

## Project Document



International Labour Organisation

# **Decent jobs for Egypt's young people - tackling the challenge of young people in agriculture**

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## List of Acronyms

<b>AusAID</b>	Australian Agency for International Development
<b>CAPMAS</b>	Central Agency for Planning, Mobilization and Statistics
<b>CBD</b>	Community based Development
<b>CBO</b>	Community Based Organisations
<b>CBR</b>	Community Based Rehabilitation
<b>CBT</b>	Community Based Training
<b>CCA</b>	Common Country Assessment
<b>CIDA</b>	Canadian International Development Agency
<b>CSO</b>	Civil Society Organisation
<b>CTA</b>	Chief Technical Advisor/ A Project Manager
<b>DWCP</b>	Decent Work Country Programme
<b>GETAhead</b>	GET Ahead for Women in Enterprise
<b>GDP</b>	Gross Domestic Product
<b>GO</b>	Government Organization
<b>GOE</b>	Government of Egypt
<b>GSVCA</b>	Gender Sensitive Value Chain Analysis
<b>ICT</b>	Information and Communication Technology
<b>ILO</b>	International Labour Organization
<b>IOE</b>	International Employers Organization
<b>ITUC</b>	International Trade Union Confederation
<b>JNPO</b>	Joint National Project Office
<b>KAB</b>	Know About Business
<b>LPO</b>	Local Project Officers
<b>MAS</b>	Modern Apprenticeship Scheme
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDG</b>	Millennium Development Goal
<b>MDGF</b>	Millennium Development Goal Achievement Fund
<b>MOMM</b>	Ministry of Manpower and Migration
<b>MSME</b>	Micro, Small and Medium Size Enterprises
<b>MOSS</b>	Ministry of Social Solidarity
<b>NAP</b>	National Action Plan for Youth Employment in Egypt
<b>NGO</b>	Non-Governmental Organisation
<b>NPC</b>	National Project Coordinator
<b>NSAC</b>	National Steering and Advisory Committee
<b>NYC</b>	National Youth Council
<b>PES</b>	Public Employment Services
<b>PMT</b>	Project Management Team
<b>PPC</b>	Provincial Project Coordinator
<b>PWD</b>	People with Disabilities
<b>RBM</b>	Results Based Management
<b>SCREAM</b>	Supporting children's rights through education, the arts and the media
<b>SFD</b>	Social Fund for Development
<b>SIYB</b>	Start and Improve Your Own Business
<b>TU</b>	Technical Unit
<b>TVET</b>	Technical and Vocational Education and Training
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNEP</b>	United Nations Environment Programme
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>VTC</b>	Vocational Training Centre
<b>WEDGE</b>	Women's Entrepreneurship Development and Gender Equality
<b>WEGROW</b>	Women Entrepreneurs going for Growth
<b>WFP</b>	World Food Programme
<b>YU</b>	Youth Employment Units

## **Executive Summary**

The greatest threat to Egypt's tenuous economic progress and social stability is its tremendous lack of decent work opportunities for young people (aged 15 to 29) especially in rural areas. The unemployment rate for young people is currently 24.5 percent -- 18 per cent for young men and 45.7 per cent for young women (2011, 3<sup>rd</sup> quarter estimates). And this is only the tip of the iceberg as many young people have to accept low productivity, low paid and insecure jobs, far below their capabilities. The situation even became worse after the revolution as a result of the economic downturn. The lack of decent work is preventing the next generation of Egyptians from gaining the skills, experience and income necessary for the further economic, social and political development of their country.

The employment situation for young women is particularly difficult in Egypt. Out of 100 women aged 15-24 who could potentially contribute to economic growth by working, only 10 actually get a chance to do so. Moreover, in female dominated sectors, working conditions in the past have deteriorated, leaving women and especially those from vulnerable groups with almost no chance of finding a decent job. Another indicator points to the diminished role that young women play in labour markets: out of 11 million young entrepreneurs (having a business with at least one employee), only 59,000, or 5 per cent, are women. The situation is the worst for low skilled young women with primary or secondary education. Gender stereotypes add to the already difficult situation of women.

While roughly 1.7 million young people are actively looking for a job (the unemployed), Egyptian employers claim to face difficulties in recruiting duly qualified workers. It therefore appears that the educational and training system is failing to provide young people with skills that are in demand in the labour market. In addition, the labour market intermediation system is not efficient in bringing together labour market supply and demand. Finally, young people's aspirations do not match with what the labour market provides.

The overall employment situation is particularly bad for youth living in rural areas. The lack of decent work opportunities there is driving young people in economic inactivity or away from these areas into the over-crowded cities where job perspectives are not much better. Young women in rural areas suffer from every disadvantage possible: They face high unemployment rates and of the few women that work, the far majority work as unpaid contributing family workers. Only very few find a wage and salary job, and even those jobs are mainly found in low-productivity food processing factories. Very often their fundamental rights are not respected and working conditions are often very bad. Even the last hope to either migrate or move to bigger cities is not an option for them as a result of cultural constraints.

Egypt will continue to see high rates of population growth. It is anticipated that by 2050 Egypt's population will exceed 140 million inhabitants, which is 60 million more than today. It is clear that if labour market challenges are not solved soon, the waste of human potential in contributing to economic development will continue at an even larger scale. It is also clear that given the importance the agricultural sector still plays in providing jobs and contributing to GDP growth that this sector cannot be neglected and should get special attention.

The project aims at increasing decent employment opportunities for young men and women, especially vulnerable groups in rural areas and at increasing awareness on and fighting against bad working conditions through five principal approaches:

The project aims at increasing decent employment opportunities for young men and women, especially vulnerable groups in rural areas and at increasing awareness on and fighting against bad working conditions through five principal approaches:

1. Through a competition<sup>1</sup>, select one rural Governorate that will develop a Regional Action Plan for Youth Employment for this Governorate and strengthen the performance of local partners (Non-governmental Organizations (NGOs) and Government Organizations (GO)) in this Governorate to provide services related to youth employment (outreaching to 1000 young people);
2. Develop the capacity of training institutions to provide skills and learning experiences that can increase the likelihood of finding employment. Interventions include the development of modern apprenticeship systems for young people in the informal sector, the development and delivery of entrepreneurial skills packages in agriculture and related industries, specialized entrepreneurial capacity development for poor rural women and skills development and labour market integration for people with disabilities in rural areas (2500 direct young beneficiaries);
3. Strengthen the capacity of local public employment services, youth organizations, and enterprises to efficiently match skill supply and demand, allowing young people to find jobs and employers to retain badly needed workers (800 youth beneficiaries);
4. Promote enterprise development and self-employment through a promotional campaign, improved policy environment, and strengthened business services. The project will directly support the accompaniment of 250 new businesses launched through the project and at least 500 young people will profit from improved business services;
5. Improve the knowledge, awareness and legal setting in Egypt on priority areas in the area of conditions of work especially for women in the agricultural sector.

Overall more than 5000 youth will directly profit from project interventions and many more will indirectly profit from the improved policy framework, the created networks, the improved institutions and the better equipped partners.

The project is accompanied by a rigorous monitoring and evaluation plan, and project results will be shared and publicized to allow for maximum analysis and replicability of good practices.

The contribution sought from AusAID is 3 million AUD (roughly 3.1 million USD). The Government of Egypt has agreed to make sufficient funds available through the Social Fund, which can be used by young entrepreneurs to launch entrepreneurial activities. The selected Governorate will contribute with 10 per cent of the money needed to implement their Regional Action Plan.

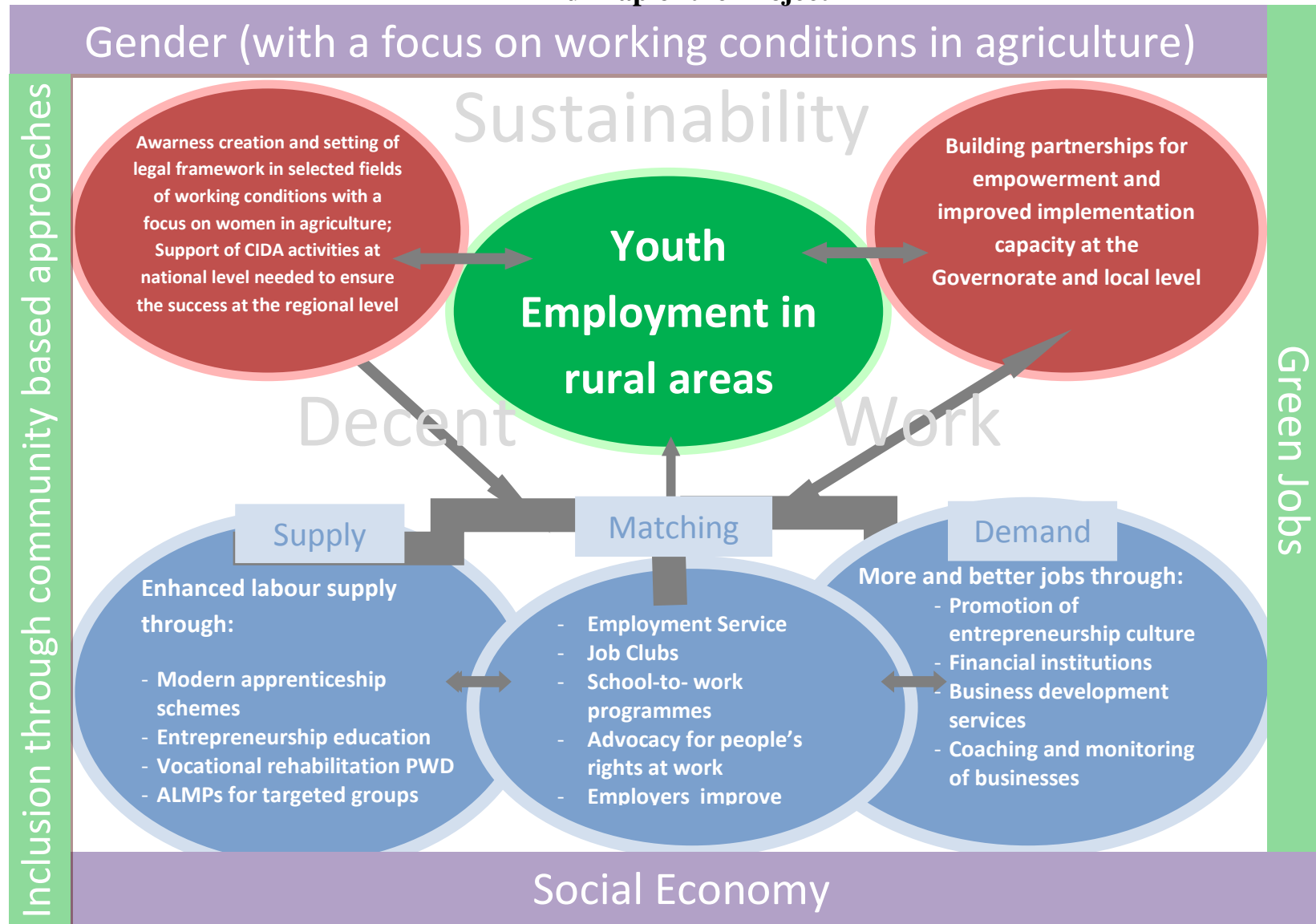
This project will be part of a wider ILO programme that combines a series of projects on youth employment, most importantly the CIDA funded project “Decent work for Egypt’s young people - tackling the challenge together.” This AusAid funded project will not only profit from the fact that the CIDA project uses and is already testing the same methodology,

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<sup>1</sup> During the finalization of this project document the competition already took place. The selected Governorate was Asswan and AusAid agreed that the project will be active in this Governorate.

there will also be a lot of other synergies between these two projects and other projects in terms of administration, implementation, monitoring and evaluation etc. It is foreseen that there will be one joint programme committee for all projects that take part in this youth programme in Egypt.

## Mind Map of the Project





# **1. Background: The national development context in Egypt**

## **1.1 Human development**

In the past two decades, Egypt has made significant progress in its economic development through strict economic reforms, supported by official development assistance and the presence of all major UN organizations. Egypt has achieved the Millennium Development Goal (MDG) target of eradicating extreme poverty and the proportion of the population living in extreme poverty. The rate declined from 8.2 per cent in 1990 to 3.4 per cent in 2008/2009.

This progress, however, was mainly achieved through food subsidies, energy subsidies and cash transfers, not by providing decent job opportunities for the poor, which is a more sustainable poverty reduction strategy. Also, poor people were only just lifted above the poverty line (poverty has only declined from 24.2 per cent in 1990/1992 to 21.6 per cent in 2008/2009 at the US Dollar 2 a day level) while at the same time the biggest share of economic growth went to the richest part of the society, thereby increasing inequality. Also, focus was given to urban development which led to an even larger divergence between rural and urban areas. Finally, the January revolution and the slowdown in economic activities have further reduced opportunities for young people to find jobs.

The creation of decent jobs especially for rural areas consequently remains one of the key development challenges in the country. It comes therefore as no surprise that decent job creation was identified as one major concern in the most recent MDG progress report for Egypt as well as in many other reports. Also, during the revolution the lack of decent jobs was identified as one major reason for the dissatisfaction of young Egyptians and a reason that made them become active through the revolution. So were the growing regional disparities that are partially caused by the lack of decent work opportunities in rural areas. Other daunting challenges identified are gender inequalities. Adding to the anyway difficult situation of young people, young women face additional challenges: They do not get the chance to participate in labour markets and are reduced to their traditional role to stay at home and have children. Alternative living concepts can rarely be found in particular for women in rural areas. And the few women that have a job complain about poor working conditions. This often gives families another strong argument not to allow their young girls to work.

Of course other development challenges also remain related to environment and education, and prior to the revolution slow democratization and transparency processes and hinder poverty reduction and human development. Across all the challenges, gender inequality is the reason for a very disadvantaged situation for women. One particular challenge is bad working conditions for women, especially in rural areas that continue to be widespread.

The combination of all these challenges and the slow progress made with regard to them has finally increased dissatisfaction to an extent that drove people – especially the youth - on the street. The January 25th 2011 revolution should be seen as the result of the lack of progress made in a country with considerable economy growth but bad distribution of such growth and a lack of respect towards its own people. The opportunity to share and increase growth through providing decent jobs especially for the most vulnerable has so far not been used.

## **1.2 Economic trends**

Egypt's GDP performance has been satisfactory over the last years prior to the financial crisis and the revolution. Even during the financial and economic crisis, Egypt was not affected as hard as other countries. This was mainly true as a result of four factors: 1) The relatively small engagement in international trade; 2) the relatively low dependence on remittances; 3) the immediate reaction of the Government to provide stimulus packages; and 4) the flexibility of the informal economy which lessened the impact of the crisis in terms of job losses. The recent revolution however has stopped

economic growth which was less than 1 per cent in 2011 in is not expected to increase by more than 2 per cent in 2012.

Despite the slowdowns due to the financial crisis and the revolution the engines of growth continue to be the same: manufacturing, tourism, agribusiness, information and communication technology. Within these sectors, micro, small and medium sized enterprises (MSMEs) were the main creators of employment opportunities and the drivers of growth. Even though the support of MSMEs has grown considerably in the past, there is still a huge potential for further support, both with regard to finances and enabling environment.

Children, young people and women (especially in rural areas) have profited the least from economic growth in recent years. Children represent one third of Egypt's population with an over-proportional share in poverty: currently, one fifth of all children in Egypt live in poverty. For young people, this disadvantaged situation translates into an over-proportional share in unemployment and low quality employment. This is even more so the case for women, who in addition continue to lack empowerment.

Overall, Egypt's competitiveness has improved during recent years (and will certainly regain this level as soon as political stability is established). Egypt's ranking among countries included in the Global Competitiveness Index rose from 81 in 2009 to 70 in 2010.<sup>2</sup> According to the Egypt's Competitiveness Report 2010, the country ranking would have been even higher if Egypt had not suffered from several key weaknesses including macroeconomic imbalances, poor labour market efficiencies, the weak quality of the education system and the lack of transparency of politics and corruption.

### **1.3 Labour market trends<sup>3</sup>**

Egypt has a current unemployment rate of 11.9 per cent (third quarter 2011). While the overall unemployment rate is not extreme compared to international standards, unemployment and underemployment in the country affect young people (aged 15-29), especially young women, disproportionately. In the third quarter 2011, more than half of the 3.5 million unemployed people in Egypt were young people aged 15-29. This leaves young people with an unemployment rate of 24.5 per cent (with 18 per cent for young men and almost 45.7 per cent for young women). In the last years, the number of unemployed educated youth has swelled, reflecting an incredible paradox: while it is believed that the current young generation has better access to education than ever before, this has not actually translated into better employment opportunities. Young people with high-level education have become a new vulnerable group in Egypt. At the same time, the lack of decent work does not only affect the highly educated. Given that the informal economy now represents the main source of employment for new labour market entrants, the current challenge is also about improving the quality of jobs in this sector and moving enterprises and workers in this sector closer to the formal market. Overall, one almost one third of all youth employed were vulnerably employed, meaning that they were either working as unpaid family workers or on their own account.

The overall situation for women is particularly difficult. Out of 100 women of working age, only slightly more than 20 participate in labour markets and these 20 face an unemployment rate of

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<sup>2</sup> See Global Competitiveness Report for Egypt, 2010.

