



Egypt Network for Integrated Development (ENID)

Project Evaluation Report

Covering the Period 2012-2020

By Alaa Fahmy

February 2021

Project/outcome Information		
Project/outcome title	Egypt Network for Integrated Development	
Atlas ID	00076441	
Corporate outcome and output	Outcome 1. Inclusive growth, economic empowerment and employment Output 1.4. Strategies promoting entrepreneurship and job creation in selected governorates	
Country	Egypt	
Region	Arab Region	
Date project document signed	2012	
Project dates	Start	Planned end
	2012	2021
Project budget	\$ 6,963,030	
Project expenditure at the time of evaluation	\$ 4,817,489	
Funding source	The Embassy of Netherlands, Sawiris Foundation for Social Development, Big Heart Foundation, Global Water Challenge, Embassy of Sweden, Italian Cooperation, Rockefeller Brothers Fund, UK Aid (DFID) and OXFAM	
Implementing party/ National Counterpart	Ministry of International Cooperation	

Evaluation information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project	
Final/midterm review/ other	Final Review	
Period under evaluation	Start	End
	2012	2021
Evaluators	Alaa Fahmy	
Evaluator email address	a.fahmy@enroot.org	

Evaluation dates	Start	Completion
	Q4 2020	February 2021

List of Acronyms and Abbreviations

CAPMAS	Central Agency for Public Mobilization and Statistics
CDA	Community Development Associations
CPD	Country Project Document
DAC	Development Assistance Committee
EHDR	Egypt's Human Development Report
ENID/El Nidaa	Egypt Network for Integrated Development (ENID)/El Nidaa Foundation established in 2016 under the umbrella of MoSS, with the help of UNDP, registration number 759
ESDS	Egypt's Sustainable Development Strategy
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
GBV	Gender-based Violence
HIECS	Household, Income, Expenditure, and Consumption Survey
IDI	In-depth Interview
MOIC	Ministry of International Cooperation
MOLD	Ministry of Local Development
MOSS	Ministry of Social Solidarity
MSMEs	Micro, Small, and Medium Enterprises
MTE	Mid-term Evaluation
NGO	Non-governmental Organization
OVOP	One-Village-One-Product
SYPE	Survey of Young People in Egypt
ToT	Training of Trainers
TOR	Terms of Reference
UNDP	United Nations Development Programme
RMG	Ready Made Garments
WB	World Bank
WHO	World Health Organization

Table of Contents

List of Acronyms and Abbreviations.....	3
Table of Contents	4
Executive Summary	6
1. Introduction	10
2. Description of the Intervention	12
I. Project Background and Logic	12
II. Project Description	12
III. Implementation Strategy & Expected Results.....	13
IV. National & International Priorities	14
V. Phase, Scale, & Resources of the Interventions	14
VI. Social and Economic Context	16
3. Evaluation Scope and Objectives	18
I. Evaluation Scope and Objectives	18
I. Evaluation Criteria	18
II. Evaluation Questions.....	19
4. Evaluation Approach and Methods.....	20
I. Evaluation Approach.....	20
II. Data Sources	20
A. Desk Review	20
B. Primary Research.....	20
In-Depth Interviews (IDIs)	21
Focus Group Discussions (FGDs)	21
III. Data Analysis.....	22
5. Findings and Analysis.....	23
I. Relevance.....	23
II. Effectiveness.....	25
I. Performance against Output-level Targets	25
III. Effectiveness of key Strategies.....	27
IV. Efficiency.....	31
I. Likelihood of Impact and Sustainability	32
6. Conclusions	35
7. Recommendations and Lessons Learned	38
I. Recommendations.....	38
A. Recommendations for ENID/El Nidaa	38

B. Recommendations for UNDP..... 38
C. Recommendations for the Government..... Error! Bookmark not defined.
II. Lessons Learned Throughout the Evaluation..... 39
8. AnnexesError! Bookmark not defined.

Executive Summary

I. Introduction

The report provides the main findings of the evaluation conducted for “Egypt’s Network for Integrated Development [ENID]” project commissioned by the United Nations Development Programme [UNDP]. ENID aimed to promote human development in Upper Egypt – with specific interest in Qena aiming to present a pilot for its comprehensive and integrated development approach. The rationale and design of the project was motivated by the conditions of the population residing in the region. Qena – being not different from Upper Egypt – holds a population of 3, 128, 566 of which 80 percent live in rural areas. According to Egypt’s Human Development Reports (EHDR) 2005, 2008, and 2010, Qena’s socioeconomic context called for interventions that should tackle **economic and social development as well as environment protection while following a gender sensitive approach to achieve women empowerment.**

II. Project Interventions and Scale

The design of the interventions focused on (1) **Upgrading Basic Services in Rural Upper Egypt** to improve the well-being at the individual and community level while creating an inclusive environment for women. Program activities included: *literacy classes that are combined with vocational training workshops, preschool classes, and delivering awareness sessions on women related issues, preschools following the UNICEF model, and medical services and upgrading the health care centers.* (2) **Promoting MSMEs and Entrepreneurship** to increase the income of households through adopting the OVOP model, delivering capacity building sessions, and developing productive clusters. Program activities included: *adopting the OVOP model, providing capacity building to upgrade the skills of individuals creating new job opportunities in handicrafts sectors.* (3) **Sustainable Agricultural Development** to enhance agriculture productivity, contribute to sustainable food security, and the generation of employment opportunities. Activities included: *Milk Production and Processing, Poultry Network Chains, Safe Goat Keeping, Roof Gardens, Fish Farms, Beekeeping and Honey Production, Molasses Production, Recycling of Agricultural Residues, Developing Silkworm Rearing and Natural Silk Production.* These components are tackled by the project while (a) committing to knowledge dissemination and policy advocacy and (b) following a gender sensitive approach to empower women.

