

Independent Terminal Evaluation

Human Security Through Inclusive Socio-economic Development in Upper Egypt (HAYAT)

UNIDO Project No.: UNIDO 120203 and 140098



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO INDEPENDENT EVALUATION DIVISION

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This Terminal Evaluation (TE) report submitted by Mr. Umm e Zia, International evaluator and Ms. Jeena Mitry, National evaluator, sets out findings, conclusions, lessons learnt and recommendations for the **“Human Security through Inclusive Socio-Economic Development in Upper Egypt (HAYAT)”** project. The report is developed in compliance with the terms of reference for the assignment. The conclusions and recommendations set out in the following pages are solely those of the evaluators and are not binding on the project management and sponsors.

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Abbreviations and acronyms

Acronym	Meaning
AI	Artificial Insemination
AWP	Annual Work Plan
CAP	Community Action Plans
EGP	Egyptian Pound
ENID	Egypt Network for Integrated Development
EU	European Union
GOE	Government of Egypt
HAYAT	Human Security through Inclusive Socio-Economic Development in Upper Egypt
HDI	Human Development Index
HS	Human Security
HSIA	HS Impact Assessment
ICRS	Information, Counselling and Referral Service
ILO	International Labour Organization
IOM	International Organization for Migration
LE	livre égyptienne ¹
LED	Local Economic Development
LPC	Local Popular Council
M&E	Monitoring and Evaluation
MOME	Ministry of Manpower and Emigration
MNCH	Maternal, New Born, and Child Health
MOLD	Ministry of Local Development
MTR	Mid-Term Review
OVI	Objectively Verifiable Indicator
PES	Public Employment Services
PMC	Project Management Committee
PMU	Project Management Unit

¹ The Egyptian pound is frequently abbreviated as **LE** or **L.E.**, which stands for **livre égyptienne** (French for Egyptian pound)

Acronym	Meaning
Prodoc	Project Document
PSC	Project Steering Committee
PTS	Passport to Success
RBF	River Based Filtration
SDC	Swiss Development Cooperation
SEP	Skills Enhancement Program
SFD	Social Fund for Development
TE	Terminal Evaluation
TORs	Terms of References
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UN	United Nations
UN-Habitat	United Nations Human Settlements Programme
UNIDO	United Nations Industrial Development Organization
UNTFHS	United Nations Trust Fund for Human Security
USD	United States Dollars
VSLA	Village Savings and Loan Association
VTC	Vocational Trade Centres
YSEP	Youth Social Entrepreneurship Program
YVS	Youth Volunteer Services

Glossary of evaluation terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

The “Human Security through inclusive socio-economic development in Upper Egypt” – HAYAT- project was designed to provide a portfolio of solutions to human security challenges and threats to one of the most vulnerable areas in Upper Egypt by targeting Edwa and Maghagha, two of the poorest districts in Minya. The post 2011-revolution transition witnessed a sudden economic downturn that exacerbated both poverty and unemployment, particularly in Upper Egyptian governorates. Led by UNIDO, HAYAT was designed to be implemented over three years, between June 2013 and May 2016, with the collaboration of five UN agencies (UNIDO, UNWOMEN, ILO, UNHABITAT, and IOM). Project components included integrated elements of employment creation opportunities and increased employability of the local labour force, while contributing to mitigating threats to environmental, personal, community and food security, with special attention to women, youth, and children.

The evaluation team observed that *the design* sufficiently considered various at-risk aspects of Human Security in a highly underserved geographical location. Moreover, the design maintained flexibility to accommodate needs arising from the detailed HS assessments undertaken during the period of implementation. In addition, the design incorporated sustainability through focus on knowledge and technology transfer by way of training, awareness raising, innovative support mechanism as well as the involvement of community in project planning and implementation. Generally, interventions have been designed to empower communities, with an added focus on women and youth.

A review by the Terminal Evaluation team for the **Logical Framework** found further room for improvement in the currently utilized version of the logical framework. Upon recommendations of the Mid-Term Review, the original logical framework was reviewed jointly by the implementing agencies. Overall, the objectively verifiable indicators (OVIs) are mostly focused on measuring quantitative results, and therefore resemble targets rather than indicators. The utilization of such quantitative results in place of indicators reduces the value of important change generating activities. Currently, the project is fielding an end line survey to assess the qualitative outcome and impact level results.

Generally, all stakeholders have shown support and *ownership* of the project’s activities and outcomes. Also, the Terminal Evaluation mission confirmed that HAYAT has stayed highly *relevant* to the immediate HS needs throughout its implementation period. This has resulted in strong ownership by key stakeholders, including GOE and communities.

Regarding **Efficiency** of the project, the evaluation team considered the timeliness of the project, the extent of its adaptive management, its monitoring and evaluation and finally its efficiency in utilizing the project funding.

Considering the **timeliness** of the execution of the activities of the project, it is worth noting that with the final closing date of September 2017, the project will be completed in four years and four months, thereby taking 44% more than the originally allocated time to conclude. Major reasons for delayed closure are the lengthy financial and procurement procedures in some partnering agencies leading to delays and non-uniform progress, the lack of homogeneity of financial procedures among the participating agencies, delayed approvals by the GOE, and devaluation in the Egyptian Pound.

As the design allowed substantial flexibility to adapt to newly arising needs during implementation, the implementing partners were able to make key modifications to activities and approach. Moreover, the **project management has been highly responsive and adaptive** to community needs and has built on existing community resources to improve livelihoods.

The **project Monitoring and Evaluation (M&E)** includes various organizational arrangements and activities. Entities responsible for monitoring include the Project Steering Committee (PSC), Project Management Committee (PMC), and Project Management Unit (PMU). The terminal evaluation team ascertained that the frequency of meetings of the different monitoring bodies was appropriate to the context of this multi-sectoral, multi-stakeholder project.

Additionally, each implementing agency tracks and monitors its allotted activities using activity-specific monitoring tools. Different monitoring approaches utilized by the partner agencies meant that activities were not monitored uniformly. The evaluation consultants believe that generally, the monitoring system was able to timely identify key issues faced by the project. However, agency response to resolve some of the identified issues was somewhat delayed.

Finance: HAYAT project was primarily financed by UNTFHS from 2013 to 2017, with funds distributed among the five partner agencies. Later, the SDC and Government of Japan supplemented this fund through support to the UNIDO for one year, each. The largest share of UNTFHS funding was provided to UNIDO (37.45%) as the lead agency, followed by UNWOMEN (21%), the agency primarily focusing on women's HS. Although the partners worked together to devise a joint AWP, the variance in financial procedures, affected the synchronization of activities and caused implementation delays from time to time.

Until July 10, 2017, the project had spent 93.12% of the project resources. A major cause for the relatively large outstanding funds has been the recent devaluation in the Egyptian Pound,

which has led to the availability of additional funds that will need to be exhausted by the end of the project.

Effectiveness:

Based on an assessment of the project's outputs the evaluation team believes that the project has contributed to improved economic security through support to entrepreneurial activities, improved productivity of local resources, and job creation. Moreover, the project has well exceeded its goals regarding the establishment of agriculture extension services through trainings and technical support, reduction in health risk through provision of clean drinking water and health awareness campaigns, and introduction of environment friendly practices.

Moreover, the terminal evaluation team ascertained that the project has contributed to its HS objective by proactively engaging communities in decision making and undertaking measures such as capacity building, job creation, and awareness raising, etc.

Sustainability:

HAYAT, a sustainability plan has been developed jointly by all the implementing partners in April 2016 (and updated in October 2016 and February 2017). The evaluation team found that sustainability was indoctrinated in the HAYAT design and implementation through measures such as community engagement in planning, engagement of grassroots organizations in implementation, training of local youth in various skills, collaboration with different GOE entities, support to product development across the entire value chain, development of existing resources to create jobs and increase incomes, promotion of entrepreneurship, and awareness raising on community prioritized issues in health and family development. In addition, a number of initiatives planned by the GOE and some of the participating agencies also have the potential to replicate the positive outcomes of HAYAT.

However, many activities newly introduced or promoted by HAYAT, ranging from support to the furniture cluster to awareness on nutrition and hygiene, are of a technical nature. Citing the limited capacity of communities and general lack of technical knowhow in Upper Egypt, in order to be truly sustainable in the medium to long term, these activities will require ongoing technical support. The situation is exacerbated by the fact that a number of the sustainability-related assumptions made in the project design regarding the role of the GOE to take over project activities have not materialized.

Management practices:

The three main components of Project Management include the Project Steering Committee (PSC) at the strategic level, the Project Management Committee (PMC) at the management

level, and Project Management Unit (PMU) at the field level. Moreover, partnership is a quintessential element of HAYAT, with the project being implemented collectively by five UN agencies while coordinating with local communities and the relevant GOE departments. In addition, nearly all activities were implemented through sub-contractors, with approximately 30 subcontractors having directly been engaged during the project. The diversity in the nature of partners as well as the fact that several partner activities were interlinked made the task of managing coordination even more crucial.

Generally, considering its complexities, the project has been managed well under the leadership of UNIDO and has delivered effectively on a number of activities. However, since each partner is an independent UN Agency, UNIDO has little authority to contribute to course correction as the project leader. This therefore limits the role of UNIDO to that of a moderator rather than a leader. Having said that, UNIDO's suggestions for course correction, e.g. drastic changes in approach to the HS Forums by the UN-Habitat, have often been duly incorporated by partners on various occasions, and resulted in positive results. UNIDO further strengthened its role by involving the office of the UN RC for follow ups, when necessary. Moreover, UNIDO led the management of joint planning, monitoring, reporting, and communication activities.

Cross cutting Issues:

Throughout the design and implementation **Gender** and **Youth** have remained key focus of HAYAT. In addition, the project has focused on environmental security at the community level. In fact, when women were unable to participate in design activities, the project management modified its approach to ensure women's participation

The project has also supported improvements in **environment** through initiatives such as support to prioritized WASH activities, supply of clean drinking water through RBF units, development of greenhouse farming as a land and water efficient activity, and introduction of biogas units, etc.

In **conclusion**, the Terminal Evaluation team found HAYAT to have met most of its planned objectives. The project design and cooperation from the donor allowed enough flexibility for the implementing partners to remain relevant by staying responsive to ever arising communities HS needs throughout the project. This approach also led to effective outcomes in the form of women and youth empowerment, and improved socioeconomic and health security. Inclusion of community in decision making and planning, engaging local grassroots organizations in implementation, building HS activities on existing community socioeconomic resources, and demonstration of positive results during the project lifetime have all led to strong community buy in.

KEY LESSONS LEARNED and RECOMMENDATIONS:

Following are the major lessons learned and accompanying recommendations based on the evaluator's assessment:

1. Partnership and Implementation Arrangements
Lesson Learned I: Development of HAYAT design and its implementation demonstrated that coordinating a diverse set of activities among many partners, including five partner agencies and a GOE counterpart, is also time consuming. This is especially true when UN agencies are generally programmed to implementing initiatives either on their own (in association with the respective GOE counterpart), or in case of joint projects, the number of partnering agencies often does not exceed three.
Consensus and complementarity was deemed essential for critical planning and implementation activities, e.g. implementation approaches, division of responsibilities on joint initiatives, development of annual work plans, etc. As the designated lead agency, the UNIDO provided significant support to these activities at all levels, including strategy, program, and implementation. However, this coordination required substantial effort, especially considering the differences in the agencies' operational procedures including procurement, finance, and monitoring processes.
Adding to these challenges was the structure of the project field office, where instead of directly reporting to the Project Manager or Deputy Project Manager, the assigned staff and implementing partners of each agency were reporting to their designated colleagues within the respective agency. These challenges are reflective in the reality that for instance, the project design was finalized over no less than one and half years, and later in 2015, the UNTFHS had to grant a no cost extension of one year due to the uneven implementation progress among the various partners.
Recommendation I - Project management and implementation structures should be designed in a manner that takes the various operational differences among the agencies in consideration. An organizational development consultant may be engaged at the inception phase to put a frame to the unified project management that is agreeable to all agencies for the benefit of the efficient project management.
2. Design for Sustainability
Lesson Learned II - Experience from implementation of newly promoted ideas such as Village Savings and Loan Association (VSLA) or Greenhouses has revealed that community's acceptance of such ideas requires significant lead time involved in demonstration and ironing out institutional issues. Moreover, as mentioned earlier, despite some upscaling during the project's lifetime, the community generally lacks the confidence to take the risk of investing in these new ideas without assurance of the project's ongoing technical guidance.
Recommendation 2 - The exit strategy of future HS projects should consider these limitations when devising timelines and also incorporate a phased rather than sudden exit.
3. Public and Private Sector Capacities in Upper Egypt
Lesson Learned III - Both public and private sector service providers in Upper Egypt have

limited outreach capacities and knowledge to facilitate the ongoing delivery of services to 'innovative' activities introduced by HAYAT. For instance, ILO faced considerable problems with the recruitment of a suitable partner for delivering entrepreneurial trainings. Similarly, only a few extension service staff in the local agriculture department in Edwa are able and confident in providing extension services regarding greenhouses. The evaluation team concurs that HAYAT has already invested significantly in local capacity development through partnering with grassroots organizations, government departments, and private sector agents. However, the development of these capacities will require systematic interaction over the longer term.

Recommendation III - Future projects on HS are implemented in longer-term partnership with these local entities and more extensive involvement of such local stakeholders.

Lesson Learned IV - Moreover, since the revolution, GOE entities have been in constant transition, assumptions made about the ongoing support to project outcomes after the project end may not be valid in all cases. For instance, the indefinitely postponed elections of the Local Popular Councils (LPCs).

Recommendation IV - It is therefore imperative, that until the situation stabilizes, the HAYAT's exit strategy should have an even stronger focus on institutionalizing activities in local community structures, while continuing to emphasize the importance of smooth public private partnerships through building mutual trust. A practical example of this is the YVS, where youth are facing issues in the release of earmarked funds from the GOE run youth centres. In fact, as stated earlier, before its closure, the project must ensure easy availability of these funds to the youth.

A number of upcoming GOE and UN projects have the potential to learn from the implementation experiences of HAYAT and upscale some of the most effective outcomes.

It is therefore recommended that, HAYAT's exit strategy should reflect ongoing linkages with these new projects.

4. Institutionalizing Activities in GOE Management Structure

Lesson Learned V - The most critical issues faced by the ICRS limiting its efficiency and effectiveness stemmed from a lack of thorough understanding of the GOE procedures required for the institutionalization of a new department or unit within an existing entity like PES. Moreover, the implementing partner organization engaged to develop the capacity of GOE staff specializes in community rather than public sector development.

Recommendation V - Therefore, it is highly recommended that future project designs should undertake a thorough assessment of the official formalities required for institutionalization and partners specialized in public sector development are engaged for such activities.

5. Impact Assessment and Dissemination of Results

Recommendation VI - Since measuring progress against the goal and outcome level indicators is imperative to demonstrating the project's impact on HS, it has been noted that an impact assessment survey is planned to ensure availability of results before project closure. These results can then be fed into upcoming HS projects and also disseminated through the various knowledge management platforms devised by the project.

1. INTRODUCTION & BACKGROUND

1.1. Introduction

The “Human Security through inclusive socio-economic development in Upper Egypt (HAYAT)” project was designed to provide a portfolio of solutions to human security challenges and threats to one of the most vulnerable areas in Upper Egypt by targeting Edwa and Maghagha, two of the poorest districts in Minya. Led by UNIDO, HAYAT was designed to be implemented over three years, between June 2013 and May 2016, with the collaboration of five United Nations (UN) agencies (UNIDO, The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), International Labour Organization (ILO), United Nations Human Settlements Programme (UN-Habitat), and International Organization for Migration (IOM)). However, due to operational delays the project was rescheduled to close in July 2017. Later, the devaluation of the Egyptian Pound led to another brief extension until September 2017.

UNIDO commissioned an independent TE of the project to be conducted in a participatory manner and in accordance with UNIDO and United Nations Trust Fund for Human Security (UNTFHS) evaluation guidelines, thereby assessing the relevance, efficiency, effectiveness, sustainability and impact of the project, while highlighting main achievements and lessons learned throughout the course of project design, programming and implementation, and providing recommendations accordingly. The evaluation was carried out by a national evaluation expert Ms. Jeena Mitry and an international evaluation expert, Umm e Zia. The field mission was undertaken between 26th of April and May 6th. Annex 01 provides a schedule of the field mission.

1.2. Background

The post 2011-revolution transition witnessed a sudden economic downturn that exacerbated both poverty and unemployment, particularly in Upper Egyptian governorates. This necessitated an integrated response to assist some of the poorest regions in the country. Accordingly, the Ministry of Local Development (MOLD) in collaboration with the five implementing partner agencies of the project selected Minya as the targeted governorate for the project’s interventions, as Minya displays high levels of persistent poverty and is ranked only second to lowest in the human Development Index (HDI) ranking among governorates in Egypt.

The project consists of complementary interventions that are people-cantered, 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 capitalized on the combined resources of the five partner UN Agencies to strengthen the economic security of vulnerable

communities in five mother villages and selected satellite villages in Edwa and Maghaha districts of Minya. Project components included integrated elements of employment creation opportunities and increased employability of the local labour force, while contributing to mitigating threats to environmental, personal, community and food security, with special attention to women, youth, and children.

HAYAT was financed by the UNTFHS, Swiss Development Cooperation (SDC), and the Japanese Government. Initial funding of USD 4.8 million was provided by the UNTFHS, split across the five UN partner agencies and focusing on five villages. This was supplemented by USD 0.53 from SDC and USD 0.75 million by the Japanese Government provided to UNIDO to extend the project activities to two additional villages. Table 1 provides an overview of key project facts.

TABLE 1: PROJECT FACT SHEET

Sector	Outcome Targets		
Project Number	UNIDO 120203 and 140098		
Executing Agencies	<ul style="list-style-type: none"> • UNIDO • UN Women • ILO • UN-Habitat • IOM 		
Government Counterparts	<ul style="list-style-type: none"> • Ministry of Local Development • Ministry of Planning and International Cooperation • Ministry of Foreign Affairs • Governorate of Minya 		
UN Project Management	<ul style="list-style-type: none"> • Lead Agency: UNIDO Regional Office in Cairo • Project Officers: Cairo Office of each of the implementing UN agencies • National Project Coordinator/Assistant Project Manager: Project Offices in Minya and Edwa 		
Start and End Date	<ul style="list-style-type: none"> • Start Date: June 2013 • Original Project Duration: 3 years • Original End Date: May 2016 • Revised Closing Dates: July 2017; September 2017 		
Project Value	UNTFHS (Including 7% Support Cost)	USD 4,839,396	
		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 (Including 7% Support Cost for One Year Intervention)	UNIDO	USD 533,395
Japanese Government (Including 13% Support Cost for One Year Intervention)	UNIDO	USD 749,190	
Budget Revision	No Cost Extension requested in December 9 th 2015 based on the mid-term evaluation – approval granted extension from May 2016 to November 2016 – Further extension granted to September 2017		
Project Location	Minya Governorate: Districts of Edwa and Maghagha		

Sector	Outcome Targets
Beneficiaries	Population of (originally)5 Villages in the districts of Edwa and Maghagha, and 2 additional Villages during the timeframe 2014-2015 of the project utilizing the extended funding provided through the Japanese Government.
Human Security (HS) 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
Intermediate Objectives and Outputs	
Objectives	Outputs ²
1- Strengthened economic security in target communities through creation of more and better employment opportunities and increased employability of the local and labour force	<p>1-0 A governorate and markaz level Local Economic Development (LED) promotion process, institutional arrangements and LED strategy is established</p> <p>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</p> <p>1-2 A Human Security Fund is established to enable target communities to implement at least 20 priority interventions in different domains of human security</p> <p>1-3 An Information, Counseling and Referral Service (ICRS) system is established at the community level to assess individual, community and district-level needs and refer at least 2000 beneficiaries to both existing services and newly tailored interventions</p> <p>1-4 Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and Neighbourhood upgrading activities</p> <p>1-5 Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations, technical assistance and complementary training</p>
2- Community Security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness	<p>2-1 A Youth Volunteer Service is instituted to implement and scale up quick impact activities addressing human security threats</p> <p>2-2 Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth and children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.</p>

² Derived from the latest version of Logical Framework being used by HAYAT

2. EVALUATION PURPOSE, SCOPE AND METHODOLOGY

This section provides an overview of the evaluation purpose and scope as defined in the TORs, and the resulting methodology employed by the evaluators to undertake the TE. Limitations faced by the TE team in undertaking this review are also detailed here. A copy of the TORs has been provided in Annex 02.

2.1. PURPOSE

The purpose of this final evaluation is to determine, as systematically and as objectively as possible, the relevance, efficiency, effectiveness, impact and sustainability of the project. Based on these findings, this report provides key lessons learned and recommendations for future programming. The evaluation serves three purposes:

- Assure accountability by reporting on UNIDO and UN partner Agencies activities to: the governing bodies of the UN Agencies; partner and donor governments; stakeholders; the supporters and potential detractors of UN Agencies interventions; and the taxpayer;
- Support those who manage projects at all levels in the UN Agencies, technical and coordination units alike, both at headquarters and in the field, as well as in counterpart organizations; and
- Derive learning and innovation at the corporate and programme levels.

2.2. SCOPE

The **programmatic scope** of the evaluation focused on determining, systematically and objectively, the extent to which the project is relevant, efficient, effective, as well as highlight its main achievements at the output, outcome, and impact levels. Additionally, the programmatic scope focused on assessing the extent to which the project's outcomes are sustainable. Where applicable, emphasis on outputs and achievements that promote environmental sustainability, and gender empowerment / equity were also considered throughout the evaluation. The evaluation covered the entire period from the beginning of the project's inception in **March 2013 till July 2017** and reviewed all major components / outputs / activities.

The **geographic scope** of the evaluation comprised of all the project-targeted five lead villages of districts Edwa and Maghaha targeted by the project.