<sup>3</sup> All labour market data based on CAPMAS sources.

more than 20 per cent. And the situation for young women (15-24) is even worse: Out of 100 women at that age who could potentially contribute to economic growth by working, only 10 actually get a chance to do so. Moreover, in female dominated sectors, working conditions in the past have deteriorated, leaving women and especially those from vulnerable income groups with almost no chance of finding a decent job. Another indicator points to the diminished role that young women play in labour markets: out of 11 million young entrepreneurs (having a business with at least one employee), only 59,000, or 5 per cent, are women. The situation is the worst for low skilled young women with primary or secondary education in rural areas.

While roughly 1.7 million young people are actively looking for a job (the unemployed), Egyptian employers claim to face difficulties in recruiting duly qualified workers. It therefore appears that the educational and training system is failing to provide young people with skills that are in demand in the labour market. In addition, the labour market intermediation system is not in a position to bring labour market supply and demand together. Gender stereotypes add to the already difficult situation of women. Finally, young people's aspirations obviously do not match with what the labour market provides. Especially in this regards, the benefits of a more participatory approach for finding solutions for the labour market matching challenge has not been sufficiently used.

Egypt will continue to see high rates of population growth. It is anticipated that by 2050 Egypt's population will exceed 140 million inhabitants, which is 60 million more than today. It is clear that if labour market challenges are not solved soon, the waste of human potential in contributing to economic development will continue at an even larger scale.

#### 1.4 Human resources<sup>4</sup>

Even though today's generation has greater access to education, the quality of education lags significantly. This is true throughout all levels of education and becomes most apparent when young people try to enter labour markets and have to realize that their human potential is not in demand.

The scale of Egypt's education system is massive. About 22 per cent of Egypt's population is in school age, that is, between the ages of six and seventeen, with 9 million enrolled in primary education (6-12 years old), 4 million in preparatory education (13-15 years old), and 2.2 million in secondary education (general and vocational). The Egyptian pre-university education system one of the largest in the region, and due to heavy investment by the Government, total gross enrolment rates in both primary and preparatory stages has surpassed 100 per cent for both boys and girls.

Technical and Vocational Education and Training (TVET) has been a dead-end for those who fall out of the general education system. Despite some progress, the Egyptian economy still lacks the critical mass of skilled workers needed with the necessary training and enhanced skills. Egypt's TVET system is dominated by a number of Ministries and Government agencies that operate in isolation. Several rounds of surveys have arrived at similar conclusions: most TVET institutions are supply-driven rather than driven by market demands; publicly funded with insufficient annual budgets factored against previous year's expenditure rather than overall actual performance; they lack clear standards for curriculum development and training delivery; they lack practical 'hands on' training; use outdated curricula and are short of modern and advanced specializations.

According to the 2009-2010 estimates of the Ministry of Higher Education, the current higher education sector in Egypt is a public-private mix that caters for an aggregate of around 2.8 million

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<sup>4</sup> Information received from the UNDAF Situation Analysis, Draft, November 2010.

students, 80 per cent of whom are enrolled in public state universities, while the rest are enrolled in private universities and higher education institutions.

The Egyptian higher educational system is highly centralized, across segmented agencies and multiple layers of control, and while it has highly interventionist powers, it is not well planned. Private institutions are also subject to many of the same regulatory controls imposed on public institutions, thereby negating the benefits of a strong and innovating private sector.

The access of women to education has improved greatly in the past years. For 2007/08, the ratio of boys to girls in primary education stood at 93 per cent and 110 per cent in secondary education. In technical education, the ratio of boys to girls stood at 88 per cent, although girls were highly concentrated in commercial education.<sup>5</sup>

Because of these institutional challenges, Egypt's educational system remains weak, despite continuing investment. The quality of Egypt's educational system is ranked 126 out of 133 countries covered by the Global Competitiveness Index. The situation is worse in rural areas compared to urban areas.

### **1.5 Violation of women's right**

Violations against women's rights are identified as one area of gender discrimination in many reports on Egypt. The fact that these violations often take place at the workplace is one of the reasons why women do not want to work and why parents do not want to let their girls work either.

Besides a large amount of anecdotal evidence, little is known about the violation of women's right in the workplace. The few studies conducted indicate that it is persistent in the workplace, and that most women do not report it out of fear of losing their job and harming their reputation. This topic is politically and socially very sensitive.

Prior to the revolution the MOMM refused to work on this issue and little interest was shown from the trade union's or the employer's side. However, after the revolution increasing interest is observable.

## **2. The Project**

### **2.1 Core problem and purpose of the project**

The core problem that will be tackled through the project is the increasing lack of decent work opportunities for young people (aged 15-29), especially for young women in rural areas and other vulnerable groups such as people with disabilities, university graduates and people whose rights are not respected. Actors on the regional and local level, civil society partners, the private sector and young people will be put in a better position to create and access decent work opportunities. Also awareness on bad working conditions for workers in general and female workers in rural areas in particular will be increased with the aim to reduce violations against women that very often exist especially in rural areas. These intentions are directly linked to two priorities of Egypt after the revolution as specified in the roadmap to recovery that was developed in cooperation of ILO, the Government and social partners: job creation and gender equality. It is also linked to the UNDAF that was extended for one year after the revolution and which has poverty reduction through decent

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<sup>5</sup> UNDP, Egypt's progress towards achieving the Millennium Development Goals, 2010.

work as one objective. In addition the UNDAF has a strong gender focus which is also found in this project. The project will contribute to several strategic objectives of ILO's Decent Work Agenda. In specific it will contribute to: 1. The promotion and realization of standards and fundamental principles and rights at work; 2. The creation of greater opportunities for women and men to secure decent employment and income; 3. The deepening of tripartism and social dialogue by strengthening the capabilities and knowledge base of the social partners. Consequently, the project relates to several outcomes of the ILO Program and Budget 2012/2013 such as Outcome 1: Employment Promotion, Outcome 2: Skills Development, Outcome 3: Sustainable Enterprises; Outcome 5: Working conditions; Outcome 6: Occupational Safety and Health; Outcome 12: Social Dialogue and Industrial Relations; Outcome 14: Decent Work in Economic Sectors; Outcome 17: Discrimination at Work; Outcome 18: International Labour Standards. Finally it reflects priorities put forward in the Decent Work Agenda in Africa (2007-2015) such as creating a conducive environment for the development of African enterprises; creating decent work for young people; skills development and employability; crisis response; promoting better, safer and healthier working conditions; non-discrimination and equality at work; promoting effective tripartism and social dialogue; integrated approaches to upgrading the informal economy.

Even if there is no development plan for Egypt right now, there is no doubt that youth employment, gender equality and human rights based approaches will be priorities in the future, which is why this project will certainly gain the attention of any future Government.

The root causes of the decent work deficit in rural areas and the lack of respect regarding gender issues are that:

- job creation is lacking behind population growth;
- investment mainly goes to urban areas which increases regional disparities;
- skills produced often do not match labour market needs;
- skills production in rural areas is rather limited;
- expectations of young people and enterprises do not match in many cases;
- the matching process between supply and demand is not always working;
- not many young people are engaged in self-employment;
- the responsible Ministry (Ministry of Manpower and Migration) is not in a strong enough position to fulfill its mandate because of a lack of human, technical and financial resources;
- interventions on the ground have often been fragmented, not interlinked and have been undertaken by poorly equipped organizations and actors leading to inefficient utilization of resources;
- partnerships in youth employment related areas are not working well, neither at the national level, nor at the regional or local level;
- labour market institutions lack capacity;
- young women especially in rural areas lack empowerment and are treated with little respect.

## 2.2. Project approach and strategy<sup>6</sup>

### 1. Project Approach

The proposed project uses the same approach as the CIDA funded ILO implemented project “Decent Jobs for Egypt’s Young people – tackling the challenge together”. The strategy behind the CIDA project is to take an integrated approach to the challenges. This means that the labour supply side, the labour demand side and the matching process between supply and demand gets tackled at the same time. At the supply side, skills of young people will be increased, especially skills related to entrepreneurship, skills for young people in the informal sector through a modern apprenticeship system and skills for people with disabilities to enable them to participate in labour markets. At the demand side, young people will be supported in opening their own enterprises through improved business services. The matching process will be improved through working with the public employment services to enable them to prepare young people for the labour market, to identify job opportunities and to bring the supply side and the demand side together through active dialogue. The CIDA project also works in parallel on the national policy level, the Governorate level, the community level and the individual level to ensure that all layers of the challenge get tackled at the same time so that a lack of attention on one level will not hinder the development of the other levels. This methodology received a lot of attention and the Government of Egypt indicated its interest to use this methodology not only for the three Governorates that are covered in the CIDA project but to extend it to other Governorates, especially the poorest and most disadvantaged. Behind this background, the Australian Development Aid suggested to the ILO to support one rural Governorate dominated by agricultural activities using the same integrated methodology. Through this cooperation all three partners, AusAID, CIDA and the ILO will profit tremendously through mutual support, synergies and economies of scale. It will ensure that the methodology will become more wide spread which might attract other donors and national partners. Given that the CIDA project already covers the national policy level, the AusAid complementary project will not act on this level on most issues but will profit from the results. In addition there is one issue of particular interest for Australia which is not covered through the CIDA project that will need activities at the national level to be successfully implemented at the Governorate and community level. This is the challenge of bad working conditions that are particularly found in rural areas and amongst young women, a great concern of women and their families.

The two projects (and most likely several other projects using a similar methodology) will be run under one joint programme to ensure the positive economies of scale to the largest extend possible.

### 2. Project strategy

By taking an integrated approach as described above and by not predetermining interventions but identifying them on the ground after the selection process of one agricultural Governorate (through a competitive process identifying the most committed Governorate) and target them according to the identified needs and priorities, the project differs from the fragmented and isolated approaches of many other projects done in Egypt. In the project the development of the Regional Action Plan for Youth Employment will set a similar framework for coherent action as is already set at the national level through the National Action Plan for Youth Employment. The Regional Action Plan will take the priorities set in the National Action Plan and see how its goals can be realized on the regional level.

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<sup>6</sup> For an overview see Mind Map page 5.

Secondly, the size of the project allows for pilot projects on the ground to provide Egypt with not only policy frameworks and increased awareness and capacity but best practices tested through the pilots that can be scaled up. These pilots will amongst others include the establishment of an informal apprenticeship programme, upgrading of a set of public employment services in the Governorate, working with selected business service providers and test the impact of their adjusted services, running pilot courses on entrepreneurship education, etc. Finally, the scaling-up of these pilots will be ensured through the emphasis on network building to ensure the continued interest and capacity of key players to scale-up after the project finishes as well as through training of trainers that will be certified through the MOMM.

The project functions on three levels:

**1) The policy level** – The project aims is to help the GOE to implement the NAP (2010-2015) through capacity building of relevant Ministries and NAP partners, and institutional strengthening of the MOMM as the central implementing Ministry. This will be reached through training as well as assistance in the management and implementation process. This part is mainly covered through the CIDA project, and the AusAID project will profit from the achievements to a great extent. In all interventions at the national level the AusAID project will be involved and will actively participate.

In addition, the project will work with the Government on the issue of bad working conditions for women, especially in the agricultural sector. The legal framework will be validated, an awareness campaign will be launched and capacity will be built at the national level to tackle this very important issue.

**2) The partnership level** – Many organizations and institutions act in the field of youth employment in Egypt. However, many of these activities lack coherence and are not well connected to overall strategies. Some of them are not strong enough to have a real impact. By building capacity of actors, building networks, identifying needs of actors (in terms of material and knowledge), creating agreements and cooperating with others on concrete actions on the ground, the project will help to strengthen all these activities and will ensure that they are more streamlined towards the common goal of youth employment. It will also empower the institutions and organizations, which will in turn help them to do a better job. In practical terms NGOs will be selected after a careful evaluation of their interventions and engagement and in an open dialogue gaps in their performance will be identified. This will then be tackled through training, through coaching, through connecting them with successful partners and/or through assisting them financially – always depending on the real needs.

The development of an Action Plan for Youth Employment in the selected Governorate will integrate all partners on the regional as well as local level. The supported NGOs will be key partners in the development process, so will be labour market institutions in the Governorate supported through the project. The development of the plan will be an interactive and open process that was tested in many countries around the globe. After the development of the plan, guidance in the implementation process will ensure that partners will develop the capacity to implement such a plan. It will be insured that improvement of working conditions will be part of the Action Plan.

**3) The “on-the-ground” level** – To give examples of how the situation for young people can be changed and what activities and programs can make this difference, the project will work on the ground a) through pilot projects and b) through assistance to implementing entities. In doing this, seven main strategies will be followed (for detailed activities see Implementation Plan in the annex):

- Increase awareness on challenges of labour markets, including the violation of gender equality
- Improve employability and self development of young people;
- Support self-employment;
- Improve opportunities to access financial and non-financial services;
- Increase engagement of civil society partners and young people in supporting community development;
- Strengthen vocational guidance and labour market entrance/placement practices and services
- Build capacity of partners at the national, regional and local level;
- Build networks for better cooperation and coordination.

The project will work in an integrated manner: Concepts discussed on the national level will be brought down to the regional and local level and vice versa. The Regional Action Plan will be linked to the National Action Plan for Youth Employment and the revised national plan will take the results from the regional plans (CIDA's and AusAid's) and integrate them. Policies set at the national level will be responding to local needs and local level actors will participate in the drafting process. Studies and findings will always be distributed at the local, regional and national level.

The project will support in areas where support is needed and act independently in areas where no other player is acting. In other words: if there is a partner doing the job, the project will support this partner, and if nobody is acting, the project will act. This will be the case on all three levels of intervention.

The project will bring in international best practices from successful countries, including Australia.

Specific focus will also be given to the most vulnerable groups such as people with disabilities, all workers, especially women that suffer from bad working conditions and other vulnerable groups to ensure their right for decent work. Again, besides mainstreaming their needs in all outputs, there will be specific outputs that focus on these groups.

The project will work in one agricultural Governorate, namely Asswan. This Governorate was selected through a competitive process. In this process, all Governorates were asked to submit a filled in questionnaire to show their commitment. A task force selected three Governorates for the CIDA project and one for the AusAid project. One of the selection criteria was the resource commitment of the Governorates which need to be at least 10 per cent of what is foreseen to be the needs to realize the plans. The other very important criterion was the level of commitment indicated. Other criteria concerned the availability of NGOs on the ground, security situation, accessibility, etc.

The project will mainstream throughout all activities four approaches for sustainable development:

**1) Green jobs** – The ILO Green Job approach is based on the Green Jobs Initiative which is a joint initiative by the United Nations Environment Programme (UNEP), the ILO, the International Employers Organization (IOE) and the International Trade Union Confederation (ITUC). It has been launched to assess, analyze and promote the creation of decent jobs as a consequence of the needed environmental policies. It supports a concerted effort by Governments, Employers and Trade Unions to promote environmentally sustainable jobs and development in a climate-challenged world. Work under the Green Jobs Initiative so far has focused on collecting evidence and different examples of green jobs creation, resulting in a major comprehensive study on the impact of an emerging green economy on the world of work. UNEP, ILO, IOE and ITUC are planning a second



phase of the Green Jobs Initiative. The project will move from information gathering and analysis in the green jobs report to assistance in policy formulation and implementation through active macro-economic and sectoral assessment of potential green jobs creation.

With ILO's green job initiative, the ILO is in a strong position to mainstream environmental considerations in the project implementation while at the same time having specific outputs and activities on environmental sustainability. For example, through workshops, trainings and distribution of information material capacity will be built on green jobs at the national, regional and local level. Also, priority will be given to job creation in "green" areas such as, for example, the area of waste recycling, organic crop and food production and alternative energies. Opening of handicrafts businesses will for example get specific attention as a means to ensure green job opportunities for the less educated men and women in rural areas. Specifically developed ILO tools for this will be applied.

**2) Social economy** – ILO's commitment to the advancement of the social economy is grounded in the conviction that "lasting peace can be achieved only if it is based upon social justice" (ILO Constitution) and that in a globalized world "productive, profitable and sustainable enterprises, together with a strong social economy and a viable public sector, are critical to sustainable economic development and employment opportunities" (ILO Declaration on Social Justice for a Fair Globalisation).

The ILO has been supporting the social economy through normative action such as the ILO Recommendation 193 on the promotion of cooperatives; through technical activities (advice on policy and law, access to finance, organizational development, capacity building, international networking, etc.) and in different settings (informal and formal economy, rural and urban communities, a variety of economic sectors and sub-sectors) working with people at the grassroots as well as with decision makers in Government. Environmental sustainability is one of the key issues in social jobs and enterprises that fall within the concept of the social economy. In terms of social economy, cooperative approaches will be specifically supported. In the selection process of enterprises to be supported, social enterprises will be given preference.

**3) Gender equality** – The primary goal of the ILO is to promote opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. Thus, ILO considers gender equality as a key element in its vision of Decent Work for All Women and Men. It is a precondition for social and institutional change to bring about equity and growth. In the project ILO's commitment to gender equality is reflected in the fact, that at least 50 per cent of beneficiaries will be women. In addition there are specific capacity building activities on gender issues at all levels. Also, gender friendly tools will be used during the implementation process such as specific trainings for women entrepreneurs and specific capacity building of employment offices and business service providers in the area of gender. Finally, some outputs target women specifically. The focus of the project on one important area of discrimination, namely working conditions for women in agriculture will ensure that this project really makes a difference toward gender equality in Egypt.