The project activities are distributed across more than 70 villages in Qena and reached over 16,000 -direct and indirect – beneficiaries. The project provided over 50 pilot interventions through partnering with approximately 75 NGOs since 2012. The project along with EL Nidaa foundation total grants - reached around \$17,191,014 received funds from different donors including DFID, UNWomen, The Italian Agency Cooperation, The Embassy of Netherlands, Rockefeller Brothers Fund, Oxfam, Sawiris Foundation for Social Development, The Big Heart Foundation, and Global Water Challenge (GWC). The counterpart of the project is the Ministry of

International Cooperation (MOIC). It is worth noting that the grants received by ENID project since 2012 to date amounted for \$ 6, 963, 030.

III. Evaluation Objectives and Methodology

The objective of the evaluation was to analyse the achievements of the project against its original objectives and to evaluate the overall project's contribution to the intended impact. The evaluation covered ENID project covered by UNDP under MOIC. The activities of the project are evaluated and interpreted cautiously due to their overlap with activities conducted by El Nidaa foundation under MoSS. The evaluation – as outlined in the TOR - aimed to answer a set of key evaluation questions that corresponds to the OECD-DAC commonly used performance evaluation criteria: *relevance, efficiency, effectiveness, impact and sustainability, and cross cutting issues related to gender and social inclusion.*

The evaluation's methodology encompassed two main components: The first component was, a desk review of all available, accessible, and relevant project documentation. The second component was broken into two sources, in-depth interviews with key project members and partners, UNDP, and government representatives; as well as focus group discussions with beneficiaries coupled with field visits to a sample of operating project sites.

IV. Conclusions

The project is overall relevant and designed to address the needs of the target group. The project was able to properly design an integrated development model that addresses both priority areas in Egypt's development plan and the needs of the target group. Furthermore, the project was able to respond and adapt to contextual changes with possible effects on the activities happening on the ground.

The project's design offered an "Integrated Development Model" while reviving crafts that were fading to save Egypt's cultural heritage. The design of the project offered an integrated development model that links activities together to maximise the benefit to the target group. This has been translated into activities that address the needs of women while providing them with solutions that helped them to overcome the common challenges they face to participate in activities.

Notable performance in terms of project management and resource efficiency. The distribution of tasks across Cairo and Qena's office increased the efficiency of management and contributed to the swift responsiveness of the project to contextual shifts. Moreover, the project capitalised on the beneficiaries who showed notable performance among their peers and offered them the chance to manage project facilities.

The project generated behavioural and cultural change tackling the condition of women. Given that the design of the model accounts for cultural factors, the project was able to offer supporting facilities that enabled women to participate in the activities. This contributed to a cultural and behavioural breakthrough that women witnessed within their community.

Several elements of sustainability are embedded within the model's design which will continue generating results in the long run. This includes the development of the

entrepreneurial mindset, the shifts in behaviour and cultural norms towards the role of women in the community that will result in wider benefits, and the capacity building provided to NGOs that will contribute to the sustainability of the activities and interventions initiated.

There is a lack of the private sector engagement in the model. This enhances the sustainability of the activities and contributes to the ability of beneficiaries to sustain these activities on their own after the withdrawal of ENID/El Nidaa.

There is room for improvement in the project's logical framework and progress indicators. Revising the logical framework and reflecting the behavioural change witnessed and the contribution to building an entrepreneurial mindset needs to be reflected in the outputs, outcomes, and progress indicators. Furthermore, objectives and KPIs related to replicability needs to be added for the coming phase.

The achieved success under the piloted interventions calls for shifts in the project's mandates towards scalability and replicability. The interventions provided fall on a spectrum where there is a trade-off between results' maturity, time, and cost. Therefore, future interventions and efforts should be focused on the interventions that – relatively - balance the trade-off and on other activities that increases the replicability of the activities implemented.

V. Recommendations

a) Recommendations for ENID/El Nidaa

It is recommended that ENID/El Nidaa continue implementing its interventions with a special focus on expanding successful models while focusing on elements of sustainability.

Recommendation 1: Focus future efforts towards improving the business maturity of existing successful initiatives rather than initiating new ones, unless otherwise is identified based on community needs or deemed necessary a specific value chain. With achieved cultural change, skills development, and operational stability, there is an imminent need for improving business stability, active incentives and strategies to engage the private sector within the design, as well as fostering the integration of current this, more attention needs to be diverted towards capturing these activities within the market system. through the logical framework indicators on the outcome and output level.

