The project is to capitalize on the combined resources of several UN agencies and work through local government, civil society partners and community structures to serve at least 18,000 beneficiaries to become more economically active and self-sufficient, and to support target communities to become more inclusive and gender responsive as they play an active role in the creation of sustainable employment opportunities; in addition, at least 10,000 people in target communities will benefit from neighborhood upgrading projects in disadvantaged areas.

The project will capitalize on the combined resources of the UN agencies and will work through local government, civil society partners and community structures to:

- implement at least 20 locally conceived priority interventions to counter threats to human security, mainly in the area of economic security;

- enhance employability of at least 5,000 men and women through skills enhancement and matching with private sector needs;
- implementation of labor-intensive neighborhood upgrading projects in disadvantaged areas;
- introduction of innovative high-productivity, environmentally friendly agricultural techniques to the benefit of at least 3,300 small farmers, delivered through a value chain upgrading approach to foster market access on behalf of micro and small agricultural enterprises;
- transfer of productive assets combined with technical assistance to at least 3,000 vulnerable women for income-generating activities;
- improve access to financial services for at least 8,000 vulnerable women;
- train at least 2,000 vulnerable mothers on health and nutrition issues;
- train and organize local youth through a youth volunteer service to engage them in the implementation and scaling up of quick-impact activities.

***Project logic model:***

Human Security Goal: Human security of vulnerable households, and youth aged 18-30, women and children is improved in target communities through inclusive, pro-poor socio-economic development.

Objective 1: Strengthened economic security in target communities through creation of more and better employment opportunities and increased employability of the local labor force.

Outputs:

- 1.1 A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a community action plan through a HS approach and monitor its implementation.
- 1.2 A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security.
- 1.3 An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions.
- 1.4 Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities.
- 1.5 Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.

Objective 2: Community security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness.

### Outputs:

- 2.1 A Youth Volunteer Service (YVS) is instituted to implement and scale up quick-impact activities addressing human security threats.
- 2.2 Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.

### **EVALUATION PURPOSE**

The purpose of this mid-term evaluation is to provide updated information to support decision making, scale up of project interventions, and improvement of implementation and progress. The information is to be communicated with the Government of Egypt, UNIDO and its implementing partner agencies. Accordingly, evaluation findings are to be shared with the various implementing partners, i.e. the relevant representatives and project staff from UNIDO, UN WOMEN, UNHABITAT, IOM, ILO, and other relevant stakeholders and governmental counterparts involved.

The specific purposes of the intermediate evaluation are to:

- a) Assess intermediate progress and deliverables based on the project's logical framework, indicating progress against indicators. Details on the logical framework are in Annex 1
- b) Identify and communicate key lessons learned based on the project's design and progress of its implementation so far, with a forward looking approach based on improving project performance and the sustainability of results and prospects for impact; and
- c) Determine major challenges and suggest appropriate solutions to overcome them.

### **SCOPE AND FOCUS OF EVALUATION**

The evaluation scope will focus on determining, systematically and objectively, the extent to which the project is relevant, efficient, effective, as well as highlight its main achievements (whether at the output level, or with regards to projected achievement at the outcome and impact level). The scope also includes measuring to which extent sustainability measures have been adopted by the project.

The evaluation is expected to cover the entire period from the beginning of the project's inception in March 2013, till the present date of its implementation and cover all major components / outputs / activities and consider geographical locations addressed by the project (i.e. targeted villages in Edwa and Maghagha districts).

In addition to measuring implementation, outputs, and potential impact, consideration will be given towards assessing the efficiency of procurement and financial procedures, timeliness of project interventions, relevance of selection of beneficiaries, and other cross-cutting issues as indicated under the UNIDO Evaluation Policy guidelines.<sup>32</sup> Finally, where applicable, emphasis on outputs and achievements that promote environmental sustainability, and gender empowerment / equity should be considered throughout the evaluation.

<sup>32</sup> UNIDO Evaluation policy available at the UNIDO website:  
[http://www.unido.org/fileadmin/import/64064\\_UNIDO\\_Evaluation\\_Policy\\_FINAL.pdf](http://www.unido.org/fileadmin/import/64064_UNIDO_Evaluation_Policy_FINAL.pdf)

The evaluation team is to adopt a participatory approach throughout the assignment, consulting with stakeholders and the implementing agencies, as well as integrating their feedback during the editing and finalization of the evaluation report.

#### **EVALUATION TEAM AND COMPOSITION**

The evaluation will be conducted by one international evaluation consultant, who will be supported by one national consultant in Egypt, Cairo. This team will be working under the guidance of the UNIDO Evaluation Manager in EVA/ODG, in coordination with the project team and UN agency representatives.

The international consultant will be expected to visit the projects sites and to conduct interviews with various stakeholders in April 2015. Data collection is to be conducted through qualitative and, when applicable, quantitative means. The evaluation team must not have been directly involved in the design and/or implementation of the projects.

#### **EVALUATION METHODOLOGY**

The evaluation is to be carried out in keeping with agreed evaluation standards and requirements. More specifically it will fully respect the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policies of UNIDO<sup>33</sup>. The standard DAC evaluation criteria should be applied, ensuring objectiveness and a reliance on a systematic approach throughout the assignment.

The evaluation is to refer to other available sources and materials that are evidence-based. These include available desk research, external and/or project surveys and studies, interviews with counterparts, beneficiaries, partner agencies, donor representatives, project staff and others through data cross-validation.

An unbiased and independent approach is to be maintained throughout the evaluation. Triangulation of data sources is important, in order to ensure that evaluation findings, evaluator hypotheses, etc, are evidence based. Gender is also to be mainstreamed throughout the entire scope of the evaluation. A guidance on integrating gender can be found in Annex 5.

#### **KEY EVALUATION QUESTIONS**

The following section provides a listing of the key evaluation questions to be covered throughout the assignment, along with questions relating to the ISID UNIDO agenda. The evaluation team will be expected to prepare and share a more targeted and specific set of questions and appropriate data collection tools (ex: surveys, questionnaires, observation tools, etc) in the inception phase.

#### ***Project identification and formulation***

The extent to which:

- i) A participatory project identification process, including all main stakeholder groups, was instrumental in selecting problem areas and identifying which counterparts required technical support; and

<sup>33</sup> All documents available from the websites of the UN Evaluation Group: <http://www.uneval.org/>

- ii) A clear, consistent and thematically focused logical framework approach was designed, with a realistic timeframe (with logical consistency between the project's inputs, activities, outputs and outcomes).

### ***Ownership and relevance***

The extent to which:

- i) Appropriate needs assessments of the targeted communities in Edwa and Maghagha were conducted during the inception period of the project, and were taken into consideration throughout project planning and implementation;
- ii) The project design and deliverables are aligned with national and international, government and donor strategies and priorities;
- iii) The Ministry of Local Development and its affiliates are involved throughout the project's implementation as the main counterparts; and
- iv) Local ownership and measures for sustainability have been ensured from both government counterparts and at the beneficiary level.

### ***Efficiency of implementation***

The extent to which:

- i) There has been quality and timeliness regarding input and activity delivery from each of the implementing agencies, as compared with the project work plan;
- ii) Schedule of implementation is in line with agreed upon deliverables as per the project's work plan;
- iii) Procurement services are provided as planned (timing, value, process issues, etc)
- iv) There is adequate efficiency in all managerial, communication and work functions, in Cairo governorate and at the field level in Minya governorate;
- v) Local resources within the targeted communities in the two districts have been mobilized/committed; and
- vi) The implementing agencies coordinate with each other, involving governmental counterparts and civil society to promote successful joint implementation of the project.

### ***Effectiveness***

The extent to which:

- i) Outputs have been successfully delivered, with effective outreach within the targeted communities;
- ii) Project interventions have successfully improved local capacities (government, civil society, beneficiaries);
- iii) Human Security Forum has been established through effective selection mechanisms and members are aware about the nature of their roles;

- iv) Human Security Forum members have been effectively sensitized on human security concepts and the project approach;
- v) Envisioned long term developmental and human security changes are likely to occur as a result of the project interventions;
- vi) Majority of interventions focus on one or more human security domains, with linkages and synergies at the output and outcome level;
- vii) An effective strategy for sustainability has been formulated and adopted throughout the project design;
- viii) Implementation of project interventions supports expected increase in jobs and income generation opportunities in targeted communities;
- ix) There is a high probability of having a multiplier effect that promotes further outreach of project outcomes and improved sustainability;
- x) Project interventions managed are interlinked effectively amongst the different agencies to maximize benefits and impact;
- xi) Project team has succeeded in building strong connections and rapport with various stakeholders in the targeted community including local civil society, governmental and private sector counterparts; and
- xii) Local (community, enterprise or institutional) protection and empowerment in targeted regions were enhanced.

### ***Prospects for achieving impact and sustainability***

The evaluation should in addition measure how the project design and implementation modality provide prospects for achieving the desired outcomes and for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social and institutional) that are likely to occur as a result of the intervention, and how far they are sustainable. This, inter alia, should include an assessment of local commitment at various levels to resource allocation for scaling up similar interventions, and an analysis of the impact of the project.

### ***Project coordination and management***

The extent to which:

- National management and field coordination of the project are efficient and effective;
- Coordination, quality control and input delivery mechanisms are efficient and effective;
- Self-evaluation and monitoring over activities and deliverables have been carried out effectively based on indicators for outputs and objectives;
- Changes in planning and related documents are consistently shared between the five implementing partners; and
- An efficient mechanism of coordination between field and Cairo based staff is in place;



- Regular reporting on deliverables and activities is conducted and shared with various agencies on a regular basis.

### **Recommendations**

Based on the final analysis, the mid-term evaluation should include strategic and specific conclusions and propose recommendations and further actions for the implementing partners and counterparts to improve linkages between various components, enhance deliverables which would potentially improve future impact and sustainability of interventions. This includes discussing the need for further support, and recommended improvements in design and implementation strategies.

### **TIMEFRAME AND EXPECTED DELIVERABLES**

<b>Activity</b>	<b>Timeframe</b>
Desk review and preparation of draft inception report containing work plan, key findings of the desk review, methodology, sampling technique, evaluation tools and interview guidelines	April 12 to April 21, 2015 <sup>34</sup>
Sharing of first draft inception report	April 22, 2015
Evaluation mission (briefing of field staff, interviews, field visits and data collection, observation, etc as per inception report) <sup>35</sup>	5 working days
Meetings/In-depth interviews with Implementing agencies and revision of inception report	2 working days
Discussion on preliminary findings and final wrap up with implementation team	30 April 2015
Presentation to stakeholders / donors / governmental counterparts (Recommendations also presented specified by counterpart)	3 May 2015
Data analysis and preparation of draft evaluation report	5 working days
Delivery of draft report	10 May 2015
Revision and integration of stakeholder feedback into final draft of evaluation report – submitting final report	3 working days
Approval of final evaluation report	15 May 2015
Dissemination of report and summary of findings to all stakeholders	20 May 2015

<sup>34</sup> Proposals submitted should consider vacation days during this period.

<sup>35</sup> Evaluation team will need to specify if they need an independent translator to be hired by the implementing agencies beforehand

**Deliverables:**

All following deliverables are expected in electronic format:

- Inception report including envisaged methodology and copy of data collection tools (questionnaires, surveys, and/or other tools)
- Presentation on Preliminary findings
- Draft evaluation report
- Final submitted report

\*\* Evaluation reports must adhere to the outline provided in Annex 3.

\*\* Ethical principles and considerations are provided in Annex 4.