**4) Community based approaches for inclusion** – Community based approaches are a guiding principle in many ILO projects. Involving local communities has proven to be a guarantee for sustainability and the type of capacity building that really empowers people. Community based approaches are core to all 4 development strategies mentioned above. In the project, community

based approaches will be the content of capacity building activities but will also be the approach taken at local levels.

## 2.3 Expected Results

At the end of the project, more young people in the selected Governorate will have a decent job and working conditions, especially for women in agriculture will have improved. This result will be achieved through the following intermediate outcomes (details following below, all detailed activities in the Implementation Plan in the Annex):

**Intermediate Outcome 1** – Strengthened and more active partnerships at the regional and local level and improved performance of partners in delivering relevant services linked to youth employment in the selected agricultural Governorate

**Intermediate Outcome 2** – A better functioning labour market in the selected agricultural Governorate in Egypt through interventions on the supply and the demand side as well as an improved matching process

**Intermediate Outcome 3** – Increased knowledge and awareness created and discussion fostered to improve working conditions, especially for women working in agriculture

### **Intermediate Outcome 1 – Strengthened and more active partnerships at the regional and local level and improved performance of partners in delivering relevant services linked to youth employment in the selected agricultural Governorate**

Egypt has seen many interventions regarding youth labour market issues, but they were often fragmented. Also, networks and institutions were built but were rarely very active for long, which often led to a duplication of inefficient networks and partnerships. The National Action Plan for Youth Employment (NAP) is a first attempt to coordinate interventions and actors at the national level. However, given that many interventions take place on the regional and local level, it will be essential to have the same integrated approach including strong partnerships at regional and local levels. This is why in this project a Regional Action Plan for Youth Employment will be developed. This Plan will be developed in a participatory approach. Besides the creation of such a coordination mechanism, civil society partners will be supported to improve their performance through technical, managerial and administrative assistance. Overall 20 such partners are envisaged.

**Immediate outcome 1.1** – *Regional Action Plan for Youth Employment developed, and implementation supported in the selected Governorate*

The strategy for this intermediate outcome is that one highly committed agricultural Governorate (selected through a competitive process) will be assisted in drafting a Regional Action Plan, setting the stage for its implementation and being guided in the implementation process. The on-the-ground activities of the project will show possibilities on how to tackle the challenges identified, networks will be in place to discuss labour market related issues and continue the work after the project finished. Concrete outputs under this outcome include: A competition between Governorates to find out the most committed one that will be supported; a detailed situation analysis to understand the labour market dynamics in this Governorate; a Regional Action Plan for Youth Employment designed and implemented through well prepared partners.

***Immediate outcome 1.2 – Technical and administrative capacities of regional and local partners to deliver youth employment related services strengthened***

One of the big challenges in Egypt is that out of the many interventions planned only very few are actually implemented. The project will provide concrete implementation assistance for selected regional and local partners in their daily implementation activities to ensure their effectiveness even beyond the project. This implies to find out the capacity gaps of the partners through active dialogue and to develop assistance mechanisms in terms of training, mentoring, physical equipping of partners, etc. If, for example, one NGO acting in the area of supporting young women to enter the labour market lacks a sufficient administration structure, the project would jump in for support. Or the NGO lacks the resources to print training material, again the project would be of support. The needs could also be more technical in nature such as NGOs lagging a coherent approach in what they do. These NGOs could be trained on ILO approaches to perform more effectively afterwards. These are just examples and the final interventions will only be determined after a careful assessment of the partners on the ground.

Overall 20 initiatives will be supported so that a total of 1000 young people will profit from the improved initiatives.

**Intermediate Outcome 2 – A better functioning labour market in the selected agricultural Governorate in Egypt through interventions on the supply and the demand side as well as an improved matching process**

The Strategy behind this intermediate outcome is to tackle the labour market challenges in the selected Governorate from the supply side (more young people (especially from vulnerable groups) in the selected region gain employable skills) and from the demand side (more young people in the selected Governorate create and improve their own enterprises), while at the same time young people and enterprises profit from the improved matching process between labour market supply and demand in the selected Governorate. This strategy is built on the knowledge that interventions on labour markets often fail when only one of the three issues is tackled.

**A. Supply side interventions:**

The lack of employable skills is one of the biggest challenges in Egypt. This is the case for all levels of education. Many actors in Egypt work on changing the education system at the national level, with rather limited success, which is why this project is not engaging in this area. However, there are three areas where ILO's rich experience can make a difference. The first is improving entrepreneurial skills of young people as opening a business is often the only option young people have to improve their living conditions. Not having skills that allow for opening a business prevents many young people from making use of this employment option. The project tries to reach out to as many different groups of young people as possible predominantly in the agricultural sector, to provide them with entrepreneurial skills through training of trainers and supervision of their training activities, through directly training people (with targeted ILO tools for different groups of want-to-become entrepreneurs), through an online version of the KAB training tool for entrepreneurship education, through the introduction of entrepreneurship training at schools, VT centers and universities and through assistance of NGOs working in this area. At the same time, it will be ensured that structures and capacity are built to make certain that after the project the distribution of knowledge on entrepreneurial skills will continue.

The second area is skilling people with disabilities as for them almost no skills development opportunities are available. Through using a community based rehabilitation process and close work not only with the disabled but also with their families and possible employers, chances will be created for them to live an economically independent and self determined life.

The third area focuses on working with young people in the informal sector, a group that usually does not get any attention. The approach is to upgrade their position through providing them with a contract, to skill them on the job and off the job in agreement with the enterprise owners and to give them a certificate at the end of the contract period that is recognized by the Ministry of Manpower and Migration. This way these people's chance to move into a formal job increase tremendously while at the same time the informal enterprise profits from a better skilled and better motivated worker. The immediate outcomes on the supply side are consequently:

***Immediate outcome 2.1 – Modern apprenticeship to increase employability of people in the informal sector introduced***

Marginalized young people in Egypt are usually under-served by the formal education system, making it almost impossible for them to gain employable skills. They often end up in the informal sector with no perspectives to improve their skills and thereby little hope for their future. The approach taken in this project is to increase the employability of these marginalized youth through increasing non-formal education offered at the workplace while at the same time formal elements of a modern apprenticeship system like contracts, regulated on-the-job training, off-the-job training at formal Vocational Training Centres (VTCs) are introduced. The intention is also to prevent exploitation and exposure to hazardous working conditions through building in the apprenticeship system a regulated set of rules combining skills development with decent working conditions – in other words, an enterprise (usually small enterprises all in the informal sector) that is willing to get the assistance of the project will have to agree to respect certain working conditions for its employees and to send them to school as well as to train them on the job. In turn the enterprise will get financial support for the loss of work time while the young employee is at school as well as support in identified needs areas. Finally, graduate apprentices' qualifications will be recognized by employers the same way as those from other tracks of education and provide equal opportunities for further education and work.

Overall 500 young people will participate and directly profit from the modern apprenticeship system.

***Immediate outcome 2.2 – Entrepreneurial skills enhanced (closely linked to demand side interventions)***

Self-employment will be key to tackling the challenge of youth unemployment in Egypt. This is why the project puts a lot of effort on providing young people with the entrepreneurial skills needed to open a business. Such skills will be delivered through universities, vocational training institutions and other education institutions but will also be provided to young people through direct training interventions in the sector of agriculture. In this outcome, the ILO will be using well developed ILO tools such as KAB ("Know About Business"), Business Skills for Artists, GetAhead ("GET Ahead for Women in Enterprise" for low skilled women in agriculture), and SIYB ("Start and Improve Your Own Business"). All these training tools already exist and were tested (therefore no resources are need to

develop tools); however, they will be adapted to local conditions. In all trainings, emphasis will be given to gender specific components, green enterprises and social enterprises. Training will be provided online and in classes. Overall 2500 young people will increase their skills in this area.

***Immediate outcome 2.3 – Opportunities for people with disabilities to be integrated in labour markets enhanced***

The ILO aims at reaching full inclusion of people with disabilities (PWD) in education, vocational training and work and at systematic involvement of PWDs and their families in this process. PWD are a particularly vulnerable group in Egypt who desperately need to be supported to reach this outcome. The search for solutions to ensure integration will be done through providing collaboration among leaders of communities, PWDs and their families, social partners and other concerned citizens (Community Based Rehabilitation (CBR) approach). An active dialogue amongst all these entities will allow for finding solutions from which everybody profits. Also, employability of PWDs will increase as a result of their participation in vocational training and in the apprenticeship scheme developed (see outcome 2.1) through this project. Access to sustainable income generating activities and self-employment opportunities is facilitated by the full involvement of their families and their communities, in the rehabilitation and inclusion process – another element of CBR. The transition to work is made easier as a result of the support of the PES in the areas where Youth Employment Units have been established by the project. While not being able to change all conditions to ensure progress, the project will give an example of how PWD can be integrated and lay the ground to upscale this experience for Egypt as a whole through providing training for all 290 Public Employment Agencies in Egypt. It is the hope that at least 100 PWD will be trained and that the majority of them will find a job.

**B. Demand side interventions:**

Self-employment is one of the few promising paths out of unemployment in Egypt and one hardly ever taken by young people, especially young women. Many young people would like to open their own businesses (and with the project intervention of skilling people with entrepreneurial skills this number will increase). They have excellent ideas are motivated to go ahead but lack the experience on how to open such a business, how to run it, how to maintain the financial means, etc. Others do not even know about such an option. All of them suffer from the fact that unfortunately, self-employment is not always a well respected path in the Egyptian society. In addition, the environment is not set well to make it easy for young people to open their own business. Given all this, interventions on the demand side focus on helping young people to open or improve their own enterprise. This is achieved through creating an entrepreneurial friendly environment and an improved entrepreneurial culture. Also, improving the performance of business services and other institutions that support young businesses is one output of the project in the conviction that these providers of services often lack the capacity to handle young people's needs. At the end of the project 500 businesses will have profited from the improved services or from direct coaching or mentoring and 250 new businesses will be created. The ILO has the agreement of the Social Fund for Development (the institution responsible for providing micro credits to MSMEs) to support the enterprises under this project through easy access to micro credits. In turn, the SFD will be provided with technical support to better serve their young clients. Taking all this into consideration, the following immediate outcomes are envisaged:

### ***Immediate outcome 2.4 – Entrepreneurship culture improved***

Unless the attitudes towards self-employment in the Egyptian society is changed, young people, especially young women, will neither have the motivation nor the support to go for self-employment. Successful promotion on the potential of self-employment is key to achieve this change, so is the networking between young entrepreneurs. Given that women are even less engaged in self-employment, integrating gender sensitiveness in the entrepreneurial culture is essential. Media campaigns will be carried out to sensitize a wide audience on the subject matter, discussion forums will be held, information material will be developed and disseminated, best practice will be shared, young leaders will be trained on the promotion of self-employment, a networks amongst enterprises will be built and public competitions on business plans will be held to get the attention of as many people as possible to convince them about the advantages of self-employment and the need to assist young people who take this approach.

### ***Immediate Outcome 2.5 – Business support through improved institutions increased***

At the end of the project, not only more young people will be equipped to theoretically run a business, but they will have created businesses that are doing well or have improved their business. To insure this, the project will set the conditions for assistance for young people through improved BDS, mentoring and coaching. It is the goal that at the end of the project, 750 businesses will have profited from such assistance. Green enterprises as well as social enterprises and enterprises run by women will be selected preferably.

### **C. Interventions in the matching process:**

The aim of these interventions is that young people and enterprises profit from the improved matching process between labour market supply and demand in the selected Governorate. A well functioning intermediation process between supply and demand of labour only functions when all three parties - workers, employers and the employment services - increase their capacities and cooperation with each other. This is why it is important to enhance on the one side the capacity of young people to help themselves in building and selling their competencies and on the other side improve the capability of employers to identify their real needs and improve the workplace so that young people will stay with them. The employment services which are supposed to link the young people with job opportunities need to be better prepared to help both sides. With the introduction of Youth Employment Units in four Public Employment Services, their services will be strengthened. These units will be trained to especially work with young people (for example on how to equip them with soft skills needed for a job, how to guide a young person's career etc.)

The following interventions are foreseen:

### ***Immediate outcome 2.6 – Young people's capability to help themselves in finding a job improved***

Young people in Egypt find it difficult to move from school to work. Through special programmes such as summer schools and internship programmes, this hurdle can be overcome. Young people also need to get involved in the dialogue with employers and discuss amongst themselves what could be done. Job clubs are a good forum to facilitate such a dialogue. Young people also need to know how to sell themselves and what their rights are. Through direct work with young people and enterprises these capacities are built. One concrete activity of how young people can improve their chances to find a job is to get engaged in volunteer work as this shows their commitment to work while at the same time their skills are increased. This is why within the project a competition to find good ideas on youth

volunteer project will take place, organized through the job clubs. The winning idea be financially supported through the project.

***Immediate outcome 2.7 – Work of Public Employment Services (PES) improved***

Employability and actual employment of marginalized youth, under-served by the formal education system or skills acquired at workplaces of the informal economy, can be increased through pro-active work of PES. In this function, PES Special Youth Employment Units that provide better information to young people on job opportunities and skills needs will be established. They will offer special trainings on job search techniques. Also, they will assist an improved dialogue between local Governments, industry, workers associations, training providers, youth and CSOs. They will pay special attention to assist women, PWDs and other disadvantaged groups in finding employment after attending vocational training courses. They will promote their services and ensure that young people learn early in their development about options they have. This outcome will build on the experiences that ILO gained through their projects with PESs in Egypt. Through diverse activities the PES will reach out to at least 750 young people.

***Immediate Outcome 2.8 – The capacity of enterprises to find and keep skilled labourers increased***

As important as it is to work with young people and employment agencies, it is also important to see the needs of employers and react to these needs. They want to get the best people for the jobs, but often do not know how to recruit them and how to retain them. This is why based on the identified needs, the project will assist enterprises in their recruitment processes, in the improvement of their workplaces to make them more attractive for young people and other areas identified. This support will come in form of capacity building activities as well as direct mentoring in the identified fields.

**Intermediate Outcome 3 – Increased knowledge and awareness created and discussion fostered to improve working conditions, especially for women working in agriculture**

Violations against women's rights happen not only in the private life of women, but very often at the workplace. This disrespect of their rights often forces women out of the labour market and/or lets families decide to not even let young girls enter the labour market. In Egypt as in many other societies, the violation of women's rights at the workplace is a widespread phenomenon but one that does not get a lot of political attention. During the revolution it became a more openly discussed issue, mainly because young women who participated in the demonstrations claimed that for the first time they felt fully respected by men and were not at all harassed, an entirely new situation according to their judgment. Unfortunately this discussion became more silent recently and some of the women's rights institutions are now inactive after the revolution. The Government needs to be put in a situation to better tackle the problem and the discussion about setting the legal framework needs to be fostered so that in the future women have the legal right to fight against violations of their rights in general and at the workplace in specific. This is not an easy task as the willingness of stakeholders at this point in time to touch this topic might not be there due to other priorities on the political agenda. At the same time there is a high risk that the challenge will not be tackled at all in the near future in which case the spirit of the revolution that sensitized parts of the society regarding this issue will be lost. This is why the modest achievements the project is aiming at is to foster the discussion in the society and to at a minimum evaluate the legal framework and recommend necessary changes especially regarding women in agriculture. In the best case scenario the legal framework will be changed. At the micro level NGOs and GOs will be put in a better

position to work in these areas, women will be given the right to express their needs and will be given means to better protect themselves and employers will be put in a better position to respect women's rights at the workplace.

To be sure that this intervention really reacts to needs of women (even if unexpressed so far), women working in agriculture in Asswan will be asked about their needs and constraints regarding gender equality. In a participatory approach in which the government, civil society, women and enterprises will participate, these stakeholders will chose which areas of working conditions they want the project to tackle. Through the strengthening of NGOs and Government institutions working in the identified areas it will be ensure that even beyond the project duration the selected topics in the area of working conditions will be followed up.