Recommendation 2: Increase the coverage of selected successful models to reach a higher impact. Expansion could entail increasing home-based productive activities, graduating entrepreneurs from an existing base of skilled workers and supervisors, covering additional phases of the value chain, new interventions based on contemporary community needs and establishing partnerships with the private sector to replicate successful models with profit-oriented investors. This could be further supported by the government through the facilitation of the establishment and development of productive cooperatives.

Recommendation 3: Focus on future programming of women economic empowerment within challenging socio-economic contexts using a phased approach with clear outcome level indicators capturing realistic behavioural and institutional changes of each phase.

Recommendation 4: Expand in the knowledge dissemination role as a core function. Thus, to act as a “Knowledge Hub” for local communities, women groups, other development initiatives, private sector, and policy makers.

b) Recommendations for UNDP

It is recommended that UNDP utilize ENID's successful pioneering interventions as a development vehicle with focus on knowledge management, replicability, and increased impact.

Recommendation 1: Continue supporting the project in resource mobilization and design for a coming phase to reach sustainability of existing successful initiatives considering its core role as a "Knowledge Hub" serving scalability and higher impact. Moreover, further support can be provided in digitization some of the activities. Further support should be provided to the innovation activities under the agricultural component and to encourage expanding it to other programs under ENID. Furthermore, this include providing support to the government in implementing national programs and initiatives inspired by best practices from ENID/El Nidaa.

Recommendation 2: Integrate private-sector-led approaches in the local development formula to ensure development of local entrepreneurs and flow of private sector investments. In challenging contexts, impact and innovation funds could be used as incentivizing tools supporting technical assistance and business development services. ENID/El Nidaa is also considering working on reverse migration of potential local investors.

c) Recommendations for the Government

The government is recommended to expand and replicate successful models inspired by ENID/El Nidaa on a national scale as well as continue to enhance the business environment in Upper Egypt.

Recommendation 1: Consider replicating on a national level programs and activities that proved effectiveness, such as - and among others -literacy and skills development, the OVOP model, waste recycling, and introducing more productive animal breeds.

Recommendation 2: Facilitate and encourage the establishment and development of producer cooperatives. It could be considered as a gender sensitive tool to engage groups of small-scale producers and workers in formal for-profit business activities. Future interventions could be inspired from the labour-intensive productive activities developed by ENID/El Nidaa.

Recommendation 3: Continue enhancing and improving the business/investment environment in Upper Egypt through legislative and policy reforms. For example, expand investments in infrastructure and encourage policies that would attract the private sector to the region.

VI. Lessons Learned Throughout the Evaluation

- The notable achievements under ENID were facilitated by the continuation of the activities' operation for a considerable period of time. This is essential to ensure that it reached maturity and to build a strong foundation for replication and scaling.
- Evidence-based research fosters effective public policies. This was evident through the experience of ENID/El Nidaa and the research production they provided to decision makers.
- The observed inability of activities to be independently sustained and operated calls for the integration of Private-Sector-Led approaches in the development formula.

1. Introduction

Since 2012, UNDP has been working in cooperation with the Ministry of International Cooperation on the “Egypt Network for Integrated Development” (ENID) project. The initiative was designed to respond to socio-economic development challenges – mainly focusing on poverty reduction and employment creation. With specific interest in Qena, the design of the project’s interventions followed a “comprehensive area-based integrated” development approach to rural development in Upper Egypt. The design outlined the introduction of new and innovative interventions and methods in agriculture, manufacturing, and basic services. More specifically, using a single programmatic approach, interventions focused on skills development, job creation, sustainable agriculture, basic services, and policy advocacy. As a result of the accumulated knowledge from ENID’s interventions, EL Nidaa foundation was established under MoSS in 2016. Benefiting from the strong partnerships with local and national actors, El Nidaa accumulated knowledge and expertise over the past 9 years in the area of local economic development based on-the-ground experience and lessons. Working directly with government partners and entities enabled El Nidaa to design interventions that are in line with national goals and priorities. The project design tackled four main components (1) **Upgrading Basic Services in Rural Upper Egypt** through literacy classes combined with vocational training in addition to community awareness sessions on women related issues, preschools following the UNICEF model, and medical services. (2) **Promoting MSMEs and Entrepreneurship** through adopting the “One Village One Product Model (OVOP)”, delivering capacity building sessions, and developing productive cluster. (3) **Sustainable Agricultural Development** through enhancing agriculture productivity, contribute to sustainable food security, and the generation of employment opportunities. (4) **Knowledge Dissemination and Policy Advocacy** through sharing knowledge and best practices with relevant stakeholders and providing support to policy makers in relevant development areas. These components are tackled by the project while following a gender sensitive approach to empower women.

The main purpose of the evaluation was to assess the project’s achievements against its initially set objectives and to provide an independent review of the outputs achieved. The evaluation was conducted with an outlook on factors that facilitated/challenged achievements to generate best practices and lessons learned. In specific, the evaluation was expected to address how the experience of the project can be scaled up and extended to other areas. The evaluation is, also, expected to inform the project team, government counterparts, donors, and other partners to guide the direction for future activities and assist in the scaling up of interventions.

The evaluation covered activities implemented since 2012 – with an eye on the achievements realized between 2016 to mid-2020. All project components and interventions were covered within the scope of the evaluation. More precisely, the evaluation assessed the following areas/components: Upgrading Basic Services in Rural Upper Egypt, Promoting MSMEs and

Entrepreneurship, Sustainable Agricultural Development, and Knowledge Dissemination and Policy Advocacy.