2.3. METHODOLOGY

This TE was conducted by a team comprising of one international and one national evaluation expert. The team worked under the guidance of the UNIDO Evaluation Manager

in the UNIDO Independent Evaluation Division, in coordination with the project team and UN agency representatives. The evaluation was carried out according to the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policies of UNIDO. Moreover, the standard DAC evaluation criteria were applied, ensuring objectiveness and a reliance on a systematic approach throughout the assignment.

Key evaluation questions were formed to ensure a comprehensive and balanced view of the key issues that are highly relevant in the context of the assignment and considered pivotal to its objective. In addition to the qualitative assessment, the evaluation team also rated the project on the basis of criteria provided by the UNTFHS. The ratings are provided in Section 5.

Data was collected using desk review, key stakeholder interviews, Focus Group Discussions, and Site Visits. The Desk review included key project planning and monitoring documents. A comprehensive list of the documents reviewed is provided in Annex 03. Evaluation tools developed by the team included Interview sheets and Focus Group Discussion guides relevant to the various project components. These tools are provided in Annex 04.

The evaluation team visited various project sites and stakeholders in Cairo, Minya, and Edwa and engaged a broad range of key stakeholders and beneficiaries, including government officials, donors, civil society organizations, and representatives of the five partnering agencies. The list of stakeholders interviewed is provided in Annex 05.

On the final day of the mission in Egypt, the evaluation team developed a de-briefing presentation comprising of main findings and recommendations. The meeting was attended by representatives of all five UN agencies and resulted in extensive discussions that have been incorporated into this report.

2.4. LIMITATIONS OF THE EVALUATION

Under HAYAT, multi-sectorial response has been provided to a complex situation of meeting various human security needs of a marginalized economic group through unified action of five UN agencies with diverse mandates. Resultantly, project assistance ranged from simple awareness raising activities to development of complex value chains and cluster development, while also engaging local and central government counterparts. An implementation approach based on working with multiple levels of contractors/implementing partners introduced further minutiae into operations.

Although, the geographic scope of the project is somewhat limited (only two districts), the various categories and layers of activities posed challenges for sampling. Therefore, the time available for in country mission and field work had to be optimally utilized to meet various

stakeholders and beneficiaries while making an assessment of the key evaluation criteria³ for each activity.

As a result, some site visits had to be foregone for the alternative of interviewing beneficiaries in the HAYAT field office in Edwa. For instance, instead of the evaluation mission visiting furniture cluster participants in their carpentry workshops, youth volunteers at the youth centres, and beneficiaries of health awareness training at the training site, beneficiaries were interviewed in the project field office.

Moreover, a planned impact assessment of the project has yet to be undertaken. Also, despite this being a TE a few activities in the project have been initiated only recently, e.g. biogas pilots and alternatives for the ICRS. These factors made it difficult to have a fair assessment of the effectiveness and sustainability of such activities. In addition, some inconsistencies in the logframe design, as explained in the sections on Project Design and Monitoring and Evaluation, also led to extensive investigation of background documents in order to provide a succinct assessment of some activities.

³ Relevance, Effectiveness, Efficiency, Impact, and Sustainability

3. PROJECT CONTEXT

HAYAT project was designed at a time of considerable political unrest during which Egypt witnessed the reign of three different presidents and two reformulations of the constitution as two parliamentary elections took place. The corresponding economic and socio-economic conditions witnessed similar tumults, thereby affecting different elements of human security at different levels. During this period of uncertainty, infrastructure and support services saw a considerable decline affecting all areas of the country, including rural parts of Upper Egypt. Poverty levels elevated, employment opportunities declined and risks of human security spiked to the alarm of government, non-government, and international development sectors alike.

The decline in the socioeconomic context slowed progress towards the Millennium Development Goals (MDGs) and stalled both national and local development planning and activities at many fronts. Consequently, in 2013, Egypt's HDI rank fell from 109 to 110 (out of 187 countries), with a gross national income of USD 10,400 per capita and employment rates at 38.9%. With almost 25% of the population living under the poverty line, Upper Egypt's governorates suffer from higher levels of poverty.

Minya hosts 30% of the poorest villages of Upper Egypt and with limited livelihood options, the local youth resort to inter-country and intra-country economic migration, often to Libya and the Gulf. However, with political and economic instability in Libya over the past few years, a number of these youths have been forced to return home. In addition, the sharp decline in tourism, a dominant sector in Upper Egypt, has also left many workers from this sector unemployed. Farming and agriculture are the two major economic sectors in Minya. In the aftermath of the revolution, agriculture sector experienced souring prices of input material. In addition, investments declined, construction work was halted accompanied by an increasing inflation rate.

Youth employment and women empowerment have been the national focus for the government and the international development agencies in Egypt and have been the focus and the framework for development interventions all over Egypt. In this context, key projects of the GOE include the '1000 Poorest Villages Initiative' and the 1.5 Million Feddan program, etc. UN agencies partnering to implement this program have also made considerable investments in various socio-economic development programs in Upper Egypt. Some of these include: SALASEL implemented in partnership between UNDP, UNIDO, ILO, and UN Women to develop agriculture sector, the Egyptian Medicinal and Aromatic Plants (MAP) implemented by UNIDO to promote exports of EMAPs, the "Modernizing Egypt's Labour Market Institutions" project implemented by ILO with focus on Decent Work for youth, and The Project Partners, and various IOM-led initiatives on registering of economic returnees.

However, a number of the past initiatives have been focused on sectorial approach that may not address the various competing needs of Human Security. Resultantly, the formulation of HAYAT was based on an extensive Human Security analysis and the project consists of complementary interventions that are people-centered, area-based, context-specific, prevention-oriented as well as gender-responsive responses to HS.

4. ASSESSMENT

This section provides details of the evaluators' assessment of the Project Design, Logical Framework, Ownership and Relevance, Efficiency, Effectiveness, Sustainability, Management Arrangements, and Cross Cutting Issues including Gender, Youth, and Environment.

4.1. PROJECT DESIGN

The HAYAT project was designed over a period of one and half years with contributions from the five participating agencies and the MOLD as the main Government counterpart. The designs also considered the results of lengthy consultations between other key stakeholders including the Ministry of Manpower and Migration, the Ministry of Youth, the Ministry of Industry and Foreign Trade, the Agriculture and Agro-Industries Technology Centre, the Social Fund for Development (SFD) and a number of local NGOs, civil society organizations and potential beneficiaries. Past experiences of the participating UN agencies also informed the design, e.g. SALASEL⁴ implemented by UNIDO, ILO, UN Women, and UNDP; Village Savings and Loan Association (VSLA) pilots by UN Women, and IOM's implementation of the EU funded *"Stabilizing at-risk communities and enhancing migration management to enable smooth transitions in Egypt, Tunisia and Libya – START"* programme and particularly its component on provision of sustainable livelihood as alternatives to irregular migration.

The evaluation team observed that the design sufficiently considered various at-risk aspects of Human Security in a highly underserved geographical location. Moreover, the design maintained flexibility to accommodate needs arising from the detailed HS assessments undertaken during the period of implementation. This was made possible due to the extensive consultations feeding into design as well as the on-ground experience of the five UN partner agencies in Upper Egypt. The project document also provided a four-month window as an inception phase to undertake critical preparatory activities such as selection of mother villages and staff recruitment, etc.

In addition, the design incorporated sustainability through focus on knowledge and technology transfer by way of training, awareness raising, innovative support mechanism as well as the involvement of community in project planning and implementation. Generally, interventions have been designed to empower communities, with an added focus on women and youth. This is reflected by activities specifically addressing gender and youth empowerment, including the VSLA and Youth Volunteer Services (YVS) components, as well

⁴ Jointly implemented by UNIDO, ILO, UN Women, and UNDP

as the mainstreaming of gender and youth concerns by setting disaggregated targets across different outputs.

Furthermore, HAYAT was designed with the intention of being implemented through a holistic and participatory approach, thereby basing most activities on community-led prioritization to be undertaken through the HS Fora and to be jointly implemented by various relevant UN agencies. The only exceptions to this joint implementation strategy are activities highly specific to the prior experience and mandate of a given UN agency, i.e. ICRS by IOM and VSLAs by UN Women. Table 2 lists the planned partnership between the participating agencies for each project output⁵.

TABLE 2: OUTPUT-WISE PLANNED PARTNERSHIP BETWEEN PARTICIPATING AGENCIES

Project Output	Participating Agencies
Output 1.1 – Establishment of HS Forum	UNIDO, ILO, UN-Habitat, and UN Women
Output 1.2 – Utilization of HS Fund	UNIDO, ILO, UN-Habitat, and UN Women
Output 1.3 – Establishment of ICRS	IOM
Output 1.4 – Training Packages and Innovative Support Schemes	UNIDO, UN-Habitat, and ILO
Output 1.5 – VSLA	UN Women
Output 2.1 - Youth Volunteer Service	ILO ⁶
Output 2.2 – Awareness Raising and Capacity Development	ILO, UN-Habitat, and UN Women

However, with the exception of output 1.4 – Training Packages and Innovative Support Schemes, the operational roles and responsibilities of the respective partnering agencies in implementing joint interventions have not been clarified in the design. Accordingly, it can be deduced that although the design had the intention of coordination, it lacked guidance on the operationalization of such coordination.

Similarly, there is a lack of consistency in furnishing design-details at the activity-level. It was found that some activities such as VSLA, HS Forums, etc. were designed in detail through the provision of information such as selection criteria and the potential contribution of activities to HS needs. Conversely, the design did not provide much guidance on other activities such as the ICRS (output 1.3) and ILO and UN-Habitat activities of business coaching activities for 150 micro enterprises, and training of 50 individuals for participation in neighbourhood upgradation activities, (as a part of output 1.4), etc.

⁵ The section on Management Arrangements provide an analysis of the partnerships formed during project execution

⁶ UNHabitat is planning to involve youth in infrastructure projects

The evaluation team also observed that although the design was informed by past experiences of the partnering UN agencies, in the case of ICRS, the challenges faced by similar earlier projects implemented in Egypt by ILO and CIDA to upgrade services of the PES were not fully investigated. Resultantly, as explained in the sections on Efficiency and Effectiveness, this activity faced significant issues during implementation. Moreover, the design document lacked guidance on linking some activities to GOE institutions and structures, e.g. the detailed procedure required for institutionalizing ICRS in the local Public Employment Services (PES) office, the public private partnership to be formed between the YVS and youth centres, or the possibility of linking the outcomes of HS Forums with the Local Popular Councils (LPCs), a local administrative mechanism⁷.

Furthermore, the project's goal statement is "Human security of vulnerable households, youth aged 18-30, women and children is improved in target communities through inclusive and pro-poor socioeconomic development". Consequently, the design makes repeated references to vulnerable women, youth, households, groups, and communities. Despite this, the concept of vulnerability and associated criteria has not been clearly defined in the project document. This limited systematic targeting and impact assessment. To overcome this challenge, the project management came up with a vulnerability criteria/definition at the household level, according to which women headed households as well as household with man as a head but not owning cattle at the begging of the project are considered vulnerable. Furthermore, vulnerability was also confirmed in collaboration with the Ministry of Social Solidarity and cross-referencing project databases with the Takaful and Karama⁸, when possible.

Finally, considering the fact that the targeted districts are some of the most underserved areas in Egypt, a number of activities were introduced by HAYAT for the first time, e.g. Greenhouses, VSLA, YVS, etc. However, the design did not consider that initiating pilots and demonstrating successes under such a project require extensive lead times, or that ensuring wider replication of such activities requires a phased exit to warrant the availability of technical guidance to the community. Consequently, some of the partner agencies were observed to be planning new activities even towards the end of the project, e.g. Biogas units. Similarly, the lengthy procurement processes and varying management procedures among the partner UN agencies was another aspect critical to timeliness overlooked by the design.

⁷Although the LPCs stood dissolved at the time of project formulation, but were awaiting reinstatement through GOE's directive. However, a mention of these in relation to continuation of the HS Fora's activities could have had implications for ensuring sustainability

⁸ A national conditional cash transfer scheme

4.2. LOGICAL FRAMEWORK

The logical framework (logframe) has been the key guiding tool for project monitoring and implementation. HAYAT's original logical framework has undergone two major revisions. First, during the inception phase the logframe was reviewed by each agency individually to modify some agency-specific indicators and allocate targets at the objective/outcome and output levels. These modifications were approved by PSC. Later, as a result of the Mid-Term Review (MTR), the logframe underwent a second revision to incorporate the MTR's recommendations of: i) removing inconsistencies between some indicators and their respective targets; ii) revision of some indicators to meet the SMART criteria; and iii) reflection of outputs at the outcome level.

A review by the TE team found further room for improvement in the currently utilized version of the logical framework. Overall, the objectively verifiable indicators (OVIs) are mostly focused on measuring quantitative results, and therefore resemble targets rather than indicators. Although this may be helpful in assessing achievement of targets, output-level indicators thus designed are not reflective of the effectiveness or impact of activities. For instance, the objective to empower women through the VSLAs has been measured by the number of beneficiaries, groups, women receiving grants, etc. The utilization of such quantitative results in place of indicators reduces the value of important change generating activities such as awareness raising and VSLAs to a mere 'headcount' rather than as tools for change. Some examples of this shortcoming are OVI 1.0.2 – capacitated staff in LED unit vs. number of staff trained; OVI 1.1.5 – monitoring actions by the HS Forum members; OVI 1.2.2 – 20 priority interventions; and OVI 1.3.5 – soft skills training, etc.

Conversely, the goal and outcome level indicators are impact-oriented and an assessment of progress on these can provide proof of the project's effectiveness and impact. Although, to some extent it made good monitoring sense to have goal and outcome indicators linked to an impact assessment, while the output indicators served as a measure of achieving set targets. However, as no impact assessment has been undertaken either at mid-term or in conjunction with this final evaluation yet, it is difficult for the evaluation team to assess effectiveness in relation to the overall project goal and planned outcomes⁹.

Furthermore, some output level indicators are not reflective of the range of activities being implemented by the project, e.g. greenhouses, dates, and furniture being supported under Output 1.4. Instead, generalized references have been made to training and innovative support that reportedly encompasses various activities. This approach to logframe design limits accountability and also makes it difficult to monitor the achievement of targets. In addition, the lack of output-level indicators related to income generation or job creation targets also restricts an assessment of the project's effectiveness as this data is not being

⁹ An impact assessment exercise is expected to be undertaken before the project closure

recorded by the monitoring system and will instead require the fielding of a detailed impact assessment survey.

Finally, there is lack of consistency on providing gender disaggregation in the OVIs. While some indicators are gender disaggregated e.g. OVI 1.1.1 mentions 20% women participation in HS Forums, others provide no information on this aspect, e.g. OVI 1.3.4 (number of individuals referred through the ICRS). On the other hand, despite some indicators being gender disaggregated, the progress against these is not being measured to reflect the gender proportions, e.g. OVI 1.2.4

4.3. OWNERSHIP AND RELEVANCE

HAYAT was designed to respond to the sudden economic turndown in the immediate aftermath of the revolution. The evaluation team found the project activities to be highly relevant to the development context and priorities of key stakeholders including the GOE, UN in Egypt, and participating communities.

The project was implemented in Minya, the governorate with the second lowest HDI ranking in Egypt and has built on previous assessments and interventions of the GOE and partner agencies. In particular, HAYAT's activities have been responsive to the recommendations from the GOE implemented '1,000 Poorest Villages Initiative', including increasing agricultural productivity, improving access and quality of infrastructure, upgrading social and community services, and developing the skills of the local labour force, especially the young. Similarly, some of the project activities are aligned with the 1.5 million Feddan project, a current GOE initiative aimed at land reclamation.

Similarly, the project is closely aligned with the United Nations Development Assistance Framework as well as the development mandate of each participating agency. In fact, in the past, each agency has individually or in collaboration with other partners contributed to HS needs in Upper Egypt. For instance, UNIDO's EMAP project, and the jointly implemented SALASEL¹⁰ and Egypt Network for Integrated Development (ENID) projects¹¹. Moreover, community participation has been the guiding principle of HAYAT, and the project has been actively attempting to respond to community identified HS needs.

Accordingly, all stakeholders have shown support and ownership of the project's activities and outcomes. For instance, the Government of Minya has not only developed an LED strategy with the project's assistance but also incorporated needs identified by the project established HS Forums into the strategy. Similarly, the National Level Holding Company for

¹⁰ implemented in partnership between UNIDO, UNDP, UN Women, and ILO

¹¹ ENID implemented in the Upper Egyptian governorate of Qena and supported by a number of donors and UN agencies including UNDP and UN Women, with a focus on empowerment of women and youth; enterprise promotion; rural development; upgrading of basic services; and administrative and fiscal decentralization

Water and Waste Water and the governorate level Minya Drinking Water and Sanitation Company have supported and endorsed the River Based Filtration (RBF) units introduced by the project. While the National Council for Women plans to roll out the VSLA model to a larger audience. However, owing to project design, some issues were observed in the acceptance of the project's recommendations for the ICRS in the PES unit and on-going support to YVS groups from the local youth centres¹².

Partnering communities have strongly supported and adopted initiatives with demonstrated benefits, e.g. Greenhouses, VSLAs, and awareness raising messages related to Maternal, New Born, and Child Health (MNCH).

Based on these observations, the TE mission confirmed that HAYAT has stayed highly relevant to the immediate HS needs throughout its implementation period. This has resulted in strong ownership by key stakeholders, including GOE and communities.

4.4. EFFICIENCY

This section provides an assessment of the operational efficiency of HAYAT, using Timeliness, Adaptive Management, Monitoring and Evaluation, and Finance as key indicators.

4.4.1. TIMELINESS

HAYAT was designed to be implemented over three years, between March 2013 and May 2016¹³. However, with the final closing date of September 2017, the project will be completed in four years and four months, thereby taking 44% more than the originally allocated time to conclude. Major reasons for delayed closure are the lengthy financial and procurement procedures in some partnering agencies leading to delays and non-uniform progress, the lack of homogeneity of financial procedures among the participating agencies, delayed approvals by the GOE, and devaluation in the Egyptian Pound.

Upon the recommendation of the MTR, the project was **first** granted a no cost extension until May 2017. The reason behind this extension was the implementation delay caused by drawn-out procurement processes as well as the varying internal management and financial procedures followed by some of the participating UN agencies leading to non-uniform progress among the partners. A **second** no cost extension was granted in May 2017 to ensure effective utilization of the additional funding that has become available as a result of the recent devaluation in the Egyptian Pound.

¹² Further details of these are available in the sections on effectiveness and sustainability

¹³ SDC funding started in March 2016

All five agencies have implemented activities through sub-contractors. Although, this approach is considered cost-effective, the extensive procurement processes followed by each agency led to delays in engagement of sub-contractors. Among the agencies, ILO faced the biggest setback in this regard when procuring a sub-contractor for the 'Entrepreneurship Training and Business Coaching' component, an activity that had to be implemented in collaboration with the other partnering agencies. The ILO had to go through trial and error and was not able to identify a reliable sub-contractor until July 2016¹⁴. This delay in contractor engagement held back the planned progress of the Entrepreneurship and Coaching activity not only of ILO but across the project, as entrepreneurship training across all components was to be provided by the ILO, e.g. training to beneficiaries of the innovative support schemes and social entrepreneurship ideas stemming from the YVS. Resultantly, instead of losing time, some agencies had to take the initiative of starting the training on their own, e.g. the UNIDO trained agri-business beneficiaries to avoid the delay on other sub-components of this activity.

As detailed in the section on Adaptive Management, the project management developed alternative strategies to mitigate the effects of the late start-up of this activity. However, the TE team found the lack of mitigation measures to expedite the process of retaining a suitable sub-contractor through possible measures such as direct implementation or fast-tracking procurement to be a matter of serious concern.

Similarly, implementation of the 20 priority projects identified by the developed HS Forums was an activity linked to several other outputs to be delivered by other partners, e.g. the HS Fund. However, problems with creation of the HS Fora and the associated Community Action Plans (CAPs) risked delaying the progress on the other linked outputs. To mitigate this, partner agencies started implementing 'quick win' projects in parallel to the formation of the HS funds and CAPs. These quick wins also served as an introduction of the HS approach to the community, provided an opportunity for capacity building of local actors, and assured mobilization and buy in of the beneficiaries during the project initiation phase.

The TE mission also observed that a number of activities were initiated in the last year of the project and may not have enough time to provide effective guidance before the project closure in September 2017. Major reasons for the delayed start were i) deferrals resulting from lengthy procurement processes and financial approvals and ii) recent availability of more funding in local currency as a result of the devaluation in the Egyptian Pound. For

¹⁴Initially, through its open market procurement processes, ILO selected Mercy Corps as the sub-contractor for this activity, the process having taken nearly a year. However, just as the award was ready to be contracted, Mercy Corps made a strategic decision to suspend operations in Egypt. Resultantly, the ILO had to choose the second-best organization, the Nile University. To get the alternative partner approved through ILO's standard procurement processes again took seven months. However, again due to poor performance on the assignment, the University's contract had to be terminated after eight months and the contract was awarded to Jesuit Brothers in July 2016, a local NGO that had already been implementing the Youth Volunteer Service (YVS) component under HAYAT.

instance, at the time of this TE UNIDO was engaged in the development of Phase II of the furniture cluster due to delays caused by somewhat later identification of this activity in the project and delays in GOE approval for collaboration with the Furniture Technical Centre, UN-Habitat was still awaiting GOE approval to initiate the sanitation activity under the Neighbourhood Upgradation projects, and the IOM was seeking alternative hosts for the ICRS and the UNIDO assisted biogas units are only at the demonstration stage. Such a late start would mean that these activities are not going to have the time for uptake in the community or the benefit of the project's mentoring and monitoring for activities to see outcomes.

In brief, the lack of uniformity in procurement and financial procedures, high reliance on implementing partners/sub-contractors, later identification of some activities, and the devaluation in the Egyptian Pound have been some of the major reasons for delays in implementation. Other reasons include agriculture seasonality and meeting prerequisites before launching an activity. Although, the project management has undertaken some adaptive measures to mitigate these issues, overall the project has been awarded two no-cost extensions and implementation has taken 44% longer time than initially expected.