- 3.1 Capacity of the Government to tackle selected issues regarding working conditions, especially for women in rural areas increased
- 3.2 Unfavorable working conditions especially for women in the agricultural sector recognized as challenge and discussed publically and means for women to protect themselves introduced
- 3.3 Non-governmental institutions working in the identified areas better linked and their work supported

**Activities:**

- 3.1.1 Capacity building on working conditions for women, especially in the agricultural sector and in the selected Governorate
- 3.1.2 Forming inter-governmental tripartite working group (including young women) that decides on priority areas that will be tackled and developing roadmaps for Government action in these areas
- 3.1.3 Organizing and fostering the discussion on revision of legal framework in the areas identified
- 3.2.1 Conducting national awareness campaigns
- 3.2.2 Creating SMS and online based information distribution and protection system
- 3.2.3 Organizing open space discussions on selected topics especially in the selected Governorate
- 3.2.4 Introducing workplace policies and procedures for enterprises in the selected Governorate
- 3.3.1 Mapping of actors and intervention in the identified areas at the national as well as at the regional level
- 3.3.2 Strengthening NGOs that work in these areas in the selected Governorate and at the national level
- 3.3.3 Establishing an Egypt-wide network for NGOs and GOs working on the identified issues
- 3.3.4 Organizing a series of capacity building and information sharing events for NGOs

## **2.4 Beneficiaries**

- 1) NGOs, CBOs and Business services providers, PES, VTCs of MOMM and MOSS:



They will profit directly through capacity building activities, implementation support, and guidance

- 2) Schools, Universities, VTCs of MOMM and MOSS: New curricula, support in delivering the new training products
- 3) Youth, especially marginalized groups:
  - a. Participation in the development of National and Regional Action Plans
  - b. Strengthening of Civil Society initiatives to promote youth employment (20 initiatives outreaching to 1.000 youth)
  - c. Improved networks (3 networks)
  - d. Improved skills (2.100 young people)
  - e. Improved business services (500 businesses run by young people)
  - f. Support to create SME (250 new businesses)
  - g. Improved self-development (700 young people)
  - h. Improved PES services (4PES)
  - i. Improved conditions at work (100)
  - j. Better protection against violations of rights at work (260 women)

## 2.5 The importance of the project for Egypt

### 1. Why is this project important for Egypt?

The situation analysis above shows that despite Egypt's continued economic and social progress, there remain many development challenges that need to be dealt with. Improving access for young people to decent work – especially for the most disadvantaged young people in rural areas - is not only one of the most pressing issues, but it is also one that directly or indirectly has a positive impact on many other challenges. Decent jobs for Egypt's young people will contribute to:

- sustainability of the development process, as the lack of productive employment and decent work opportunities for young people is a serious threat for sustainable development;
- poverty reduction, as young people without a decent job risk falling into poverty with decreasing chances to escape poverty the longer they are without a job;
- increased women's empowerment, as decent jobs for women is one of the few ways to improve the disadvantaged situation for women;
- environmental sustainability, as decent jobs can often be found in environmentally sustainable industries;
- economic growth if decent jobs are created in the most promising sectors (ICT, green jobs, etc.) and if young people create and improve MSMEs;
- enhanced food security, as young people will contribute to productivity increases in rural areas;
- social and economic empowerment of women, as improving working conditions will allow more women to participate in labour markets which in turn will make them more active as citizens.

The way this project is designed, it will also help to tackle other issues that came out in the situation analysis. It will help to:

- improve human capital amongst young people through skills enhancement;

- increase awareness in Egypt regarding the difficult situation of young women in rural areas (especially regarding working conditions);
- support the decentralization process through the development of a Regional Action Plan for Youth Employment, and the creation of capacities on the local level and the building of networks;
- improve soft skills that are supportive to the democratization process, as young people will learn how to become engaged, Government will be in a position to work better together and civil society partners will improve their performance and their participation.
- strengthen institutional capacity for the Government at the national and local level, as well as civil society organizations.

The above said, the project will have a major impact on the MDGs, in particular MDG 1 (poverty reduction), especially target 1B “Achieve full and productive employment and decent work for all, including women and young people”. It will also contribute to MDG 3 (gender equality) where progress in Egypt has been rather slow, especially in relation to indicator 3.2 (“share of women in wage employment in the non-agricultural sector”). Through its promotion of green jobs, the project also contributes to MDG7 (environmental sustainability) in relation to target 7a (“Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources”). Finally, the project supports MDG 8 (partnership for development), especially regarding the focus on new technologies (target 8f).

## 2. Why is Egypt a good partner for this project?

Egypt is an ideal partner for this project, especially now after the revolution and despite the current political instability. This is due to its recognition of the central importance of employment and decent work as the most sustainable way out of poverty. With ILO support, the Government developed a National Action Plan for Youth Employment (NAP) that sets a framework for action for a coordinated, integrated and sustainable approach to youth employment in Egypt. Besides Workers, Employers and several donors, a number of Government institutions contributed to this plan, including the Ministries of Manpower and Migration, Finance, Investment, Education, Higher Education, Economic Development, Trade and Industry, Information, Military Production and Investment as well as the Federation of Egyptian Industries, the Egyptian Federation of Trade Unions, the National Planning Institute, the National Council for Youth, the National Council for Women, the Egyptian Youth Consultative Group and the Central Agency for Planning, Mobilization and Statistics. The commitment towards this Action Plan has been renewed with the new Government institutions. Having the NAP is a huge advantage for Egypt on its way to tackle labour market challenges in the country. It shows commitment and guarantees sustainability. The priorities identified in the NAP correspond to the outcomes of this project. The NAP priorities are: 1) Create more decent job opportunities for young people; 2) Increase employability of young people; 3) Develop and improve labour market policies and programmes. The NAP will be updated to better integrate the demands of the revolution, but overall the commitments and priorities will stay the same.

### 2.6 Risks and risk mitigation strategies

**Political instabilities** – 2011 has started with the revolution which led to extreme political insecurity and instability. Even though this might make the implementation more difficult, it also makes the

project more important than ever before. This was the motivation of the Government of Australia to get involved into aid for Egypt.

**Security concerns** – since the revolution the security situation in Egypt has become tenser. However, it can still be considered as secure compared to other places. Also, it is expected that with political stability increasing, security will also get back to its pre-revolution levels. Police forces that were absent after the revolution start coming back and the Government puts high priority on security issues. However, to ensure security for the project staff, security will be an important criterion in the selection process for the Governorate. Also, it will be ensured that project sights are MOSS compliant and that the car and the field office are equipped according to international security standards.

**Lack of implementation capacity** – One of the major risks for the great majority of projects in Egypt is that implementation always proves to be difficult. Implementation structures are put in place but never become active. To avoid this challenge, the project focuses on the maximum possible commitment and ownership of all partners through taking the NAP as framework and through the development of a Regional Action Plan. Both approaches will be highly participatory and participating actors will profit from a series of capacity building measures. Also, through the financial commitment through the NAP and of the Governorate (as only those committing resource to the implementation of their Action Plans will get support through the two projects), ownership and strong implementation desire will be fostered. Also, an important part of the “on-the-ground”-level activities will be to enhance the capacity of local players to improve their implementation performance through direct support and guidance.

**Change of political commitment** – the commitment towards youth employment is stronger than ever before since the revolution. But there remains a certain risk that changing Ministers (prior to the elections or thereafter) might have less commitment towards the issue. This is not very likely given that employment issues are one of the key concerns of people on the street so the political pressure will be very high. The other risk is that young women in rural areas are not represented in neither political parties nor amongst the people of the revolution. This is why a special focus of the project is to create awareness of their difficult situation and show how these young women could contribute to development.

**Reluctance towards the focus of the project to increase the awareness regarding working conditions** – Violations against workers rights, especially when it comes to the rights of the most vulnerable groups such as women in agriculture, is a politically and socially sensitive issue and reluctance regarding the discussion around this topic could be great. This is why the project will work with modern communication strategies (such as open space discussions etc.) to carefully introduce the topic in the public debate at the national, regional and community level. Also, the achievements foreseen in this project are formulated in a careful way. A close collaboration with UNWomen is foreseen as they have the experience on how to tackle gender related issues as well as the network and the influence to work in such a field.

**Adoption of the National Action Plan for Youth Employment** – The Prime Minister as well as the MOMM had made assurances to have the NAP adopted by parliament prior to the revolution. Despite the political changes it is not likely that there will be any resistance to update the NAP once the final Government is in place and to get the approval by parliament, given the high priority youth

employment has on the political agenda. Work regarding the NAP is supported through the CIDA funded project.

**Competition between Ministries** – Ministries in Egypt compete on scarce resources. Those with strong financial means are often not willing to support the weaker Ministries. However, through the NAP, Ministries already promised their engagement and the project hopes to show that working together leads to better results for all. The many capacity building exercises for all relevant Ministries done through the CIDA project and also through this project will contribute to a feeling of unity. Also, for the time being the spirit amongst Ministries has improved considerably after the revolution.

**Language problems** – even at the Government level, the level of English is very limited. At the Governorate level it is most likely not possible to have any event in English. This makes it difficult to profit from international experts and expertise. The project has therefore ensured that translation costs are integrated into activity costs. All projects produced will be translated, so will all training tools applied. In the selection of members of the Management Team, it will be essential to give preference to people speaking both Arabic and English. This is not only the case for national staff but also for the CTA.

(For further details see risk registry in the appendix)

## 2.7 Sustainability of the project

Egypt has seen so many pilot projects come and go without any serious impact. This is why the ILO project has internalized a strategy for sustainability which consists of the following components:

- 1) Through the participatory approach of the project we hope to show actors that personal engagement can make a difference. This would ideally lead to engagement beyond the project.
- 2) By having a competition amongst Governorates and making assistance conditional to financial commitment through the project we hope to ensure sustainability beyond the project duration.
- 3) The fact that the project works on both the policy and field implementation level – with the policy component usually less emphasized in other projects – the chances for sustainability are better ensured.
- 4) The fourth component to ensure sustainability is the capacity building component for national as well as regional and local stakeholders, including social partners and the Government.
- 5) The ILO will continue to be engaged in Egypt, through other projects, its policy advice function and its continued commitment to youth employment issues. This way it can be ensured that even after the project the ILO will be working in the same areas in and for Egypt.
- 6) The issue at hand will be of interest for Egypt beyond the project duration as is shown in the long-term development plans of the Government. Therefore it will be in the core interest of Egypt to profit from the lessons learned in the project and to scale-up the pilot initiatives conducted on the ground in the frame of this project.
- 7) The ILO's participatory approach will ensure national ownership and high levels of acceptance.

## 2.8 Project details

### 1. Scope of the project

The project will be implemented on the national level with relevant Ministries and other key stakeholders, and on the regional and local level with relevant public institutions and stakeholders. The project will also work with youth initiatives in selected locations and will implement small pilots on the ground, in some cases working directly with young people.

### 2. Timeframe

The project duration is 4 years, starting in May 2012 and ending in May 2016

### 3. Main project activities

The main project activities can be clustered into 7 categories:

- Capacity building
- Policy advice
- Technical assistance
- Awareness raising
- Network and partnership building
- Skills development
- Project implementation assistance

For further details see section 2.3.

### 4. Summary budget

(For details see Annex)

Budget provided by AusAID: 3,027,000 USD (3,000,000 AUD)

The equivalent of 500,000 USD through in kind contributions (staff, office space, financial contributions, etc.) of MOMM and Governorate.

Financial resources will also be provided directly to beneficiaries through the Social Fund for Development and other partner institutions in support of financial start up services. The Social Fund committed their support through the NAP.

## 3. Implementation of the project: Management strategy, roles and responsibilities

### 3.1. Recipient Country Government Support

The Social Fund for Development through its commitment in the NAP and a recently signed Memorandum of understanding will provide micro-credits in the areas where the project will work.

The MOMM and other NAP partners are also committed through the NAP to contribute and support the implementation of the National Action Plan for Youth Employment. Through this, they will also contribute to the project.

At the Governorate level, it was part of the condition for the competition process through which the Governorate was selected, that they commit to 10 per cent of the cost of what they are proposing is needed for the implementation of their Action Plan.

### 3.2. ILO level role

The ILO Office for Egypt, Eritrea and Sudan which is at the same time the Office of the Decent Work Support Team for North Africa, based in Cairo, is accountable for the project, and will provide technical and project management guidance to the Project Management Team. The Director of the ILO Office in Cairo, Mr. Yousef Qaryouti, will be the responsible ILO official for the project. The following ILO Departments and Programmes in Headquarters in Geneva will also support the project through the provision of technical expertise:

- Employment Policies (EMP/POLICY)
- Economic and Labour Market Analysis Department (EMP/ELM)
- Job Creation and Enterprise Development Department (EMP/ENTERPRISE)
- Skills and Employability Department (EMP/SKILLS)
- Youth Employment Programme
- Youth Employment Network
- Social Finance
- Gender Equality (GENDER)
- International Labour Standards (NORMES)
- Sectoral Activities (SECTOR)
- Department of Statistics (STATISTICS)
- Department of Communication and Public Information (DCOMM)
- Workers' Activities (ACTRAV)
- Employers' Activities (ACT/EMP)
- Labour Administration And Labour Inspection Programme (LAB/ADMIN)

In the organization of training events and capacity building activities, when appropriate, the services and expertise of the ILO International Training Centre in Turin will be called upon.

### 3.3 Management structure

#### 1. Management

##### National level

The project will be run through the Egypt Project Management Team (PMT) which will consist of one unit based in Cairo and one unit in the selected Governorate.

Cairo: The staff under the two projects (CIDA and AusAID) will work jointly in one Joint National Project Office (JNPO). Especially administration support and financial support will be organized jointly.

For the AusAID project a Senior National Coordinator (Project Manager) will be responsible for the management of the AusAID project. The National Coordinator provides regular progress updates to her/his direct supervisor, the Director of the ILO Decent Work Support Team for North Africa in Cairo. She/he will be responsible regarding all reporting requirements (ILO internal reporting and AusAid reporting). She/he will also liaise with one Local Project Officer to ensure smooth operations of activities on the ground and will be involved in the M&E process. She/he will in addition liaise with the technical backstopping officer as described below. She/he will finally supervise the financial and administrative support provided through one administrative/financial support staff in the team.

All technical expertise will be provided through technical specialists from the Decent Work Support Team based in Cairo and technical specialists from ILO HQ Geneva. One technical backstopping officer will be nominated after the start of the project who will identify the right technical support needed, contact the technical specialists and make sure that technical support is provided in an effective way. The National Coordinator will work with the technical backstopping officer on a daily basis.

### **Governorate level**

One Local Project Officer (LPO) will be responsible for providing technical guidance and monitoring the activities at the regional and local level of the Governorate and the selected locations. She/he will give support to implementing agencies in developing and managing their interventions. She/he will also manage relations with other agencies, and carrying out advocacy work. She/he will be responsible for administrative matters including internal financial reporting, and organization of meetings at the regional and local level. She/he will be based in the selected Governorate Asswan. She/he will liaise and coordinate with the National Project Coordinator.

A full-time Provincial Project Coordinator (PPC) from the Governorate will be recruited through the Governor. This person will assist the LPO in management and oversight of the activities at the Governorate and local level.

## **2. Governance structure**

A Joint National Advisory Committee (JNAC) will be formed (based on the already existing structures for the CIDA project). Besides the donors and the ILO this committee will include all relevant Ministries, representatives of the Governorates, the Social Fund for Development, Workers' and Employers' organizations and other key players.

In addition, a Programme Steering Committee (PSC) will be created that includes CIDA, AUSAid, the national counterpart MOMM and ILO representatives (managers of the project and the Director of the Decent Work Support Team for North Africa). Other donors might join at a later point. The PSC decides on changes of the content of the project, approves reports and intervenes in case the implementation of the two projects faces difficulties. The details of the PSC structure will be set up after the start of the project once all staff is recruited.

In cases where problem occur for one specific project, the donor, the manager of the project, the Director of the Decent Work Support Team for North Africa and the national counterpart will take necessary decisions for the concerned project.

Focal point positions will be created in each Ministry and will be funded by these entities. It will be the same focal points as for the CIDA project.

In the Governorate, a Regional Steering Committee will be established comprised of relevant officials of the Governorate, Representatives of Workers, Employers, NGO and youth, the respective donor (if this wish is expressed from the donor's side) and the ILO.

Taskforces at the local level will be set up in places where concrete projects are piloted or existing initiatives are supported to ensure outreach to target groups and informed needs-based policy making. Each taskforce will regularly circulate a report on activities.

### 3.4 Financial management

The project will follow ILO's established project management and financial disbursement and accounting systems. ILO Office in Cairo will have responsibility for ensuring compliance. Technical and financial responsibility for specific action programs will rest with ILO, as will overall responsibility for technical and financial management and reporting to the relevant ILO departments and thereby to the donor. The project will follow internally regulated, transparent procedures for timely disbursement of action program finances to project partners and for their accounting.

### 3.5. Implementation Plan

Providing a work plan for the implementation of the project is difficult at this point in time given that the interventions will depend on the results of the inception mission to Asswan (immediately after the start of the project and the recruitment of the project staff). During the inception period of the project, the National Coordinator and partners will draft a detailed work plan as the basis for project implementation.

For the time being a preliminary detailed work breakdown structure is provided in the Annex.

Overall, year 1 will have a strong focus on the national level and the selection process for the Governorate while at the same time already starting with activity at the Governorate level. In detail:

- inception mission and development of a work plan for the region
- establishment of structures at the Governorate level for the implementation of the project
- national awareness raising regarding working conditions for women, especially in agriculture
- capacity building of national and regional partners
- networking on the national level
- first activities with PES and BSP as well as with young people and enterprises

Year 2 will have a stronger focus on the partnership building component and the activities at the regional and local level, while continuing capacity building on the national level

- continuation of capacity building and networking on the national level
- continuation of support for discussing the legal framework to improve working conditions of women, especially in agriculture
- building of networks at the regional and local level
- building capacities at the regional and local level
- skills components will be implemented at the regional and local level
- Intermediation activities will be implemented at the regional and local level
- Work with Employers, Workers and Youth (with a focus on PES) will be implemented

Year 3 will continue with activities at all three level but with a special focus on immediately putting in practice lessons learned from the midterm evaluation.

Year 4 will finalized all capacity building cycles on the national, regional and local level. Pilot projects and implementation partners will be prepared to continue their work after the closure of the project.

### 3.6. Monitoring

The project will stress an approach that encourages stakeholder participation at all stages, from planning to implementation to evaluation and documentation of learning. Particular emphasis will



be put on participatory monitoring mechanisms – not only to check project progress but also to stimulate learning and empower project stakeholders. Part of this will revolve around active use and review of indicators and risk. Participatory monitoring will be undertaken at the lowest possible level while engaging ‘higher’ levels in the analysis and sharing of learning. At the level of the community, systems will be developed with stakeholders through participatory methods, identifying the key areas for assessment and appraisal, key data collection needs, and key participants in the process. Formal agreement is reached between the stakeholders on their roles and responsibilities in the participatory monitoring and evaluation (M&E) process and on how the information and understanding generated will be used to inform planning at local and other levels. At Governorate level, M&E can be used to facilitate coordination and convergence of the planning process and ensure that relevant information and understanding is shared across sectors and organizations.