The following sections of the evaluation report are organized as follows: detailed description of the intervention under evaluation, purpose and scope of the evaluation, approach and methods of the evaluation, analysis and findings, main conclusions, key recommendation, and lessons learned.

2. Description of the Intervention

I. Project Background and Logic

ENID aimed at promoting human development in Upper Egypt - where 26 percent of the total Egyptian population resides. Moreover, the region hosts around 43 percent of the total poor population in Egypt. Poverty rate in rural Upper Egypt reached 48%. The project's design intended to reduce poverty and create jobs in Qena. The governorate of Qena is spread over 180 km on both east and west banks of the Nile River covering an area of 9,434 km² of which 14 percent is inhabited by a population of approximately 3, 128, 566 - as reported in 2017. The population of Qena is divided among both rural and urban areas, where almost 20 percent of the population live in urban cities and the remaining 80 percent live in rural areas.

The design of the project relied on and benefited from four main documents that outlined the situation and challenges in Egypt: *EHDR 2005 – Choosing our Future: Toward a New Social Contract*, *EHDR – 2008 - Egypt's Social Contract: The Role of Civil Society*, *EHDR 2010 – Youth in Egypt: Building Our Future*, and *Situation Analysis: Key Development Challenges Facing Egypt (2010)*. The findings of those reports showed the need for a Sustainable Development model that tackles **economic and social development, as well as environmental protection**.

Operating in Qena, the project designed its interventions to focus on four main domains/components:

1. **Upgrading Basic Services in Rural Upper Egypt**, through delivering literacy classes that are combined with vocational training workshops, preschool classes, and delivering awareness sessions on women related issues, preschools following the UNICEF model, and medical services.
2. **Promoting MSMEs and Entrepreneurship**, through adopting the OVOP model, delivering capacity building sessions, and developing productive clusters.
3. **Sustainable Agricultural Development**, through improving agriculture productivity, contribute to sustainable food security, and the generation of employment opportunities.
4. **Knowledge Dissemination and Policy Advocacy** through sharing knowledge and best practices with relevant stakeholders and providing support to policy makers in relevant development areas.

II. Project Description

The integrated development model intended to provide job opportunities for women who graduated from TVET and others who graduated from literacy classes. This generates income for poor, uneducated and unskilled women in order to empower them.

Component (1) Upgrading Basic Services in Rural Upper Egypt. To reach this outcome, the intervention logic was to upgrade and expand basic services related to health and education at

the village level. The design of the project entails an element of governance and efficient targeting. Program activities included: *literacy classes that are combined with vocational training workshops, preschool classes, and delivering awareness sessions on women related issues, preschools following the UNICEF model, and medical services.*

Component (2) Promoting MSMEs and Entrepreneurship. The program design included employment generation activities and productive clusters development. The project adopted the Japanese “One-Village-One-Product” (OVOP) model, where the capacities of workers in a specific village were enhanced to create a productive cluster that includes several steps of the value chain within the same geographical compass. The program activities included: *providing capacity building to upgrade the skills of individuals and creating new job opportunities in handicrafts sectors.*

Component (3) Sustainable Agricultural Development. The main strategy was to enhance agriculture productivity, improve and stabilize rural household’s food and nutritional security, while contributing to the generation of employment opportunities. Activities conducted included: *Milk Production and Processing, Poultry Network Chains, Safe Goat Keeping, Roof Gardens, Fish Farms, Beekeeping and Honey Production, Molasses Production, Recycling of Agricultural Residues, Developing Silkworm Rearing and Natural Silk Production.*

Component (4) Knowledge Dissemination and Policy Advocacy. The project design focused under this component on extracting and documenting lessons and best practices for adoption at the national level. It, also, focused on providing an online knowledge platform to policy makers, practitioners, and analyst. The platform will cover the information, data and documentation related to those development areas in which ENID is involved on a highly spatially disaggregated level. In addition to the development of case studies, success stories and policy briefs, ENID/ El Nidaa organized public “Annual Thematic Conferences”, participated in Exhibitions to present their products, conducted market studies to identify target audience, established an E-shop for their products, ran an online marketing campaign, and displayed their products in different outlets.

III. Implementation Strategy & Expected Results

Following the “Three I’s” methodology, interventions implemented involved: **innovation** to introduce a technological aspect or a new activity, focused on **including** all relevant stakeholders in the design phase, and advocated the **integration** of activities across three sectors: basic services, manufacturing, and agriculture. The implementation modality of the project relied on key grassroot NGOs located in Qena. NGOs who participated in implementing the project were selected conditional on meeting a minimum standard of competence, according to a criterion

pre-identified by ENID Team¹. They were, also, supported through receiving capacity building sessions.