## ANNEX 1: PROJECT LOGICAL FRAMEWORK

Result	Revised Indicator	Target	Progress to date
<b>Human Security Goal:</b> Human security of vulnerable households, youth, women and children is improved in target communities through inclusive, pro-poor socio-economic development.	1.1 % change in <b>local community development indicators</b> <sup>[1]</sup> at the household level in the targeted 6 mother villages (data disaggregated by age, gender, and index domains including health, food, and economic security)	1.1 18,000 households reveal changes in the targeted HS Domains	Progress and recommendations on these outcome levels measure the project's impact and are accordingly assessed during the final stages of project implementation (via the final or ex-post evaluation).
	1.2 Changes in institutional behavior in local government (changes such as increased civil society and community involvement in decision making / planning, increased allocation of resources to key identified human security domains)	1.2 (Qualitative)	
	1.3 Number of local officers that have become conversant with the HS approach and are capable of replicating it in other disadvantaged areas	1.3 At least 50 local government officers	
	1.4 Increase in institutional capacity of local NGOs to meet their community development needs (outreach to beneficiaries, creation of a vision that and NGO mandates, increase in diversity and number of ongoing human security interventions)	1.4 (Qualitative)	

<sup>[1]</sup> The Local Community Development Indicators (LCDI) provides a snapshot of progress in various human security domains. These are namely: **Economic Insecurity** measured by the poverty index (lack of ownership of productive and non-productive assets) and by unemployment, **Health Insecurity** measured by level of health awareness and the prevailing health issues faced by households, **Food Insecurity** measured by the CARE Int'l "Coping Strategies Index", and the **Security Perception Index** which involves household perceptions on their level of safety and security.

Result	Revised Indicator	Target	Progress to date
<p><i>Objective 1:</i> Strengthened economic security in target communities through the creation of more and better employment opportunities and increased employability of the local labor force.</p>	<p>1.5 Number of community members with <u>new or better job</u> and <u>income generating</u> opportunities as a result of the HAYAT priority projects disaggregated by age and gender and current employment status (if available) <sup>[2]</sup></p>	<p>1.5 Targets are compiled from various interventions at the output level – priority projects, ICRS and other services.</p>	<p>Progress and recommendations on these outcome levels measure the project’s impact and are accordingly assessed during the final stages of project implementation (via the final or ex-post evaluation).</p>
	<p>1.6 Number of individuals reporting change in capital asset ownership as a result of income generation interventions conducted under the project</p>	<p>1.6 (see Target 1.5)</p>	
	<p>1.7 Degree of satisfaction of youth / women / micro and small scale entrepreneurs targeted by the priority projects on the benefits and results of each project and employment intervention.</p>	<p>1.7 (Qualitative)</p>	
	<p>1.8 Extent to which priority projects have a) included previously marginalized groups in their developmental objectives, b) maximized geographical outreach of their interventions, c) adopted the HS integrated and multiple domain approach in their design. <sup>[3]</sup></p>	<p>1.8 <b>**</b>(see as Target 1.5)</p>	
<p><b>Output 1.1:</b> A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a community action plan through a human security approach and monitor its implementation.</p>	<p>1.9 Formulation of Community Action Plan (CAP) by the HS Forum in line with community needs (needs indicated by Territorial Analysis, Labor Market Assessment, Baseline study and Community Assessment, and other project related studies / reports)</p>	<p>1.9 Community Action Plan formulated and revised biannually dependent on community needs</p>	<p>Community action plans are being formulated by the forum based on the baseline survey, territorial mapping, labor market assessment and the participatory needs assessment</p>

<sup>[2]</sup> Each of the 20 projects will be monitored and evaluated through the support of the HS Forum members and implementing organizations. Other considerations for monitoring projects are as follows: a) extent to which the priority projects have enhanced youth and women employability skills (verified through in-depth interviews with employers, recruitment agencies, and focus groups with youth); b) reported improvements in living conditions / health awareness / education / etc of households for those benefiting from the projects (rapid appraisals – qualitative data collection) – depending on which domain(s) will be covered by each priority project.

<sup>[3]</sup> Each priority project will be evaluated based on the five DAC criteria of efficiency, effectiveness, relevance, and indications regarding expected potential impact and sustainability within this framework.

Result	Revised Indicator	Target	Progress to date
	1.10 Types of decisions and number and outreach of activities conducted in line with action plan (with timeframe and budget) formulated through HS Forum meetings / training workshops	1.10 **Target assigned after CAP is formulated	Participatory needs assessment has been conducted by each forum
	1.11 Degree of satisfaction of HS Forum members with the training and capacity development provided through the project in improving their capacity to perform their roles (Kirk Patrick Approach to Training Evaluation) <sup>[4]</sup>	1.11 (Qualitative)	Training and capacity building forum members is still ongoing
	1.12 An effective M&E system is put in place by HS Forum members that is in line with the project HS Fund Manual	1.12 M&E system that follows clear reporting guidelines and timeframe is put in place and approved by project stakeholders	
<b>Output 1.2:</b> A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security.	1.13 Extent to which HS Fund disbursements are allocated effectively towards prioritized human security domains	1.13 Full budget allocated for HSF related interventions is disbursed	8 quick win projects have been implemented and assessed
	1.14 Value and percentage of funds leveraged / mobilized from sources external to the project to cover priority project budgets	1.14 (To be specified)	Some of the quick wins have been supported by local community funds reaching up to 50% of the project's budget
	1.15 No. (and diversity) of sources of mobilized external funding for priority projects	1.15 (To be specified)	1 ( community)

<sup>[4]</sup> Please see more info on Kirk Patrick Model here: <http://www.businessballs.com/kirkpatricklearningevaluationmodel.htm>

Result	Revised Indicator	Target	Progress to date
<p><b>Output 1.3:</b> An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions.</p>	<p>1.16 Number of referrals facilitated for unemployed beneficiaries as a result screening, registration and counseling services supported by the project (disaggregated by age group and gender) (A successful referral is linking a candidate to a suitable vacancy (that meets his experience) within the specific location(s) s/he has selected)</p>	<p>1.16 At least 2,000 referrals are facilitated from targeted areas</p>	<p>The office is currently being set up and the assessment of the establishment of a satellite office in Edwa is ongoing.</p>
	<p>1.17 Degree of satisfaction of youth / women that received the ICRS services (relevance of potential jobs to their skill sets, actual opportunities for interviews / consideration, employment initiatives and events)</p>	<p>1.17 (Qualitative)</p>	
	<p>1.18 Number of targeted beneficiaries aware of formal recruitment services available and accessible to them</p>	<p>1.18 At least 3000 targeted beneficiaries are informed of services available</p>	
	<p>1.19 Extent to which the established ICRS are sustainable in terms of a) a financial scheme established and adopted by local counterparts and b) an outreach office at the governorate and district level has been established with sufficient and sustainable resources allocated (human and financial)</p>	<p>1.19 Sustainability: 1.19.1 A mechanism is drafted and adopted/applied by governmental counterparts 1.19.2 Offices established and operational</p>	
<p><b>Output 1.4:</b> Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities.</p>	<p>1.20 No. of farmers trained by project on best agricultural practices (disaggregated by age group and gender)</p>	<p>1.20 1,800 farmers receive capacity building (500 are youth aged 18 – 30, majority of which are male)</p>	<p>500 farmers have received capacity building training</p>
	<p>1.21 Results of training workshop indicate positive feedback from farmers at the four levels of the Kirk Patrick Model.</p>	<p>1.21 (Qualitative)</p>	

*Independent Mid-Term Evaluation: Human Security through Inclusive Socio-Economic Development in Upper Egypt*

<b>Result</b>	<b>Revised Indicator</b>	<b>Target</b>	<b>Progress to date</b>
	1.22 No. of farmers and/or existing productive clusters/groups that have applied for financial services developed in collaboration with local financial service providers (to finance productive activities / models such as greenhouses)	1.22 (To be specified based on investment opportunities identified)	8 farmer groups have resorted to informal financial service providers such as traders for the establishment of greenhouses
	1.23 No. of youth and local officers trained on participatory planning for neighborhood upgrading	1.23 50 government officials and community representatives disaggregated by age and gender	
	1.24 No. of micro-entrepreneurs provided with business coaching services	1.24 150 entrepreneurs trained and coached by the project	12 have been trained
	1.25 Results of business coaching indicate positive feedback from micro-entrepreneurs with under the four levels of the Kirk Patrick Model.	1.25 Qualitative	
	1.26 No. of beneficiaries that have benefitted from neighborhood upgrading interventions	1.26 10,000 beneficiaries	Over 3000 beneficiaries have benefitted from the quick wins
	1.27 No. of youth beneficiaries received skills enhancement trainings courses	1.27 400 youth trained	
	<b>Output 1.5:</b> Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.	1.28 No. of beneficiaries integrated into a VSLA (disaggregated by age)	1.28 8000 beneficiaries (majority of whom are female)
1.29 No. of women that have received direct technical assistance in the form of business coaching / productive assets for income generation (disaggregated by age)		1.29 3000 women	
1.30 No. of VSLA groups formed and functioning		1.30 500 VSLA groups formed	27 groups have been established

*Independent Mid-Term Evaluation: Human Security through Inclusive Socio-Economic Development in Upper Egypt*

<b>Result</b>	<b>Revised Indicator</b>	<b>Target</b>	<b>Progress to date</b>
	1.31 No. and type of income generating opportunities established by the average VSLA	1.31 (To be specified)	
	1.32 No. of mothers trained on child nutrition and public health issues	1.32 2000 mothers attend awareness campaigns	
	1.33 Level of increase in awareness notable in a sample of targeted women (nutrition and public health)	1.33 Qualitative	
<b>Objective 2:</b> Community security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness.	1.34 Decrease in % of households that have been subject to or witnessed violence and conflicts in their immediate surroundings	1.34 (To be specified as a percentage of total households)	
	1.35 Increase in % of households that report feeling safer in their respective communities	1.35 See Target 1.33	
<b>Output 2.1:</b> A Youth Volunteer Service is instituted to implement and scale up quick-impact activities addressing human security threats.	1.36 No. of youth trained through the YVS scheme (Disaggregated by topic of training, age, and gender)	1.36 400 youth trained, (partially linked with 1.24 above. Some beneficiaries of this activity can result from the above activity)	
	1.37 Results of YVS training workshops indicate positive feedback from youth with under the four levels of the Kirk Patrick Model.	1.37 Qualitative	
	1.38 No. of beneficiaries directly benefiting from YVS activities and small projects (disaggregated by age and gender)	1.38 (To be specified) - At least 50 youth	
	1.39 No. of people participating in sensitizing sessions (disaggregated by topic, age and gender)	1.39 2000 beneficiaries	
<b>Output 2.2:</b> Awareness raising and capacity development programs are implemented to provide vulnerable groups	1.40 # and types of events organized addressing issues of relevance to marginalized and excluded groups	1.40 20 community events organized - involving 1000 beneficiaries	



*Independent Mid-Term Evaluation: Human Security through Inclusive Socio-Economic Development in Upper Egypt*

Result	Revised Indicator	Target	Progress to date
(women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.	1.41 No. of people participating in awareness raising and capacity development programs (disaggregated by topic, age and gender) (Target: 1,000 people)	1.41 *Same as 1.39	

## **ANNEX 2: BASELINE STUDY | SUMMARY OF FINDINGS**

A baseline study was undertaken throughout the project's first year of implementation to track key indicators under the various human security domains targeted by the project, namely, economic security, food security, health security and community and personal security. Through surveys conducted with a sample of 2,500 households, selected over a wide geographical coverage of the districts of Edwa and Maghagha, the project team was able to arrive at some key conclusions.

### **Economic insecurity / Poverty**

Two indicators were considered to assess the level of economic insecurity in the studied communities, namely productive asset ownership and employment status. In the targeted communities, the poor are quite poor, and usually suffer from both lack of ownership of assets and lack of a stable source of income, whether from employment or other income generation opportunities. On the other hand the rich are very well off, usually owning agricultural land (an average of 7 to 9 feddan ownership) and/or other productive assets, as well as being often employed in a relatively stable job. Statistically, 60 per cent of Edwa inhabitants and 67 per cent of Maghagha are below the poverty line, showing a deprived economy and low opportunities for improving their livelihoods. Ninety two per cent of the total household sampled don't have any significant ownership of productive assets, and the unemployment rates are high, where 19 per cent of adults seeking employment in Edwa and 22 per cent in Maghagha are unemployed, and even 31 and 48 per cent of those employed from Edwa and Maghagha usually work in unstable jobs for intermittent periods of time, affecting the stability of their household income and overall status of economic security.