4.4.2. ADAPTIVE MANAGEMENT

As concluded in the section on Project Design, the design allowed substantial flexibility to adapt to newly arising needs during implementation. Consequently, when need arose, the implementing partners were able to make key modifications to activities and approach. Some examples of these are the addition of a new activity under Immediate Objective 1, i.e. support to the development of a LED Unit at the Governorate level and the development of the LED Strategy, utilization of the CAPs developed by the HS Fora to feed into the LED strategy; UNIDO taking on the responsibility of training greenhouse entrepreneurs due to the delay in sub-contractor identification by the ILO; IOM seeking an alternative solution for the ICRS in terms of service provision; and awareness raising on community identified topics such as 'family relations' for VSLA participants, etc.

Moreover, the project has been highly responsive to community needs and has built on existing community resources to improve livelihoods. For instance, dates and furniture clusters were developed by the UNIDO after observing the potential of these two local enterprises; the UN-Habitat assisted in introducing the economic RBF model; the UN Women included modules on 'communication with family' in its awareness raising trainings for the VSLAs; and IOM adapted its employment intervention to address the needs of female beneficiaries through provision of self-employment and technical trainings enabling women to work from home.

4.4.3. MONITORING AND EVALUATION (M&E)

The project M&E includes various organizational arrangements and activities. Entities responsible for monitoring include the PSC¹⁵, Project Management Committee (PMC)¹⁶, and Project Management Unit (PMU)¹⁷. While the PSC is scheduled to meet twice a year to review the project's progress, the PMC meets monthly and the PMU twice a month. These monitoring bodies have met according to schedule. However, due to reported lack of interest of partner staff in the field and voluntary vs. enforced participation by their respective subcontractors, the PMU meetings have not been held since 31 March 2016.

Additionally, each implementing agency tracks and monitors its allotted activities using activity-specific monitoring tools, e.g. Greenhouses or YVS. Until 31 May 2016, the project also retained a Joint Project M&E Officer who was responsible for collating monitoring data and developing unified progress reports and other tools. Monitoring tools utilized by the project include the project logical framework, baseline survey, mid-term and final evaluations, a joint beneficiary database managed by UNIDO, monthly activity reports, Biannual report according to the donor's template, and various assessment visits and surveys undertaken by the respective agencies and donors, including two visits each by the UNTFHS and SDC.

The TE team ascertained that the frequency of meetings of the different monitoring bodies was appropriate to the context of this multi-sectorial, multi-stakeholder project. Moreover, the PSC and PMC have been instrumental in ensuring adaptive decision making, thereby making it possible to modify the design or approach to planned activities. Similarly, the monitoring tools have been helpful in providing an assessment of the project's progress.

However, different monitoring approaches utilized by the partner agencies meant that activities were not monitored uniformly, e.g. the frequency of agency-led monitoring visits ranged from at least twice a month (UNIDO) to once a year or less (IOM). Similarly, field representation in the form of field staff varied among agencies. Moreover, the evaluation consultants observed that, a number of key issues flagged by the monitoring system were not addressed in a timely manner. Of these, the most important are related to the definition of roles and responsibilities assigned to each partner agency, and engagement or oversight of sub-contractors, including the monitoring by UN-Habitat¹⁸ and IOM of the sub-contractors responsible for HS Forum development and implementation of the ICRS, respectively.

¹⁵ Comprised of Heads of participating UN Agencies, GOE Counterpart, and Donors

¹⁶ Comprised of Project Officers from respective UN Agency and GOE Counterpart

¹⁷ Field staff, representatives of sub-contractors, and any other relevant individuals, e.g. consultants

¹⁸ UN-Habitat sub-contracted Ma'an for the establishment of the HS Forums training of HS Forum members

As mentioned in the section on Effectiveness, in both cases, the work of the sub-contractors disrupted the progress and outcomes of these two major activities. Similarly, despite the project-wise dependence on a reliable sub-contractor to be hired by the ILO for the implementation of Entrepreneurship and Business Coaching trainings, no timely measures were taken to resolve the issue and events were rather left to take their due course.

Finally, progress on the project goal and outcome indicators can be determined only by undertaking an HS Impact Assessment (HSIA) survey at project closure, as stipulated in the design. However, the survey has not been carried out yet. As the project is near closure, it is critical that led by the UNIDO, an HSIA is undertaken immediately.

4.4.4. FINANCE

HAYAT project was primarily financed by UNTFHS from 2013 to 2017, with funds distributed among the five partner agencies. In addition, the SDC and Government of Japan supplemented this fund through support to the UNIDO for one year, each. Table 3 below provides an overview of the funding distribution.

TABLE 3: DISTRIBUTION OF FUNDING

Funding Agency	Implementing Agency	Fund (USD)	Total Funding (%)	Expenditure Rate (10.07.17)	Duration (Start Year – End Year)
UNTFHS ¹⁹	UNIDO	1,812,312	37	89	2013 – 2017
	ILO	804,212	17	97	
	UN-Habitat	649,329	13	94%	
	UN Women	1,006,870	21	93	
	IOM	566,672	12	83	
Total UNTFHS²⁰		4,839,395	100%	92	
Swiss Development Corporation (SDC) ²¹	UNIDO	533,395	8.71	100	2013-2014
Government of Japan	UNIDO	749,190	12.24	97	2014-2015
Grand Total		6,121,980			

As shown in Table 3, the largest share of UNTFHS funding was provided to UNIDO (37.45%) as the lead agency, followed by UN Women (21%), the agency primarily focusing on women’s HS. The total UNTFHS funding was split into implementation costs (93%) and support cost (7%). It is important to note that, in accordance with UNTFHS guidelines

¹⁹ Includes 7% Support Cost

²⁰ Ibid

²¹ Includes 13% support cost

pertaining to Parallel Fund Management under Joint Programs, each of the five partner organizations manages its own fund²².

As mentioned above in the section on Timeliness, although the partners worked together to devise a joint Annual Work Plan (AWP), the variance in financial procedures, e.g. processes required to obtain approval for disbursements of budgeted expenditures, affected the synchronization of activities and caused implementation delays from time to time.

Until July 10, 2017, the project had spent 93.12% of the project resources. A major cause for the relatively large outstanding funds has been the recent devaluation in the Egyptian Pound, which has led to the availability of additional funds that will need to be exhausted by the project end. Agency-wise, UN-Habitat has reached 100% fund delivery, followed by ILO at 97%, whereas IOM has the lowest delivery rate at 83%²³. On the other hand, UNIDO and UN Women have 11% and 7% remaining funds, respectively. The major reason for outstanding funds is the devaluation in Egyptian Pound that has made additional funds available due to the high conversion rate. Moreover, some portion of the funds is required for operational activities at the project end, e.g. a study to document the project's experiences was being undertaken at the time of this TE.

4.5. EFFECTIVENESS

This section provides a detailed assessment of the project's effectiveness in achieving its objectives and set targets.

4.5.1. OVERALL EFFECTIVENESS

HAYAT's HS goals statement is: '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'. Major indicators demonstrating contribution to this goal were (a) number of households feeling economic security, b) increased spending activity by households; c) the establishment of commercially sustainable agriculture extension services; d) reduction in risk to family health; e) number of lives saved through introduced

²² "This fund management option is likely to be the most effective and efficient when interventions by participating UN organizations are aimed at common results, but with different national, sub-national and/or international partners. Under this option, each organization manages its own funds. The joint programme document would consist at a minimum of a common work plan agreed by all participating UN organizations, an aggregated/consolidated budget showing the inputs from the various parties involved, the coordination mechanism and signature of participating organizations." – Source: Guidelines for the UNTFHS; 6th Revision (17 June 2011)

²³ IOM's low delivery is reflective of the differences in the accounting and financial reporting among the agencies. During the evaluation, some funds committed by the IOM for the ongoing interventions were not reflected mentioned, thereby showing lower delivery

mechanisms; and f) persons benefitting from environmentally friendly practices introduced by the project.

Although, the effect on economic security and household spending can be assessed only through a systematic survey that is planned to be undertaken before project end, based on an assessment of the project's outputs the evaluation team believes that the project has contributed to improved economic security through support to entrepreneurial activities, improved productivity of local resources, and job creation. Moreover, as shown in Annex 06, the project has well exceeded its goals regarding the establishment of agriculture extension services through trainings and technical support, reduction in health risk through provision of clean drinking water and health awareness campaigns, and introduction of environment friendly practices²⁴.

Based on information from literature review and observations during the field mission as well as progress against outputs as a proxy for effectiveness on outcomes, the TE team ascertained that the project has contributed to its HS objective by proactively engaging communities in decision making and undertaking measures such as capacity building, job creation, and awareness raising, etc. Detailed analysis of the progress against outputs is presented below. Moreover, Annex 06 provides an overview of progress against output indicators.

Overall, the project was designed with the intention of benefitting the population of five mother villages and selected affiliates in two districts of the Governorate of Minya (at least 150,000 inhabitants) with direct beneficiaries (i.e. those directly engaged in project activities) to be estimated to be at least 18,000 women and men. In contrast, it was reported that approximately 170,000 (i.e. 9.5 times as planned) men, women, and children have benefitted, including 150,000 from RBF units, 8,000 as a result of Quick Win projects, 10,000 VSLA members, 5,000 involved in innovative support activities related to agriculture, Animal Production, and Dates, 3000 from the ICRS, 35,000 reached for awareness raising on Hepatitis C, 500 participants of YVS and Entrepreneurship training, and 3000 children benefited from health awareness trainings delivered to mothers²⁵. The major contributors to this high outreach are the RBF and VSLA activities²⁶.

²⁴ However, only 24 persons against a target of 50 were provided lifesaving skills or mechanisms. (these are the people who have been treated for HepC. Results of the final survey being undertaken by the project are awaited to assess the number of people who have actually used the first aid training received)

²⁵ These figures report double counting, e.g. a person benefitting from RBF may also have benefitted from awareness raising or training

²⁶ Level of outreach not be confused with degree of effectiveness, as some activities with limited outreach but positive impact can be equally or even more effective

4.5.2. OUTPUT-WISE EFFECTIVENESS

The five outputs under Immediate Objective 1 included Establishment of a 1) governorate level LED unit, 2) HS Forum as a community mechanism, 3) HS Fund to implement at least 20 priority interventions; 4) Information, Counselling and Referral Services (ICRS); 5) Training Packages and Innovative Support Schemes, and 6) Village Saving and Loan Associations (VSLAs). This sub section provides a detailed assessment of the extent to which HAYAT has been effective in achieving its output level indicators and targets.

LED Unit: Output 1.0

A governorate and markaz level LED promotion process, institutional arrangements and LED strategy are established

This activity was not a part of the initial project, but was later incorporated upon the need of the government in Minya. In 2012, the MOLD embarked on the establishment of LED units as a measure to improve local governance. Based on its own past experience of supporting the establishment of LED Units in other governorates (Sohag and Minya), the UNIDO proposed providing support to the establishment of such a unit in Minya.

Consequently, the project has assisted the Governorate of Minya in the establishment of the LED Unit and training of staff on issues such participatory needs assessment and planning. Thus far, project support has resulted in the LED Unit undertaking a SWOT analysis of governorate and district economies, identification of potential projects for LED and investments, and the development of a Governorate-level LED strategy. The Community Action Plans developed by the HS Forums established under Output 2.1 have also been incorporated into this strategy, thereby linking government schemes to community-identified needs.

The existence of a LED unit and LED Strategy are a sign of the project's effectiveness under this component, especially since project support led to the inclusion of community identified priorities in the LED strategy. Here onwards, the effectiveness of the project's support will depend on the GOE's initiative to implement this strategy. It is relevant to note here that under the leadership of the previous Minister for Local Development; the LED units were to be dissolved. Conversely, the current Minister aims to revive and strengthen these units. In fact, a Prime Ministerial decree issued in May 2017 has mandated the establishment of 'holistic development' units within governorates with a focus on local socio-economic development.

HS Forum: Output 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

To assure bottom up identification and planning of community prioritized needs, six village level forums linked to a district level HS Forum were to be established through the project's support. Key planned outputs of this activity included support to community in establishment of the fora, formulation of CAPs using the HS approach, and monitoring the implementation of 20 priority projects resulting from the formulated CAPs and funded through the HS Fund. The Forums were to be developed according to lessons learned from forum development in a similar joint agency project implemented earlier in Dahshour.

Overall, five 5 village level forums²⁷ and a district level forum have been established. This being a joint activity, the TORs of the HS Forums were developed by the ILO using the LED approach, including a Territorial Analysis and Institutional Mapping, while the UN-Habitat was entrusted with the actual formulation of forums, capacity development, and monitoring, etc.

The evaluation mission learnt that due to weak performance monitoring by the UN-Habitat of its sub-contractor, the project's message was miscommunicated to the community, thereby creating expectations that were well beyond HAYAT's mandate or capacity, e.g. the expectation of investment in large scale community infrastructure. In addition, due to the existing power structures, the individuals elected to be Forum members brought with them prejudices of the local power structures and wanted to influence the development of CAPs in order to gain community favour. These issues led to the delay of a key planned output (i.e. support to community identified 'priority projects') related to three out of five outcome indicators; 1.1; 1.3; and 1.4.

However, in mid-2015 the situation was eventually rescued by discontinuing support to the HS Forums, reconnecting with the community to improve communication between project and community, revisiting of the CAPs, and selection of some of the identified priorities to be implemented under the project, while incorporating the remaining into the LED Strategy formulated under Output 1.0.

Despite the mentioned problems, according to interviews with HS Forum members, the positive outcomes of HS Forum establishment were equipping community members with techniques of participatory planning, identification of community problems, and fundraising within the community to resolve some of the identified issue. For instance, in one case, the community was able to provide land for the establishment of a potential sewage system based on community-identified needs and may further raise funds within the community for the establishment of such a system. Moreover, the development of CAPs using HS approaches and the inclusion of those identified community needs that were beyond the

²⁷Each forum consisted of 25 members chosen through community election and another 05 members through project selection

project's capacity in the Strategic Plan of the Governorate of Minya developed under Output 1.0 led to capacity development of local communities and government staff.

Finally, some forum members who are still active have represented the community in monitoring different project activities, including the participation of 20 members in the monitoring of the RBF plants set up by UN-Habitat.

HS Fund (HSF): Output 1.2

A Human Security Fund is established to enable target communities to implement at least 20 priority interventions in different domains of human security

The HSF was a portion of the budget, comprising USD 610,500, allocated to be used as a grant to fund at least 20 interventions prioritized as a result of the CAPs to directly benefit at least 4,000 people. Led by UNIDO, the fund was utilized for 24 activities related to community infrastructure, employment and income generation, and health, thereby benefiting nearly 64,000 people, i.e. approximately 16 times more people than planned. The HSF was utilized by the UNIDO and UN-Habitat and received some management assistance from the ILO in the form of capacity building of local organizations in proposal development to access the fund.

Of the activities funded through the HSF, Greenhouses²⁸, palm dates²⁹, and furniture³⁰ initiated under Output 1.4 have been the most effective³¹. Moreover, the fund also contributed to an assessment carried out by the National Water Company to prioritize interventions for most vulnerable groups, benefiting nearly 150,000 people vs. a goal of 10,000 persons,³² and to the Made in Minya event³³. Additionally, a small portion of the HSF (approximately USD 56,000) also funded eight 'quick win' projects. These were activities with simple design and limited duration, e.g. home refurbishment or school improvement, implemented primarily with the aim to build a positive rapport with the immediate target communities.

The evaluation team determined that this fund was a key measure ensuring flexibility and allowing the project to respond to continually arising community needs falling under different project outputs. As the fund was available to all the partner agencies, it allowed

²⁸ Technical assistance to farmers, promotion of vertical cultivation and contract farming

²⁹ Technical support to date clusters and development of 2 new products and marketing to local and international markets

³⁰ Technical support to clusters

³¹ Details on effectiveness of these activities are provided under Output 1.4 – Training Packages and Innovative Support Schemes

³² The goal was at least 40% women, 20% youth aged 18-30. But, numbers provided by the project are not gender disaggregated

³³ The event was held to showcasing project activities

the project's activities to remain relevant to the most crucial HS arising during the course of implementation and provided support to some of the most effective activities.

Information Counselling and Referral Service (ICRS): Output 1.3

An 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

The ICRS was designed to build the capacity of target communities and that of local authorities in dealing with youth unemployment and absorption of 'returnees' from Libya³⁴. Through establishment of the ICRS model, the IOM planned to have a sustainable one-stop shop within the existing Public Employment Services (PES) office providing a set of employment and employability services including screening, registering, and providing one-on-one counselling to determine the assistance option(s) best-suited to each individual's qualifications, skills and interests, identify existing opportunities in the wage and/or self-employment paths, and refer beneficiaries to available matching vacancies or a relevant service provider. Other relevant planned activities included holding employment information events or fairs, and provision of soft and technical skills trainings.

As reported by the IOM, the ICRS was established reportedly through an MOU with the then Ministry of Manpower and Emigration³⁵. Accordingly, an ICRS unit along with a training centre was set up at the offices of the PES within the Directorate of Manpower and Immigration in Minya with the idea that being in a central location, the system will not only support the two targeted districts but also the entire Governorate. The activity was subcontracted by IOM to a local NGO (Nahded El Mahrousa) and comprised of establishment of an ICRS unit, capacity building of staff assigned to the unit, and achievement of job placement goals set out in the project document. To guide the PES staff and build their capacity, two experts from the subcontractor were stationed at the PES unit.

As shown in Annex 06, most of the quantitative targets were accomplished under this output. However, in 2015, according to a directive by the GOE, the MOU between IOM and the Ministry of Manpower and Emigration was annulled due to organizational restructuring at the Ministry³⁶, thereby nullifying the arrangements regarding the ICRS. Since then, IOM's efforts to reinstate the ICRS within the PES have been futile. A visit by the evaluation team to the PES Office in Minya revealed that the ICRS was little valued by the local staff, who have discontinued the ICRS and the hardware provided for the ICRS and training centre, e.g. computers, has been distributed among different departments of the PES. Moreover, the evaluation team learned that in relation to this particular initiative, the relationship

³⁴ According to interview with IOM, within Egypt, Minya has the largest number of returnees from Libya

³⁵ At the time, the Ministry was the counterpart government agency for the IOM

³⁶ The ministry was split into two entities, i.e. Ministry of Manpower and Ministry of Emigration

between the IOM and Ministry had been uncertain from the start. For instance, as reported in the Mid Term Review, IOM's recommendations on organizational management, e.g. KPIs for PES staff, incentive-based salaries, and access to PES database to facilitate monitoring of results were all rejected by the Ministry as they did not conform with the GOE policies and procedures as set by the Central Agency for Administration and Management.

The evaluation team concluded that these organizational challenges were faced due to design flaw, since amendments such as those proposed by HAYAT in the organizational structure of a GOE agency entail an elaborate process, entailing approvals from the Central Agency for Administration and Management (for organizational structure, job grades, salary structure, etc.) and the Ministry of Finance (for approval of budget and spending scheme). Moreover, the MOU signed between the IOM and Ministry of Manpower and Emigration was specific to the establishment of an ICRS system under the EU funded START project and therefore did not extend to activities carried out under HAYAT. A copy of the MOU provided by the IOM is provided in Annex 07.

Further, at the operational level, the IOM faced challenges in several areas, including reporting progress information on job placements due to limited access to the PES database, the placement of returnees from Libya, etc. in local jobs due to unrealistically high expectations of this group, limited community outreach of a centralized system as the ICRS was based in Minya, and limited participation of women due to their strong preference for home-based and localized work.

The IOM has explored various options to resolve the issue of having a reliable host for the ICRS, including partnership with two grassroots NGOs (to act as employment centres and become part of the National Employment Pact's network to ensure provision of continuous support and sustainability beyond HAYAT project lifetime), support to a VTC for the establishment of a hospitality-related training, and providing trainings to a selected group of women in local patchwork. Evaluation interviews with beneficiaries and participants of these alternatives revealed that the activities were mostly undertaken on a small scale, with limited support to beneficiaries and attention to exit strategy. For instance, the training of the two NGOs was restricted only to holding local job fairs through the project's support instead of being trained in developing linkages with employers³⁷. Similarly, nearly 75 women trained in traditional patch making have not been linked to markets to continue the activity profitably, while the VTC has not been trained in promoting the training program among potential trainees and resultantly despite having trained staff and well-equipped training facilities, the centre has not held a single training session yet. In addition, some training has been provided to local companies on employee retention. This activity was deemed

³⁷ The NGOs have been able to place 39 youth (21+18)

irrelevant by the participants to their needs and is also not directly in line with the project's objective.

At the time of this in country mission for this TE, the IOM Program team was still continuing efforts to seek an alternative reliable host for the ICRS. However, in the opinion of the Evaluation team, efforts at re-establishing the system at this stage when the project is set to close in the next quarter will be ineffective as the project will be unable to provide sufficient guidance and technical support required to make the system sustainably functional.

In summary, despite having exceeded or nearly met the targets set in the project document, the ICRS component has suffered major setbacks due to faulty design and a weak monitoring system. Moreover, there have been limited or no follow up activities to assess the effectiveness of the training, e.g. job retention or number of individuals employed as a result of Passport to Success (PTS) training, etc. All of these issues have severely limited the effectiveness and sustainability of this crucial element of the HAYAT project.

Training and Innovative Support Schemes: Output 1.4

Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighbourhood upgrading activities

The purpose of this output was to introduce training packages and innovative support schemes to capitalize on income generating opportunities, especially in agriculture and Neighbourhood upgrading activities. Led by UNIDO, major agriculture-support activities under this component include Technical Assistance in the establishment of Greenhouses, date production and processing units, fish farming, promotion of animal nutrition, and associated input supply and service businesses.