The project followed a gender sensitive approach through mainstreaming gender related activities to solve the main challenges faced by women. More specifically, the design of the project included **empowerment of women and youth, generating women friendly employment opportunities, providing income generating opportunities for youth, special focus on poor and marginalized women, and addressing the relevant institutional and legal challenges that women and youth face.**

IV. National & International Priorities

Promoting an integrated development approach, the project supports progress towards the Sustainable Development Goals (SDGs). The project is directly aligned with several SDGs: **SDG 1:** Ending Poverty, **SDG 2:** Ending Hunger, **SDG 3:** Health and Wellbeing, **SDG 4:** Education, **SDG 5:** Empowering Women, **SDG 8:** Creating Jobs, **SDG 9:** Infrastructure, Industrialization and innovation, **SDG 10:** Reducing Regional Inequalities, and **SDGs 6 & 15:** Promoting Environmental Conservation. Building on this, the project is relevant to four UNDAF (2013-2017) priority program's outcomes, namely: **Outcome 1.4** under "*Poverty alleviation through pro-poor growth and equity*", **Outcome 2.6** under "*Quality basic services*", Outcome 4.4 under "*Food security and nutrition*", and **Outcome 5.3** under "*Environment and natural resource management*". The project, also, facilitates the realization of **Egypt's Sustainable Development Strategy (ESDS): Vision 2030**. Moreover, the project is still relevant to the UNPDF 2018-2021 outcome indicators, namely: **indicators 1.1 & 1.9** under "*Inclusive Economic Development*", **indicators 2.1, 2.10, 2.11, & 2.15** under "*Social Justice*", **indicators 3.1 & 3.5** under "*Environmental Sustainability and Natural Resource Management*", and **indicators 4.4, 4.5, 4.9, & 4.10** under "*Women Empowerment*". The project is aligned with the *economic development, poverty reduction, social justice, environmental conservation, and women empowerment* pillars of the Egyptian Sustainable Development Strategy (ESDS) (Egypt vision 2030).

V. Phase, Scale, & Resources of the Interventions

The project is in its tenth year of implementation. Initially, the counterpart of the project was MOLD, but later became of more relevance to MOIC. During the early stages of the project, some difficulties were faced due to the turbulent socioeconomic and political environment that prevailed after the 25th of January revolution in 2011. Moreover, over the course of implementation, the logical framework of the project has been updated and redesigned more than once to set clearer outputs and activities. Nonetheless, the main essence of the outcomes and objectives of the project were not changed.

¹ The criteria reflected that the NGO showed evidence of practical experience, transparency, effective partnerships, potential sustainability, and record of statements of rights and duties.

Activities were conducted in Qena with few ones extended to Luxor and Suhag. Activities in Qena were dispersed among more than 70 villages over the nine districts. The project was able to reach to over 21,000 female and male as direct beneficiaries. Roughly, 50 interventions have been piloted at Qena in partnership with around 75 local NGOs. The project operated under the first phase for 5-years covering 2012-2016 and it is currently operating in its second phase – 5 years – with extension covering 2017-2021. The extension was granted to support ENID to continue documenting its best practices and consolidating its methodology to be scaled and replicated.

The budget of ENID since 2012 to date amounted to \$6,963,030. The project initially received \$ 904,340 (or 13.9% of amount) engagement fund by UNDP. Furthermore, the project received funds from different donors including DFID, UNWomen, The Italian Agency Cooperation, The Embassy of Netherlands, Rockefeller Brothers Fund, Oxfam, Sawiris Foundation for Social Development, The Big Heart Foundation, and Global Water Challenge (GWC). The counterpart of the project is the Ministry of International Cooperation (MOIC).

Over the past nine years, ENID/El Nidaa has built a strong team comprising 50 skilled employees in both Cairo and Qena. ENID is managed by Prof. Heba Handoussa, who also manages Component (2) "Promoting MSMEs and Entrepreneurship", along with Research Analysts, Business Unit Managers, and Marketing & sales officers. Components (1) and (3) are each managed by a Program Director, along with a team of Research Analysts and external consultants. In 2016 and with the help of UNDP, El Nidaa Foundation was founded by 20 members comprising top-notch academics and experts specializing in relevant development areas. El Nidaa Foundation is headed by a Board of Trustees consisting of nine prominent members, to which El Nidaa's Managing Director reports. ENID/El Nidaa relies on its regional office in Qena comprising 25 native and competent young employees, who have three main responsibilities: first, on-the-ground project management and overseeing the implementation of the projects. This includes administrative work, managing accounts and shipments of raw materials and finished goods between Qena and Cairo. Second, hands-on follow-up of the workshops and the beneficiaries, where they monitor the working conditions of the women, measure productivity, and ensure efficiency, following Fair Trade principles. The team reports to the Cairo office as well as the Managing Director. Third, acting as a liaison between ENID/El Nidaa's 70 partner NGOs/CDAs and the Cairo office and ensuring that the programs are alert and responsive to the needs of stakeholders.

ENID/El Nidaa's developmental approach is based on building a generation of young skilled and well-equipped management and staff to design interventions and execute work on the ground. The decentralized governance ensures the sustainability of the interventions and the creation of best practices to be replicated across the governorates in the South of Egypt.