### **Health insecurity**

Not many households seek diagnosis and treatment through local health services, whether due to their ability to afford and hence access better quality services outside their immediate district, or due to the unavailability of health service providers in the area. The majority of households reported that health physicians and practitioners are rarely available in local public health units, and that nurses are not qualified and/or lack the legal capacity to diagnose and prescribe medication to patients. As a result, and combined with the deteriorated conditions of health related infrastructure, the studied population are disease ridden, with a large percentage suffering from non-communicable chronic conditions such as diabetes (23.6 per cent), hypertension (20.6 per cent), and Rheumatism or other forms of cartilage inflammation (10.9 per cent) from households that sought some form of diagnosis for their conditions (36 per cent of total sampled households).

For communicable diseases, over 11 per cent of the community suffer from Hepatitis C, a serious threat on health and often fatal if untreated. At least one member in 43 per cent of households have been diagnosed with the condition, and many more are unaware of its communicable nature. These diseases, along with the need to seek often unaffordable health services, tax the most vulnerable households and significantly reduce their economic security, as well as their capacity to improve their livelihoods in the future. It is therefore no surprise that the majority of households do not attempt to visit any health facilities except in emergencies, accidents or if they suffer from a serious and undiagnosed condition. Seeking treatment is another issue, where less than 10 per cent of households that sought health services purchased all prescribed medications.

Child mortality is another issue, where 164 out of 1000 households in Edwa and 152 out of 1000 households in Maghagha reported a child death in the family. Such figures are quite

high, compared with the regional average indicated by the WHO (World Health Organization: Department of Health Statistics and Informatics of the Innovation, Information, Evidence and Research Cluster, 2011) of 72 deaths per 1000 children in the Middle East. Causes of death were either “natural” (51 per cent of total responses), or due to illnesses (44 per cent of total responses). Very few respondents stated cases of death during or immediately after childbirth.

### **Food insecurity**

Measuring the level of food insecurity in the communities was conducted through the coping strategy index promulgated by agencies such as CARE International. Findings revealed that although the majority of families could cope with shortages in food quantities, the quality of nutrition is quite poor, where the majority do not consume balanced nutritious and hygienic food, settling for cheap food alternatives in most cases. Furthermore, despite households’ capacity to cope with food shortages, over 86.3 per cent have suffered from low access to foods throughout the year. Food subsidies are available, however, very few civil society or private institutions have been involved in related support interventions, beyond the basic Ramadan staple food packages, distributed to very few households.

### **Social cohesion and community insecurity**

Surveying households revealed that the majority of community members do not feel secure, with very few linkages with social groups, NGOs and other support institutions. However, the reason for this insecurity was not crime (rare in the studied districts), but mainly financial and food related troubles. Families perceive themselves as unable to predict a stable income for their household, and do not view many opportunities for generating income without external guidance and support. Although some businesses have successfully been established in the districts, entrepreneurship is very low, and many youth resort to seeking jobs outside the district, and sometimes outside the governorate. Over ten per cent of households had serious plans to move outside their districts, with the majority stating that the main reason was to seek employment elsewhere.

### ANNEX 3: FINANCIAL DISBURSEMENTS AS OF SEPTEMBER 2014

Implementing Organisation	Total funds received to date (A)	Total expenditure to date (B) <sup>1</sup>	Funds Remaining (A-B)	Delivery rate (B/A*100)
UNIDO (UNTFHS) 1 <sup>st</sup> instalment	123000	123,000	0	100
2 <sup>nd</sup> Installment	841,070	263,090	577,979	31
UNIDO (SDC fund)	505,072	504,375	696	99.9
UNIDO (Japan Fund)	749,190	330,757	419,242	44
ILO	410,880	410,880	0	100
UNHABITAT	298,316	119,772	178,544	40
UNWOMEN	338,655	338,655	0	100
IOM	242,141	229,225	12,916	95
<b>Total</b>	<b>3,508,324</b>	<b>2,219,755.9</b>	<b>1,289,378.1</b>	<b>63</b>

## **ANNEX 4: EVALUATION REPORT TEMPLATE**

### **Template for in-depth evaluation report**

- i. Table of Contents
- ii. Acknowledgements
- iii. Acronyms and Abbreviations
- iv. Glossary of Evaluation Terms
- v. MAP
- vi. Executive Summary
  - a. Introduction and Background
    - i. Introduction
    - ii. Background (include a project factsheet, project formulation process, project structure, objectives, donors - and their specific requirements/objectives, e.g. the project's priorities and guidelines - counterparts, timing, cost etc - everything that is not an 'assessment' and provides background to make the reader understand what the project was/is about.)
- vii. Evaluation purpose, scope and methodology
  - a. Purpose
  - b. Scope
  - c. Methodology
  - d. Limitations of the Evaluation
- viii. Project Context
  - a. Overall situation and trends (national and regional context that is relevant to the project area)
  - b. Government strategies and policies (both local and regional)
  - c. Donor and Implementing partner strategies and frameworks (and how they are tied to the project)
- ix. Assessment
  - a. Design (including logical framework assessment)
  - b. Ownership and Relevance
  - c. Efficiency
  - d. Effectiveness (including reference to the logical framework)
  - e. Prospects for Achieving Impact and Sustainability
  - f. Management (details of managerial arrangements and assessment)
  - g. Crosscutting issues such as gender and environmental issues
- x. Conclusions, Challenges and Recommendations
  - a. Conclusions
  - b. Challenges
  - c. Recommendations (Strategies and Specific)
- xi. Annex A. Terms of Reference
- xii. Annex B List and contacts for Organizations/Individuals Interviewed
- xiii. Bibliography
- xiv. Logical Framework
- xv. Evaluation Tools
- xvi. Evaluation Matrix
- xvii. Interview Guidelines

## **ANNEX 5: JOB DESCRIPTIONS FOR EVALUATION TEAM**

**TERMS OF REFERENCE FOR PERSONNEL  
UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

**Human Security through Inclusive Socio Economic Development  
in Upper Egypt  
(UNIDO project 120203 and 140098)**

Budget: including PSC  
Contribution by UNTFHS: US\$ 4,839,396  
Contribution by Swiss Development Cooperation (SDC): US\$ 533,395  
Contribution by Japanese Government: US\$ 749,190

Period covered: March 2013 to March 2015

:

<b>Title:</b>	International project evaluator
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Cairo, Egypt
<b>Start of Contract (EOD):</b>	April 2015
<b>End of Contract (COB):</b>	May 2015
<b>Number of Working Days:</b>	Approximately 30 working days

The consultant will evaluate the projects according to the Terms of Reference. S/he will act as leader of the evaluation team and will be responsible for preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

Under the direct supervision of the International Evaluator and in close coordination with the project team in Egypt, the expert is expected to conduct the following duties:

<b>MAIN DUTIES</b>	<b>Concrete/ measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
1. Conduct a desk study of the project document & other relevant documents.	Inception report including evaluation methodology, questionnaires and mission plan submitted.		Home
2. Design a suitable initial evaluation methodology including a detailed field assessment plan and draft inception report.			
3. Conduct a field assessment and data collection, and present preliminary findings to stakeholders	Necessary findings collected.		Egypt

4. Detailed analysis of assessment results and follow-up surveys, as required.	Preliminary results submitted and follow-up surveys conducted.		Home
5. Submit final draft of evaluation report, following the integration of feedback from project implementing partners	Final report submitted		Home
6. Supervise and provide guidance to the work of National Evaluation Consultant		Ongoing	

### **REQUIRED COMPETENCIES**

#### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

#### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

#### ***Management competencies:***

1. Strategy and direction
2. Managing people and performance
3. Judgment and decision making
4. Conflict resolution

### **MINIMUM ORGANIZATIONAL REQUIREMENTS**

- Advanced university degree in social science related disciplines including development studies, development economics, and international relations, with training in research and evaluation methodologies;
- Minimum 10 years of proven professional experience in project evaluation of socioeconomic thematic programmes / projects and associated methodologies in both quantitative and qualitative analysis;
- Proven track record in evaluation of UN projects.

#### **Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Office for Independent Evaluation.

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**TERMS OF REFERENCE FOR PERSONNEL  
UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

**Human Security through Inclusive Socio Economic Development  
in Upper Egypt**  
(UNIDO project 120203 and 140098)

Budget: including PSC  
Contribution by UNTFHS: US\$ 4,839,396  
Contribution by Swiss Development Cooperation (SDC): US\$ 533,395  
Contribution by Japanese Government: US\$ 749,190

Period covered: March 2013 to March 2015

<b>Title:</b>	National evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based (Egypt)
<b>Mission/s to:</b>	N/A
<b>Start of Contract (EOD):</b>	April 2015
<b>End of Contract (COB):</b>	May 2015
<b>Number of Working Days:</b>	Approximately 15 work days

The National Evaluation Consultant will assist the International Project Evaluator in various activities related to the project.

The consultant will evaluate the projects according to the Terms of Reference. S/he will assist the International Project Evaluator in preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

Under the overall supervision of the Evaluation Officer of the UNIDO Office for Independent Evaluation in Vienna HQ and under the direct supervision of International Project Evaluator in close the project team in Egypt, the National Evaluation Consultant is expected to:

<b>MAIN DUTIES</b>	<b>Concrete/ measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Assist the International Project Evaluator in designing the evaluation methodology including a detailed field assessment plan and draft inception report.	Inception report including evaluation methodology, questionnaires and mission plan submitted	2	Egypt
Provide the information and documents collected. Provide further data and information as requested by the International Project Evaluator and jointly	<b>Data, information and documents submitted.</b>	Continuous	



prepare a project evaluation report.			
Organize, coordinate and contribute to the field assessment mission including making necessary arrangements and appointments for the mission.	<b>Expected outputs of the mission achieved.</b>	<b>7 days</b>	
Contribute to the detailed analysis of assessment results and follow-up surveys.	<b>Analysis of assessment result conducted</b>	<b>3 days</b>	
Undertake tasks as directed by the International Project Evaluator.	<b>Project evaluation prepared</b>	<b>Continuous</b>	

### **REQUIRED COMPETENCIES**

#### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

#### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

### **MINIMUM ORGANIZATIONAL REQUIREMENTS**

- Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and peace studies, with training in social research methodologies;
- Minimum 7 years of experience in project evaluation of conflict-affected populations and societies and its methodologies in both quantitative and qualitative analysis;
- Proven track record in evaluation of international organization projects;
- Languages: Fluency in written and spoken English;

The evaluation approach and other details are given in the project evaluation TOR.

#### **Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Office for Independent Evaluation.

## **ANNEX 6: GUIDANCE ON INTEGRATING GENDER IN EVALUATIONS OF UNIDO PROJECTS AND PROGRAMMES**

### **Introduction**

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The UNIDO Policy on gender equality and the empowerment of women and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1), provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions.

According to the UNIDO Policy on gender equality and the empowerment of women:

***Gender equality** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become 'the same' but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a 'women's issues'. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.*

***Empowerment of women** signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discriminations and inequality.*

***Gender parity** signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.*

The UNIDO projects/programmes can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/programme; and 2) those where there is limited or no attempted integration of gender.

Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

## **2. Gender responsive evaluation questions**

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

### **2.1 Design**

- Is the project/programme in line with the UNIDO and national policies on gender equality and the empowerment of women?
- Were gender issues identified at the design stage?
- Did the project/programme design adequately consider the gender dimensions in its interventions? If so, how?
- Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?
- To what extent were the needs and priorities of women, girls, boys and men reflected in the design?
- Was a gender analysis included in a baseline study or needs assessment (if any)?
- If the project/programme is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?

- If the project/programme promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

## **2.2 Implementation management**

- Did project monitoring and self-evaluation collect and analyse gender disaggregated data?
- Were decisions and recommendations based on the analyses? If so, how?
- Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
- How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- If the project/programme promotes gender equality and/or women's empowerment, did the project/programme monitor, assess and report on its gender related objective/s?

## **2.3 Results**

- Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision making authority)?
- In the case of a project/programme with gender related objective/s, to what extent has the project/programme achieved the objective/s? To what extent has the project/programme reduced gender disparities and enhanced women's empowerment?