A. Innovative Support Schemes

Outstanding features of these interventions include utilization of existing community resources towards improved production and profitability, establishment of demonstration units, technical assistance in production, establishment of market linkages, and reliance on community-generated financing rather than project grants. This multi-faceted approach has led to highly effective activities, resulting in strong community buy-in, increased profitability, and job creation. In total, the activities have generated additional employment among 411 men and women³⁸. A detailed analysis of these activities follows:

³⁸270 jobs generated from Greenhouses; 15 from Greenhouse Construction; 35 from Dates companies; 10 pesticide applicators; 4 animal feed producers; 6 veterinarians; 15 veterinary assistants; 66 entrepreneurs/employees.

B. Greenhouses

The project has introduced the greenhouses technology, otherwise widely practiced in Lower Egypt. Following the establishment of four demonstration units and technical assistance to all greenhouses that were established on cost-share basis between the beneficiaries and private sector, the area has seen a quick proliferation of greenhouses. To encourage replication of the demos, significant activities undertaken by the project include the development of linkages with finance, technical advice in production, training of local extension workers, and linkages with output markets.

Thus far, the project has supported the establishment of 68 greenhouses vs. the project goal of 50, and benefitted nearly 3,000 farmers against a goal of 1,800 farmers. It is expected that by the end of the project, in addition to the 68 greenhouses supported by the project, another 35 will be established by the community based on local initiative. According to evaluation interviews with participating farmers, returns from greenhouse farming are 33% to 200% or higher³⁹ than open field farming. Moreover, the activity has generated local employment as each G.H requires three full time labourers during the crop production cycle and up to five labourers during harvest.

C. Dates Clusters

Similarly, seeing the market potential of locally produced dates that have been used only for local consumption until now, the project has assisted in the establishment of a date marketing company and providing technical assistance in improved production techniques, post-harvest technology, and market linkages. Overall, farmers engaged in these activities have reported high yields, lesser production losses, and improved profitability. This has led to replication in the form of another company established through local initiative. In general, the activity has led to creation of employment opportunities, with benefits specially accruing to women in this regard, as the companies prefer hiring women labourers for post-harvest functions.

D. Furniture Cluster

In addition to dates, the project found the scattered and inefficient local furniture making, a sector comprised of small and medium scale local workshops, to be another industry with promise. Resultantly, support was provided through forming 10 furniture makers into a cluster, provision of trainings by experts in manufacturing, and facilitating participation in a major furniture expo in Cairo. A discussion with the participating companies revealed that the assistance has been well regarded as participation in the project has improved

³⁹Depending on crop conditions, inputs quality, and market situation, etc.

production techniques and profitability, and led to the establishment or flourishing of other businesses in the supply chain, e.g. painters, suppliers of wood, etc.

Considering the high demand, HAYAT is planning to start a second phase of this initiative with the involvement of 25 additional businesses. However, considering the impending project closure in September 2017, the evaluators are doubtful about the availability of sufficient guidance to participants. In fact, only two of the ten companies participating in round one felt confident and mature enough to participate in the furniture expo participation supported by the project, while some others with potential believe they need further assistance to reach that level.

E. Livestock Development

Under livestock development, the project has supported animal production through support to animal nutrition genetics, while also developing market linkages. Support to nutrition included trainings and awareness on silage making and feeding practices, whereas for breed improvement local veterinarians have been trained in Artificial Insemination (AI). Thus far, 3,000 farmers in the target areas have been reached through awareness raising and technical support, training 10 local veterinary assistants in AI and production of 300 calves through AI. A survey undertaken by the project to assess perceived gains by the farmers has demonstrated that these efforts have led to some improvement in animal productivity.

The project is also providing support to the establishment of biogas units. As with many other project activities, the initial demand for this product was low. However, by August 2017, the project has been able to install 14 units against the target of 20⁴⁰. After seeing the demonstration of the initially installed units, and considering the occasional shortages of natural gas in the country as well as the high value attributed to the sludge as a fertilizer, farmers are now keen to acquire this product despite having to pay the matching cost⁴¹. In fact, the future potential for up-scaling of biogas units through farmer replication is high due to the recent announcement of the GOE for withdrawal of subsidies on petroleum products which will result in higher prices of natural gas.

F. Fish Farming

An initiative to promote fish farming in the area by converting on farm irrigation ponds to the dual purpose of fish farming. However, this concept did not take off well due to a faulty design that did not consider the high cost of logistics of implementation in comparison to

⁴⁰ Biogas was not a part of the original project document but a result of community need assessments. The target of 20 was therefore not a prodoc target but a goal set by the project in the agreement with the sub-contractor

⁴¹ Total cost of biogas unit = LE 5,000 or which the farmers have to pay LE 2,000

the potential benefits as well as the nature of owners of such irrigation ponds that are often wealthier, less vulnerable farmers, who are less likely to adopt such marginal interventions.

In summary, the evaluation team found the above activities, with the exception of fish farming, to be highly effective in creating jobs and improving incomes, while also promoting local products in wider markets.

G. Entrepreneurship Training and Business Coaching

Under this output, a Skills Enhancement Program (SEP) was to target youth, aiming at increasing employability of the local labour force while linking them to employment services (e.g. private and public employment centres). The SEP was to focus on two areas, i.e. to develop entrepreneurial skills and to enhance soft and employability skills. As stated in the section on Efficiency, this sub-component was to be led by ILO and result in trainings and coaching to entrepreneurs assisted across different outputs, including greenhouses, YVS, and VSLAs. Annex 08 provides graphic representation of the planned linkages of SEP with other project components.

However, due to the extensive delay in recruitment of a reliable implementing partner, the activity was not conducted as planned. Instead, UNIDO initiated entrepreneurship training program for the greenhouse beneficiaries on its own. Although, it is difficult to assess the effectiveness of the planned vs. actual approach undertaken, the evaluators believe that the significant delay in contracting and the effort invested in making alternative arrangements have entailed in some loss of opportunity cost. As this component is now on track, the ILO has provided training to 25 Cooperatives members and 164 youth farmers' entrepreneurs. By mid-August, 2017, ILO has trained 670 VSLA women entrepreneurs; and 314 youth have been trained on core employability skills.

In addition, against a logframe target of 40, 35 technical training packages were developed by the partner agencies and delivered to 3,847 (vs. logframe target of 5,000) beneficiaries of various activities. These include the development and delivery of 23 training packages by UNIDO in aspects such as greenhouses and dates, 08 by IOM, as well as some trainings in animal production by the UN Women in relation to the asset transfer. The effectiveness of these trainings varies activity-wise. For instance, trainings in greenhouse management are reflected in the successful uptake of this activity.

H. Labour-intensive Neighbourhood Upgrading Projects

As part of this activity, the UNHABITAT has developed a Master Plan of the current and future water and sanitation facilities for the two districts. Accordingly, the agency identified community needs and categorized them into small, medium, and large projects while also

working on attracting alternative donors. Under HAYAT, the UN-Habitat has implemented some of the identified small schemes, of which the most significant are the RBF units.

The UN-Habitat in partnership with 'Minya Drinking Water and Sanitation Company (MDWSC)' and through technical guidance of the Holding Company for Water and Waste Water has introduced the RBF technology. The purpose of this activity is to provide clean drinking water using low-cost, environmentally friendly technology. Thus far, the project has been successful in setting up 07 community-based RBF units⁴² with a total cost of Egyptian Pound (EGP) 1.4 million, providing clean water to 150,000 residents in Edwa and Maghagha districts. By way of this activity, the UN-Habitat has reached the largest number of beneficiaries among the partner agencies.

A key advantage of the RBF technology setting it apart from the existing system is its comparative economy while supplying the same amount of water, with the RBF technology costing only 2% of the traditional system, i.e. EGP 200,000 vs. EGP 10 million. Its other distinguishing features are the absence of chemicals in filtration process, resilient in case of disasters such as flooding, and ease of operation. Seeing the success of this system, the MDWSC has already installed an additional 03 RBF systems through its independent initiative.

The availability of clean water is a highly prioritized community need. Resultantly, this activity has contributed positively to other outcomes across the project, including positively influencing family health (OVI G.4), time and cost related to accessing drinking water (OVI O.1.8), improved hygiene (OVI O.2.5), and addressing community priorities (OVI 1.2.4).

In addition to this, the UN-Habitat plans to launch a **Ground Water and Sanitation** awareness campaign. However, since October 2015, the agency has been awaiting permission from the GOE for the implementation of this activity. However, even if GOE approval is granted, the potential effectiveness of the activity at this late stage in the project is unclear.

Village Savings and Loan Association (VSLA): Output 1.5

Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations, technical assistance and complementary training

VSLAs are community-formed membership groups established for the purpose of collective saving. Members can also eligible to be granted loans based on these savings and have to repay according to terms set by the group, including loan duration, ceiling, and interest rate⁴³. In addition, a portion of the joint funds is also used towards communal/charitable

⁴² 02 of the units are operational and the remaining 05 are near completion

⁴³ Interest rate depends on the group's decision and usually falls between 0% and 15%. Also, a member cannot borrow a sum more than three times of his/her savings being retained in the group

activities prioritized by the group members. Prior to HAYAT, UN Women piloted the VSLA concept in parts of Upper Egypt. Based on the positive outcome, the activity was scaled through HAYAT.

Against a target of 8,000 VSLA members, by April 2017, approximately 10,000 individuals (of which 85% women⁴⁴) were reported to be participating in 500 VSLAs established with the help of the project, having mobilized approximately EGP 2 million. The activity has been sub-contracted to CARE, who initially implemented in collaboration with a local NGO (Future Eve) and later with a number of community-based organizations.

In the beginning, the project faced considerable difficulty in convincing these religiously conservative communities to participate in lending schemes, as charging interest on loan is considered un-Islamic. However, after extensive consultations with local thought leaders to promote the concepts of Islamic Banking and also upon seeing the benefits derived by members of the initial groups, there has been widespread acceptance of this concept in the community.

Discussions with beneficiaries and other stakeholders revealed that participation in the VSLAs have had significant social and economic rewards to poor women. Socially, the concept of a weekly gathering has inculcated a sense of camaraderie and cohesion. Earlier, most women were unable to leave their house and now see the weekly VSLA meeting as a platform for exchanging of concerns and finding solutions to their personal and family problems. Economic benefits have included ownership of assets in the form of savings and the ability to contribute to urgent family or personal needs in times of need, ranging from starting home-based micro enterprises to paying children's tuition or repairing of household appliances. At the start, women faced resistance from their families for joining the groups. However, after seeing the benefits, the community as a whole has become highly supportive of this idea.

In addition to these socio-economic benefits, the VSLAs have served as a platform for participatory rapid appraisals and training needs assessments as well as a vehicle for a number of other social initiatives, including trainings on financial literacy, health, and nutrition⁴⁵. Moreover, based on community demand, a number of additional training topics have included managing relationship with family members, e.g. in laws, managing teenage children, public speaking, and provision of first aid. These training and awareness activities were delivered as a part of Output 2.1 (Awareness Raising and Capacity Development).

Youth Volunteer Services (YVS): Output 2.1

⁴⁴ Including young women aged 18-30

⁴⁵ Nutrition for pregnant women, lactating mothers, and infants aged 0 – 6 months; cooking of cheap balanced meals

A Youth Volunteer Service is instituted to implement and scale up quick-impact activities addressing human security threats

The main purpose of this program was to mobilize and sensitize youth groups through *community activities and events* aiming to develop communities' social capital, enhance cohesion and inclusiveness. Led by the ILO, six volunteer groups were formed in 6 target villages⁴⁶ in partnership with the local youth centres linked to the Ministry of Youth and Sports. The selected groups comprising of 60 youths (40% of whom are young women) received trainings in topics such as public speaking, volunteerism, and fundraising to be able to implement community initiatives. In addition, 1,527 youth attended awareness sessions on social initiatives and ideas on how to create sustainable social impact.

The local youth centres, managed by Ministry of Youth employees, are generally inactive and have limited capacities and resources. Therefore, linking the activities of these groups resulted in reviving the centres for some time. With 40% of the formed volunteer groups comprising of women members, a major area of effectiveness has been women's active participation in youth centres, a venue they were exempted from earlier. Generally, the youth have been motivated to undertake several community-based activities over the course of the project, such as blood drives, tree plantation, etc. The capacity building trainings have also enabled the youth groups in fundraising. During discussions with the group, the evaluation team also found that motivated by the example of the formed groups, some youth have tried to establish such volunteer groups outside of the project on their own initiative.

To continue activities, the project also granted a seed fund of LE⁴⁷ 5,000 to each group, by putting the money in the Youth Centre's account. The Ministry agreed to augment this fund through a matching fund of an additional LE 5,000. However, interviewed youth reported having difficulties in accessing the funds due to red tape and lack of cooperation from the youth centres' management. This has affected activities, capacity, and morale within the groups. To resolve the issue, group members suggested a project facilitated dialogue between the youth centre staff and the volunteer groups.

In summary, organizing the youth volunteers has resulted in a mind-set shift regarding the participation of women in community activities and also improved the confidence of local youth to resolve local issues. However, linking the groups with government run youth centres has created bureaucratic hurdles and is likely to affect sustainability.

⁴⁶ Five mother villages in Edwa and one mother village Maghagha district

⁴⁷ The Egyptian pound is frequently abbreviated as **LE** or **L.E.**, which stands for **livre égyptienne** (French for Egyptian pound)

A. Youth Social Entrepreneurship Program (YSEP):

This activity aimed to build on the 'Youth Volunteering Program' achievements, aiming to develop youth groups' capacities on how to address communities' needs, respond, and plan appropriately their own social initiatives. This resulted in providing trainings on social entrepreneurship to 195 youth and providing funding and technical support to 10 competitively selected social enterprises.

The ten enterprises were selected after a competitive call for proposal. The selected enterprises were provided trainings, refresher courses, and grants ranging from EGP 10,000 to 20,000, but no more than 75% of the value of the proposed budget. Resulting enterprises include innovative ideas such as advisory in rooftop gardening, assistance in filling out public sector documents such as applications for services, and a street theatre providing social awareness messages. The activity has been effective in kindling the entrepreneurial spirit in local youth, created several jobs⁴⁸, and generated income.

Although, all YVS groups attended the SE awareness sessions, selection of enterprise ideas was not limited to the YVS groups. Instead, enterprises were selected in accordance with a general call for proposal. Resultantly only three out of the ten selected enterprises belonged to the YVS. In the view of the evaluation mission, this alternative was a better approach as it provided opportunity to a larger group instead of limiting it to the YVS group.

Awareness Raising and Capacity Development: Output 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

Awareness raising and capacity development programs were 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. The UNIDO, ILO, and UN Women undertook several activities for raising awareness of issues related to health, hygiene, nutrition, mother and child health, local environment, child development, community cohesion, and agriculture, etc.

Overall, approximately, 55,500 community members were reached using different communication methods, including workshops, radio programs, and group discussions, etc. Generally, the targets for the various planned events were met. Details of the trainings and results can be found in the achievements against logframe targets in Annex 06.

⁴⁸ At least 1 to 2 jobs for most businesses, and more for those such as the street theatre and school

Although, no systematic assessment has been undertaken of the effectiveness of these events, evaluation interviews with some participants demonstrated positive impact in the areas of mother and child health, nutrition, and child development, etc.

The general project approach has been to train individuals from the community as master trainers who in turn deliver messages to the community. However, no follow up assessments or refresher courses have been undertaken to test or improve the level of knowledge retained by these master trainers. The lack of such follow up as well as the discontinuation of financial remuneration to the trainers after the project closure are likely to affect the sustainability and effectiveness of these messages in the medium to long term.

4.6. PROSPECTS FOR ACHIEVING IMPACT AND SUSTAINABILITY

4.6.1. SUSTAINABILITY

Sustainability is a measure of the benefit accrual to beneficiaries after the project closure. Under HAYAT, a sustainability plan has been developed jointly by all the implementing partners in October 2016. The evaluation team found that sustainability was indoctrinated in the HAYAT design and implementation through measures such as community engagement in planning, engagement of grassroots organizations in implementation, training of local youth in various skills, collaboration with different GOE entities, support to product development across the entire value chain, development of existing resources to create jobs and increase incomes, promotion of entrepreneurship, and awareness raising on community prioritized issues in health and family development. In addition, a number of initiatives planned by the GOE and some of the participating agencies also have the potential to replicate the positive outcomes of HAYAT. Annex 09 provides an output-wise assessment of sustainability.

In brief, the evaluation team determined that activities with demonstrated economic potential as well as capacity building and awareness messages responding to critical HS needs have been most favoured by the community. Consequently, the likelihood of the sustainability of these activities is also high. Also, among activities that are linked to the GOE institutions, those with strong government buy in, e.g. RBF have a high likelihood of sustainability. Conversely, those activities that did not enjoy this privilege, e.g. ICRS and YVS, the lack of on-going support from respective partner GOE institutions poses threats to their sustainability. Moreover, by involving local grassroots organizations as implementing partners, the project has helped develop their capacity to respond to future HS needs in the area.

However, as many activities newly introduced or promoted by HAYAT, ranging from support to the furniture cluster to awareness on nutrition and hygiene, are of a technical nature. Citing the limited capacity of communities and general lack of technical knowhow in Upper Egypt, in order to be truly sustainable in the medium to long term, these activities will require on-going technical support. The situation is exacerbated by the fact that a number of the sustainability-related assumptions made in the project design regarding the role of the GOE to take over project activities have not materialized.

In reality, GOE institutions may not be able to guarantee sustainability by taking over project activities due to limited capacity, changing priorities, and other issues, etc. For instance, the Local Popular Councils which could have taken over the activities of HS Forums and led the local level implementation of the Minya LED strategy are facing uncertainty regarding their reinstatement by the GOE. Similarly, during the in-country of the evaluation mission sudden major changes were announced in the SFD, creating uncertainty among many of its stakeholders. Moreover, the capacity of locally available departments is somewhat limited.

For instance, only two GOE agriculture extension officers are well trained in providing support to Greenhouses. However, neither the project design nor the exit strategy considered these factors of capacity and transition to plan for a phased project exit.

4.7. MANAGEMENT (DETAILS OF MANAGERIAL ARRANGEMENTS AND ASSESSMENT)

The three main components of Project Management include the Project Steering Committee (PSC) at the strategic level, the PMC at the management level, and PMU at the field level. The PSC comprises of the heads of respective agencies and counterpart organizations; represented by the program staff of the respective partner agencies, the PMC undertakes operational coordination of the agreed AWP once a month at the partner level; while, the PMU is responsible for day to day coordination of field activities and also holds two monthly coordination meetings under the leadership of the Assistant Project Manager.

Moreover, partnership is a quintessential element of HAYAT, with the project being implemented collectively by five UN agencies while coordinating with local communities and the relevant GOE departments. In addition, nearly all activities were implemented through sub-contractors, with approximately 30 subcontractors having directly been engaged during the project. The diversity in the nature of partners as well as the fact that several partner activities were interlinked made the task of managing coordination even more crucial.

Generally, considering its complexities, the project has been managed well under the leadership of UNIDO and has delivered effectively on a number of activities. However, since each partner is an independent UN Agency, UNIDO has little authority to contribute to course correction as the project leader. This therefore limits the role of UNIDO to that of a moderator rather than a leader. Having said that, UNIDO's suggestions for course correction have often been duly incorporated by partners on various occasions. A major example of this is drastic changes in approach to the HS Forums by the UN-Habitat based on UNIDO's interventions as the lead agency and change of staff by IOM for the ICRS. UNIDO further strengthened its role by involving the office of the UN RC for follow ups with partner agencies, when necessary. Moreover, UNIDO led the management of joint planning, monitoring, reporting, and communication activities and at times, also developed synergies between different components, e.g. linking YVS and VSLAs with the agriculture component.

Similarly, as each implementing UN agency has its own counterpart government agency, e.g. the Ministry of Industry and Trade for UNIDO, the effectiveness of the Local Administration Reform Unit as a counterpart to resolving issues of management and coordination are somewhat limited. A key example of this is the issues faced by the IOM in placing ICRS at the Directorate of Manpower and Immigration in Minya (More details are provided in the section on Effectiveness).

Operationally, as each partner agency is responsible for its own implementation and financial management according to the agreed joint work plan, in addition to program staff in Cairo, with the exception of UNIDO (the lead agency), a Field coordinator has been assigned by each agency to be placed in the field office in Minya from time to time. Annex 10 provides the Project's Organogram at the time of the TE. As is evident from the staffing structure, staffing across the agencies is not uniform. Moreover, the staff is agency-specific, with reporting lines leading directly back to the respective agency rather than the Joint Project Manager or Deputy Joint Project Manager. This staffing structure poses a challenge in management and coordination. For instance, as the AWP's are not split on activity level, an initial exercise by the PMU in requesting the agencies to fill in a W3 matrix was futile and went out of fashion within three months of implementation. Resultantly, the PMU has had to forego its bimonthly coordination meetings since 31 March 2016.

In addition, a number of sub-contractors (SCs) have been hired independently by each agency to assist in implementation of field activities. Some SCs subcontracted further organizations for implementation in the field, e.g. UN Women subcontracted the VSLA activity to CARE, which in turn subcontracted it to a local NGO. Overall, there have been 30 subcontractors directly retained across the five UN agencies. Similar to staffing, the decentralized sub-contracting makes coordination at the PMU further difficult.

With the exception of the HS Forum formation, the project's partnership with the community has been generally effective across activities, resulting in strong buy-in for key activities such as the Greenhouses and VSLAs, etc. Using a bottom up planning approach, communities have been involved in the identification of needs and utilization of locally available resources to improve various aspects of human security. In the case of the HS Fora though, a key activity upon which several other activities rested, distorted messages delivered by the subcontractor retained led to discontent among the community (More details of this are provided in the section on Effectiveness).

4.8. CROSSCUTTING ISSUES

Throughout the design and implementation Gender and youth have remained key focus of HAYAT. In addition, the project has focused on environmental security at the community level.