VI. Social and Economic Context

A significant share of the Egyptian population lives in Upper Egypt – this share represents 40 percent of the total population. Despite this, 60 percent of the population in Upper Egypt are considered poor and 80 percent live in extreme poverty. More specifically, 66 percent of Egypt’s extreme poor and 95 percent of Egypt’s poorest 1,000 villages are in Upper Egypt, and 112 of these villages are in Qena. Poverty in Rural Upper Egypt declined by 4 percent reaching 52 percent in 2018 compared to 56 percent in 2015. The rate of labour force participation is relatively low in rural Upper Egypt. Employment rate in the region is 36.9 percent. Moreover, the majority of the labour force remain relatively less skilled than in other regions. The region’s educational institutions suffer from poor facilities, overcrowded schools, and inadequate teaching methods. This has been reflected in a 7.3 percent school drop-out rate for students between the ages of 6 and 20. Among the main attributes of poverty in Upper Egypt is the inability of the agricultural sector to generate jobs and lift people out of poverty. Despite that 72 percent of Qena’s workforce are wage workers, yet they are still considered poor. This is due to the fact that 65 percent of wage workers do not have an employment contract – thus they are not benefiting from social insurance and, therefore, categorized as poor and/or among vulnerable groups. This is reflected in the aggregate numbers of Qena that shows that only – around – 15 percent of Qena’s population benefited or participated in social insurance. Moreover, 46 percent of Qena’s employees hold a temporary rather than a permanent job.

Women in Upper Egypt face several challenges that leaves them at a disadvantage and calls for interventions. Women in the region are not acquainted with the skills demanded by the labour market and are constrained by the cultural and social barriers that limit their participation in the labour force and their empowerment. This is reflected in the low female labour force participation compared to male in the region – 11.6 percent of the total active labour force are women; compared to 61 percent men. Among the other challenges that women face is the lack of knowledge about the importance of issuing a national ID and their general citizenship rights.

Upper Egypt lacks the infrastructure needed to encourage investment by the private sector. This includes roads, water, sewerage, electricity, and other facilities that could act as a motivation for the private sector to invest in Upper Egypt. Furthermore, as indicated above, the labour force in the region lacks managerial and technical skills. This leaves rural Upper Egypt with a generally unfavourable business environment for the private sector and discourages local entrepreneurs who might become private business owners. Consequently, due to the unavailability of sufficient and suitable jobs, labour tends to migrate internally to, for example, the Red Sea region or abroad, in search for jobs. There have been national efforts to improve the socioeconomic conditions in Upper Egypt through a Local Development Program directed to the region. Over the past four years, 1,749 projects have been completed in Upper Egypt among which 532 projects took place in Qena (worth LE 1.3 billion). The program involves an upgrade to the performance and capacity of local administration employees through training and capacity

building programmes. The program, also, involves the implementation of projects that establish and develop four industrial zones in Suhag and Qena. Along the same line, in 2018, Qena's conditions have improved to host 60 of the 1000 poorest villages in upper Egypt - compared to previously hosting 112 villages.

Qena witnessed the largest decline in poverty between 2015 to 2018 compared to other governorates in the region – it declined by 14.8 percent. ENID / El Nidaa initiative seems to have had a contribution in this decline, and it is worth studying the extent of the contribution, especially in the specific geographical areas where the ENID/ El Nidaa has been active in.

3. Evaluation Scope and Objectives

I. Evaluation Scope and Objectives

The evaluation's scope focused on reviewing the activities and programs of ENID project starting 2012 to date. The evaluation took into consideration the activities of El Nidaa Foundation established in 2016 with the support of UNDP to ensure continuation and sustainability as per the program governance model suggested in ENID project document. The program implemented activities in almost 70 villages across the 9 districts in Qena. The evaluation tackled all three components of the program and covered all outputs. The main purpose of the evaluation was to assess the project's achievements against its initially set objectives to provide an independent review of the outputs achieved and address how the experience of the project can be scaled up.

The TOR provided a specific set of questions that the evaluation was supposed to answer, namely:

- Provide an objective assessment of the achievement of project intended outcomes and objectives.
- Identify factors that have facilitated and/or impeded the achievement of objectives to generate lessons from experiences in the project respective interventions to inform current and future programming.
- Collect and analyse all relevant data to produce quantitative measures relative to project output targets and contribution of the project activities to UNDP Egypt Country Project document.
- Evaluate the gender impact throughout the project activities.
- Provide key lessons learned and related recommendations to improve the current and future actions.
- Assess Project's response to COVID-19.

I. Evaluation Criteria

As stated in the TOR, the evaluation aimed to answer a set of evaluation questions to review the achievements of the project against its original goals. Specific evaluation questions are listed in detail in a matrix presented in Annex 1. The evaluation questions follow the OECD-DAC commonly used performance evaluation criteria.

The OECD-DAC criteria includes evaluating:

- **Relevance** to national and international goals as well as the needs of the target group.
- **Efficiency** of input resources in terms of reflected outputs and outcomes realized.
- **Effectiveness** in realizing stated objectives and outcomes of the project.
- **Impact and Sustainability** in terms of the outputs and outcomes realized.
- **Gender and Social Inclusion** besides environmental aspects where applicable.

II. Evaluation Questions

In addition to the evaluation questions in the evaluation questions matrix listed in Annex 1, discussion questions were proposed while conducting field visits and IDIs with the relevant stakeholders. These questions helped the evaluator to gain in-depth understanding in areas of uncertainties raised during the secondary research phase.