## Organizations visited and persons met

Date/Time (2015)	Time	Task	Place
<b>August 16</b>	2:00 p.m.	Arrival to Cairo	
	5:30 p.m. 6:30 p.m.	Briefing session with project team	
<b>August 17 (Minya)</b>	10:30 to 12:30 a.m.	Meeting with Governor of Minya (TBC)	Governorate Building
	12:30 to 2:00 p.m.	Meeting with HAYAT field team	Field Office Minya
	2:00 to 3:00 p.m.	FGD with HS Forum leaders (12 members)	Field Office Minya
<b>August 18 (Edwa)</b>	10:00 to 11:00 a.m.	Meeting with NGO staff and field officers from CARE and Future Eve	Field office Edwa
	11:00 to 12:30 p.m.	FGD with VSLA members (18 women and men)	NGO premises
	12:30 to 1:30 p.m.	FGD with health component trainees (12 women)	NGO premises
	1:30 to 2:30 p.m.	FGD with ToT health group (12 women)	NGO premises
	2:30 to 3.30 p.m.	FGD with Community Facilitators (11 women)	NGO premises
<b>August 19 (Edwa)</b>	10:00 to 11:00 a.m.	Meeting with Nahdet El Mahrousa NGO (ICRS component)	Field office Edwa
	11:00 to 12:30 p.m.	FGD with youth graduated from PTS (7 youth)	Field office edwa
	12:30 to 1:30 p.m.	Tour of 2 to 3 technical training workshops for youth (ICRS)	Field office Edwa
	1:30 to 2:30 p.m.	FGD with farmers (10 farmers)	Farmer fields / Field Office Edwa
	3:00 to 4:00 p.m.	FGD with aquaculture farmers (8 farmers)	Edwa Office
<b>August 20 (Edwa)</b>	10:00 to 11:00 a.m.	Meeting with Jesuit NGO (YVS)	Edwa Office
	11:00 to 12:30 p.m.	FGD with Youth volunteer and lead volunteers (9 youth)	Edwa Office
	1:00 to 2:00 p.m.	FGD with 6 youth center representatives	Youth Center / Edwa Office (TBC)
	2:30 to 3:30 p.m.	FGD with Date palm group (12 beneficiaries)	Premises of Date Palm group
<b>August 21</b>	Return to Cairo		
<b>August 22</b>	5:00 p.m.	Zeinab Thabet, Natinonal Programme Officer IOM Amr Taha, Chief of Mission IOM (C)	Maadi Location (Address TBC)
<b>August 23</b>	11.00 a.m.	Meeting with partner agencies (brief discussion/presentation on field findings and general comments from evaluation team)	UNIDO Office
	12.00 p.m.	Amir Obeid, National Project Coordinator ILO Kholoud Alkhadi, Senior Specialist Entrepreneurship Development ILO (TBC)	UNIDO Office
	1.30 p.m.	Hoda Almankabady, National Programme Officer UNWOMEN (C)	UNIDO Office
<b>August 24</b>	11.00 a.m	Dr. Khaled Abdel Halim, Director of the Local Administration Reform Unit (LARU), Ministry of Local Development (TBC) Dr. Hesham Helbawy, Advisor to Minister of Local Development (TBC)	MoLD
	2.00 p.m	Salma Yousry, Programme Officer UNHabitat Rania Hedaya, Programme Manager UNHabitat	UN Habitat Office Qasr Al Ainy

	3.30 p.m.	UNIDO team Alaa Fahmy, National Programme Officer Laila Kenawy, Project Officer Ahmed Fahmy, Knowledge Management and Communication Officer Sherihan Habib, Monitoring and Evaluation Officer	UNIDO Office
<b>August 25</b>	11.00 a.m.	Preliminary findings presentation provided to partner agencies, feedback to be incorporated for August 27 event	UNIDO Office
	14.00 p.m.	Sherihan Habib, Monitoring and Evaluation Officer	UNIDO Office
<b>August 26</b>	11.00 p.m.	UNIDO team Alaa Fahmy, National Programme Officer Laila Kenawy, Project Officer Ahmed Fahmy, Knowledge Management and Communication Officer Sherihan Habib, Monitoring and Evaluation Officer	UNIDO Office
	13.30 p.m.	Sherihan Habib, Monitoring and Evaluation Officer	UNIDO Office
	15.00 p.m.	Giovanna Ceglie, UNIDO Representative and Country Director (Allotment Holder)	UNIDO Office
<b>August 27</b>	09.00 a.m.	Event on Human Security / Midterm Evaluation findings session	MoLD
	11.30 a.m.	Departure for airport	

## **Bibliography**

### ***Project document and background papers:***

*Project Document* (December 2012): Human security through inclusive socio-economic development in upper Egypt. A joint initiative of UNIDO, UN Women, UN Habitat, ILO and IOM.

IOM (January 2014): *Minya Labour Market Analysis. Final Qualitative Report.*

*Baseline study* (December 2014): *Benchmarking Human Security in Upper Egypt. Lessons from Minya Governorate.*

*Terms of Reference. Local Development Fora (HS Forum).*

*Community Action Plan (Arabic).*

### ***Progress reporting and assessments:***

*UNTFHS Mission Assessment Report (August 24-28, 2014)*

*Quick Wins Assessment Report (August 2014).*

*SDC (May 2014): SDC Field Mission to Edwa. Mission Report.*

*Progress Report* (February 2014): Human Security through Inclusive Socio-Economic Development in Upper Egypt.

*Progress Report* (May 2015): Human Security through Inclusive Socio-Economic Development in Upper Egypt.

### ***Project Steering Committee Notes:***

September 13, 2013

March 20, 2014

December 2, 2014

June 7, 2015

### ***Project Management Committee (PMC) Notes:***

August 25, 2013 to August 2, 2015

### ***Project Management Unit (PMU) Notes:***

January 08, 2014 to June 17, 2015

### ***UN Strategic documents:***

UNIDO (2015): '*Guide on Gender Mainstreaming Agribusiness Development Projects*', Vienna.

UNIDO, IFAD and DIIS (2011): '*Pro-poor Value Chain Development*', Vienna.

UNIDO (May 2006): Director-General's Bulletin: '*Evaluation Policy*', UNIDO/DGB(M).98, Vienna.

UNIDO (?): '*Guidance on integrating gender in evaluations of UNIDO projects and programmes*', Vienna.

UNTFHS (October 2014): '*Guidelines for the United Nations Trust Fund for Human Security.*

## Outcome and Output Results (by mid-term evaluation)

### Outcome results by midterm

No	Outcome description	Status <sup>36</sup>
<b>1</b>	<b>Strengthened economic security in target communities through the creation of more and better employment opportunities and increased employability of the local labor force.</b>	
1.1	Number of community members with new or better job and income generating opportunities as a result of the HAYAT priority projects disaggregated by age and gender and current employment status (if available) <i>Target: 300 youth and women are involved in new income generation opportunities</i>	118 youth with access to new income generation opportunities, or new jobs as a result of activities conducted under outputs (Reference to output 1.4 results)  At least 150 laborers provided with new temporary employment under small scale infrastructural projects funded under the HS Fund (Reference to output 1.2)
1.2	Number of individuals reporting change in capital asset ownership as a result of income generation interventions conducted under the project <i>Target (revised): 500 women from VSLAs are granted new asset ownership for income generation</i>	No progress. Asset transfer programme expected to take place during third quarter of 2015.
1.3	Degree of satisfaction of youth / women / micro and small scale entrepreneurs targeted by the priority projects on the benefits and results of each project and employment intervention. <i>Target: (Qualitative)</i>	Internal evaluation findings reveal high level of satisfaction from youth investing in their land or business. Focus group with youth employed in private sector jobs to take place during the third quarter of 2015.
1.4	Extent to which priority projects have a) included previously marginalized groups in their developmental objectives, b) maximized geographical outreach of their interventions, c) adopted the HS integrated and multiple domain approach in their design. <i>Target: % of marginalized groups included as beneficiaries of the priority projects % of the priority projects maximized geographical outreach of their interventions % of the priority projects adopted the HS integrated and multiple domain approach in their design</i>	<i>Quick win projects:</i> 100% of beneficiaries targeted by previous priority projects had been marginalized groups (poor youth, children, and disabled) – low targeting of women Less than 25% of quick wins focused on 2 or more villages – limited geographical outreach Less than 10% of quick win focused on multiple domain approach <i>New round of projects:</i> 100% of new priority projects adopt a multiple domain approach in their design 100% of projects target beneficiaries from several villages, districts 100% of projects focus on more than one HS domain in their design (Ex. Economic and health) ** Second round of project results to be reported in December 2015 following their completion.
1.5	At least 20 projects are conceived locally to strengthen economic security (disaggregated by sector) <i>Target: 20 projects conceived locally are being implemented through HAYAT project support</i>	Reported number of projects under HS Fund component are 13/20 (quick win projects, fisheries project, greenhouses, furniture, health, entrepreneurship) 2 projects are underway in infrastructure and poultry sector
<b>2</b>	<b>Community security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness.</b>	
??	% prevalence of crime and violence reduced (domestic, public space, age / gender specific) <i>Target: Objective 2 with indicator and target is longer included in progress reporting</i>	The progress monitoring is no longer reporting on objective 2 and its indicators.

### Output results by midterm

No	Output description	Status
1.0	<b>A governorate and markaz level LED Promotion Process, Institutional Arrangements and LED strategy are established</b>	
1.6	Establishment of an LED unit with project support <i>Target: LED Indicators:</i> - LED unit established formally - Local Economic Mapping and Strategy finalized (LED strategy is developed and adopted by the Governorate and targeted districts) - Linkages with investment plans established that involve projects under HAYAT scope <i>Integrated and Programme based</i>	Established
1.1	<b>A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a community action plan through a human security approach and monitor its implementation.</b>	
1.7	Formulation of Community Action Plan (CAP) by the HS Forum in line with community needs (needs indicated by Territorial Analysis, Labor Market Assessment, Baseline study and Community Assessment, and other project related studies / reports) <i>Target: Community Action Plan formulated and revised biannually dependent on community needs</i>	The CAP has been finalized based on the community PNA but remains to be shared with the communities. It is being reviewed by MoLD and discussions are ongoing to secure funding.
1.8	Number and outreach of activities conducted in line with action plan (with timeframe and budget) formulated through HS Forum meetings / training workshops <i>Target: All priority projects' activities in line with action plan formulated through HS Forum meetings</i>	Still in the pipeline
1.9	Degree of satisfaction of HS Forum members with the training and capacity development provided through the project in improving their capacity to perform their roles (Kirk Patrick Approach to Training Evaluation) <sup>37</sup> <i>Target: (Qualitative)</i>	HS fora members are satisfied with the training; capable of identifying community needs.
1.10	An effective M&E system is put in place by HS Forum members that is in line with the project HS Fund Manual <i>Target: M&amp;E system that follows clear reporting guidelines and timeframe is put in place and approved by project stakeholders</i>	In the pipeline
1.2	<b>A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security.</b>	
1.11	Extent to which HS Fund disbursements are allocated effectively towards prioritized human security domains <i>Target: Full budget allocated for HSF related interventions is disbursed</i>	'Quick win' implemented at project outset Funds were allocated by the project staff on projects assessed as priority projects The next round of projects shall build on CAP and HS Forum input
1.12	Value and percentage of funds leveraged / mobilized from sources external to the project to cover priority project budgets <i>Target: At least 5 per cent of priority project budget to be mobilized from external sources, whether in the form of financial or in kind contribution</i>	In the pipeline (30 million USD)
1.13	No. (and diversity) of sources of mobilized external funding for priority projects	MoLD is considering Government funding UN Habitat funding from additional source