Internal appraisals of progress will be undertaken with the participation of national, regional and local stakeholders. These appraisals will provide an opportunity to the project team for learning and assessing the project’s impact on target groups. In case the project proceeds slower than anticipated, ‘early warning’ may lead to further review to determine the need for changes to the project strategy.

The monitoring approach takes into account ILO and AusAid monitoring standards.

### **3.7. Evaluation and auditing**

The project strategy recommends that an independent, mid-term review be undertaken to assess progress, and review the strategy after 2 years. This evaluation will be done in cooperation with AusAid. A final independent project evaluation will be undertaken in the last year with the primary aim of maximizing learning from project experiences and to disseminate these as appropriate. The exact nature of the final evaluation (purpose, timing, issues to be addressed, approach and methodology etc.) will be decided in consultation with partners, including CIDA and AusAid three months prior to the scheduled evaluation date. ILO practice is to contract external evaluators, and manage the process through an ILO Evaluation Manager.

### **3.8 Impact measurement framework**

An Impact Measurement Framework (see Annex) is set up from which the monitoring as well as the evaluation process will profit. It includes several components:

- 1) Some of the profiling activities at the regional and local level will be conducted at the beginning and the end of the project cycle. These profiles will be done in parallel in regions and locations that do not profit from the project intervention to see whether a difference occurs.
- 2) The situation analysis conducted at the beginning of the project will contain a simple decent work profile for the Governorate. This profile will be updated at the end of the project to see changes. This profile will also be done in at least one other Governorate to see whether they performed differently regarding the changes in the profile.
- 3) At the national level, all capacity building interventions will be evaluated by the partners and beneficiaries asking them amongst other things on how likely it is that the intervention will have an impact on their work regarding youth employment. One year after the intervention, a questionnaire will be sent to the participants asking them on how they have integrated the content of the capacity building activities and whether they see a difference in what is happening.

- 4) Egypt has many regular reports that all contain important information. All these reports will be analyzed regularly by the backstopping officer to analyze trends and link them to the project.
- 5) Participatory Monitoring and Evaluation Tools use a variety of techniques to engage the projects' target groups and gauge their views, knowledge and awareness on issues related to the project and the concrete interventions through the project. The qualitative information gathered can be used to design and shape more effective direct assistance. The tools also aim to stimulate learning and the empowerment of the target group. Cycles of Project Management Tools (PMT) will be conducted every year.

### 3.9. Reporting

The ILO and Egyptian partners will provide the JNAC with an annual financial, results-based **progress report** that will then get approved by the PSC.

The ILO and Egyptian partners will also provide the JNAC with **annual work plans** at each annual steering committee meeting which again will get the final approval of the PSC.

### 3.10 Process for AusAid Payments

AusAid will provide advance payments to the ILO in accordance with AusAID Policy.

## 4. Comparative advantage of partners of this project: ILO, AusAid and Egypt

### 4.1 ILO

**Mandate** – The mandate of the ILO is geared towards sustainable development and poverty reduction through decent work opportunities for all, which goes far beyond the pure reduction of unemployment – an approach taken all too often by actors. Decent work for poverty reduction is now even reflected in the Millennium Development Goals (MDGs) where the target is no longer to reduce youth unemployment, but to create decent employment opportunities for all (under MDG Goal 1 which is about reducing poverty).

ILO's Decent Work Agenda puts forward four strategic objectives to be reached through ILO's work. These objectives are: 1) Promote and realize standards and fundamental principles and rights at work; 2) Create greater opportunities for women and men to secure decent employment and income; 3) Enhance the coverage and effectiveness of social protection for all; 4) Strengthen tripartism and social dialogue.

The Declaration on Social Justice for a Fair Globalization adopted in 2008 reconfirms this commitment, so does the Global Jobs Pact issued in 2009 as the ILO response to the financial and economic crisis. The strategic objectives are reflected at the work plans of the regional office for Africa as well as at the ILO Office in Cairo which is responsible for Egypt. The project mainly contributes to the second strategic objective ("Create greater opportunities for women and men to secure decent employment and income"), through its focus on setting the ground for more decent job opportunities for young people. However, indirectly it strongly contributes through its participatory approach to the objective 4 ("Strengthen tripartism and social dialogue"). At the policy

level, ILO conventions<sup>7</sup> will be guiding principles, thereby contributing to objective 1 (“Promote and realize standards and fundamental principles and rights at work”). Finally, even though objective four (“Enhance the coverage and effectiveness of social protection for all”) is not at the focus of the project, experience from other countries show that the issue will come up in the discussion that will lead to the development of a Regional Action Plan.

Overall, when talking about the creation of “decent” jobs, all four strategic objectives will be taken into account.

**Status in Egypt** – As an international organization within the United Nations system, the ILO has access to Government Ministries at a high level, especially the MOMM. As a tripartite organization, the ILO has direct contacts with Employers’ and Workers’ organizations, which are key actors in employment-related projects.

**Research base** – Reducing the lack of decent work for young people lies at the heart of ILO’s mandate. The ILO has carried out significant research in the area and can profit from this wealth of knowledge.

**Organisational structure** – Youth employment issues are at the heart of all four sectors of the ILO. In addition, the ILO has the Youth Employment Programme (in the Employment Sector) and the Youth Employment Network, a UN/World Bank/ ILO initiative the secretariat of which is hosted by the ILO. Each component of the project has at least one technically backstopping department in Headquarters.

**Experience in the field** – The ILO has implemented many projects in the area of youth employment over its 90 years of existence. Many of these projects have been carefully evaluated and the current project will profit from the lessons learned from all these projects.

**Participatory approach** – The ILO as tripartite organisation knows well about the importance of a bottom-up approach for the successful implementation of a project. This is why the ILO would at all points not only work with the Government and NGOs (as other players do or plan to do) but also include employers, workers and of course young people themselves.

**Integrative approach** – The ILO has successfully worked in the past with different Ministries, Councils and other political unities. These contacts will be used to realize the integrated approach taken in the project. This means that even though the ILO’s focus partner in the Government is the MOMM, the project will work with all relevant political units.

**Tools, programmes and methodologies** – As a result of its long history of work in the field of youth employment, the ILO has already a set of necessary programmes, tools and methodologies that cover all Components of the project. Also, a network of trainers in the area of entrepreneurship creation, including “Start and Improve Your Own Business” (SIYB), “Know About Business” (KAB), “GET Ahead for Women in Enterprise” (GETAhead), “Business Skills for Artists”, “Gender Sensitive Value Chain Analysis” (GSVCA), and “Community based Rehabilitation” (CBR) already exists in Egypt. In the area of informal apprenticeship creation and work with people with disabilities the ILO has

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<sup>7</sup> In terms of ILO Conventions, the project will draw on the fact that Egypt has ratified a number of employment-related ILO Conventions, including the Human Resources Development Convention (No. 142), 1975, the Labour Administration Convention (No. 150), 1978, and the Vocational Rehabilitation (Disabled Persons) (No. 159), 1983. The project will also draw on the Employment Policy Convention (No. 122), 1964, which Egypt has not ratified but is considered a key promotional instrument for employment creation.

ready-made tools that will be used. For the formulation of the Regional Action Plan the ILO Guide for the Development of Youth Action Plans will be used. Material and the methodology that was produced for the work with PES in Egypt will be applied. Finally, tools to improve working conditions will be used.

**Experience in Egypt and the region** – The ILO work in Egypt today builds on years of experience in the country, in the region and above all in the subject matter. This is an invaluable advantage as many of the current or potential players in the field of youth employment issues are relatively new in the area and cannot look back on a long history of knowledge in Egypt and the region. Also, ILO has already established a network of relevant partners and knows about their strengths and weaknesses.

**ILO Decent Work Support Team for North Africa based in Cairo** – Through the ILO Decent Work Support Team for North Africa, which is based in Cairo, all necessary technical expertise is available on the spot. Amongst other expertise the availability of the Small Enterprise Development Specialist, the Employment Specialist and the Skills and Employability Specialist will be of particular use for the implementation of the project. The Egypt ILO offices will draw on the global capacity of its organization to complement their country and sector expertise and ensure that the best of current knowledge and practice is integrated into the project.

**Integration into ongoing ILO work** – The AusAID project will not be an isolated ILO project, but will be embedded into ongoing ILO initiatives/activities/projects in Egypt to achieve synergies. Therefore, the project will profit “for free” from these ILO initiatives/activities/projects. The ILO already has several projects ongoing in the area of youth employment to which this project will be linked – foremost the CIDA project as discussed at several points in this document. Other examples of the integration: the KAB graduates (who received entrepreneurial education through the ILO tool “Know About Business” in the frame of a regional CIDA funded project) could be supported through the project. The services of master trainers and trainers will be used to train a larger number of young men and women on entrepreneurial skills. Another project “Effective Schools to Work Transition through Career Information and Guidance for Youth”, which works with public employment offices in several Governorates to deliver better services, could also provide important links to the project as it already developed networks and gathered experience on the ground. The proposed project will tap on the competencies and services of these public employment services to support the project’s outcomes while at the same time through working with them support their services and coverage. Several ongoing and forthcoming projects apply the methodology to upgrade informal workers through modern apprenticeship systems. Also several projects contain components on enterprise development and improving the business environment. The Aus AID project will be an integral part of this portfolio of projects in the area of youth employment and will also indirectly profit from projects on social dialogue and labour administration as they will ensure a stronger capacity of partners of relevance for the project.

**Information base on Egypt** – There are many other recently conducted studies of which the project will profit such as a study on skills for green jobs, a study on the informal sector, a study on discouragement amongst workers in the textile sector, studies on the impact on the financial crisis which contain a wealth of information on young people’s vulnerable situation in labour markets and the school-to-work transition survey for Egypt. The project will also profit from the results of the

many studies and reports conducted in Egypt to which the ILO contributed in one way or another. Also, during the duration of the project, it will profit from newly conducted studies.

**The National Action Plan for Youth Employment** – All project initiatives will be linked to the framework of the NAP as this plan brings together key stakeholders in the attempt to work together in a strategic way. On the national level, as part of its commitment as a YEN Lead Country, the Government of Egypt has embarked in the preparation of its National Action Plan on youth employment (NAP), with the support of the ILO Office in Cairo and the Employment Sector at the ILO's headquarters', in partnership with the YEN Secretariat. This NAP is a result of a thorough and comprehensive process involving many important players and stakeholders. The process has been driven and strongly supported by the MOMM that has worked in full partnership with the social partners and in close cooperation with national and international actors, including youth organizations, development agencies and donors. The NAP is a useful mechanism and a delivery vehicle that sets specific objectives and outcomes, as well as a division of labour, financial commitments and monitoring mechanisms for an integrated and comprehensive approach to meet the youth employment challenge in Egypt. It builds on the partnership, contribution and commitment of a multiple number of actors. It is going to be re-discussed and endorsed by parliament hopefully by the end of 2012. The project will profit from this political document and also from the institutional structures that have been built during the drafting process. For example, the NAP steering committee is already in place and can be slightly extended to function as the NSAC for the project. The plan ensures political commitment and sustainability beyond the project duration. The ILO is the lead and well accepted agency to help with the implementation. All partners have renewed their commitment.

**Needs identification** – The ILO, through research, events and communication with key players is in a very good position to know about the needs of Egypt with regard to youth employment issues. Also, through the recent exercise of drafting the Decent Work Country Program for Egypt, social partners expressed clearly their needs and priorities. The same is the case of the Roadmap for Recovery that was developed between the ILO, the Government and social partners. This way it will be avoided that time of the implementation process of the project will be lost for conducting general studies and identifying needs. The identification of needs will be focused on very concrete areas.

**New and underutilized approaches for Egypt** – In the context of Egypt, where many approaches were tested already through projects and Government interventions, it is important to learn the lessons drawn from these exercises but to also try out new approaches to development, such as green jobs and social economy. Also, other ILO approaches such as employment intensive investment, informal apprenticeship and local economic development have not been applied to the extent possible in Egypt. All these concepts have a high potential to contribute to sustainable economic growth especially in rural areas where the ILO finds a large lack of decent work opportunities for young people. In all these areas, the ILO has done some basic ground work in Egypt which will make it easier to start the implementation activities in these areas very quickly.

**Experience with similar projects in other countries** – The ILO has implemented similar projects in other countries which were carefully evaluated. This project will profit from the lessons learned in these projects which were:

- 1) Going regional is essential; however, initiatives and interventions need to be embedded into national frameworks.

- 2) The need for all stakeholders to sit together and engage in meaningful dialogue as well as the need for strong and coordinated teamwork by the project implementers.
- 3) Tackle the demand side, the supply side and the matching process in parallel.
- 4) Involve youth to get their commitment and support their creativity.
- 5) Focus on the age cohort identified and identify champions.
- 6) Inter-agency and multi-sectoral coordination was much more successful at the local rather than at the national level. (One major achievement was the commitment of local Government leaders and civil society groups which both appear committed to take forward the initiatives begun under the project).
- 7) A problem that reared up time and again was the “handout” mentality rather than that of “empowerment” that informed attitudes of many participants.
- 8) Support from the traditional tripartite partners of ILO was inadequate and despite its mandate for addressing youth concerns, involvement by the National Youth Council (NYC) was weak, especially after a change in NYC leadership.

The recommendations reflected in this project are:

- 1) Foster stronger ownership among partners
- 2) Establish an inter-agency/multi-stakeholder coordinative mechanism
- 3) Strengthen training on values and attitude development
- 4) Strengthen the identification and screening of teachers to be trained on KAB
- 5) Move towards optimizing the use and application of KAB in high schools.
- 6) Build in tracer/monitoring studies on beneficiaries in future projects
- 7) Consider providing transport assistance to trainees up to job application stage
- 8) Channel any seed financing assistance through non-government partners
- 9) Educate actors on new laws
- 10) Align project with national development plans

Besides this project, the ILO took lessons learned from the various MDGF Youth Employment and Migration Projects in which the ILO is partnering with other UN partners, especially from the ones that are technically backstopped from the ILO Cairo office (projects in Tunisia, Sudan and South Sudan), which will also be the technical backstopping office for this project. Most importantly, the joint programmes show that there are areas where cooperation with many partners complicates the implementation process, whereas in other areas it increases efficient implementation and avoids duplication of efforts. This is why this project only focuses on areas that are the key mandate of the ILO, while at the same time analysing carefully what other actors do in the selected Governorate and only acts in the gaps identified. Another important lesson learned was that the lack of involvement of social partners hindered strongly the successful implementation of certain components, which is why this project at any stage will try to engage social partners as much as possible. Other conclusions so far – all MDGF projects are still ongoing and have at maximum done a mid-term evaluation – go in line with the lessons learned from the ILO projects mentioned above.

Finally, the ILO and specifically the ILO Youth Employment Program has worked intensively on the evaluation of youth related projects, coming up with a list of recommendations that were all taken into account in this project.

## **4.2 Australia**

Australia is interested in efficient development aid. As local ownership is essential for aid effectiveness, the ownership created through the participatory development of a Regional Action Plan will increase the effectiveness of this project.

Australia can build on the created ownership in the selected Governorate and can profit from the lessons learned to increase effectiveness for future projects.

Ausaid is a new player in the development aid scene in Egypt. Promotion of their presence will be important which is why it will be ensured that in all big events Ausaid will actively participate.

## **4.3 Recipient country partners comparative advantages**

Even though the weak position of the MOMM was identified as one of the root problems of the situation in Egypt, it needs to be said that the MOMM has indicated its willingness to increase their capacity and commitment. Also, a substantial part of the ILO TC portfolio is dedicated to support the MOMM to ensure that the Ministry can fulfill its mandate. It enjoys a very strong political will which the project can capitalize on.

In terms of policies, the MOMM is the Ministry mandated with youth employment issues, and they are ILO's main partner. They are technically responsible for the issue and have the executive power for implementation. Relations are at their best between the MOMM and the ILO.

The comparative advantages of the other partner Ministries as well as the Governorate need to be seen in their willingness to tackle the challenge in an integrated approach. Also, the fact that the Governorate was selected through a competitive process ensures their commitment.