4. Evaluation Approach and Methods

I. Evaluation Approach

The evaluation was based on the commonly used OECD-DAC performance evaluation criteria covering *relevance, efficiency, effectiveness, impact and sustainability, and - wherever relevant-gender and social inclusion sensitivity*. The results illustrated the cause-and-effect links between inputs and activities, as well as outputs, and their contribution to progress in outcomes.

The main evaluation questions, as stated in the UNDP Evaluation Guide, were followed, and broken down in “information areas/ specific evaluation questions”. These questions with its relevant indicators as well as the methods of data collection and analysis are presented in the evaluation questions matrix in Annex 1.

II. Data Sources

A. Desk Review

The secondary research mainly focused on reviewing all relevant and available project documentation and UN and UNDP strategic documents in addition to some other sources to reflect on the updated context. Required project documentation was requested and received from the UNDP and ENID/EL Nidaa team. This phase provided the relevant information to capture an overview of the project’s performance. It also provided the basis on which primary research data was collected; thus, the main objective.

A review of all received project documentation provided by ENID/El Nidaa team has been conducted during the inception phase. A detailed list of all documents received is included in Annex 2.

B. Primary Research

The second phase mainly relied on a qualitative approach. It relied on In-Depth Interviews (IDIs) with key stakeholders (ENID, UNDP, Government, donors, and El Nidaa Board Members) and Focus Group Discussions (FGDs) with beneficiaries (applying a gender-sensitive approach to ensure women’s inclusion). The objective was to gain reliable insights and to discuss information originally presented in the documents reviewed during the desk review phase. Moreover, answers related to uncertainties identified from the secondary research were resolved.

IDIs and FGDs provide insights & knowledge about personal and group perceptions. It is also intended to extract information that supports all project’s evaluation dimensions². ENID/El

² Assessing project’s relevance, efficiency, effectiveness, sustainability, scalability, level of innovation demonstrated during project implementation, changes that took place during and after the intervention, assessing other project dimensions like gender equality, accountability and transparency in addition to documenting lessons learnt.

Nidaa team were closely consulted and involved as well as relevant stakeholders throughout the evaluation process.

In-Depth Interviews (IDIs)

These IDIs allowed for extraction of qualitative information that are difficult to collect otherwise. Moreover, it opened new fields of information that were unknown or under-represented prior to these IDIs. A total of **28 IDIs** were conducted with ENID, UNDP, Government, donors, and El Nidaa Board Members). IDIs discussed stakeholders' opinions regarding implementation and impact of the project – in terms of the OECD/DAC evaluation criteria³. The sample of stakeholders interviewed was representative to the population they belong to, for example, 50 percent of the main donors were interviewed along with key project staff in Cairo and Office, and all of the main El Nidaa founders and board members.

IDIs techniques that will be followed in this evaluation are:

- IDIs were around 1-1.5 hours long in a one-on-one meeting with each of the group/respondents. Some IDIs conducted in a semi-structured way during the field visits, specifically with the field staff, supervisors, and partner NGOs.
- Some IDIs were conducted virtually for convenience due to the implications of the COVID-19 pandemic conditions.
- IDIs content were transcribed, and its content was analysed according to the information areas identified.

Focus Group Discussions (FGDs) ⁴

Focus Groups were set to benefit from the group dynamics and capturing the diversified experiences and opinions. A total of **4 FGDs** were conducted with Leather, Brass, Wood, and RMG beneficiaries to gather the relevant information. To complement the FGD activity, field visits have been conducted to selected project sites.

FGDs techniques used in this evaluation are as follows:

- FGDs were around 1-1.5 hours long in a group setting of beneficiaries during their work activity at their facilities. In adaptation to field dynamics, discussions with beneficiaries were conducted in a relaxed manner allowing them to present their work and share their experience, while still adhering to the main information areas identified.
- FGDs applied a gender-sensitive approach to encourage strong female participation and to ensure that the views of women are well captured. FGDs were conducted at the premises of the activities to avoid any logistic arrangements that might discourage women from participating.
- The organization and logistics of FGDs was facilitated by ENID.

³ A sample of the semi-structured discussion guide used during IDIs is included in Annex 4.

⁴ A sample of the semi-structured discussion guide used during FGDs is included in Annex 5.

The selection criteria of respondents were based on the geographical distribution of activities to allow the evaluation to have a balanced sample. The recruitment to the FGD was random and merely based on the beneficiaries available on the premise of the activity during the field visit. Prior interviews, interviewees were informed about the purpose of the visit and the next steps in the research process, including how the findings will be shared with them.

Based on the discussion that took place during IDIs and FGDs, the questions presented in the evaluation matrix have been amended to reflect the scope and the evaluation and information gathered. The construction of the final report's analysis was based on the extracted, clustered, and integrated information.

III. Data Analysis

A review of the main documents provided was conducted and guided the formulation of the primary data collection tools used during the primary research phase. Findings from IDIs and FGDs were extracted and combined with findings from the provided documents – and other secondary sources of information. The triangulation of findings from the three outlined sources of data strengthens the analysis to gain deeper and more accurate insights.