No	Output description	Status
	<i>Target: At least 5 new agencies, NGOs or other development partners are engaged in supporting the project</i>	
<b>1.3</b>	<b>An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions.</b>	
1.14	Number of referrals facilitated for unemployed beneficiaries as a result screening, registration and counseling services supported by the project (disaggregated by age group and gender) <sup>38</sup> <i>Target: At least 2,000 referrals are facilitated from targeted areas (A successful referral is linking a candidate to a suitable vacancy (that meets his experience) within the specific location(s) s/he has selected)</i>	1091 referrals (approx. 50% of target)
1.15	Degree of satisfaction of youth / women that received the ICRS services (relevance of potential jobs to their skill sets, actual opportunities for interviews / consideration, employment initiatives and events) <i>Target: (Qualitative)</i>	UNIDO internal evaluation findings: 100% of youth are satisfied with the quality of the services provided by the project, however over 80% were initially dissatisfied with the type/location/remuneration packages of jobs made available through the ICRS. Internal evaluation revealed that many youth are seeking employment in the public sector, or in a foreign country. The financial packages offered by the private sector was usually found insufficient to attract youth to migrate to Cairo governorate or other governorates and leave their villages
1.16	Number of targeted beneficiaries aware of formal recruitment services available and accessible to them <i>Target: At least 3000 targeted beneficiaries are informed of services available</i>	1171 beneficiaries are informed (approx. 40% of target)
1.17	Extent to which the established ICRS are sustainable in terms of a) a financial scheme established and adopted by local counterparts <i>Target: A mechanism is drafted and adopted/applied by governmental counterparts</i>	Financial scheme remains to be developed
1.18	and b) an outreach office at the governorate and district level has been established with sufficient and sustainable resources allocated (human and financial) <i>Target: Offices established and operational</i>	ICRS office established in existing PES office in Minya; Human resources allocated but insufficient; Financial resources but insufficient to cover required expenses
<b>1.4</b>	<b>Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities.</b>	
1.19	No. of farmers trained by project on best agricultural practices (disaggregated by age group and gender) <i>Target: 1,800 farmers receive capacity building (500 are youth aged 18 – 30, majority of which are male)</i>	1870 farmers (of which 83 (approx. 4,5%) female) trained on best agriculture practices, livestock fodder and attending cross visits
1.20	Results of training workshop indicate positive feedback from farmers at the four levels of the Kirk Patrick Model (i.e. satisfaction, learning, application, change resulting from training). <i>Target: (Qualitative)</i>	Qualitative evaluation of extension services remains to be conducted (planned for end of August 2015)
1.21	No. of farmers and/or existing productive clusters/groups that have applied for financial services developed in collaboration with local financial service providers (to finance productive activities / models such as greenhouses) <i>Target: At least 50 farmers / clusters</i>	30 date palm farmers 30 landowners invested personal savings in establishing 10 greenhouses following the design of the four demonstrations established by the project.

No	Output description	Status
1.22	No. of youth and local officers trained on participatory planning for neighborhood upgrading <i>Target: 50 government officials and youth disaggregated by age and gender</i>	60 youth have been trained for YVS 50 local authority/community representatives - initiated through capacity building program (inception report submitted)
1.23	No. of micro-entrepreneurs provided with business coaching services <i>Target: 150 entrepreneurs trained and coached by the project</i>	23 farmers trained (by UNIDO) The entrepreneurship training by ILO remains to be initiated
1.24	Results of business coaching indicate positive feedback from micro-entrepreneurs with under the four levels of the Kirk Patrick Model. <i>Target: Qualitative</i>	Evaluation in the pipeline
1.25	No. of beneficiaries that have benefited from neighborhood upgrading interventions <i>Target: 10,000 beneficiaries</i>	1,775 beneficiaries (approx. 18% of target) have benefited from the small scale infrastructural projects Water/Sanitation mapping for all target population initiated which will result in implementing small-scale priority projects (and identification of number of direct beneficiaries according to project)
1.26	No. of youth beneficiaries received skills enhancement trainings courses <i>Target: 400 youth trained</i>	Remains in pipeline
<b>1.5</b>	<b>Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.</b>	
1.27	No. of beneficiaries integrated into a VSLA (disaggregated by age) <i>Target: 8000 beneficiaries (majority of whom are female)</i>	4,479 members of VSLAs (843 (19%) male, 3,636 (81%) females) (approx. 56% of target)
1.28	No. of women that have received direct technical assistance in the form of business coaching / productive assets for income generation (disaggregated by age) <i>Target: 3000 women **Target has been revised to 500 women</i>	Not yet initiated
1.29	No. of VSLA groups formed and functioning <i>Target: 500 VSLA groups formed</i>	289 groups (approx. 58% of target)
1.30	No. and type of income generating opportunities established by the average VSLA <i>Target: At least 40% of VSLA are used for micro scale income generation</i>	More than 40% of women use loans for small income generating activities (especially commercial)
1.31	No. of mothers trained on child nutrition and public health issues <i>Target: 2000 mothers attend awareness campaigns</i>	1,630 mothers (approx. 81.5% of target)
1.32	Level of increase in awareness notable in a sample of targeted women (nutrition and public health) <i>Target: Qualitative</i>	An increased level of awareness was noticeable in FGD; women stated many examples of behavioral change
<b>2.1</b>	<b>A Youth Volunteer Service is instituted to implement and scale up quick-impact activities addressing human security threats.</b>	
1.33	No. of youth trained through the YVS scheme (Disaggregated by topic of training, age, and gender) <i>Target: 400 youth trained, (partially linked with 1.24 above. Some beneficiaries of this activity can result from the above activity)</i>	758 participants (542 males; 216 females) trained (approx. 189% of target)
1.34	Results of YVS training workshops indicate positive feedback from youth with under the four levels of the Kirk Patrick Model. <i>Target: Qualitative</i>	Remains to be conducted (planned for end of 2015)
1.35	No. of beneficiaries directly benefiting from YVS activities	No information available

No	Output description	Status
	and small projects (disaggregated by age and gender) <i>Target: (To be specified)</i>	
1.36	No. of people participating in sensitizing sessions (disaggregated by topic, age and gender) <i>Target: 2000 beneficiaries</i>	7 sensitizing sessions conducted involving 1113 beneficiaries (approx. 56% of target) (725 males; 388 females) Information by topic not available
<b>2.2</b>	<b>Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.</b>	
1.37	# and types of events organized addressing issues of relevance to marginalized and excluded groups <i>Target: 20 community events organized – involving 1000 beneficiaries</i>	37 community events implemented by YVS in health awareness and social empowerment - involving 1670 beneficiaries (approx. 167% of target) (964 (58%) males; 706 (42%) females).
1.38	No. of people participating in awareness raising and capacity development programs (disaggregated by topic, age and gender) <i>Target: 1,000 people</i>	1,200 women, as well as 70 youth participating in social community initiatives 1707 participated in awareness sessions “life-value program” (1099 (64%) males; 608 (36%) females) implemented by YVS groups TOR for community awareness on housing maintenance and construction published - expected to be executed in November.

### Activity results by midterm

No	Output/Activity	Status
<b>1.1</b>	<b>A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a community action plan through a human security approach and monitor its implementation.</b>	
1.1.1	Facilitate the formation of the HS forum and consultation groups at the district/village level and develop their terms of reference.	HS fora were established in five mother villages in Edwa, and two more in Maghagha.
1.1.2	Develop and deliver a capacity development program for approximately 50 forum members and consultation groups on how to assess the needs of the community and draft strategies based on the protection and empowerment framework.	Capacity Building programme was conducted; members were trained on conducting household surveys.
1.1.3	Through an integrated approach that highlights the interconnections between the different HS domains, support the HS forum to perform market/community assessments to identify 30 priority interventions for job creation in the following sectors	HS forum members proposed a number of priority interventions that were filtered by the project staff; CAP is being reviewed by MoLD.
1.1.4	Support the HS forum to monitor implementation, assess results and review plans and priority project regularly and at least twice per year.	M&E training programme, in the pipeline.
1.1.5	Share results and lessons learned widely in the community to facilitate diffusion of benefits and increase outreach.	Not implemented, in the pipeline.
1.1.6	Build the capacity of the HS forum to monitor the performance of the Human Security Fund	M&E training programme, in the pipeline.
<b>1.2</b>	<b>A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security.</b>	
1.2.1	Introduce the concept of a HSF to the communities and agree on management modalities, allocation criteria and monitoring procedures leading to the use of the allocated resources.	A number of sensitizing sessions were conducted; work sessions with representatives of the community and 80 NGO.
1.2.2	Finance priority projects as decided by communities through the HS forum and consultative groups.	The quick wins initiative was conducted in the areas of water drainage, establishing water connections, refurbishing homes and schools, as well as management and vocational training.
1.2.3	Provide support to implementation of identified priority projects.	A few priority projects have been implemented. More in the pipeline
1.2.4	Provide capacity development to local NGOs implementing and/ or	The evaluation team does not have

No	Output/Activity	Status
	supporting project-related activities (local leadership skills, pro-poor and gender sensitive programming and targeting, participatory planning and budgeting, governance monitoring).	information about this
1.2.5	Share the idea of the HSF with other development partners and the private sector for resource mobilization.	The evaluation team does not have information about this
<b>1.3</b>	<b>An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions.</b>	
1.3.1	Establish an ICRS system in the target Governorate and develop a financial mechanisms for its sustainability	ICRS was established in Minya's PES office; an ICRS team was with new ToRs. The financial scheme is being developed
1.3.2	Establish and maintain a comprehensive database to deliver and monitor ICRS activities based on the database already in use by the MoME.	Data base was not created, IOM experts at the ICRS unit rely on the information they can obtain from government officials; they don't have access to the PES data base
1.3.3	Redefine TORs of staff working for the ICRS system and develop their capacity accordingly.	ToRs were developed. On the job trainings are provided.
1.3.4	Assess the situation and needs of underemployed and unemployed beneficiaries in collaboration with civil society organizations; develop a map of the services available in the community and the organizations offering these services. Feed relevant information to the HS forum for decision making and support.	IOM labor Market assessment was conducted. Connection with HS forum, however, was not evident.
1.3.5	Disseminate information through NGOs and the media about the purpose of the ICRS system and the range of services provided to beneficiaries.	Established partnerships with 6 NGOs.
1.3.6	Support the screening, registering, and provision one-to-one counseling to at least 2,000 beneficiaries through the ICRS system to determine the assistance option(s) best suited to each beneficiary's qualifications, skills and interests, and support the referral of the beneficiaries to the appropriate entities, including NGO or government partners offering a road range of services including e.g. training, grants and asset transfer schemes	The project reached out to 1171 beneficiaries, and conducted 1091 referral to date
<b>1.4</b>	<b>Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities.</b>	
1.4.1	At least 1,800 lead farmers (of which 500 are youth aged 18-30, most of them men) will be trained on good agricultural practices, protected cultivation, harvesting, and post-harvesting practices and provide on-the-job assistance for the application of new technologies for protected agriculture.	1870 farmers trained (including 83 females) on best agricultural practices, livestock fodder, and attended cross visits.
1.4.2	Provide training and mentoring to at least 500 youth on new technologies for agro-industries.	15 were provided with technical assistance to build and maintain aquaculture farms
1.4.3	Develop financial scheme for the establishment of at least 50 greenhouses in target villages in collaboration with appropriate financial service providers.	Four green houses were established by the project; 17 greenhouses were established by beneficiaries who received technical support by the project.
1.4.4	Organize farmers in clusters or similar types of collaborative groups to overcome fragmentation and reach higher value markets.	Date palm group was created with the project's technical support.
1.4.5	Develop and implement SEP targeting at least 400 youth.	Activity in the pipeline
1.4.6	Train 50 local authorities/community representatives in competences to improve local governance and community-based urban development practices consistent with a human security approach.	60 youths were trained as part of the YVS 50 local authority/community representatives - initiated through capacity building program (inception report submitted)
1.4.7	Conduct on-the-job training for community entrepreneurs and youth to implement neighborhood improvement projects	In the pipeline
1.4.8	Complete selected labor-intensive neighborhood upgrading projects benefiting at least 10,000 people in disadvantaged areas, according to plans developed by the HS forum.	1,775 beneficiaries benefited from small scale infrastructure projects. Water/Sanitation mapping for all target population initiated which will result in implementing small-scale priority projects (and identification of number of direct beneficiaries according to project)
1.4.9	Provide business coaching services to at least 150 targeted micro-	23 beneficiaries were trained