VSLA and its complimentary activities, such as awareness raising in topics related to women's health and socioeconomic security has been the foremost measure to reduce the vulnerability of women. In fact, UN Women, the agency that focused on women's HS was the second largest recipient of funds under the UNTFHS grant. Similarly, youth have been exclusively engaged under the YVS component. In addition, women and youth empowerment has been mainstreamed in all the remaining project components, e.g. targets have been set for women's participation in the HS Forums, number of women and youth

reached through priority projects, and women and youth benefitting from training packages and innovative support.

In fact, when women were unable to participate in design activities, the project management modified its approach to ensure women's participation, e.g. the low participation of women in ICRS due to preference for home-based work led UN-Habitat to provide training in patchwork craft. However, it was noted that although a number of output indicators are gender and youth disaggregated, the progress against these indicators provides cumulative number of individuals benefitted.

The project has also supported improvements in environment through initiatives such as support to prioritized sanitation activities, supply of clean drinking water through RBF units, development of greenhouse farming as a land and water efficient activity⁴⁹, and introduction of biogas units, etc.

⁴⁹According to project estimates, under traditional farming, the production of 1 kg of cucumbers requires 40 liters of water as compared to 10 liters of water through efficient irrigation introduced as a part of the greenhouses.

5. PROJECT RATING TABLE

Ratings are presented in the form of tables with each of the criteria / aspects rated separately and with brief justifications for the rating based on the findings and the main analyses.

Table 4: Basic Data/Summary

Programme title	Human Security Through Inclusive Socio-Economic Development in Upper Egypt (HAYAT)
Programme number	UNIDO 120203 and 140098
Country and region	Egypt
Lead UN organization	UNIDO
Implementing UN	UNIDO, ILO, UN Habitat, UN Women, and IOM
Non-UN implementing partners	N/A
Programme start date	June 2013
Programme completion date	
Originally planned	May 2016
Actual	September 2017
Extension(s) approved on	December 2015 and May 2017
Total programme budget including in direct support costs in USD	6.12 million
Amount requested from the UNTFHS in USD	4.84 million
Amount sourced from (each of) other donors in USD	SDC (533,395) and Government of Japan (749,190)
Programme 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.
Programme objectives	<u>Objective 1:</u> Strengthened economic security in target communities through creation of more and better employment opportunities and increased employability of the local labor force. <u>Objective 2:</u> Community security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness.

Numerical rating

Rate the relevance and performance of the programme, using the following scale:

1. Excellent; 2. Good; 3. Satisfactory; 4. Unsatisfactory; 5. Not applicable; 6. Insufficient information

Table 5: Numeric Rating Table

S. No.	Rating Criteria	Rating
RELEVANCE		
1.	Has the programme proven to be as relevant as originally envisaged <i>Comments: Relevant to community HS needs and GOE's development priorities</i>	1
EFFECTIVENESS		
2.	Were the programme's main objectives achieved in keeping with the original activities, outputs and performance indicators? <i>Comments: Effective in responding to social and economic elements of HS; Resulted in Mindset change in respect to women's economic participation</i>	1
3.	How would you assess the effectiveness of the management and administrative arrangements employed to implement the programme? <i>Comments: Complex Management and Administrative Arrangements, Separate monitoring, financial, procurement procedures and reporting lines despite having a joint PMU. But effective coordination by UNIDO as lead agency of this joint program</i>	2
4.	How effectively did the programme partners collaborate? (Elaborate what, if any, were the major challenges) <i>Comments: PMC has been a good coordination mechanism and facilitated dialogue and joint planning</i> <i>Challenge: Despite being lead agency, UNIDO was not able to influence all management/implementation decisions due to autonomous management mechanisms of the partner agencies</i>	2
EFFICIENCY		
5	Were the anticipated outputs generated on time and within the budget, as specified in the work plan and implementation schedule? (if certain outputs were not achieved, elaborate briefly the reasons) <i>Comments: Outputs were implemented within the budget as specified in the work plan yet under significant implementation delays; Two no-cost extensions granted; Also, limited monitoring of some sub-contractors</i>	3
IMPACT		
6.	How would you rate the overall performance and impact of the programme?	5

S. No.	Rating Criteria	Rating
	<p><i>Comments: Impact assessment is subject to the results of the end-line survey currently in progress.</i></p> <p><i>However, there are visible signs of mind set change regarding Gender and high uptake of a number of income generation activities, e.g Greenhouses and Date cluster</i></p>	
7.	<p>If appropriate, were the communications and public/media outreach components of the programme effectively implemented? To what extent were the programme’s achievements disseminated to benefit wider audiences (even beyond the programme’s direct beneficiaries)?</p> <p><i>Comments: Publications and knowledge tools, e.g. Greenhouse manuals developed and disseminated to public and private stakeholders</i></p>	2
SUSTAINABILITY		
8.	<p>What is the prospect that the programme’s activities and achievements will be sustained following UNTFHS support? (Elaborate on major factors and potential follow-up needs that are likely to influence whether the programme’s activities will be sustained)</p> <p><i>Comments: Low financial, socio-political, and economic risks. A number of activities have already been replicated by the community</i></p> <p><i>However, communities will continue to need technical assistance on newly introduced concepts such as Village Saving and Loan Associations, Furniture Cluster, etc.</i></p> <p><i>Also, the capacity of relevant local departments of the GOE needs to be continually enhanced to improve technical knowhow and outreach</i></p>	2
OVERALL PERFORMANCE ASSESSMENT		
9.	<p>How would you rate the overall performance of the programme, considering the Relevance, Effectiveness, Efficiency, Impact and Sustainability of the programme?</p> <p><i>Comments: The program has stayed relevant, responsive, and effective in addressing HS needs in the areas of Economic Empowerment, Gender, and Health, etc.</i></p>	3

Textual Assessment

1. What were the major issues or problems that affected programme implementation?

Implementation delays caused by lengthy financial and procurement procedures in some partnering agencies, the lack of homogeneity of financial procedures among the participating agencies, delayed approvals by the GOE, devaluation in the Egyptian Pound, and seasonality in the case of agriculture related projects.

2. What, if any, significant unintended impacts/outcomes (positive or negative) were there beyond the original programme plans?

- *In contrast, it was reported that approximately 170,000 (i.e. 9.5 times as planned) men, women, and children benefitted from the project*
- *Significant positive mindset change in the target communities in relation to women's economic empowerment and public participation*
- *Provision of clean drinking water through the River Based Filtration (RBF) plants to 150,000 men, women, and children in the community*

3. Comment on the impact of the programme in enhancing and strengthening the UN implementing partner and the wider UN system.

Generally, considering its complexities, the project has been managed well under the leadership of UNIDO and has delivered effectively on a number of joint activities. Partnership among the five agencies has also strengthened over time, with PMC and PSC as key facilitating platforms for participatory project review and planning. The ILO and UNIDO plan to continue this partnership in an upcoming project.

4. What type of evaluation was conducted on the programme by the UN implementing organization(s) (internal, external or participatory)? Were the target beneficiaries involved in the evaluation, and if so how?

An MTR was undertaken by a team of one international and one national independent consultant. This was a participatory exercise and involved various stakeholders.

5. What were the challenges faced and what mitigation measures were taken? Did mitigation measures resolve the challenges?

Major program-related challenges included issues of miscommunication to the HS Forum members and dissolution of the ICRS. Drastic correction measures were taken to modify the

activity related to HS Forums. On the other hand, issues with ICRS remain unsolved despite continual efforts by the IOM.

- 6. What were the major lessons (positive and negative) learned through the programme? Are there concrete recommendations that could increase the success of future programmes?**

The project design and cooperation from the donor allowed enough flexibility for the implementing partners to remain relevant by staying responsive to ever arising communities HS needs throughout the project. This approach led to effective outcomes in the form of women and youth empowerment, and improved socioeconomic and health security. Inclusion of community in decision making and planning, engaging local grassroots organizations in implementation, building HS activities on existing community socioeconomic resources, and demonstration of positive results during the project lifetime have all led to strong community buy in. This in turn has led to a high likelihood of short to medium term sustainability for most results.

- 7. What was the added value, if any, of applying the human security approach to this programme?**

In the same stroke, the programme enabled implementing agencies to address issues pertaining to diverse sectors, e.g. employment and entrepreneurship, improved mother and child nutrition and health, and clean drinking water

- 8. Has there been any significant progress in the promotion of the concept of human security as a result of this programme?**

Community leaders were trained in utilizing the HS approach to addressing community problems. Also, the strategies resulting from the HS Forums were integrated into the Minya Economic Development strategy

- 9. Describe any significant contributions by donors/s (outside of the UN system) and/or effective strategies employed to secure funding.**

In addition to the UNTFHS, funding was provided by the Government of Japan and SDC.

- 10. Was the human security approach successfully integrated and mainstreamed across the work of the UN at the local and country level through this programme? Explain why or why not.**

Joint programming between various UN agencies on this program has led to actual and possible future collaborations. Also, results of HAYAT project are being translated into future programming, for instance the newly initiated UNIDO project in Sohag. However, the

potential for seeking out even more funding for joint initiatives promoting HS need to be further explored.

11. Has this programme and the multi-agency human security approach been replicated elsewhere using other financial resources? Explain why or why not?

Same as above

12. Any other comments?

TABLE 6: RATING CRITERIA FOR QUALITY OF PROJECT IDENTIFICATION AND FORMULATION PROCESS (LFA PROCESS)

Evaluation Issue	Evaluator’s Comments	Ratings
1. Extent to which the situation, problem, need/ gap is clearly identified, analyzed and documented (evidence, references).	Previous experience of GOE and UN agencies	S
2. Adequacy and clarity of the stakeholder analysis (clear identification of end-users, beneficiaries, sponsors, partners, and clearly defined roles and responsibilities in the project(s)).	Roles and Responsibilities among partners not detailed	MS
3. Adequacy of project monitoring and evaluation (M&E) design.	Three tier monitoring system	S
4. Overall LFA design process.	Some activities not well defined + Roles not well defined	MS

TABLE 7: QUALITY OF PROJECT DESIGN (LFM)

Evaluation Issue	Evaluator's Comments	Ratings
1. Clarity and adequacy of outcome (clear, realistic, relevant, addressing the problem identified). Does it provide a clear description of the benefit or improvement that will be achieved after project completion?	Gender and youth disaggregated; focused on different dimensions of HS	S
2. Clarity and adequacy of outputs (realistic, measurable, adequate for leading to the achievement of the outcome).	Adequate to achieve outcomes	S
3. Clarity, consistency and logic of the objective tree, and its reflection in the LFM results hierarchy from activities to outputs, to outcome and to overall objective.	Outputs and outcomes are linked to objective. But, LFM does not cover the wide range of activities under some outputs	MS
4. Indicators are SMART for Outcome and Output levels.	Indicators resemble targets	MU
5. Adequacy of Means of Verification and Assumptions (including important external factors and risks).	Surveys and progress reports used as MOVs	S

TABLE 8: QUALITY OF PROJECT IMPLEMENTATION PERFORMANCE

Criterion	Evaluator's Summary Comments	Evaluator's Ratings
Attainment of Project Objectives and Results (Overall Rating), Sub Criteria (below)		
1. Project implementation	Well-coordinated despite different operational procedures among partner agencies	S
2. Effectiveness	Effective in responding to social and economic elements of HS; Resulted in Mindset change in respect to women's economic participation	HS
3. Relevance	Relevant to community HS needs and GOE's development priorities	HS
4. Efficiency	Implementation delays; Limited monitoring of some sub-contractors	MU
Sustainability of Project Outcomes (Overall Rating), Sub Criteria (Below)		
5. Financial risks	Most activities were implemented using community financial resources	L
6. Sociopolitical risks	Strong community buy-in for most activities	L
7. Institutional framework and governance risks	The GOE is committed by departments are in transition since the revolution	MU
8. Environmental risks	Environment considered during implementation	L
Monitoring and Evaluation (overall rating), Sub Criteria (below)		
9. M&E Design	Three tier M&E system	S
10. M&E Plan implementation (use for adaptive management)	Satisfactory adaptive management, but separate	MS

Criterion	Evaluator's Summary Comments	Evaluator's Ratings
	M&E approaches of all partners; No HSIA undertaken to assess progress against outcomes	
11. Budgeting and Funding for M&E activities		S
Project Management - UNIDO Specific Ratings		
12. Quality at entry / Preparation and readiness	All partner agencies had prior experience in Upper Egypt	S
13. Implementation approach	Complex Management and Administrative Arrangements, Separate monitoring, financial, procurement procedures and reporting lines despite having a joint PMU/PMC. UNIDO effectively coordinated/managed its role as lead agency	HS
14. UNIDO Supervision and backstopping	UNIDO's role was more of a moderator as all the other partners are independent agencies of the UN	S
15. Gender Mainstreaming	Gender particular activities; and gender disaggregated indicators	HS
Overall rating	The project has met most of its targets	S

The rating criteria is provided in Annex 11.

6. CONCLUSION, CHALLENGES AND RECOMMENDATIONS

6.1. CONCLUSION

In conclusion, the TE team found HAYAT to have met most of its objectives. The project design and cooperation from the donor allowed enough flexibility for the implementing partners to remain relevant by staying responsive to ever arising communities HS needs throughout the project. This approach also led to effective outcomes in the form of women and youth empowerment, and improved socioeconomic and health security. Inclusion of community in decision making and planning, engaging local grassroots organizations in implementation, building HS activities on existing community socioeconomic resources, and demonstration of positive results during the project lifetime have all led to strong community buy in. This in turn has led to a high likelihood of short to medium term sustainability for most results. However, two activities that have received comparatively less cooperation from key GOE counterparts, including the ICRS and YVS have low likelihood of sustainability.

6.2. LESSONS LEARNED AND RECOMMENDATIONS

Following are the major lessons learned and accompanying recommendations based on the evaluator's assessment:

6.2.1. PARTNERSHIP AND IMPLEMENTATION ARRANGEMENTS
Lesson Learned I - Development of HAYAT design and its implementation demonstrated that coordinating a diverse set of activities among many partners, including five partner agencies and a GOE counterpart, is also time consuming. This is especially true when UN agencies are generally programmed to implementing initiatives either on their own (in association with the respective GOE counterpart), or in case of joint projects, the number of partnering agencies often does not exceed three.
Consensus and complementarity was deemed essential for critical planning and implementation activities, e.g. implementation approaches, division of responsibilities on joint initiatives, development of annual work plans, etc. As the designated lead agency, the UNIDO provided significant support to these activities at all levels, including strategy, program, and implementation. However, this coordination required substantial effort, especially considering the differences in the agencies' operational procedures including procurement, finance, and monitoring processes.
Adding to these challenges was the structure of the project field office, where instead of directly reporting to the Project Manager or Deputy Project Manager, the assigned staff and implementing partners of each agency were reporting to their designated colleagues within the respective agency. These challenges are reflective in the reality that for instance, the project design was finalized over no less than one and half years, and later in 2015, the UNTFHS had to grant a no cost extension of one year due to the uneven implementation progress among the various partners.

Recommendation I: project management and implementation structures should be designed in a manner that takes the various operational differences among the agencies in consideration. One measure to ensure this could be the establishment of a unified budget managed by a unified PMU reporting to the PMC. In addition, there is a need to globally harmonize inter-UN agency management processes, a measure that can only be initiated at the headquarters of the respective agencies.

6.2.2. DESIGN OF SUSTAINABILITY

Lesson Learned II - Experience from implementation of newly promoted ideas such as VSLA or Greenhouses has revealed that community's acceptance of such ideas requires significant lead time involved in demonstration and ironing out institutional issues. Moreover, as mentioned earlier, despite some up-scaling during the project's lifetime, the community generally lacks the confidence to take the risk of investing in these new ideas without assurance of the project's on-going technical guidance.

Recommendation II: The exit strategy of future HS projects should consider these limitations when devising timelines and also incorporate a phased exit.

6.2.3. PUBLIC AND PRIVATE SECTOR CAPACITIES IN UPPER EGYPT

Lesson Learned III - Both public and private sector service providers in Upper Egypt have limited outreach capacities and knowledge to facilitate the on-going delivery of services to 'innovative' activities introduced by HAYAT. For instance, ILO faced considerable problems with the recruitment of a suitable partner for delivering entrepreneurial trainings. Similarly, only a few extension service staff in the local agriculture department in Edwa are able and confident in providing extension services regarding greenhouses. The evaluation team concurs that HAYAT has already invested significantly in local capacity development through partnering with grassroots organizations, government departments, and private sector agents. However, the development of these capacities will require systematic interaction over the longer term.

Recommendation III: Future projects on HS should be implemented in longer-term partnership with these local entities leading to more extensive involvement of such local stakeholders.

Lesson Learned IV - Moreover, since the revolution, GOE entities have been in constant transition, assumptions made about the on-going support to project outcomes after the project end may not be valid in all cases. An Examples in order are the indefinitely postponed elections of the LPCs and changing attitudes towards LED units⁵⁰.

Recommendation IV - It is therefore imperative, that until the situation stabilizes, the HAYAT's exit strategy should have an even stronger focus on institutionalizing activities in local community structures, while continuing to emphasize the importance of smooth public private partnerships through building mutual trust. A practical example of this is the YVS, where youth are facing issues in the release of earmarked funds from the GOE run

⁵⁰ The previous Minister for Local Development ordered the dissolution of LED Units while the current Minister is making efforts to reform these units instead

youth centres. In fact, as stated earlier, before its closure, the project must ensure easy availability of these funds to the youth.

As explained in the section on sustainability, a number of upcoming GOE and UN projects have the potential to learn from the implementation experiences of HAYAT and up-scale some of the most effective outcomes. It is therefore recommended that HAYAT's exit strategy reflects on-going linkages with these new projects.

6.2.4. INSTITUTIONALIZING ACTIVITIES IN GOE MANAGEMENT STRUCTURE

Lesson Learned V - The most critical issues faced by the ICRS limiting its efficiency and effectiveness stemmed from a lack of thorough understanding of the GOE procedures required for the institutionalization of a new department or unit within an existing entity like PES. Moreover, the implementing partner organization engaged to develop the capacity of GOE staff specializes in community rather than public sector development.

Recommendation V: Future project designs should undertake a thorough assessment of the official formalities required for institutionalization and partners specialized in public sector development are engaged for such activities.

ANNEXES

Annex 1: Schedule of the field mission

Day	Date	Start	End	Itinerary		Location
Tuesday	25 April			Arrival in Cairo and Check in at Hotel		Safir el Dokki
Wednesday	26 April	9.30	11.00	- Project Presentation	Laila Kenawy	UNIDO Office – Cairo
		11.00	12:00	- UN Habitat	Salma Yousry	
		12:00	13:30	- UN Women	Hoda Mankabady	
		13:30	14:30	Break		
		14:30	16:00	- ILO and Jesuite	Amir Obeid Osama Isaak Hesham Abdel Hamid	
Thursday	27 April	9.30	11.00	- SDC	Yasmine Khaled	SDC Office
		13.00	14 .30	- LARU	Hesham el Helbawy	MoLD
		15.00	16.00	- IOM	Abdel Rahman Rizk	IOM Office
Friday	28 April					
Saturday	29 April	6.30	9.30	- Departure to Edwa	Mohamed Samir	Edwa, Minya
		10.00	12.00	- Meeting with Field Team	Medhat Abdel Rasheed Ahmed Amin Mahmoud Saad Gamal Saad Mahmoud Hassan Ragae Abdel Wahab Mina Mokbel	Project Office
		12.00	13.00	- Meeting with HS Forum Members	Mina Mokbel	Project Office
		13.30	14.30	- Visit to RBF Wells	Mina Mokbel	Beni Amer
		14.30	16.00	Departure to Minya and Hotel check in	Medhat Abdel Rasheed	Nefertari

Day	Date	Start	End	Itinerary		Location
Sunday	30 April	9.30	10.30	- Meeting Former District Head	Medhat Abdel Rasheed	Minya City
		11.30	12.30	- Visit to ICRS	Abdel Rahman Rizk	ICRS Office
		13.00	14.00	- Visit to VTC center	Abdel Rahman Rizk	VTC
		15.30	16.30	- Trained Companies	Abdel Rahman Rizk	Minya Office
Monday	1 May	7.30		- Departure from Minya	Medhat Abdel Rasheed	
		9.30	11.00	- Meeting youth graduated from PTS and referred job seekers - 10 youth	Abdel Rahman Rizk	Project Office
		11.00	12.30	- Meeting with NGOs being capacitate to provide job matching services	Abdel Rahman Rizk	Project Office
		12.30	13.30	- Break		
		13.30	14.30	- Visit to Greenhouses and FGD with Greenhouse owners	Ahmed Amin	Field Visit
		15.00	16.00	- Meeting with Meristem	Khaled Hassanein	Project Office
		16.00	17.30	Return to Hotel	Medhat Abdel Rasheed	
Tuesday	2 May	7.30		Departure from Hotel	Medhat Abdel Rahseed	
		9.30	11.00	- Focus group with VSLA members – Group of 10 to 12 women	Nade Wade	Project Office
		11.00	12.30	- Focus group with health component trainees – 10 to 12 women	Nade Wade	Project Office
		12.30	13.00	Break		
		13.30	14.30	- Focus group with ToT health group – Group of 10 women	Nade Wade	Project Office

Day	Date	Start	End	Itinerary		Location
		14.30	15.30	- Focus group with NGOs and field coordinators	Nade Wade	Project Office
		16.00	17.30	Return to Hotel	Medhat Abdel Rasheed	
Wednesday	3 May	7.30		Departure from Hotel	Medhat Abdel Rasheed	
		9.30	10.30	- Focus group discussion with 5 extension officers	Ahmed Amin	Project Office
		10.30	11.30	- Focus group discussion with 10 veterinarians and assistants	Mahmoud Hassan	Project Office
		13.00	14.00	- Visit to biogas unit and focus group discussion with 10 cattle producers	Mahmoud Hassan	
		14.30	16.00	- Visit to packing unit and date palm group – FGD 12 beneficiaries	Ahmed Amin	
		16.00	17.30	Return to Hotel	Medhat Abdel Rasheed	
Thursday	4 May	7.30		Departure from Hotel	Medhat Abdel Rasheed	
		9.30	10.30	- Visit to start ups and focus group discussion with 10 entrepreneurs	Amir Obeid Hisham Abdel hamid	Project Office
		11.00	12.30	- Visit to youth center and focus group with Youth volunteer and lead volunteers – 12 youth	Amir Obeid Hisham Abdel hamid	Project Office
		13.00	14.30	- Visit to workshop and Focus group discussion with furniture cluster (10 carpenters)	Mahmoud Saad	Project Office
		15.00	18.00	Return to Cairo an Check in	Mohamed Samir	Novotel

Day	Date	Start	End	Itinerary		Location
Friday	5 May			Skype Call with Headquarters And UNTFHS	-	
Saturday	6 May			-	-	
Sunday	7 May	10.00	12.00	- Meeting with UNIDO Representative	Giovanna Ceglie	UNIDO Office
		14.00	16.00	- Draft presentation of findings	PMC	
Monday	8 May	11.00	13.00	- Presentation of Findings to Counterpart and Donors		MoLD

Annex 2: TOR's for the HAYAT project terminal evaluation

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 an independent TE (expected to be conducted in April 2017) of the project which had a four-year duration, commencing March 2013.