## APPENDICES

### APPENDIX A: Project Overview

#### ULTIMATE OUTCOME

Increased decent employment opportunities for young men and women especially in Asswan Governorate in Egypt, particularly for groups that find it hard to get access to such opportunities (such as women headed households, people with disabilities, unemployed graduates, people who's rights at work are not respected)



#### INTERMEDIATE OUTCOMES

1. Strengthened and more active partnerships at the regional and local level and improved performance of partners in delivering relevant services linked to youth employment in the selected agricultural Governorate

2. A better functioning labour market in Asswan through interventions on the supply and the demand side as well as an improved matching process

3. Increased knowledge and awareness created and discussion fostered to improve working conditions, especially for women working in agriculture



#### IMMEDIATE OUTCOMES

1.1 Regional Action Plan for Youth Employment developed, and implementation supported in the selected Governorate

1.2 Technical and administrative capacities of regional and local partners to deliver youth employment related services strengthened

2.1 Modern apprenticeship to increase employability of people in the informal sector introduced

2.2 Entrepreneurial skills enhanced (closely linked to demand side interventions)

2.3 Opportunities for people with disabilities to be integrated in labour markets enhanced

2.4 Entrepreneurship culture improved

2.5 Business support through improved institutions increased

2.6 Young people's capability to help themselves in finding a job improved

2.7 Work of Public Employment Services (PES) improved

2.8 The capacity of enterprises to find and keep skilled labourers increased

3.1 Capacity of the Government to tackle selected issues of working conditions, especially for women in rural areas increased

3.2 Unfavorable working conditions especially for women in the agricultural sector recognized as challenge and discussed publicly and means for women to protect themselves introduced

3.3 Non-governmental institutions working in the identified areas better linked and their work supported



For Outputs see table below

For Outputs see table below

For Outputs see table below



INTERMEDIATE OUTCOME 1	
1. Strengthened and more active partnerships at the regional and local level and improved performance of partners in delivering relevant services linked to youth employment in the selected agricultural Governorate	
<div>↑</div> <div>IMMEDIATE OUTCOMES</div> <div>↑</div>	
1.1 Regional Action Plan for Youth Employment developed, and implementation supported in the selected Governorate	1.2 Technical and administrative capacities of regional and local partners to deliver youth employment related services strengthened
<div>↑</div> <div>OUTPUTS</div> <div>↑</div>	
1.1.1 Asswan official approved as selected Governorate, inception mission conducted and implementation plan finalized  1.1.2 Detailed situation analyses for the selected Governorate to find out about the labour market, institutional setting, key players and policies in place  1.1.3 Capacity of partners at the Governorate level to develop a Regional Action Plan for Youth Employment strengthened  1.1.4 Regional Action Plan drafted and signed (focusing especially on gender, green jobs, social economy, CBD and employment intensive investment approaches)  1.1.5 Capacity of regional structures to implement plan improved	1.2.1 Selected local initiatives supported  1.2.2 Capacity of selected partners at the local level improved

INTERMEDIATE OUTCOME 2							
2. A better functioning labour market in Asswan through interventions on the supply and the demand side as well as an improved matching process							
IMMEDIATE OUTCOMES							
2.1 Modern apprenticeship to increase employability of people in the informal sector introduced	2.2 Entrepreneurial skills enhanced (closely linked to demand side interventions)	2.3 Opportunities for people with disabilities to be integrated in labour markets enhanced	2.4 Entrepreneurship culture improved	2.5 Business support through improved institutions increased	2.6 Young people's capability to help themselves in finding a job improved	2.7 Work of Public Employment Services (PES) improved	2.8 The capacity of enterprises to find and keep skilled labourers increased
OUTPUTS							
2.1.1 Informal apprenticeship baseline study 2.1.2 TVET opportunities map to find out how to including core and entrepreneurial skills for 500 youth engaged in informal apprenticeships mapped 2.1.3 Modern apprenticeship scheme designed and implemented 2.1.4 Capacity of MoMM and MOSS VTCs to offer improved training delivery increased	2.2.1 Improved entrepreneurial skills of young people in vocational training, general upper-secondary and tertiary education through their respective training institutions 2.2.2 Entrepreneurial skills enhanced for young people in agriculture	2.3.1 Employability through integration in existing VT programmes and apprentices enhanced 2.3.2 Income generating capacity of PWD enhanced through CBR 2.3.3 Placement of PWDs by PES increased	2.4.1 Increased recognition for self-employment 2.4.2 A network for all enterprises under the project built and participation of young entrepreneurs in local, national and international associations and networks strengthened	2.5.1 Policy gaps to foster self-employment identified and development of action plan on how to implement such policies designed 2.5.2 Business development services improved 2.5.3 Financial services for micro and small enterprises for young people improved 2.5.4 Young businesses created or improved through support of BSPs	2.6.1 Special school-to-work programmes to increase employability of young people 2.6.2 Job clubs to increase dialogue amongst young people and the private sector and to provide young people with an opportunity to organize themselves 2.6.3 Advocacy campaign for people's rights at work carried out	2.7.1 Four Youth Employment Units (YUs) established in local PES and made operational and the capacity of the staff to operate and provide tailor-made services to youth strengthened 2.7.2 YUs network with relevant labour market institutions established 2.7.3 Capacity of PES YUs to reach youth in education institutions and youth associations, job clubs and youth centres built	2.8.1 Needs of employers identified related to youth employment issues 2.8.2 Needs of enterprises with regards to marketing needs and linkages to markets identified and improved capacities in this area 2.8.3 Capacity on recruitment processes built 2.8.4 Capacity on how to make a work-place attractive for young people, especially young women built 2.8.5 Capacities of entrepreneurs built on how to make enterprises environmentally sustainable

INTERMEDIATE OUTCOME 3		
3. Increased knowledge and awareness created and discussion fostered to improve working conditions, especially for women working in agriculture		
↑	↑	↑
IMMEDIATE OUTCOMES		
3.1 Capacity of the Government to tackle selected issues of working conditions, especially for women in rural areas increased	3.2 Unfavorable working conditions especially for women in the agricultural sector recognized as challenge and discussed publically and means for women to protect themselves introduced	3.3 Non-governmental institutions working in the identified areas better linked and their work supported
↑	↑	↑
OUTPUTS		
3.1.1 Capacity built in the Government (at national and local level) on the positive impact of improved working conditions on workers and on productivity	3.2.1 National awareness campaign	3.3.1 Map of actors and intervention in the identified areas at the national as well as at the regional level
3.1.2 Inter-governmental tripartite working group formed (including young women) that decides on priority areas that will be tackled and development of roadmaps for Government action in these areas	3.2.2 SMS and online based information distribution and protection system introduced	3.3.2 Strengthened NGOs that work in these areas in the selected Governorate and at the national level
3.1.3 Discussion about revision of legal framework fostered in the areas identified	3.2.3 Open space discussions	3.3.3 Egypt-wide network for NGOs and GOs working on the identified issues in place
	3.2.4 Workplace policies and procedures for enterprises in the selected Governorate introduced	3.3.4 Series of capacity building and information sharing events for NGOs

## APPENDIX B: Logic Framework Matrix

### Beneficiaries:

- 1) NGOs, CBOs and Business services providers, PES, VTCs of MOMM and MOSS, SFD
- 2) Schools, Universities, VTCs of MOMM and MOSS
- 3) Youth, especially marginalized groups
- 4) Young women facing gender discrimination at the workplace, especially those working in the agricultural sector

### Project title:

Decent jobs for Egypt's young people - tackling the challenge of young people in agriculture

Project duration: 4 years (2012-2016)

Project structure	Indicators	Means of verification	Assumptions, hypothesis and Risks
Development Objectives/ Expected Impact			
Increased decent employment opportunities for young men and women especially in Asswan, particularly for groups that find it hard to get access to such opportunities (such as women headed households, people with disabilities, unemployed graduates, people who's rights at work are not respected)	<p>Employment-to-population ratios for young people in the Governorate (disaggregated by sex)</p> <p>Unemployment rate for young people in the Governorate (disaggregated by sex)</p> <p>Vulnerable employment rate of young people (disaggregated by sex)</p>	Statistical publications of CAPMAS	Economic growth rates need to get back to pre-revolution levels otherwise indicators need to be changed to amount of jobs created through the project
Intermediate Outcome 1: <i>Strengthened and more active partnerships at the regional and local level and improved</i>	Functional Regional Steering Committee in place	Meeting minutes, judgment reports of project team members	Continues change in leadership of the Governorate as result of revolution needs to stop to ensure continuity

<i>performance of partners in delivering relevant services linked to youth employment in the selected agricultural Governorate</i>	Relevance of services and gender sensitivity of services for youth	Satisfaction surveys of beneficiaries	
<b>Intermediate Outcomes and Outputs</b>			
<b>1.1 Regional Action Plan for Youth Employment developed, and implementation supported in the selected Governorate</b>	Regional Action Plan for Youth Employment developed	Printed copy of the plan	Continued commitment of Governorate and participants of the drafting and implementation committee
	Number of interventions under the Action Plan implemented	Annual progress report	
1.1.1 Asswan official approved as selected Governorate, inception mission conducted and implementation plan finalized	Governorate selected	Project progress report Selection report	Governorates will stick to commitments
1.1.2 Detailed situation analyses for the selected Governorate to find out about the labour market, institutional setting, key players and policies in place	Number of participatory meetings held in information gathering for the analysis	Meeting reports	Governorate will participate
	High quality paper on situation analysis	Evaluation of quality through ILO technical expert	
1.1.3 Capacity of partners at the Governorate level to develop a Regional Action Plan for Youth Employment strengthened	Number of training for partners	Training reports	Governorate and partners will participate
1.1.4 Regional Action Plan drafted and signed (focusing especially on gender, green jobs, social economy, CBD and employment intensive investment approaches)	Quality of Regional Action Plan (according to a list of criteria)	Quality evaluation done by ILO officer	Governorate will stick to their commitment
	Regional Action Plan signed by the local and national Government	Printed Action Plan with signature	
1.1.5 Capacity of regional structures to implement plan improved	% of outputs in the Regional Action Plan realized	Progress reports of the Action Plans	Continued commitment of regional structure

1.2 Technical and administrative capacities of regional and local partners to deliver youth employment related services strengthened	Number of partners who perceive improvement of capacities after project intervention	Satisfaction survey conducted	Continued commitment of partners
	Satisfaction of ILO with performance of partners	Report of ILO team	
1.2.1 Selected local initiatives supported	List of identified needs	List	Local initiatives show interest
	% of needs fulfilled according to the list for the selected partners	List with indications what was done and signed by receiving entities	
1.2.2 Capacity of selected partners at the local level improved	Number of training workshops	Workshop reports	Local initiatives participate
	Satisfaction rate of partners	Follow up reports of selected NGOs	
	Number of quality initiatives selected and supported	Evaluation through PSC	

Intermediate Outcome 2: <i>A better functioning labour market in Asswan through interventions on the supply and the demand side as well as an improved matching process</i>	Labour force participation rate for young people in the Governorate (disaggregated by sex)	CAPMAS Quarterly Labour Force Survey	Overall economic development can have an impact on this rate beyond the project's impact.
	Number of new business created	SFD data source	
	Number of recipients in PES	PES data source	
Intermediate Outcomes and Outputs			
2.1 Modern apprenticeship to increase employability of people in the informal sector introduced	Number of enterprises offering modern apprenticeship schemes	Study at the beginning of the project and counting of additional enterprises	Continued involvement of selected enterprises in programme
	Level of satisfaction of trainees and employers	Satisfaction survey among apprentices	

2.1.1 Informal apprenticeship baseline study	Baseline study for selected Governorate	Baseline studies	Local entrepreneurs are willing to participate
2.1.2 TVET opportunities map to find out how to including core and entrepreneurial skills for 500 youth engaged in informal apprenticeships mapped	TVET map of selected Governorate	Map	TVET institutions willing to participate
2.1.3 Modern apprenticeship scheme (MAS) designed and implemented	Number of apprentices enrolled Number of apprentices certified	Counting upon enrolment and certification	Enough participants found
2.1.4 Capacity of MOMM and MOSS VTCs to offer improved training delivery increased	Draft of revised articles on apprenticeship on Labour Law 12/2003 MOMM and MOSS performance, monitoring and evaluation system revised	Draft/project report Judgment of improved performance through ILO	Continued engagement of MOMM and MOSS
<b>2.2 Entrepreneurial skills enhanced (closely linked to intermediate outcome demand side interventions)</b>	Number of young people who received some type of entrepreneurial skills training at VTCs, universities, schools and through NGOs and thereafter opened a business Relevance and quality of training skills acquired	Mapping done at the beginning and the end in the Governorates Pre-training assessment and after training assessment and tracer studies	Young people are interested in entrepreneurial skills
2.2.1 Improved entrepreneurial skills of young people in vocational training, general upper-secondary and tertiary education through their respective training institutions	Number of new KAB instructors trained and certified in selected Governorate On-line Egyptian KAB available	Training reports On-line version	Active participation of young people
2.2.2 Entrepreneurial skills enhanced for young people in agriculture	Number of youth directly trained Number of trainers trained	Training reports Training reports	Active participation of young people
<b>2.3 Opportunities for people with disabilities to be integrated in labour</b>	Number of PWD that found a job after project intervention	Project progress reports, follow up reports of PWD	PWD who want to enter labour markets identified

<b>markets enhanced</b>	Type of occupations of PWD	Tracer studies of people who profited from interventions	
2.3.1 Employability through integration in existing VT programmes and apprentices enhanced	Number of trainers trained on VT for PWD	Training reports	Active participation of young people and VT programmes and apprentice programmes
2.3.2 Income generating capacity of PWD enhanced through CBR	Number of pilot CBR programmes	Training reports	Active participation of PWD
2.3.3 Placement of PWDs by PES increased	Number of PES staff trained Number of PWD placed by PES	Reports of PES	Interest of PES
<b>2.4 Entrepreneurship culture improved</b>	% increase in persons that perceive that self-employment is a good career option	Opinion poll through web page and facebook	Interest in Self-employment
2.4.1 Increased recognition for self-employment	Study on attitudes towards and constraints for entrepreneurship Number of activities in the Governorate during international entrepreneurship week	Copy of study and distribution list Reports on activities	Interest of young people, society as a whole and media
2.4.2 A network for all enterprises under the project built and participation of young entrepreneurs in local, national and international associations and networks strengthened	Number of meetings and participants of entrepreneurs' networks	Meeting reports	Interest of entrepreneurs
<b>2.5 Business support through improved institutions increased</b>	% increase in satisfaction of young people with BDS Diversification of activities of BDS	Questionnaire filled in by people demanding business services Records of BDS	BDS are willing to cooperate
2.5.1 Policy gaps to foster self-employment identified and development of action plan on	Action plan on how to fill policy gaps to foster self-employment	Plan	Good analysis conducted, transparency of partners



how to implement such policies designed			
2.5.2 Business development services improved	Number of BDS that integrate new approaches and change procedures	Reports of and interviews with BDS providers	Commitment of BDS services to improve
2.5.3 Financial services for micro and small enterprises for young people improved	Number of services that integrate new approaches and change procedures	Reports of and interviews with financial service providers	Commitment of financial services to improve
2.5.4 Young businesses created or improved through support of business service providers	Number young people that profit from institutions	Coaching report BDS reports Mentoring reports	Young people are willing to use the services and BSP stay committed
<b>2.6 Young people's capability to help themselves in finding a job improved</b>	Percentage of young people who perceived improved capacity to obtain employment after participation in youth clubs and summer schools	Surveys	Young people are interested to join clubs and summer schools
2.6.1 Special school-to-work programmes to increase employability of young people	Number of students completing school-to-work programmes	Reports from participating youth	Interest of young people
2.6.2 Job clubs to increase dialogue amongst young people and the private sector and to provide young people with an opportunity to organize themselves	Number of active job clubs  Number of job club members	Job club reports	Interest of young people
2.6.3 Advocacy campaign for people's rights at work carried out	Number of events held	Project report	Interest of young people and media
<b>2.7 Work of Public Employment Services (PES) improved</b>	Share of young people using PES as a means for finding a job  Number of young people finding a job through the PES related to their qualification(disaggregated by sex)	Reports of PES	PES are willing to cooperate

	Number of employers who take young people that were suggested to them by the PES (disaggregated by sex)		
2.7.1 Four Youth Employment Units (YUs) established in local PES and made operational and the capacity of the staff to operate and provide tailor-made services to youth strengthened	Number of Youth Employment Units established in PES in selected Governorate  Number of job counsellors trained on career guidance techniques in PES YE units	Checked through ILO visits  Training reports	Interest and commitment of PES
2.7.2 YUs network with relevant labour market institutions established	Number of activities of youth units with labour market institutions	PES YU reports	Interest of labour market institutions
2.7.3 Capacity of PES YUs to reach youth in education institutions and youth associations, job clubs and youth centres built	Number of outreach events organized by PES and YUs  Number of job fairs	PES reports  ILO team observations	Interest and commitment of PES
<b>2.8 The capacity of enterprises to find and keep skilled labourers increased</b>	% of enterprises that perceive improved capacity on their ability to keep workers	Interviews with employers	Enterprises willing to get engaged
2.8.1 Needs of employers identified related to youth employment issues	Number of employer strategies adopted	Interviews with selected employers	Interest and commitment of Employers
2.8.2 Needs of enterprises with regards to marketing needs and linkages to markets identified and improved capacities in this area	Number of employer strategies adopted	Interviews with selected employers	Interest and commitment of Employers
2.8.3 Capacity on recruitment processes built	Number of employers trained	Training reports	Interest and commitment of Employers
2.8.4 Capacity on how to make a work-place attractive for young people, especially young women built	Number of employers trained  Number and type of initiatives taken to make work place s attractive	Training reports  Project reports and evaluation of ILO experts	Interest and commitment of Employers