No	Output/Activity	Status
	entrepreneurs.	
<b>1.5</b>	<b>Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.</b>	
1.5.1	Hold consultations with civil society and development partners to introduce the VSLA model and the productive asset transfer criteria and conditions.	CARE was contracted to supervise the implementation of this component; Future Eve NGO was also contracted to support selecting NGOs in the target communities.
1.5.2	Assess the capabilities of the various institutions (government and civil society) and determine their role in implementation (identification of households, and/ or food assistance, training, monitoring and evaluation).	An institutional capacity assessment was conducted for 13 NGOs, 5 of which were chosen to participate in the implementation.
1.5.3	Building on the results of activity 1.1.3, carry out a resource mapping to determine viable opportunities for local women to engage in economic activities and the corresponding financing and training gap to realize those opportunities.	A mapping exercise was carried out by CARE international in December 2014 to identify viable opportunities for local women to engage in economic activity.
1.5.4	Identify eligible households and assess commitment and capability of women and other members within particularly vulnerable households to participate in VSLA and training activities.	A VSLA baseline survey was conducted
1.5.5	Provide technical support and the transfer of productive assets to 8,000 women in conjunction with technical assistance and business coaching to at least 3,000 women (food for training could also be considered in case of particularly needed target beneficiaries).	Planned, not implemented
1.5.6	Train at least 2,000 mothers on child nutrition and health issues.	1,630 mothers were trained
<b>2.1</b>	<b>A Youth Volunteer Service is instituted to implement and scale up quick-impact activities addressing human security threats.</b>	
2.1.1	Introduce the concept of the YVS to the Youth Federation, local youth, local administration and NGOs as well as local community to discuss its contextual applicability, including the appropriate incentive scheme and training for volunteers.	Implemented
2.1.2	Evaluate existing venues including NGOs, and youth organizations to see which (if any) is suitable for housing the YVS; evaluate partnership modalities with existing organizations.	6 youth centers were selected.
2.1.3	Develop training manuals, and implement training of trainers and training of beneficiaries in areas identified by the volunteers in their discussions with the HS Forum.	ILO provided training manuals, no consultation with HS forum was reported
2.1.4	Sensitize groups of youth on development issues raised and analyzed within the HS Forum, as well as on other issues of relevance in the community, to stimulate their ideas and initiatives on how to address them capitalizing on local resources.	7 sensitizing sessions conducted
2.1.5	Lead the youth groups to map past and ongoing initiatives that are perceived by the community as having a positive impact on economic and community security, in the areas of skills development, income generation activities, improvement of local infrastructure, civic engagement, conflict mitigation, women and children protection, functional literacy and counseling to mothers on proper child feeding practices inter alias. Lead a process of identification of lessons learned and prospects for scalability of good practices.	Not implemented
2.1.6	Coach youth groups to propose community development projects that address the needs of the community, take into consideration lessons learned from previous experiences and that could be implemented capitalizing on local resources and under the leadership of the groups themselves.	60 Youth volunteers were trained on organizing events
2.1.7	Select the most promising project proposals based on (a) expected impact, including sustainability of the same; (b) outreach – preference will be given to proposals reaching higher numbers of beneficiaries; (c) potential for scale-up and replication, and complementarity with other ongoing efforts; (d) availability of required capacity within the YVS (also taking into account the additional support to be provided by the project); (e) potential for cost-sharing with the beneficiaries.	No proposals reported by YVS or Jesuit representatives
2.1.8	Provide support to youth groups in the implementation of short-listed projects, including project management support, technical advice (through consultants and experts, if needed) and establishment of	Six initiatives were implemented as a result of a consultative process involving volunteers' coordinators and Jesuit

No	Output/Activity	Status
	linkages to local providers of financial and other services.	representatives
2.1.9	Promote a learning process of the youth groups and the YVS on their experience of project implementation in order to plan for future activities of the YVS, and disseminate success stories about the engagement of young women and men in neighboring communities.	No mechanism reported
<b>2.2</b>	<b>Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.</b>	
2.2.1	Conduct widespread awareness campaigns on the concept and meaning of human security and the advantage of inclusive communities in promoting personal and community security and safeguarding against human security threats. Specific themes (such as civic engagement, conflict mitigation, women and children protection, literacy, nutrition) will be touched upon according to priorities decided in consultation with the community.	Health awareness and social empowerment sessions were attended by 1670 beneficiaries
2.2.2	Raise awareness and deliver capacity development programs to at least 1,000 vulnerable individuals on specific needs (leadership, public speaking, civic education, etc.) within target groups.	1707 trained on “life values” TOR for community awareness on housing maintenance and construction published - expected to be executed in November.
2.2.3	Support the organization of at least 2 mobilization events per mother village per year by the YVS and local NGOs (sports, theater, competitions), aimed at promoting community inclusiveness, cohesion, and collective action.	Six social initiatives were conceived to date
2.2.4	In coordination with local authorities and civil society, advocate for constructive representation and engagement of marginalized and excluded groups.	Not implemented

## Logframe

Results hierarchy	Objectively Verifiable Indicator (OVI) ( <i>Revised</i> )	Target	Assumptions and risks
<b>Human Security Goal:</b> Human security of vulnerable households, youth, women and children is improved in target communities through inclusive, pro-poor socio-economic development.	1.1 % change in local community development indicators <sup>39</sup> at the household level in the targeted 6 mother villages (data disaggregated by age, gender, and index domains including health, food, and economic security).	1.1 18,000 households reveal changes in the targeted HS Domains	- Precarious security conditions in target governorate may delay the implementation of certain project activities.  - Political situation becomes increasingly unstable
	1.2 Changes in institutional behavior in local government (changes such as increased civil society and community involvement in decision making / planning, increased allocation of resources to key identified human security domains)	1.2 (Qualitative)	
	1.3 Number of local officers that have become conversant with the HS approach and are capable of replicating it in other disadvantaged areas	1.3 At least 50 local government officers	
	1.4 Increase in institutional capacity of local NGOs to meet their community development needs (outreach to beneficiaries, creation of a vision that and NGO mandates, increase in diversity and number of ongoing human security interventions)	1.4 (Qualitative)	
<b>Objective/Outcome 1:</b> Strengthened economic security in target communities through the creation of more and better employment opportunities and increased employability of the local labor force.	1.1 Number of community members with <u>new or better job</u> and <u>income generating</u> opportunities as a result of the HAYAT priority projects disaggregated by age and gender and current employment status (if available) <sup>40</sup>	1.1 300 youth and women are involved in new income generation opportunities	- Exogenous shocks in input/food prices
	1.2 Number of individuals reporting change in capital asset ownership as a result of income generation interventions conducted under the project	1.2 500 women <sup>41</sup> from VSLAs are granted new asset ownership for income generation	

<sup>39</sup> The local Community Development Indicators (LCDI) provides a snapshot of progress in various human security domains. These are namely: **Economic Insecurity** measured by the poverty index (lack of ownership of productive and non-productive assets) and by unemployment; **Health Insecurity** measured by level of health awareness and the prevailing health issues faced by households; **Food Insecurity** measured by the CARE Int'l 'Coping Strategies Index', and the **Security Perception Index** which involves household perceptions on their level of safety and security.

<sup>40</sup> Each of the 20 projects will be monitored and evaluated through the support of the HS Forum members and implementing organizations. Other considerations for monitoring projects are as follows: a) extent to which the priority projects have enhanced youth and women employability skills (verified through in-depth interviews with employers, recruitment agencies, and focus groups with youth); b) reported improvements in living conditions / health awareness / education / etc of households for those benefiting from the projects (rapid appraisals – qualitative data collection) – depending on which domain(s) will be covered by each priority project.

<sup>41</sup> Target has been revised by UNWOMEN in the first quarter of 2015.

	1.3 Degree of satisfaction of youth / women / micro and small scale entrepreneurs targeted by the priority projects on the benefits and results of each project and employment intervention.	1.3 (Qualitative)	
	1.4 Extent to which priority projects have a) included previously marginalized groups in their developmental objectives, b) maximized geographical outreach of their interventions, c) adopted the HS integrated and multiple domain approach in their design. <sup>42</sup>	1.4 % of marginalized groups included as beneficiaries of the priority projects % of the priority projects maximized geographical outreach of their interventions % of the priority projects adopted the HS integrated and multiple domain approach in their design	
	1.5 At least 20 projects are conceived locally to strengthen economic security (disaggregated by sector)	1.5 20 projects conceived locally are being implemented through HAYAT project support	
<b>Output 1.0:</b> A governorate and markaz level LED Promotion Process, Institutional Arrangements and LED strategy are established	1. 6 Establishment of an LED unit with project support	1.6 LED Indicators - LED unit established formally - Local Economic Mapping and Strategy finalized (LED strategy is developed and adopted by the Governorate and targeted districts) - Linkages with investment plans established that involve projects under HAYAT scope Integrated and Programme based	
<b>Output 1.1:</b> A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a	1.7 Formulation of Community Action Plan (CAP) by the HS Forum in line with community needs (needs indicated by Territorial Analysis, Labor Market Assessment, Baseline study and Community Assessment, and other project related studies / reports)	1.7 Community Action Plan formulated and revised biannually dependent on community needs	- Certain groups try to monopolize the HS Forum to serve particular interests

42 Each priority project will be evaluated based on the five DAC criteria of efficiency, effectiveness, relevance, and indications regarding expected potential impact and sustainability within this framework.



community action plan through a human security approach and monitor its implementation.	1.8 Number and outreach of activities conducted in line with action plan (with timeframe and budget) formulated through HS Forum meetings / training workshops	1.8 All priority projects' activities in line with action plan formulated through HS Forum meetings	
	1.9 Degree of satisfaction of HS Forum members with the training and capacity development provided through the project in improving their capacity to perform their roles (Kirk Patrick Approach to Training Evaluation) <sup>43</sup>	1.9 (Qualitative)	
	1.10 An effective M&E system is put in place by HS Forum members that is in line with the project HS Fund Manual	1.10 M&E system that follows clear reporting guidelines and timeframe is put in place and approved by project stakeholders	
<b>Output 1.2:</b> A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security.	1.11 Extent to which HS Fund disbursements are allocated effectively towards prioritized human security domains	1.11 Full budget allocated for HSF related interventions is disbursed	- Attempts to monopolize the HSF to serve particular interests
	1.12 Value and percentage of funds leveraged / mobilized from sources external to the project to cover priority project budgets	1.12 At least 5 per cent of priority project budget to be mobilized from external sources, whether in the form of financial or in kind contribution	
	1.13 No. (and diversity) of sources of mobilized external funding for priority projects	1.13 At least 5 new agencies, NGOs or other development partners are engaged in supporting the project	
<b>Output 1.3:</b> An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions.	1.14 Number of referrals facilitated for unemployed beneficiaries as a result screening, registration and counseling services supported by the project (disaggregated by age group and gender) <sup>44</sup>	1.14 At least 2,000 referrals are facilitated from targeted areas  (A successful referral is linking a candidate to a suitable vacancy (that meets his experience) within the specific location(s) s/he has selected)	- Information about the ICRS system does not reach the targeted beneficiaries  - Financial incentive plan is not implemented
	1.15 Degree of satisfaction of youth / women that received the ICRS services (relevance of potential jobs to their skill sets, actual opportunities for interviews / consideration, employment initiatives and events)	1.15 (Qualitative)	

43

Please see more info on Kirk Patrick Model here:

44  
Reports will also include % of referrals that ended in jobs for longer than a three month duration

	1.16 Number of targeted beneficiaries aware of formal recruitment services available and accessible to them	1.16 At least 3000 targeted beneficiaries are informed of services available	
	1.17 Extent to which the established ICRS are sustainable in terms of a) a financial scheme established and adopted by local counterparts	1.17 A mechanism is drafted and adopted/applied by governmental counterparts	
	1.18 and b) an outreach office at the governorate and district level has been established with sufficient and sustainable resources allocated (human and financial)	1.18 Offices established and operational	
<p><b>Output 1.4:</b> Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities.</p>	1.19 No. of farmers trained by project on best agricultural practices (disaggregated by age group and gender)	1.19 1,800 farmers receive capacity building (500 are youth aged 18 – 30, majority of which are male)	<p>- Resistance to change in consolidated traditional practices</p> <p>- Low interest in accessing these financial products</p>
	1.20 Results of training workshop indicate positive feedback from farmers at the four levels of the Kirk Patrick Model (i.e. satisfaction, learning, application, change resulting from training).	1.20 (Qualitative)	
	1.21 No. of farmers and/or existing productive clusters/groups that have applied for financial services developed in collaboration with local financial service providers (to finance productive activities / models such as greenhouses)	1.21 At least 50 farmers / clusters	
	1.22 No. of youth and local officers trained on participatory planning for neighborhood upgrading	1.22 50 government officials and youth disaggregated by age and gender	
	1.23 No. of micro-entrepreneurs provided with business coaching services	1.23 150 entrepreneurs trained and coached by the project	
	1.24 Results of business coaching indicate positive feedback from micro-entrepreneurs with under the four levels of the Kirk Patrick Model.	1.24 Qualitative	
	1.25 No. of beneficiaries that have benefited from neighborhood upgrading interventions	1.25 10,000 beneficiaries	
	1.26 No. of youth beneficiaries received skills enhancement trainings courses	1.26 400 youth trained	