Project Budget: (including PSC)

- Contribution by UNTFHS: USD 4,839,396
- Contribution by Swiss Development Cooperation (SDC): USD 533,395
- Contribution by Japanese Government: USD 749,190

Period covered: March 2013 to April 2017

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 Egypt⁵¹. 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 labour force, especially the young⁵². However, the Situation Analysis developed in 2010 as part of the Cairo Agenda for Aid Effectiveness⁵³ 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 areas⁵⁴.

From these governorates, the governorate of Minya was selected by the Ministry of Local

⁵¹ Poor by Design, *op. cit.*, Executive Summary.

⁵² Ibid.

⁵³ Situational Analysis: Key Development Challenges Facing Egypt, 2010, Executive Summary.

⁵⁴ <http://www.egyptindependent.com/news/govt-poverty-rate-increased-252-percent-population>.

Development, and the five implementing partner agencies of the project (UNIDO, UN Women, 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 Egypt⁵⁵. The HAYAT project 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-centred, 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 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.

⁵⁵ 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.

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 labour 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 favour 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 neighbourhoods, 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 labour 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 labour 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 Neighbourhood 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 labour-intensive Neighbourhood 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; and
- 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 labour 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, Counselling 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 Neighbourhood 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 final evaluation is to determine, as systematically and as objectively as possible, the relevance, efficiency, effectiveness, impact and sustainability of the project. The evaluation shall serve three purposes:

- a) Assure accountability by reporting on UNIDO and UN partner Agencies activities to: the governing bodies of the UN Agencies; partner and donor governments; stakeholders; the supporters and potential detractors of UN Agencies interventions; and the taxpayer.
- b) Support those who manage projects at all levels in the UN Agencies, technical and coordination units alike, both at headquarters and in the field, as well as in counterpart organizations.
- c) Derive learning and innovation at the corporate and programme levels. To that end, evaluations attempt to draw general lessons from specific cases and make those lessons available to all those who might benefit from such experience so that they might constantly improve their day-to-day professional work and/or develop innovative approaches.

The information is to be communicated with the GOE, 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.

Directed towards UN Agencies senior operational and programme management, recipient Governments and counterparts, as well as donors, this final evaluation will:

- a) Assess the relevance of projects to government policies, UN cooperation frameworks and UNIDO corporate strategy;

- b) Assess the achievement of outputs, outcomes, and prospects for developmental impact with reference to performance indicators included in the original document and its updates;
- c) Assess the efficiency and cost-effectiveness of implementation: quantity, quality, cost and timeliness of UNIDO and counterpart inputs; quality and timeliness of activities;
- d) Submit proposals for improving implementation and/or amending the project document in order to ensure outcomes, enhance impact and improve sustainability;
- e) 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
- f) 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.⁵⁶ Finally, where applicable, emphasis on outputs and achievements that promote environmental sustainability, and gender empowerment / equity should be considered throughout the evaluation.

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.

⁵⁶ UNIDO Evaluation policy available at the UNIDO website:
http://www.unido.org/fileadmin/import/64064_UNIDO_Evaluation_Policy_FINAL.pdf

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 the UNIDO Independent Evaluation Division (IEV), 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 2017. 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.⁵⁷ 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.

⁵⁷ All documents available from the websites of the UN Evaluation Group: <http://www.uneval.org/>

In addition to the qualitative assessment based on the evidence gathered in the evaluation, the evaluation team will rate the project on the basis of the rating criteria (see Table 1 to Table 3) in Annex 7.

Furthermore, the team will integrate the Final Assessment Form of the UNTFHS, in Annex 8 into the final report.

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
- 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 Mechanism

The extent to which

- i. National management and field coordination of the project are efficient and effective;
- ii. Coordination, quality control and input delivery mechanisms are efficient and effective;
- iii. Self-evaluation and monitoring over activities and deliverables have been carried out effectively based on indicators for outputs and objectives;
- iv. Changes in planning and related documents are consistently shared between the five implementing partners; and
- v. An efficient mechanism of coordination between field and Cairo based staff is in place;
- vi. Regular reporting on deliverables and activities is conducted and shared with various agencies on a regular basis.

Recommendations

Based on the final analysis, the final 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

Activity	Timeframe
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	March 1st to March 15th , 2017 ⁵⁸
Sharing of first draft inception report	End of March 2017
Evaluation mission (briefing of field staff, interviews, field visits and data collection, observation, etc. as per inception report) ⁵⁹	8-10 working days

⁵⁸ Proposals submitted should consider vacation days during this period.

⁵⁹ Evaluation team will need to specify if they need an independent translator to be hired by the implementing agencies beforehand

Activity	Timeframe
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	15 April 2017
Presentation at UNIDO HQ to stakeholders / donors / governmental counterparts	20 April 2017
Data analysis and preparation of draft evaluation report	5 working days
Delivery of draft report	30 April 2017
Revision and integration of stakeholder feedback into final draft of evaluation report – submitting final report	3 working days
Approval of final evaluation report by UNIDO IEV	7 May 2017
Dissemination of report and summary of findings to all stakeholders	Mid May 2017

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

Annex 3: List of documents reviewed

1. Draft Work Plan for Inception Phase: Human Security through Inclusive Socio-Economic Development in Upper Egypt
2. End-line survey for village saving and loans associations Report: Human Security through Inclusive Socio-Economic Development in Egypt Project “Hayat”, April 2017
3. Guidelines: United Nations Trust Fund for Human Security; 9 th Revision; 1 May 2016
4. ILO Overall Project Framework
5. ILO Final Progress Report: Human security through inclusive socio-economic development in Upper Egypt, April 2017
6. Independent Mid-Term Evaluation: ‘Human Security through Inclusive Socio-Economic Development in Upper Egypt’, 14 December 2015
7. Mid-Term Evaluation Report of HAYAT Project
8. Mission Report: Human security through inclusive socio-economic development in Upper Egypt
9. Policy Brief: The HAYAT Human Security Forums, November 2015
10. Progress Report: Human Security through Inclusive Socio-Economic Development in Upper Egypt, February 2014
11. Progress Report: Human Security through Inclusive Socio-Economic Development in Upper Egypt, September 2014
12. Progress Report: Human Security through Inclusive Socio-Economic Development in Upper Egypt, May 2015
13. Progress Report: Human Security through Inclusive Socio-Economic Development in Upper Egypt, December 2015
14. Progress Report: Human Security through Inclusive Socio-Economic Development in Upper Egypt, June 2016
15. Progress Report: Human Security through Inclusive Socio-Economic Development in Upper Egypt, February 2017
16. Project Brief: Riverbank Filtration Project for Clean Water Production in Minya, Egypt
17. Project Document: Human Security through Inclusive Socio-Economic Development in Upper Egypt; A Joint Initiative of UNIDO, UN Women, UN-Habitat, ILO and IOM
18. Project Sustainability Plan: Human Security for Inclusive Socio-Economic Development in Upper Egypt Project – HAYAT, February 2017
19. Quick Wins Assessment Report: Human Security Through Inclusive Socio-Economic Development In Upper Egypt, August 2014

Annex 4: Terminal evaluation tools

KII/FGD WITH INSTITUTIONAL STAKEHOLDERS IMPLEMENTING UN AGENCIES, GOVERNMENT COUNTERPARTS, NGOS

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. What is the role of the different Implementing UN agencies in the project implementation?
2. How do the UN agencies coordinate with each other?
3. How is the HAYAT project linked into other UN agency projects being implemented in Upper Egypt, especially Minya?
4. Who are the non-UN stakeholders? E.g. GOE Agencies and NGOs, etc.?
5. What is the role of these and how do they collaborate with each other?
6. How is HAYAT linked to other Government and NGO projects in Minya?
7. What are some significant outcomes of collaboration? And what have been the potential challenges in collaboration between stakeholders and/or programs?
8. Since the project was developed in 2012, what significant changes have occurred in the local macro socio-economic and political conditions, etc. that are positive or negative for HS?
9. How are the project's activities relevant in the current development context of the target areas?
10. In your opinion, what are some of the significant project outcomes? And what proportion of the need is likely to have been covered by the project⁶⁰?
11. What activities of the project are not likely to sustain after the project closure?
12. What are your recommendations for the design and implementation of a similar future project?

⁶⁰Field 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. (initiatives implemented before the HAYAT project)

KII/FGD WITH SUB-CONTRACTORS

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. What activities has your organization undertaken with the project?
2. What was the process of your selection?
3. Which stakeholders did you have to collaborate with when providing goods or services?
4. What problems did you encounter when working with the project? E.g. limited responsiveness, delayed payments, etc. How were these issues resolved?
5. What are significant outcomes of the project in your opinion?
6. What are your recommendations for the design and implementation of a similar future project?

KII/FGD WITH DONOR

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. How is the project relevant to the priority areas of your agency?
2. What are some of the other key features of your Country Program Strategy and Portfolio?
3. In your opinion, how has the project contributed to its goal of improving HS through pro-poor socioeconomic development?
4. How does the performance of this project compare with other projects being implemented within your country program portfolio?
5. What challenges did you face during program design or implementation? E.g. political situation, collaboration between UN agencies, etc.
6. What have been the main lessons learnt based on the implementation of the HAYAT project?
7. What are your recommendations for the design of similar future projects?

KII/FGD WITH HUMAN SECURITY FORUMS (HSF)

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. Who are the members of the forum? And what is the proportion of men and women members?
2. What are the key activities undertaken by the forum?
3. How have the forum's activities benefitted the community in general?
4. What are some of the key achievements of the forums?
5. What challenges have been faced in the development or operations of the forums?
6. What support have the forums received from the project? E.g. training, linkages, prioritization of activities, etc.?
7. Has the forum received support from any other entities, e.g. Government or NGO projects, etc.?
8. How has this support benefitted the activities of the forum?
9. Have the activities or functions of the forums been replicated in other nearby communities? If yes, please provide details
10. How do the village level forums communicate/coordinate with each other?
11. What are the benefits of coordination? And what are the challenges in coordination?
12. How will the forums continue to function after the project is closed? What challenges are likely to be faced by these forums?
13. How can the activities related to the establishment or functioning of the forums be improved in the future?

KII/FGD WITH INFORMATION, COUNSELLING, AND REFERRAL SERVICE (ICRS)

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. Who is managing the ICRS system?
2. How is the system and the ICRS database being currently used? What are the advantages of the system?
3. What support has the system received from the project?
4. Has the system received support from any other organizations? If yes, please provide details.
5. What have been the challenges in making the system operational?
6. How is the system advertised among potential users?
7. What are the threats to the sustainability of the system? E.g. no institutional arrangements for housing of ICRS, no funds for continued operations, etc.
8. How can these threats be mitigated?
9. What are your recommendations for the future development and operations of a similar system?

**KII/FGD WITH INDIVIDUALS AND GROUPS OF BENEFICIARIES
(WATER WELLS, VSLA, VTC, PTS, GREEN HOUSES, BIOGAS, DATE PALM, FURNITURE, START UP
ENTERPRISES, ETC.)**

Date

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. What benefits did the beneficiaries receive from the project? E.g. training, green house, job placement, etc.? Please provide details
2. How did you hear about this service and what was the process of enrolment/accessing the project's services?
3. How have you benefitted from the project's services? E.g. training, job placement, provision of financing, formation of producer group, etc.
4. How has this contributed to the betterment of your community or household? E.g. increased income, improved availability of drinking water, improved health, more responsible youth, etc. Please provide details
5. What challenges did you face in accessing or utilizing the project's services?
6. What challenges are you facing in using the benefits derived from the project? E.g. difficulty in finding a job for the skill you were trained in, difficulty marketing your produce, etc.?
7. Have you received additional help from the project in resolving this problem? E.g. providing you career counselling, market linkages, etc.
8. In your area what is the future demand for the services delivered by the project?
9. How can a similar project be improved in the future? E.g. post-participation follow-up, expansion in the scope of services, longer term training programs, etc.

KII/FGD WITH YOUTH VOLUNTEER SERVICE (YVS)

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. What was the process of setting up this service?
2. What was the motivation of your group to set up a YVS?
3. What support did your group receive from the project? E.g. funding, linkages, training, etc.
4. How has this support been helpful to the group?
5. Did you face any problems in accessing the support provided by the project? If yes, please explain
6. Has your group received support from another source also? If yes, please provide details.
7. What are the key activities undertaken by the YVS?
8. How do these activities benefit the community?
9. What are the challenges faced by your YVS group and how can these be resolved?
10. Have other YVS groups been also formed in your area? What is the gender composition of each group (number of: male members ----, female members----)
11. Does your group collaborate with other YVS groups formed in the area? If yes, how and what are the benefits of collaboration?
12. What will be the status of the YVS after the project is finished? What are the major threats and opportunities to sustainability of the YVS?
13. What recommendations do you have for the formation and operations of YVS groups potentially to be formed in the future?

KII/FGD WITH PROJECT MANAGEMENT UNIT

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. Staffing structure of the PMU?
2. What is the role of each staff?
3. Has there been high turnover in the PMU? If yes, what is the reason?
4. What have been the key challenges faced by the PMU in terms of staffing?
5. What support is provided by the various UN project agencies to the PMU?
6. What support is provided by the various relevant GOE ministries and line departments?
7. How effective is this support from the UN agencies and the GOE? What can be done to improve this support?
8. What have been the key challenges faced by the PMU for the multi-stakeholder collaboration?
9. What have been the key challenges faced by the PMU for implementation of project activities? E.g. lack of technical staff, limited number of PMU staff, complicated or lengthy reporting mechanisms, etc.
10. Has the project suffered any major delays? If yes, please explain the reasons and mitigation measures for bringing the project back on track.
11. What are the major threats and weaknesses to the sustainability of the key activities undertaken by the project?
12. How can a similar project designed in the future be improved in terms of i) the range of activities undertaken, ii) organizational structure, iii) other aspects

(MISCELLANEOUS QUESTIONS)

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

Human Security (HS) Forums

1. Were any HS forums established at the Governorate levels? If yes, what was the process?
2. What have been the benefits and challenges of establishing a Governorate level forum?
3. How many village forums have been developed? What was the process of developing these forums? E.g. community consultation, etc.
4. How do the village level forums communicate/coordinate with each other?

Labour Market Assessment

1. What have been the key results of the labour market assessment?
2. How have these results been utilized in implementing the project?

Information, Counselling, and Referral Service (ICRS)

1. Where is the ICRS system currently based?
2. How is the system and the ICRS database being currently used? What are the advantages of the system?
3. What support has the system received from the project?
4. How is the system advertised among potential users?
5. What have been the challenges in making the system operational?
6. What are the threats to the sustainability of the system? E.g. no institutional arrangements for housing of ICRS, etc.

Youth Volunteer Service (YVS)

1. What was the process of setting up this service?
2. How many groups have been organized so far? And the Male/Female membership
3. What support was provided by the project to the groups? E.g. funding, linkages, training, etc.
4. Challenges in the formation and operations of the YVS

Monitoring and Evaluation

1. Does the project have an M&E Framework?
2. What is the process of monitoring activities and course correction as a result of the Monitoring exercises? Please provide examples
3. What are the key monitoring reports, etc.
4. Is there double counting between output 2.2 and other activities that are focused on training, etc.?
5. What activities/support were provided in the last 6 to 9 months of the project? How are these activities going to sustain without consistent project support?

Annex 5: List of stakeholders interviewed

Name of Interviewee	Organization	Position
Mr. Abdel Rahman Rizk	IOM	Programme Assistant
Mr. Ahmed Amin	HAYAT PMU	
Mr. Amir Obeid	ILO	National Project Coordinator
Ms. Daria Ofman	MCSBE/Consultant to ILO	Executive Manager
Mr. Gamal Saad	HAYAT PMU	
Ms. Giovanna Ceglie	UNIDO	Regional Director and UNIDO Representative to Egypt
Mr. Hesham Abdel Hamid	Jesuits	Programme Assistant
Mr. Hesham el Helbawy	LARU	
Ms. Hoda Mankabady	UN Women	Project Associate
Mr. Khaled Hassanein	Meristem	General Manager
Ms. Laila Kenawy	UNIDO Office Cairo	Project Officer
Mr. Mahmoud Hassan	HAYAT PMU	
Mr. Mahmoud Saad	HAYAT PMU	
Ms. Medhat AbdelRasheed	HAYAT PMU	Deputy Joint Project Manager
Mr. Mina Mokbel	HAYAT PMU	
Ms. Nade Wade	CARE	
Mr. Osama Isaak	Jesuits	
Ms. Petra Widmer	Embassy of Switzerland	Deputy Director of Cooperation
Mr. Ragae AbdelWahab	HAYAT PMU	
Ms. Rania Hedeya	UN Habitat	Programme Manager
Ms. Salma Yousry	UN Habitat	
Ms. Sherifa Maher	Ministry of Local Development, Egypt	Senior Economist & Local Economic Development Officer
Ms. Yasmine Khaled	SDC	
Ms. Zeinab Sabet	IOM	National Programme Officer – START

Annex 6: Overview of progress against output indicators

LOGICAL FRAMEWORK HAYAT PROJECT

LEVEL	INDICATORS	Status or figures as of 5 July 2017	% achievement	Means of verification	Important Assumptions	Remarks	
GOAL LEVEL: Human security of vulnerable* households, youth aged 18-30, women and children is improved in target communities through inclusive and pro-poor socio-economic development							
Human security is about: Economic security (contributed by objective 1), Personal and Community security (contributed by objective 2) but also other fields to which the project contributes (Food, Health, Environment security...)	OVI G.1. By the end of the project, at least 4,000 persons (of which 50 % women, 60% youth 18-30 old at beginning of the project, 10% from vulnerable households) of the project target districts feel economically more secure as a result of joining project activities			(From obj.1) Sampling or systematic survey amongst lists of persons who applied technical trainings, got hired, are current/former members of VSLAs...		to be assessed during the endline survey	
	OVI G.2. By the end of the project, at least 1,500 households (20% of which vulnerable) of the project target districts increased their spending capacity compared to baseline -inflation deducted-			(From obj.1) Sampling or systematic survey amongst persons who applied technical trainings, got hired, are current/former members of VSLAs. Spending capacity measured by asking about value expenses, savings and assets purchased over the last 2 years of the project.		to be assessed during the endline survey	
	OVI G.3. By the end of the project at least 20 commercially sustainable new extension services were developed through embedded services		22	110	(From obj.1) List of new service providers -name, village, phone- and type of service (animal health, IA, agricultural input supplies...), names of related large companies		List available here
	OVI G.4. By the end of the project, at least 4,000 women (20% of which from "vulnerable households") consider their family health risks are reduced compared to their situation before the project	estimated 70,000 women with improved access to clean, safe drinking water at home		1750	(From obj.1&2): Perception survey amongst participants to food & hygiene awareness/training (ILO and UN Women/CARE), first aid (UN Women/Outreach), hepatitis C (UNIDO) and beneficiaries of access to safe water (UN Habitat)		to be assessed during the endline survey
	OVI G.5. By the end of the project, at least 50 persons whose lives were at risk were saved using skills or mechanisms introduced by the project			24 pending survey	48 (From obj.2) Patients registered by local NGOs in the national program for hepatitis treatment (UNIDO/Agyal database); instances of use of first aid training (Un Women/Outreach)		List available here