2.8.5 Capacities of entrepreneurs built on how to make enterprises environmentally sustainable	Number and quality of employers trained	Project reports	Interest and commitment of Employers
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<b>Intermediate outcome 3:</b> <i>Increased knowledge and awareness created and discussion fostered to improve working conditions, especially for women working in agriculture</i>	Percentage of women (beneficiaries of project interventions) who feel that their rights are better protected	Opinion poll done amongst beneficiaries	Lack of interest of the Government in the subject
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<b>Intermediate Outcomes and Outputs</b>			
<b>3.1 Capacity of the Government to tackle selected issues regarding working conditions, especially for women in rural areas increased</b>	Working group established at the national and regional level that regularly discusses relevant topics related to working conditions	Reports of the groups	Willingness of Government to get engaged in such sensitive subjects
3.1.1 Capacity built in the Government (at national and local level) on the positive impact of improved working conditions on workers and on productivity	Number of capacity building events for Government officials	Event reports	Willingness of Government
3.1.2 Inter-governmental tripartite working group formed (including young women) that decides on priority areas that will be tackled and development of roadmaps for Government action in these areas	Official opening of working group Roadmap	Working group protocols Printed roadmap	Willingness of Government and partners
3.1.3 Discussion about revision of legal framework fostered in the areas identified	Draft Framework	Printed copy of framework	Willingness of Government
<b>3.2 Unfavorable working conditions especially for women in the agricultural sector recognized as challenge and discussed publically and means for women to protect themselves introduced</b>	Number of quotations on the subject in the national press	National Press reviews	Willingness of the press to get engaged in this sensitive subject

3.2.1 National awareness campaign	Awareness campaign documents outreach	Evaluation of documents outreach through ILO	Willingness of Government and media
3.2.2 SMS and online based information distribution and protection system introduced	SMS and online based system	User check of systems	Technical knowhow available in Egypt
3.2.3 Open space discussions	Number of open space events	Reports of events	Willingness of young people and key stakeholders to participate and be open
3.2.4 Workplace policies and procedures for enterprises in the selected Governorate introduced	Number of enterprises implementing workplace policies	Reports of enterprises	Willingness of enterprises to implement and to report
<b>3.3 Non-governmental institutions working in the identified areas better linked and their work supported</b>	Perception of NGOs that their work has improved and that they are better linked	Opinion poll amongst participating NGOs	NGOs can be identified and are willing to work together
3.3.1 Map of actors and intervention in the identified areas at the national as well as at the regional level	Map and wide distribution outreach	Map and outreach strategy	NGOs can be identified and are willing to share information
3.3.2 Strengthened NGOs that work in these areas in the selected Governorate and at the national level	Number of NGOs supported Satisfaction of NGOs with support	NGO feedback reports	NGOs can be identified and are willing to get support
3.3.3 Egypt-wide network for NGOs and GOs working on the identified issues in place	Network	Network participation checked	Willingness and interest of NGOs and GOs
3.3.4 Series of capacity building and information sharing events for NGOs	Number of meetings Satisfaction of participants in events	Meeting reports	Interest in the subject

## APPENDIX C: Risk Register

Title		Decent jobs for Egypt's young people - tackling the challenge of young people in agriculture		No.				Team Leader		Yousef Qaryouti, Director ILO Cairo	
Country/Region/Institution		Egypt		Budget:		3.1 million USD		Duration		4 years	
Risk Definition			Risk Level (Add columns as needed)				Indicate Investment LM Result Level		Risk Response		
			Initial rating	Date2	Date3	Date4					
Operational Risks											
Op1	Language barriers make the use of international expertise prohibitive		Very Low				Output	Activity budgets include funds for translation into Arabic and English Personnel will be sought that can operate in both languages ILO has expertise that can speak Arabic			
Op2	Lack of capacity and engagement of local partners to implement project activities		Low				Output	Activities with local partners also include capacity development components Regional youth employment plan will be drafted through a participatory approach to ensure buy in by local partners Competitions will be fostered to reward best local initiatives			
Op3	Competition between ministries undermines project implementation		Very low				Immediate Outcome	The National Action Plan for Youth Employment developed under the CIDA project ensures cooperation between ministries, and the CIDA project will strengthen MOMM's coordinating role. Capacity development will include all relevant ministries to promote cooperation. The spirit of the revolution has lead to Ministries working more jointly and more transparently			
Op4	Security issues in the aftermath of the revolution and linked to forthcoming elections		Low				Immediate Outcome and Outputs	The UN does not foresee an increase in insecurity and more recently all projects proceed as planned The security situation in the Governorate was taken into account during the selection process Funds are foreseen in the budget to ensure security of project staff Participatory approach throughout the project will decrease aggression level in project locations			
Op5	Insufficient decision making structures and power at the Government level and the Governorate level as for the time being it is difficult to		Low				Immediate outcome level	By the time the implementation of the project will start all elections should have taken place so that a careful evaluation of capacities will be possible There are many activities that do not need Government decisions			

	evaluate the capacity of the new Egyptian Government						and that can be frontloaded if need be It was ensured in the preparation process that all Ministries involved conformed their commitment to the project For the selection process of the Governorate it was ensured that the willingness of the governor to take decisions was one of the selection criteria
<b>Financial Risks</b>							
Fin1	Local Government is not willing to allocate resources in kind to adequately implement policies and deliver services.	Very Low				Immediate Outcome	The Governorate was selected by competition, and a selection criteria was included asking for confirmation of the provision of human resources, office space and funding for implementing youth employment policies.
Fin2	Challenges in verifying the costs of specific activities in remote communities	Very Low				Output	Monitoring tools and observation overseen by National Project Coordinator. Activities will be supervised by local project coordinator in the Governorate, supported by Governorate staff.
<b>Development Risks</b>							
Dev1	Further economic crises could lead to slow growth and higher unemployment	Low				Ultimate Outcome	The employment strategies supported (self-employment, skills development, enterprise development) are key strategies in boosting employment during downturns The capacities built are not affected by the crisis and are key for crisis response
Dev3	New Government will not continue support for the project	Very Low				Ultimate Outcome	Given the priority on employment and the demand of the revolution to provide jobs for young people the project will be very welcome
Dev4	Public structures not directly related to employment drop political commitment to youth employment	Very Low				Immediate outcome	Employment is recognized as a sustainable path out of poverty Many outputs contain media strategies to highlight successes and effective partners, which can lead to strengthened engagement by and recognition of national partners
Dev5	Young people remain unmotivated to engage in civil society and in solving their own problems	Low				Output	The project provides for media campaigns to draw in young people Activities include significant consultation of young persons and support to youth groups and youth initiatives Experience shows that when youth are given a voice, their engagement grows
<b>Reputation Risks</b>							
Rep1	The project's activities result in a reduction in AusAID's reputation and in stakeholder confidence in the Agency's ability to fulfill its mandate	Very Low					The project outcomes and purpose are firmly in line with the priorities of AusAID and the UNDAF. Previous projects on enterprise development and the formulation of the NAP were well received by donors and the Government of Egypt.
<b>Overall Risk Rating</b>		Low					

## APPENDIX D: Budget

ILO budget format showing AusAID contributions (in US\$ based on official UN exchange rate of in Dec 2011)

ILO BL	Description	Year 1	Year 2	Year 3	Year 4	Total
11.01	Project personnel	93,445	41,115	22,613	24,875	182,048
11.51	International consultants	36,500	36,000	36,000	24,000	132,500
13.99	Administrative support	68,615	85,774	90,077	94,379	338,846
15.01	Project staff travel	10,000	15,000	15,000	10,000	50,000
16.01	International travel	10,000	15,000	15,000	15,000	55,000
16.50	Mid-Term and final evaluation		20,000		50,000	70,000
17.51	National consultants	30,000	30,000	30,000	10,000	100,000
21.01	Sub-Contracts (for media campaigns and NGO support)	100,000	80,000	80,000	80,000	340,000
32.01	Seminars / training	225,000	235,000	235,000	165,000	860,000
41.01	Equipment (incl. equipment of partners)	101,475	10,000	55,800	5,800	173,075
51.01	Operation and maintenance of equipment	21,500	21,500	21,500	21,500	86,000
53.01	Sundries	50,000	50,000	50,000	50,000	200,000
68.01	Programme support cost (13%)	97,050	83,121	84,629	71,572	336,371
71.01	Provision for cost increases		36,125	36,781	31,106	104,013
	<b>TOTAL</b>	<b>843,585</b>	<b>758,637</b>	<b>772,403</b>	<b>653,237</b>	<b>3,027,852</b>

### 2. Summary budget by intermediate outcome (in US\$)

	Year 1	Year 2	Year 3	Year 4	Outcome Total
Outcome 1	257,262	202,380	198,927	188,561	847,130
Outcome 2	452,206	508,685	526,788	381,170	1,868,849
Outcome 3	134,117	47,572	46,688	83,506	311,883
Year total	<b>843,585</b>	<b>758,637</b>	<b>772,403</b>	<b>653,237</b>	<b>3,027,862</b>

## APPENDIX E: Implementation Plan

### Intermediate Outcome 1: Strengthened and more active partnerships at the regional and local level and improved performance of partners in delivering relevant services linked to youth employment in the selected agricultural Governorate

WORK BREAKDOWN STRUCTURE					PROJECT PROPOSED SCHEDULE															
Immediate outcome	Output	Output	Activity required to produce the outputs		Year 1				Year 2				Year 3				Year 4			
1.1 Regional action plan for youth employment developed, and implementation supported in the selected Governorate	1.1.1	Asswan official approved as selected Governorate, inception mission conducted and implementation plan finalized	1	Holding information event for all Governorates on the process of the competition and call for proposals (done prior to project start)																
			2	Selecting of one Governorate (done prior to project start, Asswan was selected as agriculture dominated Governorate)																
			3	Conducting inception mission to the Asswan (Governorate selected prior to project start)																
			4	Drafting inception mission report with fine-tuned activities and work plans in Asswan																
			5	Launching event for the project in Asswan																
	1.1.2	Detailed situation analyses for the selected Governorate to find out about the labour market, institutional setting, key players and policies in place	1	Caring out participatory and consultative situation analysis																
			2	Presenting results in the Governorate in an event (inviting all key stakeholders)																
	1.1.3	Capacity of partners at the Governorate level to develop a Regional Action Plan for Youth Employment strengthened	1	Producing information material on the importance of Regional Action Plans and how they can be done																
			2	Creating Steering Committee at the Governorate level																
			3	Conducting special training for youth groups in how to participate in the process of the development of the action plans																
	1.1.4	Regional Action Plan drafted and signed (focusing especially on gender issues, green jobs, social economy, local economic development and employment intensive investment approaches)	1	Members of the steering committees selecting a facilitator who will guide the process of drafting the action plan for youth employment on the Governorate level																
			2	Training of facilitator on how to develop the Regional Action Plan using RBM tools																
			3	Drafting the plan on the Governorate level																
			4	Adopting the regional plan on the regional and the national level																
	1.1.5	Capacity of regional	1	Holding seminar: "Exchange of ideas, how other countries																







[illegible]

[illegible]

[illegible]

[illegible]

**Intermediate Outcome 3: Increased knowledge and awareness created and discussion fostered to improve working conditions, especially for women working in agriculture**

WORK BREAKDOWN STRUCTURE				PROJECT PROPOSED SCHEDULE															
Immediate outcome	Output	Output	Activity required to produce the outputs	Year 1				Year 2				Year 3				Year 4			
3.1 Capacity of the Government to tackle selected issues of working conditions, especially for women in rural areas increased	3.1.1	Capacity built in the Government (at national and local level) on the positive impact of improved working conditions on workers and on productivity	1	Identifying relevant Government entities and motivating them to participate in the training															
			2	Conducting one training event per year															
	3.1.2	Inter-governmental tripartite working group formed (including young women) that decides on priority areas that will be tackled and development of roadmaps for Government action in these areas	1	Creating working groups that decides on priority areas that will be tackled and developing roadmaps for Government action in these areas and officially launching the group															
			2	Developing of roadmaps of action for identified areas															
	3.1.3	Discussion about revision of legal framework fostered in the areas identified	1	Conducting study on legal situation															
			2	Presenting study result for working groups and a wider audience															
			3	Internal discussion within the national working group in 4 sessions															
			4	Drafting legal framework presenting it at tripartite launching event															
3.2 Unfavorable working conditions especially for women in the agricultural sector recognized as challenge and discussed publically and means for women to protect themselves introduced	3.2.1	National awareness campaign	1	Developing of awareness campaign strategy															
			2	Producing of awareness material (leaflet, information material, etc.															
			3	Distributing awareness material and implementation of awareness campaign															
	3.2.2	SMS and online based information distribution and protection system introduced	1	Identifying potential of existing systems															
			2	Improving the offer if found good, if not developing an SMS based tool for information															
			3	Improving the offer if found good, if not developing an online based tool for information															
	3.2.3	Open space discussions	1	At the community level conducting open space discussions trying to involve women and their families															
	3.2.4	Workplace policies and procedures for enterprises in the selected Governorate introduced	1	Developing workplace policies															
			2	Enterprises identified that are interested in the implementation of the policies															

[illegible]



## **APPENDIX F: Subcontracting**

After identification of good NGOs that work in the area of youth employment and/or improving working conditions, sub-contracts will be given to some of these NGOs. The total amount of 280000 USD for sub-contracts will be split amongst NGOs.

A local media company will be sub-contracted to carry out the planned media campaign to increase the awareness regarding working conditions of women, especially in agriculture.

## **APPENDIX G: Appraisal Report and Appraisal Checklist**

The project document was shared with the project evaluation team. Feedback was given by: RO Africa, GENDER, PARDEV, CODEV, Employment Sector (YEP), Procurement, Bud/CT, and Security. All comments were included.

## APPENDIX I: Project Monitoring Framework

<b>Title</b>	Decent jobs for Egypt's young people - tackling the challenge of young people in agriculture	<b>No.</b>		<b>Team Leader</b>	Yousef Qaryouti, Director ILO Cairo
<b>Country/Region/Institution</b>	Egypt	<b>Budget:</b>	USD 3,1 million (AUD 3,0 million) 500.000 USD Government Sources	<b>Duration</b>	4 years

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
ULTIMATE OUTCOME							
Increased decent employment opportunities for young men and women especially in one rural Governorate in Egypt, particularly for groups that find it hard to get access to such opportunities (such as women headed households, people with disabilities, unemployed graduates, people who's rights at work are not respected)	Employment-to-population ratios for young people in the Governorate (disaggregated by sex)	TBD after selection of Governorate	Increase for young men by 2 percentage points for young women by 4 percentage points	Statistical publications of CAPMAS	Analysis of data in sources	Every year for household survey and every quarter for Labour Force Survey	Project team
	Unemployment rate for young people in the Governorate (disaggregated by sex)	TBD after selection of Governorate	Decrease for young men and young women by 2 percentage points, for young women by 1 percentage points				
	Vulnerable employment rate of young people (disaggregated by sex)	TBD after selection of Governorate	Decrease by 2 percentage points for men and 2 percentage points for women				
INTERMEDIATE OUTCOMES, IMMEDIATE OUTCOMES AND OUTPUTS							
1. Strengthened and more active partnerships at the regional and local level and improved performance of partners in delivering relevant services linked to youth employment in the selected agricultural	Relevance of services and gender sensitivity of services	To be identified after selection of Governorate	Increased satisfaction with three types of services (to be identified for Governorate)	Satisfaction surveys for beneficiaries	Analysis of satisfaction survey results	Beginning of project and end of project	Project Manager
	Functional Regional Steering Committee in place	Not applicable	The SC meets 10 times during the drafting process	Meeting minutes	Analysis of meeting minutes and judgment report	Once every 6 months	Project Manager