<p><b>Output 1.5:</b> Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.</p>	1.27 No. of beneficiaries integrated into a VSLA (disaggregated by age)	1.27 8000 beneficiaries (majority of whom are female)	<p>- Heightened tone of conservative discourse discourages women's participation in the public sphere</p> <p>- Resistance from women to take advice on their children's nutrition patterns</p> <p>- Resistance in adopting the VSLA model</p>
	1.28 No. of women that have received direct technical assistance in the form of business coaching / productive assets for income generation (disaggregated by age)	1.28 3000 women **Target has been revised to 500 women	
	1.29 No. of VSLA groups formed and functioning	1.29 500 VSLA groups formed	
	1.30 No. and type of income generating opportunities established by the average VSLA	1.30 At least 40% of VSLA are used for micro scale income generation	
	1.31 No. of mothers trained on child nutrition and public health issues	1.31 2000 mothers attend awareness campaigns	
	1.32 Level of increase in awareness notable in a sample of targeted women (nutrition and public health)	1.32 Qualitative	
<p><b>Objective/Outcome 2:</b> Community security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness. <i>NOTE: not included in latest logframe from project M&amp;E officer and also not in latest progress report.</i></p>	<p>1.?? % prevalence of crime and violence reduced (domestic, public space, age / gender specific) <i>NOTE: not included in latest logframe from project M&amp;E officer and also not in latest progress reporting</i></p>	1.?? Qualitative	--
<p><b>Output 2.1:</b> A Youth Volunteer Service is instituted to implement and scale up quick-impact activities addressing human security threats.</p>	1.33 No. of youth trained through the YVS scheme (Disaggregated by topic of training, age, and gender)	1.33 400 youth trained, (partially linked with 1.24 above. Some beneficiaries of this activity can result from the above activity)	<p>- Low interest in volunteering among the youth</p>
	1.34 Results of YVS training workshops indicate positive feedback from youth with under the four levels of the Kirk Patrick Model.	1.34 Qualitative	
	1.35 No. of beneficiaries directly benefiting from YVS activities and small projects (disaggregated by age and gender)	1.35 (To be specified)	

	1.36 No. of people participating in sensitizing sessions (disaggregated by topic, age and gender)	1.36 2000 beneficiaries	
<b>Output 2.2:</b> Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.	1.37 # and types of events organized addressing issues of relevance to marginalized and excluded groups	1.37 20 community events organized – involving 1000 beneficiaries	- 'One-off' nature of awareness-raising activities
	1.38 No. of people participating in awareness raising and capacity development programs (disaggregated by topic, age and gender)	1.38 1,000 people	
<b>Activities by output</b>			
<b>Activities Output 1.1:</b>			
1.1.1 Facilitate the formation of the HS forum and consultation groups at the district/village level and develop their terms of reference.			
1.1.2 Develop and deliver a capacity development program for approximately 50 forum members and consultation groups on how to assess the needs of the community and draft strategies based on the protection and empowerment framework.			
1.1.3 Through an integrated approach that highlights the interconnections between the different HS domains, support the HS forum to perform market/community assessments to identify 30 priority interventions for job creation in the following sectors			
1.1.4 Support the HS forum to monitor implementation, assess results and review plans and priority project regularly and at least twice per year.			
1.1.5 Share results and lessons learned widely in the community to facilitate diffusion of benefits and increase outreach.			
1.1.6 Build the capacity of the HS forum to monitor the performance of the Human Security Fund			
<b>Activities Output 1.2:</b>			
1.2.1 Introduce the concept of a HSF to the communities and agree on management modalities, allocation criteria and monitoring procedures leading to the use of the allocated resources.			
1.2.2 Finance priority projects as decided by communities through the HS forum and consultative groups.			
1.2.3 Provide support to implementation of identified priority projects.			
1.2.4 Provide capacity development to local NGOs implementing and/ or supporting project-related activities (local leadership skills, pro-poor and gender sensitive programming and targeting, participatory planning and budgeting, governance monitoring).			
1.2.5 Share the idea of the HSF with other development partners and the private sector for resource mobilization.			
<b>Activities Output 1.3:</b>			
1.3.1 Establish an ICRS system in the target Governorate and develop a financial mechanisms for its sustainability			
1.3.2 Establish and maintain a comprehensive database to deliver and monitor ICRS activities based on the database already in use			

<p>by the MoME.</p> <p>1.3.3 Redefine TORs of staff working for the ICRS system and develop their capacity accordingly.</p> <p>1.3.4 Assess the situation and needs of underemployed and unemployed beneficiaries in collaboration with civil society organizations; develop a map of the services available in the community and the organizations offering these services. Feed relevant information to the HS forum for decision making and support.</p> <p>1.3.5 Disseminate information through NGOs and the media about the purpose of the ICRS system and the range of services provided to beneficiaries.</p> <p>1.3.6 Support the screening, registering, and provision one-to-one counseling to at least 2,000 beneficiaries through the ICRS system to determine the assistance option(s) best suited to each beneficiary’s qualifications, skills and interests, and support the referral of the beneficiaries to the appropriate entities, including NGO or government partners offering a road range of services including e.g. training, grants and asset transfer schemes</p>	
<p><u>Activities Output 1.4:</u></p> <p>1.4.1 At least 1,800 lead farmers (of which 500 are youth aged 18-30, most of them men) will be trained on good agricultural practices, protected cultivation, harvesting, and post-harvesting practices and provide on-the-job assistance for the application of new technologies for protected agriculture.</p> <p>1.4.2 Provide training and mentoring to at least 500 youth on new technologies for agro-industries.</p> <p>1.4.3 Develop financial scheme for the establishment of at least 50 greenhouses in target villages in collaboration with appropriate financial service providers.</p> <p>1.4.4 Organize farmers in clusters or similar types of collaborative groups to overcome fragmentation and reach higher value markets.</p> <p>1.4.5 Develop and implement SEP targeting at least 400 youth.</p> <p>1.4.6 Train 50 local authorities/community representatives in competences to improve local governance and community-based urban development practices consistent with a human security approach.</p> <p>1.4.7 Conduct on-the-job training for community entrepreneurs and youth to implement neighborhood improvement projects</p> <p>1.4.8 Complete selected labor-intensive neighborhood upgrading projects benefiting at least 10,000 people in disadvantaged areas, according to plans developed by the HS forum.</p> <p>1.4.9 Provide business coaching services to at least 150 targeted micro-entrepreneurs.</p>	
<p><u>Activities Output 1.5:</u></p> <p>1.5.1 Hold consultations with civil society and development partners to introduce the VSLA model and the productive asset transfer criteria and conditions.</p> <p>1.5.2 Assess the capabilities of the various institutions (government and civil society) and determine their role in implementation (identification of households, and/ or food assistance, training, monitoring and evaluation).</p> <p>1.5.3 Building on the results of activity 1.1.3, carry out a resource mapping to determine viable opportunities for local women to engage in economic activities and the corresponding financing and training gap to realize those opportunities.</p> <p>1.5.4 Identify eligible households and assess commitment and capability of women and other members within particularly vulnerable</p>	

<p>households to participate in VSLA and training activities.</p> <p>1.5.5 Provide technical support and the transfer of productive assets to 8,000 women in conjunction with technical assistance and business coaching to at least 3,000 women (food for training could also be considered in case of particularly needed target beneficiaries).</p> <p>1.5.6 Train at least 2,000 mothers on child nutrition and health issues.</p>	
<p><u>Activities Output 2.1:</u></p> <p>2.1.1 Introduce the concept of the YVS to the Youth Federation, local youth, local administration and NGOs as well as local community to discuss its contextual applicability, including the appropriate incentive scheme and training for volunteers.</p> <p>2.1.2 Evaluate existing venues including NGOs, and youth organizations to see which (if any) is suitable for housing the YVS; evaluate partnership modalities with existing organizations.</p> <p>2.1.3 Develop training manuals, and implement training of trainers and training of beneficiaries in areas identified by the volunteers in their discussions with the HS Forum.</p> <p>2.1.4 Sensitize groups of youth on development issues raised and analyzed within the HS Forum, as well as on other issues of relevance in the community, to stimulate their ideas and initiatives on how to address them capitalizing on local resources.</p> <p>2.1.5 Lead the youth groups to map past and ongoing initiatives that are perceived by the community as having a positive impact on economic and community security, in the areas of skills development, income generation activities, improvement of local infrastructure, civic engagement, conflict mitigation, women and children protection, functional literacy and counseling to mothers on proper child feeding practices <i>inter alia</i>. Lead a process of identification of lessons learned and prospects for scalability of good practices.</p> <p>2.1.6 Coach youth groups to propose community development projects that address the needs of the community, take into consideration lessons learned from previous experiences and that could be implemented capitalizing on local resources and under the leadership of the groups themselves.</p> <p>2.1.7 Select the most promising project proposals based on (a) expected impact, including sustainability of the same; (b) outreach – preference will be given to proposals reaching higher numbers of beneficiaries; (c) potential for scale-up and replication, and complementarity with other ongoing efforts; (d) availability of required capacity within the YVS (also taking into account the additional support to be provided by the project); (e) potential for cost-sharing with the beneficiaries.</p> <p>2.1.8 Provide support to youth groups in the implementation of short-listed projects, including project management support, technical advice (through consultants and experts, if needed) and establishment of linkages to local providers of financial and other services.</p> <p>2.1.9 Promote a learning process of the youth groups and the YVS on their experience of project implementation in order to plan for future activities of the YVS, and disseminate success stories about the engagement of young women and men in neighboring communities.</p>	

Activities Output 2.2:

2.2.1 Conduct widespread awareness campaigns on the concept and meaning of human security and the advantage of inclusive communities in promoting personal and community security and safeguarding against human security threats. Specific themes (such as civic engagement, conflict mitigation, women and children protection, literacy, nutrition) will be touched upon according to priorities decided in consultation with the community.

2.2.2 Raise awareness and deliver capacity development programs to at least 1,000 vulnerable individuals on specific needs (leadership, public speaking, civic education, etc.) within target groups.

2.2.3 Support the organization of at least 2 mobilization events per mother village per year by the YVS and local NGOs (sports, theatre, competitions), aimed at promoting community inclusiveness, cohesion, and collective action.

2.2.4 In coordination with local authorities and civil society, advocate for constructive representation and engagement of marginalized and excluded groups.