	OVI G.6. By the end of the project at least 4,000 persons benefited from environmentally friendly practices introduced by the project	200 greenhouses 100 biogas 100 animal feed 5000 farmers (chemicals/fertilizers) 158 youth projects ----- 5618	140.45	List of environmentally friendly practices (green house, solid waste management, alternative animal feed using traditional wastes, reduced amounts of chemical fertilizers and pesticides, clean environment events from youth refurbishing of schools "using env. sust. methods"...), positive effects on persons and environment, number of beneficiaries		
* Note on "vulnerable households": during the first years of the project the concept was not defined with clearly and easily identifiable criteria that would have enabled a systematic tracking through M&E of the involvement of those households in project activities and hence the measurement of direct project results on their lives with regard to human security. However, in order to report on achievements in that regard, criteria that can be checked a posteriori have been used here: woman headed households are considered vulnerable as well as man headed households that did not own cattle at the beginning of the project.						
IMMEDIATE OBJECTIVE 1: Strengthened economic security in target communities through the creation of more and better employment opportunities and increased employability of the local labour force						
"Better" employment opportunities created = existing employment opportunities are now providing higher income	OVI IO.1.1. By the end of the project at least 30 % of training/innovative scheme participants are applying techniques they learnt (40% or more of technical recommendations per topic) and state that those new techniques result in increased productivity (increased output/amount of either time or capital they spend) of their income generating activity (agriculture based, business...)			Contributed by output 1.4: Sampling survey (by external consultant) amongst training participants (agriculture related and on other topics) with list of technical recommendations and cross-checking questions on productivity		to be assessed during the endline survey
	OVI IO.1.2. By the end of the project at least 1,000 persons (of which 50 % women, 50 % youth 18-30, 10% vulnerable households) consider that the new technical skills they acquired with the project allow them to get a higher net income from their generating activity (agriculture based, business...) than before or compared to people who do not have those skills			Contributed by output 1.4: Calculation based on sampling survey by external consultant -same as OVI IO 1.1-; or: combination with systematic survey especially amongst non-agric. participants with questions on perceived net income evolution after project intervention (solid waste management, pastry, furniture, entrepreneurship...)		Comparison is either with "before" joining the training or with "people who do not have those skills" because indicator relies on people's perception, which can largely be affected by adverse market price changes on which the project has no influence (ex: big yearly drop of price in an agricultural commodity).
"More" employment opportunities created = new jobs created	OVI IO.1.3. By the end of the project, at least 500 part time or full time either wage or self-employed jobs (of which 40 % employed women, 60% youth, 10% from vulnerable households) that did not exist before have been created in the target districts	270 Greenhouses 15 Greenhouse Construction 35 Dates companies 10 pesticide applicators 4 animal feed producers 6 vetrenarians 15 vetrenay assistants 66 entrepreneurs/employees ----- 411	82.2	Contributed by output 1.4: numbers of wage/self-employed jobs in green houses, date companies, solid waste management, pastry, furniture, entrepreneurship + more seasonal agricultural labor needed by agriculture training participants + new jobs as agriculture input suppliers (fertilizer, pesticide sellers/appliers, animal feed producers, village veterinarians...) + by output 1.5: number of VSLA members who used loan to start a self-employed business/employ someone		

= new linkages to formerly existing but not yet known jobs established	OVI IO.1.4. By the end of the project, at least 200 persons (of which 30 % women,100% youth 18-30) got hired (any type of contract) following linkages provided by the project	179	90%	Contributed by output 1.3. Target = 10% of persons referred. According to report of Nahdet El Mahrousa. Any list of persons/means of verification? + by output 1.4 ILO/Jesuite possibly	Letter from employers stating number of persons employed after job fairs
“Increased employability” of the local labour force = labour force has attitude more suited than before to (available) job market requirements	OVI IO.1.5. By the end of the project, at least 700 persons (of which 50% women, 60% youth 18-30, 10% vulnerable households) gained soft skills relevant for employability			Contributed by output 1.3: passport to success graduates (~440); by output 1.4 technical trainings that lead to employment (200) + sample survey amongst all training attendants of attitude changes that are relevant for "employability"? ; by output 2.1 youth group capacity development (40?). Measured by perception of beneficiaries AND of a close person (employer, co-worker, parent...) of improvement in at least 7 soft skills	Sampling survey could assess 4 usual aspects (and related soft skills/ attributes) for "employability": personal (ex: confidence, motivation, asking for help when necessary), self-management (ex: "can do" approach, open to new ideas, personal presentation), initiative and delivery (ex: innovative, planning, reflecting and learning from own actions, developing solutions), interpersonal (ex: positive regard to others, cooperating, communication skills)
Economic security is also about: diversified sources of income, social safety nets (emergency funds...), reduced consumption costs (in terms of money and time)	OVI IO.1.6. By the end of the project at least 600 vulnerable households have an additional source of income (through sale of new product, or new job –partial or full time- of one family member) as a result of project activities	750 Asset transfer	125	Contributed by output 1.3, 1.4 and 1.5. (VSLA self-enterprise and asset transfer). Criteria for "vulnerable" households: female headed households are automatically considered as vulnerable, for male headed households: no cattle ownership at beginning of the program	Target set based on number of current recipients of asset transfer: could be increased with expected results of other outputs
	OVI IO.1.7. By the end of the project, at least 5,000 person (80% women, 20% vulnerable households) have access to community group dedicated funds to cover emergency financial needs	9100	182	As of June 2017 VSLA active members: 10,000 (91% women)	
	OVI IO.1.8. By the end of the project, at least 1,500 households (at least 20% vulnerable) are saving time and reduced costs related to accessing drinking water	30000	2000	Implementation reports by the Menya water and wastewater company including the amount of water produced by EBF units and the average daily	Target based on UN-Habitat data on population without access to water and consistent with target at output level
IMMEDIATE OBJECTIVE 2: Community security and personal security are enhanced through activities to develop communities' social capital, enhance cohesion and inclusiveness					
Community security can be about: community cohesion (less tensions within community), social capital (increasing social networking, cooperation)...	OVI IO.2.1. By the end of the project, youth volunteers proved able to organize at least 10 community events without project support			Contributed by output 2.1 and 2.2: systematic survey of youth group committees and list of events organized autonomously with dates, organizers, sources of funding, estimated number of participants	Without project support means without both financial and technical backstopping

- Local NGOs, local institutions/ organizations...	OVI IO.2.2. By the end of the project, at least 50% of locally active NGOs reported having used newly acquired capacities to mobilize resources or improve their internal management processes	24 NGOs, 111 participants (17% women)		Contributed by output 1.2: ILO list of local NGOs trained on project proposal writing/management with contact persons, phone number and checked use of templates/training content and 2.2: list of NGOs who mobilized government subsidized treatment of hepatitis C		
- Mechanisms to cope with disasters	OVI IO.2.3. By the end of the project, at least 200 households were able to cope with emergencies/disasters by using funds from their VSLA group			Contributed by output 1.5: CARE database on use of consumption loans ("bridging gap"loans)-174 as of June 2016- and use of emergency funds		
Personal security: women freedom	OVI IO.2.4. By the end of the project, at least 5,000 women are reporting more freedom to do activities on their own as a result of joining a project intervention	2234 microloans have been distributed within the VSLA groups		Contributed by output 1.2 (time gain with water access) output 1.4 (ex: pastry, entrepreneurship...), output 1.5 (VSLA members decision making over own savings or dealing with family) output 2.1 (women youth/volunteers); survey asking perception		
- safe practices for personal hygiene/health	OVI IO.2.5. By the end of the project, at least 15,000 persons (of which 50% women, 50% youth) are applying one or more new practices that improve hygiene	3,517 health and nutrition training		Contributed by output 1.2 (interventions related to Hepatitis C + UN Habitat drinking water) and output 2.2 (awareness on health and food hygiene related topics)		"Hygiene includes behaviour and measures used to break the transmission of infection among people", Handbook on Water Security, p.204
- safe practices for children	OVI IO.2.6. By the end of the project, at least 1,500 mothers reported having adopted at least 2 recommended practices for their children	3,517 nutrition training recipients		Contributed by output 2.2: Sampling survey amongst CARE trainees (topics of balanced nutrition, prevention of health threats, life support skills...)		
OUTPUT LEVEL						
1.0. A governorate and markaz level LED promotion process, institutional arrangements and LED strategy are established	OVI 1.0.1. By the end of the project, the LED governorate unit facilitated a participatory (involving government governorate and markaz levels, private sectors actors and local communities/local NGOs members) a) SWOT analysis of governorate and district economies b) identification of potential projects for local economic development and investments	a) done; b) done	100%	a) & b): SWOT, projects, lists of persons met recorded in final strategy document and annexes	The governorate Governor is supportive of the process and feels responsible for disseminating and promoting the resulting strategy	
	OVI 1.0.2. By mid-project, the MoLD LED Unit is represented at governorate level, with a) capacitated staff, b) mandate and c) official status through governor decree	Done	100%	a) list of staff and of trainings they attended; b) & c) governor decree specifying the unit mandate	The governorate Governor is supportive of the establishment of a LED Unit under his administration	

	OVI 1.0.3. By end of 2015, a Local Economic Strategy is a) documented by the LED governorate Unit based on inputs from LED actors involved in the participatory process, b) promoted by at least one governorate level actor	a) Done b) Done?	100%	a) strategy document; b) copy of any correspondence to introduce the strategy (either to any directorate for integration of parts into their plans and budgets, or donor, company...) or invitation to any meeting to present the strategy...	LED unit members are motivated to do the work and the Governor is satisfied with the process and result	Note: If (part of) the LED strategy is presented during the "Made in Minya" event, the invitation to the part of the program on that issue can be used as means of verification for part b)
1.1 A HS 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	OVI 1.1.1. By the end of 2014, 6 mother villages fora, represented at a district level forum, are formed with members elected by their respective communities (at least 20% women), a committee and internal statutes	Done	100%	List of members, committee composition and internal statutes for each HS forum at mother village and district level	The political situation does not threaten the organization of elections for HS forum members	
	OVI 1.1.2. By the end of 2014, relevant district level government officials and community members are capacitated in analyzing data and assessing community needs	Done	100%	Territorial analysis document and chapters of Community Action Plan relating assessed community needs	District officials and some community members are willing to do additional (resp. volunteering) work	
	OVI 1.1.3. By mid-project a district Community Action Plan (CAP) has been formulated by HS fora based on community needs, highlighting community threats and prioritizing projects to address them in different fields of human security	Done	100%	Community action plan documents, mentioning community identified needs/security threats and prioritized projects for different fields of human security	HS fora members can find consensus on projects to be prioritized	Village level situation and problems analysis report, CAP with prioritized projects
	OVI 1.1.4. By the end of 2015, relevant district level government officials and community members are capacitated in supporting implementation of the CAP by advocating for inclusion of elements of the CAP into government plans and writing project proposals	Done	100%	UN-Habitat report from Fikra: Content of training, dates, location, list of attendants and origin (LED unit, local NGOs, youth volunteers, HS forum, government staff)		
	OVI 1.1.5. By the end of the project, at least 3 monitoring actions/quarter/mother village forum are implemented by HS forum members	20 HS forum members were actively involved in the implementation of the RBF units Forum Members were involved in the field visits of the Made in Minya Event		TBD	Monitoring action means at least one HSF member a) joined implementation of any project activity related to CAP or b) met with sub-contractor or project staff to discuss implementation or results; documented by attendance sheets and UNIDO list of recorded monitoring actions	At least some HS forum members maintain their motivation and continue to join/monitor implementation of activities related to the Community Action Plan
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	OVI 1.2.1. By the end of 2014, at least 25 persons from local associations or NGOs likely to support the design and implementation of HS Fund priority interventions are capacitated in project proposal writing, project overall and financial management and M&E	Done	100%	Attendance lists and ILO list of trainings delivered		
	OVI 1.2.2. By the end of the project, at least 20 priority interventions for target communities were implemented with funds from the HSF	24	120%	List of interventions (name/short description, link to CAP identified needs/HS threats, field of human security, target locations, duration, budget)	No major procedural delay with fund disbursement and no major problem with sub-contractor in charge of implementation	"Intervention" is defined as project activity (infrastructure building, training, study trip...) on 1 topic (ex: furniture/crops...) that answers 1 community identified problem (ex:

	OVI 1.2.3. By the end of project, at least 4,000 direct benefiting households were reached by HS funded quick-win or longer-term project interventions	46,181	1155%	List of interventions with number of beneficiaries and source of data	No major procedural delay with fund disbursement and no major problem with sub-contractor in charge of implementation	health, employment, access to water) in 1 mother village with its satellites. <u>Note:</u> 38,379 of direct beneficiaries were reached through one specific project of the CAP: awareness raising on hepatitis C; 8,669 through other initiatives, with an estimated 10% of double counting: 7,802 counted	
	OVI 1.2.4. By the end of project, at least 10,000 persons (of which at least 40% women, 20% youth aged 18-30) were directly reached by interventions answering priority human security issues identified in the Community Action Plans with additional funding mobilized outside the HS Fund	150,000	1500%	Reports by Menya water and wastewater company - Holding company including external finance of 3 units by the Menya company.	No major procedural delay with fund disbursement and no major problem with sub-contractor in charge of implementation		
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	OVI 1.3.1. By the end of 2014, a governorate level ICRS system is in place, meaning staff is identified and assigned by the Ministry of Manpower and Emigration (MOME) for the Public Employment Services, have an equipped office, have revised job descriptions and organigram, and were capacitated in delivering new services besides job seekers registration	ICRS - view note two NGOs fully equipped to serve as employment centers 40 volunteers received capacity building training to act as a supportive eco-system for the employment initiatives and act as Change Agents in their local communities	100%	Documentation of list of equipment provided to the office + new job descriptions and of organigram; final report of sub-contractor (Nahdet El Mahrousa) incl. capacity building received and activities undertaken by trained PES government staff	Public Employment Services officials are motivated to collaborate	New services: career counselling, job scouting, referral letters, placement, organization of job fairs. <u>Note:</u> in June 2015 MOME suspended this type of program; by June 2016, the governorate level unit has been dissolved by the the Head of Directorate of Manpower in Minya governorate and its equipment distributed amongst directorates	
	OVI 1.3.2. By mid 2015, a community level (district as opposed to governorate) adapted ICRS system is implemented: district level job fairs are organized to bring together employers and job seekers and local information means are used to inform and send job seekers to counseling events, trainings and to referral services at district level	Done a School-to-Work Transition Unit has been established in Minya Advanced Technical School for Tourism Services, with the aim to link the graduates of the School and the recently established VTC with matchmaking services and referrals to fair and decent job opportunities in the tourism secto		100%	Final report of sub-contractor (Nahdet El Mahrousa) including list of job fairs organized at district level and description of district level outreach channels (mainly local NGOs)		
	OVI 1.3.3. By the end of the project, at least 4,000 persons joined employment information events or fairs		5,192	130%	Final report of sub-contractor (Nahdet El Mahrousa); (Where are attendance lists?)	Public Employment Services officials are motivated to deliver services	Inconsistency within report of Nahdet El Mahrousa: Attendance to employment sessions, fairs or days on p.7,8 and 9: 70+178+40+263+ "around" 2,500 with PES, 900 by NEM alone; whereas total Number of participants attended employment events and info sessions in conclusion and annex is 1,981.
	OVI 1.3.4. By the end of the project, at least 2,000 persons were referred to employment and/or entrepreneurship opportunities through the ICRS mechanism		2,696	135%	IOM database (disaggregated by gender and youth); (What supporting document are available? -there are some according to Suzet)	Public Employment Services officials are motivated to deliver services	No disaggregation of data in final report of Nahdet El Mahrousa

	OVI 1.3.5. By the end of the project, at least 500 persons (of which 50% women, 80% youth) participated in soft skills training	449	79% women 72% youth	107%	Report of sub-contractor (Nahdet El Mahrousa) including number of trainees who joined the Passport to Success (449), plus English + ICDL training (85, not disaggregated)		Inconsistency of figures in IOM database on "Soft skills" (total of 561) and report of NEM (449 persons). Age available only for 220 out of 459 participants to Passport to Success, out of which 160 are under 30 years old	
1.4. Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities	OVI 1.4.1. By the end of the project, at least 40 training packages or innovative support schemes have been introduced (content designed, delivery methods and institution agreed upon...) on topics that relate directly to capitalizing on income generating opportunities in agriculture/in neighborhood upgrading businesses or in any other sector			35	88%	List of training packages/innovative schemes introduced by UNIDO (23), ILO (4), IOM (8 technical training -not English nor ICDL), UN Women (technical trainings in animal production in relation to asset transfer)		Training packages and innovative support schemes = set of measures for transfer of know-how on one topic (related to technical or to general entrepreneurship competences) ONLY counted here if the topic relates directly to making use of (do) an income generating opportunity (resp.activity) in any economic sector but particularly in agriculture or in a business that contributes to upgrade neighborhoods (ex: biogas or solar panel entrepreneur...). Training packages/innovative support schemes often include a combination training replicable modules, peer to peer exchange events, coaching... They are different if they are on a same overall topic but delivered by different people for different target groups
	OVI 1.4.2. By the end of the project, at least 5,000 of persons (of which at least 50% women, 30% youth aged 18-30) participated in a training packages or innovative support schemes offered by the project	2,347	without UN Women data; % women % youth?		47%	UNIDO database 1,681 with 11% women, 33% youth on available age data + ILO (373, 71% women) + IOM (293) + UN Women (est. 1,500 women? animal production). Target for direct beneficiaries of agricultural training in project document: 1,800 farmers, of which min. 500 youth. Note: if risk of double counting: reduce figures by estimated percentage of multiple attendants	Target groups are willing to participate even without financial incentives. Women are allowed to participate	
	OVI 1.4.3. By the end of the project, 10 new resource materials (brochures, technical guidelines, videos...) for practitioners on topics related to income generation have been produced for medium to large scale distribution (at least 500 hard copies or 5,000 views)				12	120%	List of resource materials (title, type of material) and 1 sample of (or internet link to) each resource material. Flyers are not counted	
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	OVI 1.5.1. By the end of the project, at least 8,000 persons (of which 80% women) became members of VSLA for at least one full cycle			10,220	128%	CARE overall project performance file (as of May 2016, current VSLA members: 5,365 persons, 91% women); "total number of persons assisted by the program" is 9.535: less than 10% (deduction) were not at least once VSLA members	No objection to a VSLA scheme by local leaders due to religious mis-interpretation on interests	Productive assets: "assets whose value appreciates over some period of time, or which produce a cash return" or "assets that by their nature grow by things happening to them or being done with them on a non-destructive basis". Typically: seeds, reproductive animals, but also trees, land, machines/tools, a portfolio of shares...
	OVI 1.5.2. By the end of the project, at least 800,000 EGP were mobilized from within communities and current members have an average share portfolio of at least 100 EGP	1,984,344	mobilized 170 EGP av.savings			114% 170%	CARE database: total value of savings mobilized	No objection to a VSLA scheme by local leaders due to religious mis-interpretation on interests

	OVI 1.5.3. By the end of the project, at least 200,000 EGP worth of productive assets (equipment or inputs for an income generating activity/business...) purchased by VSLA members using loans	197,688	99%	CARE database: total value of productive loans (not asset transfer related)	No cultural prejudice against people who take a loan	
	OVI 1.5.4. By the end of the project, at least 800,000 EGP worth of production related goods were handed out to at least 500 very poor households	There were 3 rounds of asset transfer each for 500,000 EGP to around 250 families	82% of worth 65% of poor targets	CARE narrative report on asset transfers; checking of poverty level: local committees' minutes on applying families' economic status	No conflict or jealousy within the community related to asset transfer	
2.1. A Youth Volunteer Service is instituted to implement and scale up quick-impact activities addressing human security threats	OVI 2.1.1. By end 2015, 6 Youth Volunteer Service groups (YVSG) are established, meaning have a place to meet and a committee (at least 30% women overall average), in 6 mother villages	6 groups 30% women	100% 100%	List of mother village with YVSG, location of YVSG meeting place, name/sex of committee members, phone contact of at least 3 of them		
	OVI 2.1.2. By end of June 2016, at least 6 general competencies relevant to volunteering were introduced to YVSG members	6	100%	ILO list of seminar titles delivered to YVSG members (topics: teamwork, volunteerism, presentation skills, planning, resource mobilization...)		
	OVI 2.1.3. By the end of the project, YVS groups were assisted in organizing at least 75 community events (campaign, themed day, tournament, special activities for specific target groups -children, elderly...) addressing human security threats	75	100%	ILO list of community events (with name of YVSG, title of event, target group, related human security threat(s), location, date, (estimated or registered?) number of attendants - disaggregated data-)	Community events are counted separately if they are conducted by different YVS groups/in different mother villages. Events organized for YVSG themselves are not counted. No double counting of attendants when event is over more than 1 day or 1 session with same people	
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	OVI 2.2.1. By the end of the project, at least 40,000 persons (of which % women, youth, children) joined awareness raising events aimed at reducing vulnerability to health threats	39451 3500 children health awareness	107%	Health topics: Hepatitis C (UNIDO list of events, date, place, number of participants - disaggregated-) 38,379; first aid (UNWomen/Outreach) 493; blood donation and health/hygiene (ILO, community events) 579 - 60% women	No cultural prejudice against people associated with addressed diseases	Awareness raising events: workshops, meetings, school lessons, radio programs, competitions, theatre...
	OVI 2.2.2. By the end of the project, at least 3,500 persons (90% women) joined awareness raising events aimed at reducing vulnerability to food related threats	3,549	101%	Food topics: proper nutrition and pregnant women nutrition; breast feeding; child nutrition (Un Women/CARE)	No political misappropriation of events	
	OVI 2.2.3. By the end of the project, at least 500 persons (20% women) joined awareness raising events aimed at reducing vulnerability to environmental related threats	158 13% women	32%	Environmental topics: clean environment (ILO list of community events), planned campaign on better housing environment (UN-Habitat) ; no UNIDO		
	OVI 2.2.4. By the end of the project, at least 1,000 persons (%women, youth?) joined awareness raising events aimed at reducing personal related threats identified by women	1,010	101%	Personal topics: dealing with teenagers - 371-, inter-family communication -479- (UN Women/Outreach,)incl. theater - 681-		Note: 1/3 has been deduced on the total number of participants to each type of event to account for multiple participations of single persons