Governorate			<p>The SC meets once every months during the implementation phase</p> <p>The ILO is satisfied with the performance of the SC</p>	<p>Meeting minutes</p> <p>Judgment reports of project team members</p>			
1.1 Regional action plan for youth employment developed, and implementation supported in the selected Governorate	Regional action plan	0	At the end of year 1, Regional action plan exist	Action plan	Collect plan	End of year 1	Project Manager
	Number of interventions under the action plan implemented	Not applicable	<p>80 % of the interventions foreseen in the action plan are implemented or implementation is put on the way at the end of the project</p> <p>One intervention has a specific gender focus</p>	Annual progress reports	Analysis of reports	Yearly	Local Coordinator
1.1.1 Asswan official approved as selected Governorate, inception mission conducted and implementation plan finalized	Governorate selected	Not applicable	One agricultural Governorate selected and Government agreed to this Governorate	Project progress report	Evaluation of report	1 <sup>st</sup> quarter of year 1	Project Manager
1.1.2 Detailed situation analyses for the selected Governorate to find out about the labour market, institutional setting, key	Number of participatory meetings held in information gathering for the analysis	Not applicable	For situation analysis 5 participatory meetings are held by the animator	Reports of meetings	Analysis of reports	After first year of the project	Local Coordinator

players and policies in place	Paper on situation analysis	No such paper exists	High quality paper	Paper	ILO employment specialist judges on the quality of the paper	At the end of drafting process in year 1	Technical backstopping officer (Employment specialist)
1.1.3 Capacity of partners at the Governorate level to develop a Regional Action Plan for Youth Employment strengthened	Number of training for partners	Not applicable	2 trainings	Reports of trainings Evaluation of participants	Analysis of reports and evaluation	End of year 1	Technical backstopping officer (Employment Specialist)
1.1.4 Regional Action Plan drafted and signed (focusing especially on gender issues, green jobs, social economy, local economic development and employment intensive investment approaches)	Quality of Regional Action Plan	No action plans exist	Action plans at the end of year 1 that according to ILO standards is of high quality	Judgment of ILO Technical Specialist	ILO Technical Specialist analyses plan and writes a little report	End of year 1	ILO Technical Specialist
	Regional action plan signed by the local and national Government	NOT APPLICABLE	Signatures provided by the end of year 1	Document	Reading of document	End of year 1	ILO Technical Specialist
1.1.5 Capacity of regional structures to implement plans improved	% of outputs in the regional action plans realized	Not applicable	10 additional percent realized every year	Reports of ILO team	Analysis of reports	End of year 2 and end of the project	Project Manager
1.2 Technical and administrative capacities of regional and local partners to deliver youth employment related services strengthened	Number of regional and local partners who perceive improvement of capacities after project intervention	Not applicable	80 % of partners feel that after the intervention of the project they are in a better position to deliver	Satisfaction survey conducted	Analysis of survey results	Yearly	Local Coordinator
	Satisfaction of ILO with partners' performance	Not applicable	ILO internal judgment shows improvement	Report of ILO team	Analysis of report	Before and after engagement with a partner	Project team
1.2.1 Selected local initiatives supported	List of identified needs	Not applicable	List of needs and what will be supported	List	Reading of list	Beginning of year 2	Project Manager
	% of needs fulfilled according to the list	Needs identified in the list	70% of needs fulfilled at the end of the project	List with indication what was done and signed by receiving entities	Comparison between list and fulfilled needs	Yearly	Local Coordinator
1.2.2 Capacity of selected partners at the local level	Number of training workshops	No such training workshops	2 per year after year 2	Reports of workshops	Analysis of reports	Yearly	Local Coordinator

improved	Satisfaction rate of partners	Not applicable	80 % of trainees indicate in evaluation report that they are satisfied with the content and 50 % indicate that they are most likely going to use knowledge	Follow up reports of selected NGOs	Analysis of evaluation reports	Yearly as of year 2	Project Manager
	Number of quality initiatives selected and supported	0	20	Evaluation through PSC	Analysis of reports of initiatives	End of project	Project Manager
<b>2. A better functioning labour market in Asswan through interventions on the supply and the demand side as well as an improved matching process</b>	Labour force participation rate for young people in the Governorate (disaggregated by age and sex)	To be determined after selection of Governorate	Increase higher than in Governorate with comparable structure	CAPMAS quarterly labour force survey	Analysis of data	Quarterly	Technical backstopping officer
	Number of new businesses created	To be determined after selection of Governorate	Increase higher than in Governorate with comparable structure	SFD data sources	Analysis of data	Quarterly	Technical backstopping officer
	Number of recipients in PES	To be determined after selection of Governorate	Increase higher than in Governorate with comparable structure	PES data sources	Analysis of data	Quarterly	Technical backstopping officer
<b>2.1 Modern apprenticeship to increase employability of people in the informal sector introduced</b>	Number of enterprises offering modern apprenticeship schemes	To be identified after baseline studies are carried out	100 (at least 30% women and 3% PWD)	Study at the beginning of the project and counting of additional enterprises	Analysis of Study	Yearly	Local Coordinator
	Level of satisfaction of apprentices	Not applicable	70% of apprentices confirm that the new scheme has a positive impact on their work life and their career perspectives  Positive impact is the same for men	Satisfaction survey among apprentices	Analysis of survey	After one year of intervention and at the end	Project team

			and women				
2.1.1 Informal apprenticeship baseline study	Baseline study for selected Governorate	0	1	Baseline study	Analysis of baseline study	End of year 1	Local Coordinator
2.1.2 TVET opportunities for including core and entrepreneurial skills for 500 youth engaged in informal apprenticeships mapped	TVET map of selected Governorate	0	1	Map by suppliers, trades, ownership, private /public, duration of courses, certification provided	Analysis of map	End of year 1	Local Coordinator
2.1.3 Modern apprenticeship scheme designed and implemented	Number of apprentices enrolled	0	500 (30% women, 5% disabled)	Apprenticeship enrolment	Analysis of enrolment register	yearly	Local Coordinator
	Number of apprentices certified by MOMM	0	350 (30% women, 5% disabled)	Certification register of MOMM	Analysis of register	yearly	Local Coordinator
2.1.4 Capacity of MOMM and MOSS VTCs to offer improved training delivery increased	Draft of revised articles on apprenticeship on Labour Law 12/2003	0	Draft prepared	Project report	Analysis of report	End of year 3	Project Manager
	MOMM and MOSS performance, monitoring and evaluation system revised	0	Improved performance according to ILO judgment	Project report	Analysis of report	End of year 3	Project Manager
2.2 Entrepreneurial skills enhanced (closely linked to demand side interventions)	Number of young people receiving some type of entrepreneurial skills training at VTCs, universities and schools	To be identified after project start	1000 (at least 30 % women and 3 % PWD)	Mapping done at the beginning and the end in the Governorates	Analysis of mapping exercises	Beginning and end of project	Local Coordinator
	Relevance and quality of training skills acquired	Not applicable	Entrepreneurial skills acquired/ improved	Pre-training assessment and after training assessment and tracer studies	Analysis of results of pre- and after-assessment of training and trace studies	Beginning of project and after every training round	Local Coordinator
2.2.1 Improved entrepreneurial skills of young people in vocational training, general upper-secondary and tertiary education through their respective training	Number of new KAB instructors trained and certified in selected Governorate	0	60	Training reports	Training reports	End of year 2	Local Coordinator
	On-line Egyptian KAB available	0	1	Web	Web	End of year 3	Project Manager

institutions							
2.2.2 Entrepreneurial skills enhanced for young people in agriculture	Number of youth directly trained	0	200	Training reports	Analysis of training reports	End of intervention	Project Manager
	Number of trainers trained on ILO tools other than KAB	Not applicable	50	Training reports	Analysis of training reports	End of intervention	Project Manager
2.3 Opportunities for people with disabilities to be integrated in labour markets enhanced	Number of PWD in employment in the Governorate (disaggregated by sex)	To be identified after selection of Governorate	Increase of 2 % per year (at least 30 % women)	Project progress report based on enterprise surveys and follow up with PWD	Analysis of report	Yearly	Local Coordinator
	Type of occupations of PWD	To be identified after selection of Governorate and after baseline study	PWD move into higher productivity occupations	Tracer studies of people who profit from intervention	Analysis of tracer studies	In the middle and at the end of project	Project team
	Number of employers seeking advice on this issue in selected Governorate	Not applicable	10 enterprises ask for assistance in the area every year	Records of employers request	Analysis of records	Yearly	Local Coordinator
2.3.1 Employability through integration in existing VT programmes and apprentices enhanced	Number of trainers trained on VT for PWD	0	8 (2 from 4 PES in selected Governorate)	Training reports	Analysis of reports	Yearly	Local Coordinator
2.3.2 Employability and income generating capacity of PWD enhanced through CBR	Number of pilot CBR programmes	0	3	Project progress reports	Analysis of reports, spot checking	End of year 4	Local Coordinator
2.3.3 Placement of PWDs by PES increased	Number of PES staff trained.	0	50	Training reports	Analysis of reports	Yearly	Local Coordinator
	Number of PWD placed by PES	0	50	PES reporting	Analysis of reports	Yearly	Local Coordinator
2.4 Entrepreneurship culture improved	% increase in persons that perceive that self-employment is a good career option (disaggregated by sex)	To be identified after first opinion poll	Increase by 20 % of interviewed people	Opinion poll through web page and facebook	Analysis of results of opinion poll	Beginning and end of project	Project team

2.4.1 Increased recognition for self-employment	Study on attitudes towards and constraints for entrepreneurship	No such study exists	1 study at the end of year two produced and disseminated	Copy of Study and distribution list	Observation	After study	Project Manager
	Number of activities in Governorate during international entrepreneurship week	No activities in 2010	At least 2 activities per year	Report on activities	Analysis of reports	Yearly	Local Coordinator
2.4.2 A network for all enterprises under the project built and participation of young entrepreneurs in local, national and international associations and networks strengthened	Number of meetings and participants of entrepreneurs' networks	No such meetings	1 per year Increasing number of participants over time	Reports of meetings	Analysis of reports	Yearly	Local Coordinator
2.5 Business support through improved institutions increased	% increase in satisfaction of young people with BDS	To be identified at beginning of project	Increase satisfaction by 20 % of people who asked for/received BDS	Questionnaire filled in by people demanding business services	BDS supported by the project ask people to fill in questionnaire and analysis of results	Permanent	BDS providers and regional Coordinator
	Diversification of activities of BDS	To be identified at beginning of project	Increased diversification  Special services provided to women	Records of BDS	Analysis of records	Yearly	BDS providers and regional Coordinator
2.5.1 Policy gaps to foster self-employment identified and development of action plan on how to implement such policies designed	Action plan on how to fill policy gaps to foster self-employment	No plan exists	One at the end of year 2	Plan	Analysis of the plan	After year 2	ILO Senior Enterprise Specialist of ILO
2.5.2 Business development services improved	Number of BDS that integrate new approaches and change procedures	Analysis of practices being done at the beginning of cooperation	4 BDS providers change services	Reports of and interviews with service providers	Analysis of reports	Yearly	ILO Senior Enterprise Specialist of ILO
2.5.3 Financial services for micro and small enterprises for young people improved	Number of services that integrate new approaches and change procedures	Analysis of practices being done at the beginning of cooperation	4 services change/improved	Report of and interviews with financial service providers	Analysis of reports	Yearly	ILO Senior Enterprise Specialist



2.5.4 Young businesses created or improved through support of business service providers	Number of young people that profit from institutions	Not applicable	500 assisted, 250 created	Coaching reports BDS reports Mentoring report	Analysis of reports	Yearly	National Coordinator
<b>2.6 Young people's capability to help themselves in finding a job improved</b>	Young people's judgment on whether the participation in youth clubs and summer schools helped them or will help them in finding a job	Surveys done 2 months after participation and once a year in job clubs	80% confirm that the participation helped them or will help them in finding a job	Surveys	Analysis of surveys	2 months after participation and once a year in job clubs	Local Coordinator
2.6.1 Special school-to-work programmes to increase employability of young people	Number of students completing school-to-work programmes	Not applicable	30	Reports from participating youth	Analysis of reports	Yearly	Local Coordinator
2.6.2 Job clubs to increase dialogue amongst young people and the private sector and to provide young people with an opportunity to organize themselves	Number of active job clubs	0	3	Job club reporting	Analysis of report	Yearly	Local Coordinator
	Number of job club members	0	60	Job club reporting	Analysis of report	Yearly	Local Coordinator
2.6.3 Advocacy campaign for people's rights at work carried out	Number of events held	0	3	Project report	Analysis of report	Yearly	Local Coordinator
<b>2.7 Work of Public Employment Services (PES) improved</b>	Share of young people using PES as a means for finding a job	To be identified after selection of Governorate	Number increases by 10 % 30% of people using services are women	Reports of PES	Analysis of reports	Yearly	Project Manager
	Number of young people finding a job through the PES related to their qualification(disaggregated by sex)	To be identified after selection of Governorate	Number increases by 10 % 30% of people using services are women	Reports of PES	Analysis of reports	Yearly	Project Manager

	Number of employers who take young people that were suggested to them by the PES (disaggregated by sex)	To be identified after selection of Governorate	Number increases by 10 %  20% of young people taken are women	Reports of PES	Analysis of reports	Yearly	Project Manager
2.7.1 Four Youth Employment Units (YUs) established in local PES and made operational and the capacity of the staff to operate and provide tailor-made services to youth strengthened	Number of Youth Employment Units established in PES in selected Governorate	0	4	Checked through ILO visits	Self reporting checked through ILO visits	End of year 3	Local Coordinator
	Number of job counsellor trained on career guidance techniques in PES YE units	0	12	Training reports	Analysis of training reports	End of intervention	Local Coordinator
2.7.2 YUs network with relevant labour market institutions established	Number of activities of youth units with labour market institutions	0	2 per year	PES YU reports	Analysis of reports,	Yearly	Local Coordinator
2.7.3 Capacity of PES YUs to reach youth in education institutions and youth associations, job clubs and youth centres built	Number of outreach events organized by PES and YUs	0	8 events	PES reports	Analysis of reports, field visits	Yearly	Local Coordinator
	Number of Job fairs	0	4	Observations	Analysis of observations	Yearly	Local coordinator
<b>2.8 The capacity of enterprises to find and keep skilled labourers increased</b>	% of enterprises that perceive improved capacity on their ability to keep workers	To be identified at beginning of project	Half a year after training intervention, 50 % of employers that participated in trainings feel that they are better equipped to get and keep good employees	Interviews	Analysis of interviews	every 2 years	Local Coordinator
2.8.1 Needs of employers identified related to youth employment issues	Number of employers strategies adopted	0	10	Interviews with employers	Analysis of interviews	End of year 4	Local Coordinator
2.8.2 Needs of enterprises with regards to marketing	Number of employers strategies adopted	0	10	Interviews with employers	Analysis of interviews	End of year 4	Local Coordinator

needs and linkages to markets identified and improved capacities in this area							
2.8.3 Capacity on recruitment processes built	Number of employers trained	0	50	Training reports	Analysis of reports	End of year 4	Local Coordinator
2.8.4 Capacity on how to make a work-place attractive for young people, especially young women built	Number of employers trained	0	50	Project reports	Analysis of reports	Yearly	Local Coordinator
	Number and type of initiatives taken to make work places attractive	Not applicable	5 enterprises initiate good changes per year	Project reports and evaluation of ILO experts	Analysis of reports	Yearly	Local Coordinator and ILO experts
2.8.5 Capacities of entrepreneurs built on how to make enterprises environmentally sustainable	Number and quality of employers trained	0	50	Project reports	Analysis of project report	Yearly	Local Coordinator
<b>3. Increased knowledge and awareness created and discussion fostered to improve working conditions, especially for women working in agriculture</b>	Percentage of women (beneficiaries of project interventions) who feel that their rights are better protected	To be identified after first opinion poll	Increase by 20%	Opinion poll done amongst beneficiaries	Analysis of opinion polls	End of project	Project Manager
<b>3.1 Capacity of the Government to tackle selected issues regarding working conditions, especially for women in rural areas increased</b>	Working group established at the national and regional level that regularly discusses relevant topics related to working conditions	Not applicable	Working groups are functional in year 2, 3, 4	Reports of the groups	Analysis of reports	End of year 2	Local Coordinator
3.1.1 Capacity built in the Government (at national and local level) on the positive impact of improved working conditions on workers and on productivity	Number of capacity building events for Government officials	0	1 per year	Event reports	Analysis of reports	Yearly	Project manager
3.1.2 Inter-governmental tripartite working group formed (including young women) that decides on	Official opening of working group	Not applicable	Inter-governmental working group established at the	Working group protocols	Reading of working group protocol	End of year 1	Project manager

priority areas that will be tackled and development of roadmaps for Government action in these areas	Roadmap		end of year 1 Working group developed high quality roadmap	Printed roadmap	Roadmap read and evaluated		
3.1.3 Discussion about revision of legal framework fostered in the areas identified	Draft Framework	Not applicable	Working group developed high quality framework	Printed copy of framework	Framework evaluated by ILO experts	End of year 2	Project manager and ILO experts
<b>3.2 Unfavorable working conditions especially for women in the agricultural sector recognized as challenge and discussed publically and means for women to protect themselves introduced</b>	Number of quotations on the subject in the national press	To be determined at beginning of project	Increase of 10% per year	Press reviews	Evaluation of press review	End of every year	Project manager
3.2.1 National awareness campaign	Awareness campaign documents outreach	Not applicable	Leaflet, webpage, information material outreaches to 5000 people	Evaluation of documents outreach through ILO	Evaluation of documents and outreach through ILO	End of year 3	Project team
3.2.2 SMS and online based information distribution and protection system introduced	SMS and online based system	Not applicable	SMS message system in place at the end of year 2  Online based system in place at the end of year 3	User check of systems	User check of system	End of year 2 and 3	Project manager
3.2.3 Open space discussions	Number of open space events	0	1 per year	Reports of events	Analysis of reports	Yearly	Project manager
3.2.4 Workplace policies and procedures for enterprises in the selected Governorate introduced	Number of enterprises implementing workplace policies	Not applicable	2 per year	Reports of enterprises	Analysis of reports	Yearly	Project manager
<b>3.3 Non-governmental institutions working in the identified areas better linked and their work supported</b>	Perception of NGOs that their work has improved and that they are better linked	To be identified after first opinion poll	At the end of project	Opinion poll amongst participating NGOs	Analysis of opinion poll	Beginning and end of project	Project manager

3.3.1 Map of actors and intervention in the identified areas at the national as well as at the regional level	Map and wide distribution outreach of map	Not applicable	Map distributed to at least 500 people/institutions in Asswan	Map and outreach strategy	Analysis of map and outreach	End of project	Project team
3.3.2 Strengthened NGOs that work in these areas in the selected Governorate and at the national level	Number of NGOs supported	Not applicable	2 per year	NGO feedback reports	Analysis of reports	End of every year	Project team
	Satisfaction of NGOs with support	Not applicable	10 NGOs confirm satisfaction	Not applicable	Analysis of reports	End of project	Project team
3.3.3 Egypt-wide network for NGOs and GOs working on the identified issues in place	Network	0	1	Network participation checked	Analysis of Network participation	Yearly	Project team
3.3.4 Series of capacity building and information sharing events for NGOs	Number of meetings	Not applicable	2 per year	Meeting reports	Analysis of reports	Yearly	Project manager
	Satisfaction of participants in events	Not applicable	80% of participants are satisfied	Event evaluations	Analysis of event evaluation	After each event	Project team