## Evaluation Matrix

Criteria/Issues	Questions	Indicators	Sources of Information	Data Collection / Analysis Methods
Project identification and formulation	Was the project formulated in a participatory process?	<ul style="list-style-type: none"> <li>- Government and project stakeholders involved in identification and formulation of project</li> <li>- UN implementing partners were involved in identification and formulation of project and in identifying which counterparts required technical support</li> <li>- Government stakeholder groups were instrumental in selecting problem areas targets groups and in identifying which counterparts required technical support</li> </ul>	<ul style="list-style-type: none"> <li>- Project document</li> <li>- Project staff</li> <li>- Implementing partners</li> <li>- Government counterpart</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Discussions / meetings</li> </ul>
	Is the project logical framework relevant and valid to function as an adequate tool for monitoring and reporting project progress?	<ul style="list-style-type: none"> <li>- Logical framework approach is clear, consistent and thematically focused</li> <li>- There is logical consistency between the project's inputs, activities, outputs and outcomes</li> <li>- The time frame is realistic</li> <li>- Implementing partners and government stakeholders have participated in developing and revising the logical framework</li> </ul>	<ul style="list-style-type: none"> <li>- Project document</li> <li>- Project logical framework</li> <li>- Implementing partners</li> <li>- Project staff</li> <li>- Government counterpart</li> </ul>	<ul style="list-style-type: none"> <li>- Document review (project document and progress reports)</li> <li>- Assessment of project logical framework against project document narrative</li> <li>- Assessment of project logical framework against progress reporting</li> <li>- Discussions / meetings</li> </ul>



Relevance of objectives and ownership of project	Are the objectives of the project consistent with - Government of Egypt policies and strategies? - UNIDO policies and strategies? - UN implementing partner policies and strategies?	Objectives and deliverables of the project are aligned with - policies and strategies of the Government of Egypt - UNIDO policies and lessons learned - policies and lessons learned of UN implementing partners	- Partner policies - Government counterpart	- Document review - Discussions / meetings
	Are the objectives of the project consistent with target group needs and priorities?	- Appropriate needs assessments of the targeted communities in Edwa and Maghagha were conducted (during project design or project inception period) - Findings from the needs assessments are considered throughout project planning and implementation	- Beneficiaries - Civil society stakeholders - Government counterpart in Minya - Inception phase studies - Project work plans - Project progress reporting	- FGDs - Discussions / meetings - Document review
	Are measures taken to ensure local ownership in implementation and sustainability?	- The main counterpart (Ministry of Local Development) and its affiliates are involved throughout the project's implementation - Evidence of specific measures taken to ensure ownership and sustainability from government counterparts and at beneficiary level	- Government counterparts in Minya and at national level - Project steering committee meeting notes - Project progress reporting - Project work plans	- Discussions / meetings - Document review

<p>Effectiveness: Output to Outcome</p>	<p>Are intended outputs produced or likely to be produced, and with intended outreach?</p>	<ul style="list-style-type: none"> <li>- Outputs have been successfully delivered as planned and specified in project document and logical framework</li> <li>- The targeted beneficiaries within the targeted communities have been reached</li> <li>- Majority of interventions focus on one or more human security domains, with linkages and synergies at the output and outcome levels</li> <li>- Interventions are interlinked effectively amongst the different implementing agencies to maximize benefits and impact</li> </ul>	<ul style="list-style-type: none"> <li>- Project logical framework</li> <li>- Project progress reporting</li> <li>- Project staff</li> <li>- Implementing partners</li> <li>- Government counterparts</li> <li>- Beneficiaries</li> <li>- Civil society stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Discussions / meetings</li> <li>- FGDs</li> </ul>
	<p>What have been the positive and negative outcomes in the target area since the beginning of the project?</p>	<ul style="list-style-type: none"> <li>- Local capacities (government, civil society, beneficiaries) have been improved</li> <li>- Human Security forum has been established and is functioning                             <ul style="list-style-type: none"> <li>--- with members selected through effective mechanisms and members being aware of the nature of their roles</li> <li>--- with members being sensitized on human security concepts and project approach</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Government counterparts</li> <li>- Civil society stakeholders</li> <li>- Beneficiaries</li> <li>- Project logical framework</li> <li>- Progress reporting</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> <li>- FGDs</li> <li>- Document review</li> </ul>

	<p>To what extent can these outcomes be attributed to the project? How should failure in bringing about intended outcomes be explained?</p>	<ul style="list-style-type: none"> <li>- Project logic adequate</li> <li>- Assumptions realistic and remaining realistic</li> <li>- Project strategy remains adequate to the achievements of results on the outcome level</li> <li>- Planning and implementation of interventions have been conducive and sufficient to achieve outcomes (e.g. training has been a means rather than an end in itself, etc.)</li> <li>- Project management is sufficiently flexible</li> </ul>	<ul style="list-style-type: none"> <li>- Project document narrative</li> <li>- Project logical framework</li> <li>- Project work plans and progress reporting</li> <li>- Implementing partners</li> <li>- Government counterparts</li> <li>- Civil society stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of project logic</li> <li>- Assessment of project assumptions and risks</li> <li>- Assessment of changes in project context</li> <li>- Discussions / meetings</li> <li>- FGDs</li> </ul>
<p>Effectiveness: Outcome to Impact (potentially only at this project stage)</p>	<p>What are the positive developments to which the project has potential (or is likely) to contribute?</p>	<ul style="list-style-type: none"> <li>- Envisioned long term developmental and human security changes are likely to occur</li> <li>- Expected increase in jobs and income generation opportunities in targeted communities</li> <li>- Probability of having a multiplier effect that promotes further outreach of project outcomes and improved sustainability</li> <li>- Local (community, enterprise or institutional) protection and empowerment in targeted regions were enhanced</li> </ul>	<ul style="list-style-type: none"> <li>- Government counterparts</li> <li>- Civil society stakeholders</li> <li>- Beneficiaries</li> <li>- Implementing partners</li> <li>- Project staff</li> <li>- Statistics (country and governorate levels if available)</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> <li>- FGDs</li> <li>- Review of statistical evidence</li> </ul>
	<p>What are the actual or possible negative consequences of the project?</p>	<ul style="list-style-type: none"> <li>- Tension in the communities between project beneficiaries and non-beneficiaries</li> <li>- Other as perceived by stakeholders (explorative)</li> </ul>	<ul style="list-style-type: none"> <li>- Government counterparts</li> <li>- Civil society stakeholders</li> <li>- Beneficiaries</li> <li>- Implementing partners</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> <li>- FGDs</li> </ul>

Sustainability of benefits (potentially only at this project stage)	What is the expected duration of the different project benefits after project completion?	- An effective strategy for sustainability has been formulated and adopted throughout the project (design and implementation)	- Project documentation - Project staff - Implementing partners - Government counterparts	- Discussions / meetings
	Is there local commitment to replicate or scale up similar interventions?	- Project team has succeeded in building strong connections and rapport with various stakeholders in the targeted community including local civil society, governmental and private sector counterparts  - Local resources within the targeted communities in the two districts have been mobilized as planned/committed	- Government counterparts - Civil society stakeholders - Implementing partners - Project staff - Project reporting	- Discussions / meetings - FGDs - Document review
	How realistic are the assumptions underpinning expectations regarding sustainability?	- Assumptions and risk assessment adequate and remain adequate	- Project logical framework - Project staff - Government counterparts - Implementing partners	- Assessment of project assumptions and risks - Assessment of changes in project context - Discussions / meetings
	What are the main risks to the expected sustainability of the benefits?	- Economic, environmental, social or institutional development changes negatively affecting the project  - Changes in risks and consequential changes in assumptions are monitored and addressed  - Tension in the community between project beneficiaries and non-beneficiaries	- Government counterparts - Implementing partners - Project staff - Civil society stakeholders	- Discussions / meetings

Management	How do project processes and structures function?	<ul style="list-style-type: none"> <li>- National management and field coordination function to the satisfaction of all stakeholders</li> <li>- Changes in planning and related documents are consistently shared between the five implementing partners (and are consistently made in all inter-related documents)</li> <li>- There is a clear division of roles and responsibilities among implementing partners</li> <li>- Coordination, quality control and input delivery mechanisms are functioning in all five implementing partner organizations and to the satisfaction of all stakeholders</li> <li>- Mechanism of coordination between field and Cairo-based staff is functioning to the satisfaction of all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Implementing partners</li> <li>- Project staff</li> <li>- Government counterparts</li> </ul>	- Discussions / meetings
	How does project monitoring function?	<ul style="list-style-type: none"> <li>- Self-evaluation and monitoring of activities and deliverables is continuously being carried out (by all five implementing partners)</li> <li>- Regular reporting on deliverables and activities is conducted in a timely fashion and shared with relevant agencies on a regular basis (by all five implementing partners)</li> </ul>	<ul style="list-style-type: none"> <li>- Implementing partners</li> <li>- Project staff</li> <li>- Government counterparts</li> </ul>	- Discussions / meetings

Efficiency (including procurement)	Was the quality and quantity of inputs provided as planned?	<ul style="list-style-type: none"> <li>- Project funds funds were available according to plan</li> <li>- Quality and timeliness of inputs and activities from each of the implementing agency (as per plan)</li> <li>- Schedule of implementation is in line with agreed upon deliverables</li> </ul>	<ul style="list-style-type: none"> <li>- Project staff</li> <li>- Implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> </ul>
	Are managerial, communication and work functions in Cairo governorate and at the field level in Minya governorate adequately efficient?	<ul style="list-style-type: none"> <li>- Satisfaction with functions</li> <li>- Bottlenecks experienced</li> </ul>	<ul style="list-style-type: none"> <li>- Project staff</li> <li>- Implementing partners</li> <li>- Government counterparts</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> </ul>
	Has local resource mobilization functioned efficiently?	<ul style="list-style-type: none"> <li>- Local resources within the targeted communities in the two districts have been mobilized as planned/committed</li> </ul>	<ul style="list-style-type: none"> <li>- Government counterparts</li> <li>- Civil society stakeholders</li> <li>- Implementing partners</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> <li>- FGDs</li> </ul>
	Is joint implementation functioning efficiently?	<ul style="list-style-type: none"> <li>- Implementing partners coordinate with each other (to the satisfaction of all implementing partners)</li> <li>- Implementing partners involve governmental counterparts and civil society</li> </ul>	<ul style="list-style-type: none"> <li>- Implementing partners</li> <li>- Project staff</li> <li>- Government counterparts</li> <li>- Civil society stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> <li>- FGDs</li> </ul>
	Were procurement services provided as planned and adequate in terms of timing, value, process issues, responsibilities, etc?	<ul style="list-style-type: none"> <li>- Satisfaction with procurement services</li> <li>- Bottlenecks experienced</li> </ul>	<ul style="list-style-type: none"> <li>- Project staff</li> <li>- Implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> </ul>
Cost-effectiveness (inputs assessed in relation to outcomes)	Expenditure pattern as compared to budget?	<ul style="list-style-type: none"> <li>- Budget use and transparency and justification of budget revisions</li> </ul>	<ul style="list-style-type: none"> <li>- Project staff</li> <li>- Implementing partners</li> <li>- Financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> <li>- Review of financial reporting</li> </ul>
Gender mainstreaming (these specific questions will be covered as an integral part of relevant issues above)	How has gender been considered in project design?	<ul style="list-style-type: none"> <li>- Gender analysis in project documents</li> <li>- Gender analysis in monitoring and reporting</li> </ul>	<ul style="list-style-type: none"> <li>- Project document</li> <li>- Project progress reporting</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> </ul>

	How has gender been considered in implementation?	<ul style="list-style-type: none"> <li>- Gender disaggregated data is available</li> <li>- Gender is considered by all implementing agencies, and by government and civil society partners, in all activities and decisions taken regarding use of available development funds</li> </ul>	<ul style="list-style-type: none"> <li>- Project reporting</li> <li>- Project work plans</li> </ul>	<ul style="list-style-type: none"> <li>- Review of project reporting and work plans</li> </ul>
	Have women and men benefited equally from project interventions?	<ul style="list-style-type: none"> <li>- Women and men benefited equally from access to project opportunities and from project budget allocation</li> </ul>	<ul style="list-style-type: none"> <li>- Project reporting</li> <li>- Project financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>- Review of project documentation and reporting</li> </ul>
	Are targets regarding gender realistic and achievable? Are project activities sufficient to reach set gender targets? Could it be improved – and if so – how?	<ul style="list-style-type: none"> <li>- Gender disaggregated data and project monitoring</li> <li>- Perceptions of stakeholders in project context</li> </ul>	<ul style="list-style-type: none"> <li>- Project reporting</li> <li>- Project staff</li> <li>- Implementing partners</li> <li>- Government counterparts</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Discussions / meetings</li> </ul>
	Is the gender-awareness of project staff and involved implementing partners adequate?	<ul style="list-style-type: none"> <li>- Views expressed in discussions show gender-responsiveness</li> </ul>	<ul style="list-style-type: none"> <li>- Project staff</li> <li>- Implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions / meetings</li> </ul>