<p>OVI 2.2.5. By the end of the project, at least 3,000 persons (30 %women, 50 %youth or children) joined awareness raising events related to community cohesion</p>	<p>3,134 38% women 55% children</p>	<p>104%</p>	<p>Community cohesion events: Thematic day (orphans, people with disabilities, volunteering), Ramadan competitions, school literacy & Kidzania trips (ILO list of community events)</p>		
<p>OVI 2.2.6. By the end of the project, at least 4,000 persons (of which 80% women, 50% youth) joined awareness raising events aimed at addressing economic related threats</p>	<p>4152 40% women</p>	<p>104%</p>	<p>Economic related events: sessions on economic & job opportunities in agribusiness, greenhouse harvest camps -ILO list of community events AND SEP awareness event: 1,661 young persons (36% women); financial literacy training (UN-Women/CARE data): 2,267</p>		
<p>OVI 2.2.7. By the end of the project, at least 400 young persons (50% women) joined awareness raising sessions on guiding life values</p>	<p>3871 46% women</p>	<p>967% 92%</p>	<p>ILO data</p>		<p>Life value topics: cooperation, peace, respect, modesty, tolerance, love, responsibility, freedom, unity, happiness, honesty</p>
<p>OVI 2.2.8. By the end of the project, at least 100 staff from local NGOs and/or youth volunteers were capacitated on how to improve community awareness on key health topics</p>	<p>131</p>	<p>131%</p>	<p>UNIDO data on ToT on Hep.C infection control for youth volunteers and local NGOs (120); UN Women/CARE ToT (11)</p>	<p>No conflict of mandate with existing government services on the selected topics</p>	
<p>OVI 2.2.9. By the end of the project, at least 100 young persons (40% women) were capacitated on delivering guiding life value sessions (civic awareness)</p>	<p>107 young 40% women</p>	<p>107%</p>	<p>ILO data</p>		
<p>OVI 2.2.10. By the end of the project, at least 5 new resource materials or replicable modules for development practitioners on topics related to non-economic human security threats have been produced and are documented for further use by other projects</p>	<p>6</p>	<p>120%</p>	<p>UN-Women/Outreach (3 modules/1 comic book), UNIDO material on hepatitis C (2), ILO/Jesuite material?</p>		

Annex 7: MOU signed between MOME and IOM



IOM project code: CS.0378
LEG approval code: EGY/LCOO/AL0054/2014

Memorandum of Understanding Between

Ministry of Manpower and Emigration (Arab Republic of Egypt)
Represented by H.E. Minister of Manpower and Emigration Dr. Nahed Hassan Ashry

And

International Organization for Migration (IOM)
(Regional Office for the Middle East and North Africa)
Represented by IOM Regional Director for MENA region Mr. Pasquale Lupoli

On Sunday, 30 /3/2014, this MoU was signed between:

1. The Ministry of Manpower and Emigration
Represented in signing by Dr. Nahed Hassan Ashry as the Minister of Manpower and Emigration Located at 3 Youssef Abbas Street, Nasr City, Cairo.
(First Party)
2. The International Organization for Migration
Represented in signing by Mr. Pasquale Lupoli as the MENA Regional Director of IOM
Located at 47C Abu El Feda Street, Zamalek, Cairo.
(Second Party)

I. Preamble:

- Recognizing that the **International Organization for Migration (IOM)** is committed to the principle that humane and orderly migration benefits migrants and society since its establishment in 1951;
- Noting that Egypt became an IOM Member State in 1990, hosting IOM's Regional Office for the Middle East and North Africa (MENA), which covers 17 countries;
- Recalling the continued cooperation between IOM and the Ministry of Manpower and Emigration (MoME), and the expression of interest by both parties on further strengthening this cooperation, inter alia, through the implementation of components of the EU-funded "Stabilizing at-risk communities and enhancing migration management to enable smooth transitions in Egypt, Tunisia and Libya" project" - START;
- The estimated budget for the START Programme is 9.9 million euros allocated by the EU to IOM for the latter's management, and disseminated to Egypt, Libya, and Tunisia as required to carry out the programme's activities and address the government priorities.
- The objective under this Memorandum of Understanding (MoU) is IOM's support to the Governments of Egypt, Libya and Tunisia to alleviate economic pressures and enhance migration management – helping to establish preconditions to smooth transition process and sustainable recoveries in the three targeted countries;
- Within the framework of the EU-funded START programme, Information, Counselling and Referral Services (ICRS) will be upgraded in select locations, to further enhance MoME's employment and self-employment services to returnees, Egyptian job-seekers, and entrepreneurs;
- Both parties mutually agree to cooperate to implement the START programme, and ensure prompt resolution of any obstacle that may hinder the implementation of its respective activities in Egypt;
- The programme's activities will be carried out after obtaining the approval of both parties.

II. Responsibilities of the parties:

i. Joint activities and initiatives

- Establishing a steering committee for Migration and recalling the START Programme activities which, inter alia, supports migration governance; both parties agree to facilitate the implementation of START activities at this fora, this shall act as the Programme Steering Committee. Should an opposite inter-ministerial fora be required, MoME shall take necessary action to ensure its establishment;
- The Programme Steering Committee chaired by H.E. the Minister of Manpower and Emigration will aim to be convened every three months on regular basis. Further meetings may be held on an ad hoc basis upon request of any inter-ministerial steering committee member;
- The Programme Steering Committee shall include representatives from MoME at the central level, MoME undersecretaries in the selected governorates, relevant ministries, the European Union (EU), and IOM;
- IOM in consultation with MoME invites relevant agencies and partners on an ad-hoc basis for the purpose of facilitating the implementation of the START programme overall and its specific goals and objectives;
- Both parties agree on establishing local advisory committees in selected governorates to further facilitate and advise on the programme implementation in the respective governorates;
- The local advisory committee shall include representatives from MoME, IOM, public and private associations, and relevant civil society organizations to ensure regular and timely input on the labour markets' employment and training, challenges, gaps, and opportunities, funding and investment options;
- Both parties agree to share and exchange lessons learned and relevant literature for the purpose of improving the efficiency and effectiveness of PES structure and the overall objective of the START program;
- Both parties agree on establishing Information and Consultation Bureaus at the central and local level.

ii. IOM Responsibilities:

Within its mandate and subject to availability of resources:

- Facilitate dialogue on migration management with neighboring and relevant countries through interstate dialogue and meetings;
- IOM supports MoME in further advancing existing Labour Migration schemes to primary destination countries;

- IOM provides capacity-building to MoME staff on career guidance, outreach and database management, and other such services, with the ultimate goal of enhancing match-making systems between job-seeker and employers inside and outside Egypt;
- IOM provides material resources such as machines, equipment and office furniture (according to the availability of funds) to Information and Consultation Bureau (including PDO and training units) with the ultimate goal of further enhancing the delivery of services by MoME;
- IOM supports MoME in enhancing programs and mechanisms for engaging Egyptian communities abroad in supporting local development initiatives; and
- IOM shall comply with IOM Data Protection Principles in the event that they collect, receive, use, transfer or store any personal data in the performance of this MoU.

iii. MoME Responsibilities:

- MoME will designate a focal point for the START Programme;
- MoME will facilitate the implementation of the START Programme and help overcome obstacles facing the programme throughout its implementation and make recommendations in line with government priorities vis-à-vis programme objectives;
- MoME will ensure regular participation to the inter-ministerial steering committee meetings and take the lead in ensuring the participation of relevant GoE partners at the Steering Committee as relevant;
- MoME will work towards ensuring the sustainability of the activities and building the necessary management systems to ensure continuity after the project interventions.

III. Dispute Resolution

Status of IOM: Nothing in this Agreement affects the privileges and immunities enjoyed by IOM as an Intergovernmental Organization.

Any dispute, controversy or claim arising out of or in relation to this MoU, or the breach, termination or invalidity thereof, shall be settled amicably by negotiation between the Parties.

IV. Final Clause:

This Agreement will enter into force upon signature by both Parties. It will remain in force until the end of the START Project, envisaged to come to an end by December 2015. This agreement shall remain valid until the end of the project should the START programme be extended by the EU. Either party may terminate this Agreement, when needed, with 1 month's notice to the other party.

Amendments to this agreement shall be considered valid through mutual written and signed agreement between the two parties.

Signed in four original copies in English and Arabic and both languages shall have the same legal significance.

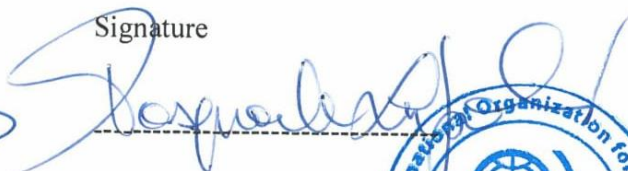
On March 30, 2014 at the Ministry of Manpower and Emigration, Cairo – Egypt.

For and on behalf of
Ministry of Manpower and Migration

For and on behalf of
International Organization for Migration

Signature

Signature



H.E Dr. Nahed El Ashry
Minister of Manpower and Emigration

Pasquale Lupoli
IOM Regional Director for the Middle East and
North Africa



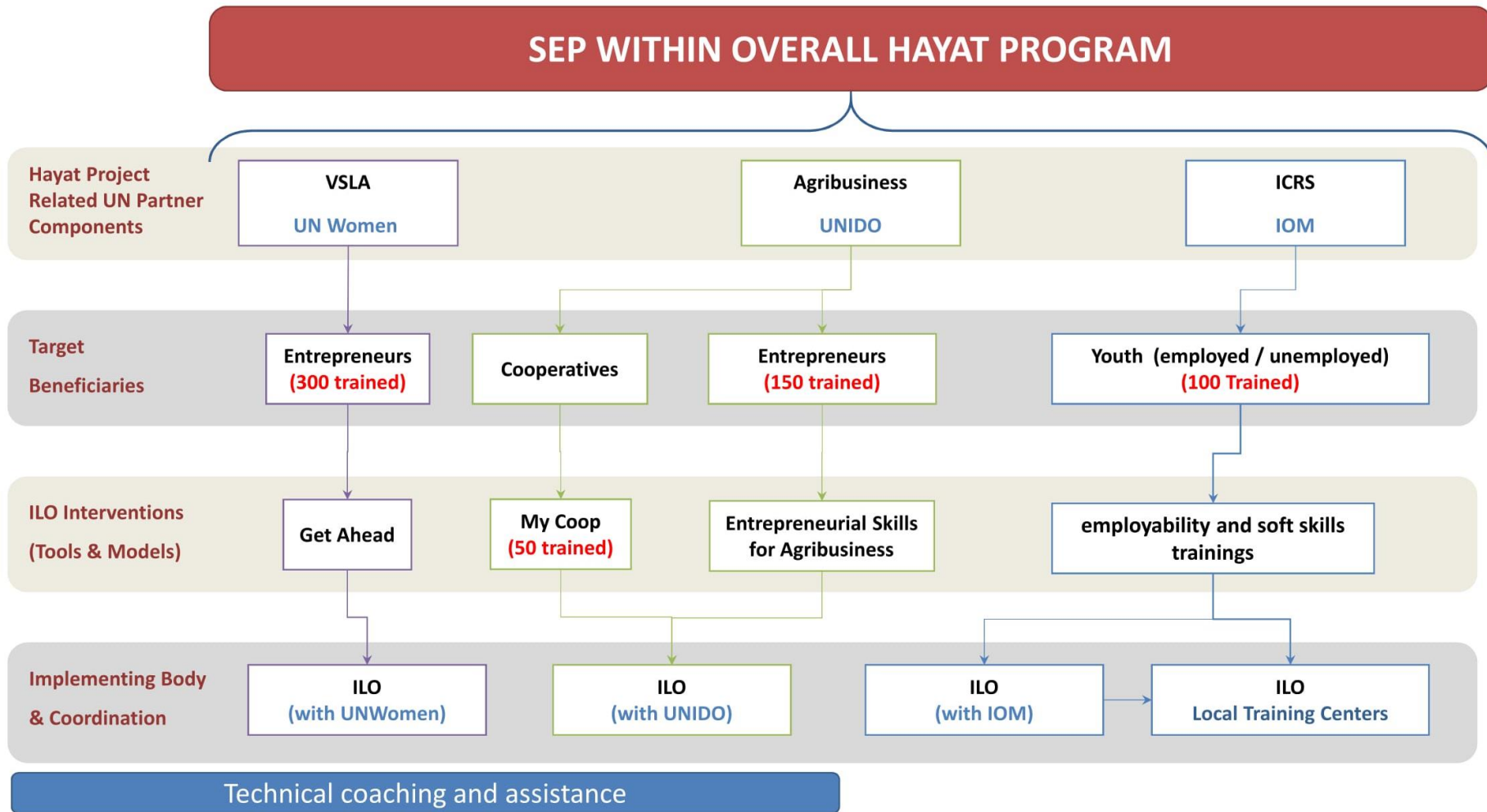
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In:-----

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Annex 8: SEP planned linkages with other project components - graphic representation



Annex 9: Output-wise assessment of sustainability

i. LED Unit

The formulation of an LED strategy in collaboration with the Government of Minya, with incorporation of community priorities resulting from the project supported CAPs, is reflective of the sustainability of project's interventions. However, the actual sustainability of this output will be determined by the extent to which the GoMinya implements this newly formulated strategy.

ii. HS Forums and HS Fund

The HS Forums and HS Fund were designed with the intention to be discontinued at project closure. However, the outcomes of these activities in the form of community participation in planning and managing development activities using the HS approach and the resultant cultivation of awareness regarding the benefits of collective action are likely to continue playing a positive role in the community's socio-economic development and resolution of community needs over the short to medium term. However, it is worth mentioning that after the dissolution of the HS Forums and until the next elections of the Local Popular Councils⁶¹, there will be little local organizational capacity to coordinate or lead the implementation of the CAPs.

iii. ICRS

The ICRS was designed to be embedded in the GoMinya's PES, and provide job counselling, referral, and trainings to youth from across the governorate, in particular to those belonging to the target districts. However, the lack of productive collaboration between the project and PES authorities, eventual dissolution of the established ICRS unit by the latter, and the inability of the project to identify a suitable alternative host for the ICRS before project closure, the effectiveness and sustainability of this system are at high risk.

iv. Training Packages and Innovative Support Schemes

Under this activity, the project identified and improved existing economic resources⁶² to improve employability and incomes. The general approach involved identification of a resource with development potential and marketability, demonstration of economic success, provision of technical and managerial training to those wishing to invest in these economic activities, training to local input and service providers, and support to product development and market linkages. Based on the demonstrated economic potential of these

⁶¹ The elections of LPCs are indefinitely delayed and will be held subject to a GOE directive

⁶² Greenhouses, Dates, Furniture, etc.

activities, the community not only responded favourably but individuals outside of the project have already initiated replication, for instance the establishment of 35 greenhouses as compared to 68 supported by the project, establishment of a second dates company, and arrival of new businesses in Minya to support the furniture cluster, e.g. wood suppliers. It is also worth noting that HAYAT's knowledge exchange with the 1.5 million Feddan program, a GOE initiative targeting upper Egypt, will help in replication and up-scaling of the project's activities in this regard. For instance, the extensive Greenhouse manual developed under HAYAT has been shared.

In addition, under the Neighbourhood upgradation projects, the buy in from the MDWSC and Holding Company for Water and Waste Water in introducing the low cost and effective RBF technology is also a measure of medium and long-term sustainability, as there is a high likelihood that the system will be up-scaled under these agencies. In fact, based on the demonstration effect of RBF units installed by the project, the MDWSC has already replicated the system in three new locations. Moreover, UNHABITAT is also developing a proposal to donors on behalf of the Ministry of Housing for up-scaling of the RBF system.

v. Village Savings and Loan Associations (VSLAs)

The VSLAs have successfully demonstrated an ingenious method for improving economic security of the marginalized households and groups being served by the project. Therefore, despite initial resistance from beneficiaries and communities, the idea has been widely adopted and has also resulted in changing community attitudes towards the participation of women in economic activities. Based on discussions with VSLA participants in the field, the evaluation mission believes that the majority of VSLAs, especially those having completed at least two cycles will continue to operate in the medium term, even after the project closure.

Having said that, there is a concern that the local women generally lack the confidence and knowledge to initiate additional VSLAs on their own. On the contrary, it is highly encouraging to know that the National Council on Women plans to roll out the VCLA model in collaboration with Nasr Bank, a major Egyptian bank. This initiative is likely to up-scale the project's activities in other parts of the country.

vi. Youth Volunteer Services

The skills and knowledge imparted to youth has undoubtedly led to confidence building and readiness for responding to community problems. However, linking YVS with the GOE run youth centres is hindering the longer-term effectiveness of this activity, as youth are not being able to get adequate support from these centres, including access to funds earmarked specifically for these groups.

vii. Awareness Raising and Capacity Development Programs

Implemented by various implementing partners, these programs have been aimed at the community at large. In addition, the VSLAs were also used as a channel for outreach to women. The knowledge imparted under this output is likely to be sustainable in the short to medium term, as the community has been highly receptive of knowledge related to their prioritized needs, e.g. mother and child nutrition. However, the lack of on-going remuneration for the project retained activists is a matter of concern, as in the absence of a salary these are most likely to discontinue their role as communicators.

viii. Knowledge Management

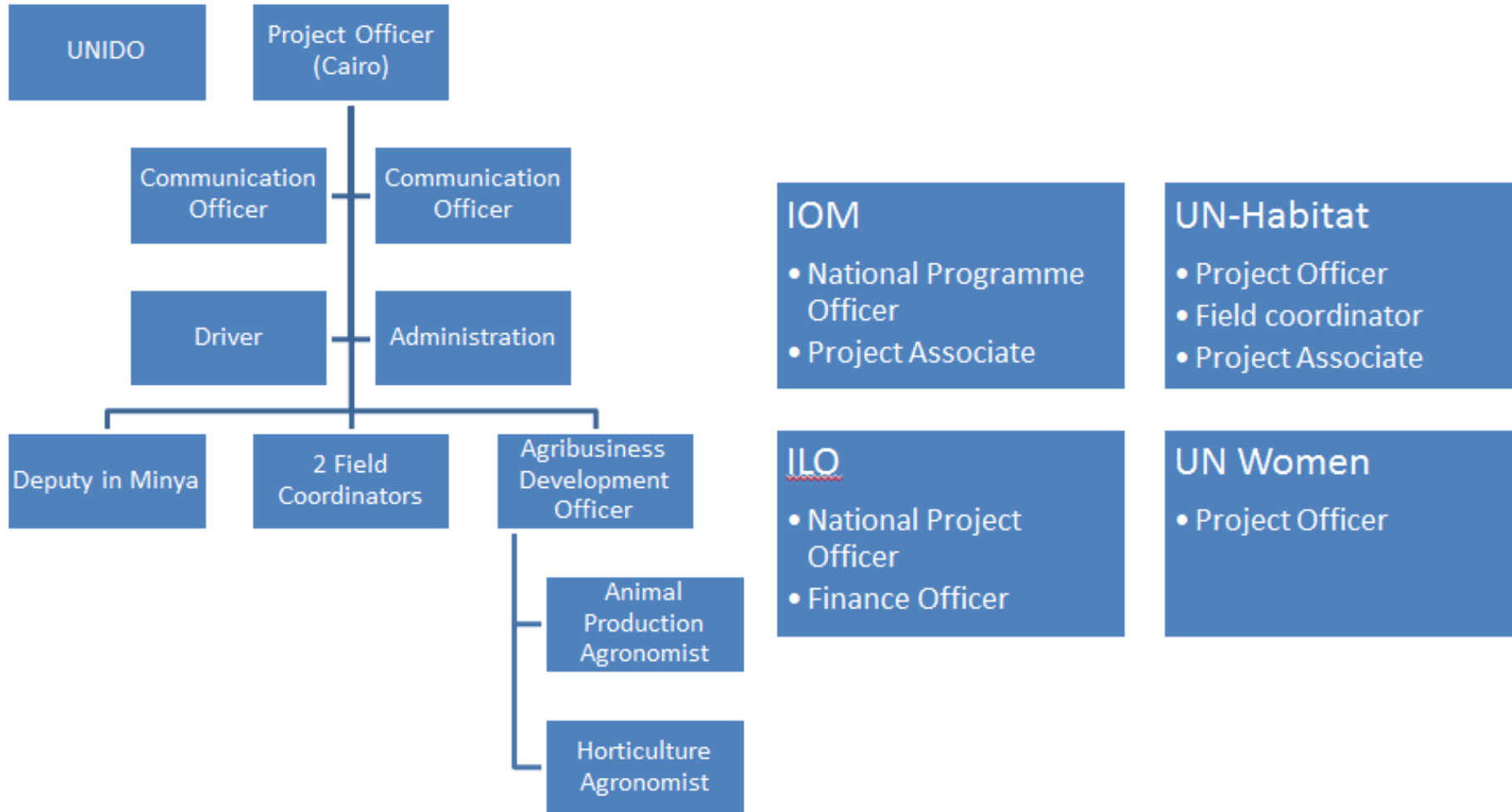
The HAYAT project website will run for two years after the project closure, thereby having free access to any member of the public interested in learning about the project's approach or activities. The project has also developed various training tools, e.g. a comprehensive Greenhouse manual and literature on dates production and postharvest. These documents have been shared with the Ministry of Agriculture and Agriculture Department across all the 27 governorates as well with various agriculture colleges and technical training institutions, etc. The manual has also been uploaded on the GOE's online information portal, Kenena.

ix. Future Initiatives

In addition to sustainability aspects mentioned above, various stakeholders and partners have planned programs that are likely to replicate and up-scale the HS approach and associated activities. Some of these include:

- a. NCW planning a partnership with Nasr Bank for a national roll out of the VSLA;
- b. The GOE 1.5 million feddan initiative implemented in Upper Egypt;
- c. ILO is planning to incorporate the concepts of YVS and VSLA in the upcoming CIDA funded 'Decent Jobs for Young People – Phase II' project to be implemented by the ILO in Minya, Port Said, and Red Sea. By way of doing this, there is likely to be follow up on some activities under HAYAT, e.g. assistance to the good proposals that did not win the entrepreneurial competition due to limited slots;
- d. A UNTFHS funded 3.3 million project to be implemented jointly by UNIDO and ILO; and
- e. An SDC funded 1.2 million project that was recently launched by UNIDO in Sohag.

Annex 10: Project organogram at the time of terminal evaluation



Annex 11: Project rating criteria

RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **will not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

Sustainability will be understood as the probability of continued long-term outcomes and impacts after the project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits beyond project completion. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project M&E system will be rated on M&E design, M&E plan implementation and budgeting and funding for M&E activities as follows:

- Highly satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly unsatisfactory (HU): The Project had no M&E system.

M&E plan implementation will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on M&E plan implementation. All other ratings will be on the six-point scale:

HS = Highly satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately unsatisfactory	Below average
U = Unsatisfactory	Poor
HU	Highly unsatisfactory