Ideally, a sample of control individuals who did not benefit from the project's interventions would have been interviewed. This step could have helped in gaining more comprehensive insights about the outcomes of – relatively - similar individuals who did not benefit from the project. Moreover, it could have helped in understanding the extent of the social spill-over of the project's benefits and its effect on the surrounding social context and community. However, this step was not possible due to time and logistic restrictions and the tightness of the field visit's schedule. Nonetheless, this does not reduce the reliability, nor the validity of the insights gathered from both secondary and primary research – neither does it affect the validity of the analysis, findings, or conclusions.

5. Findings and Analysis

The analysis presented under this section evaluates the performance of ENID project's components as well as the overall performance of the project. The analysis follows the commonly used OECD/DAC criteria *relevance, efficiency, effectiveness, likelihood of impact and sustainability, and other cross-cutting themes.*

I. Relevance

The evaluation highlighted that the project remains relevant to several main national and international priorities for Egypt. More specifically, the project was relevant to *seven* SDGs, *four* main sub-areas under the four UNDAF (2013-2017) outcomes, and four pillars of Egypt's Sustainable Development Strategy: Vision 2030. The project continued to show relevance to the UNPDF (2018-2022) four main outcome areas through its contribution to around *eleven* indicators. This indicates the alignment of ENID/El Nidaa on priority national sectors and areas of focus. The table presented below summarises the areas under international and national strategies that ENID to:

Sustainable Development Goals	UNDAF (2013-2017)	Egypt's Sustainable Development Strategy	UNPDF (2018-2022)
SDG 1 Ending Poverty SDG 2 Ending Hunger SDG 3 Health and Wellbeing SDG 4 Education SDG 5 Empowering Women SDG 8 Creating Jobs SDG 9 Infrastructure, Industrialization and innovation SDG 10 Reducing Regional Inequalities SDGs 6 & 15 Promoting Environmental Conservation	Outcome 1.4 "Poverty alleviation through pro-poor growth and equity" Outcome 2.6 "Quality basic services" Outcome 4.4 "Food security and nutrition" Outcome 5.3 "Environment and natural resource management".	"Economic development" pillar "Poverty reduction" pillar "Social justice" pillar "Environmental conservation" pillar "Women Empowerment" pillar	Indicators 1.1 and 1.9 under "Inclusive Economic Development" Indicators 2.1, 2.10, 2.11, and 2.15 under "Social justice" Indicators 3.1 and 3.5 under "Environmental Sustainability and natural resource management" Indicators 4.4, 4.5, 4.9, and 4.10 under "Women's empowerment"

Furthermore, the project supports different ministries and government arms in the implementation of interventions and the realisation of synergies. For example, and among other partners, ENID/El Nidaa assists the Ministry of Social Solidarity to empower and graduate *Takaful and Karama* beneficiaries. This is done through including them among the target group of the interventions and providing the needed support in the execution of *Forsa* graduation program. Moreover, the foundation and the project support the Ministry of Local Development and Qena Governorate authorities in establishing a cluster for handicrafts in Naqada district in Qena. In addition, ENID/El Nidaa collaborates with the General Authority of Investment (GAFI) on supporting the attraction of foreign and domestic investors to Upper Egypt – nonetheless with limited response from interested investors. Under the agricultural component, the project closely works with the Ministry of Agriculture and Land Reclamation at the central and governorate level to implement several projects and inform policy decisions. Furthermore, during the turbulent phase post 25th of January Revolution - the project responded and adapted to political and socioeconomic changes that took place during that time. This included maintaining smooth and effective relations with relevant Governmental and Regulatory entities despite several changes in its leadership without interrupting the project’s activities.

Prior to the initiation of the intervention, rigorous research has been conducted to properly identify and address the needs of the target group. The evaluation revealed that this has been reflected in the project's design that was originally based on *EDHR 2005 – Choosing our Future: Toward a New Social Contract*, *EHDR – 2008 - Egypt’s Social Contract: The Role of Civil Society*, *EHDR 2010 – Youth in Egypt: Building Our Future*, and *Situation Analysis: Key Development Challenges Facing Egypt (2010)*. Furthermore, the project has benefited in its design from several national strategies and policy documentation, such as *Egypt’s Sustainable Development Strategy Vision:2030* and the *Sustainable Agricultural Development Strategy 2030*. These documentations offered an in-depth review on the situation of Egypt, Qena in specific, women, and youth. The findings derived from these documents have constituted the main basis on which the project was built and designed.

The project was responsive to the shifts in the needs of the target group given the local context. For example, due to changes that took place during the period of Covid-19 outbreak, the project realised the local demand for protective masks and their shortage in the market. The project responded by obtaining a licence for the production of hygienic masks and purchased the necessary equipment to cover the supply shortage in this area. This, also, increased the ability of the project to provide beneficiaries with the needed precautionary and protective measures to sustain the project’s activities. Nonetheless, Covid-19 caused a general drop in Egypt’s output resulting a loss of 600,000 jobs between April and June 2021⁵. Job losses were mainly concentrated in the services sector i.e., hotels and restaurants, sports and recreational activities,

⁵ Breisinger, Clemens; Raouf, Mariam; Wiebelt, Manfred; Kamaly, Ahmed; and Karara, Mouchera. 2020. Impact of COVID-19 on the Egyptian economy: Economic sectors, jobs, and households. MENA Policy Note 6. Washington, DC: International Food Policy Research Institute (IFPRI).

household workers, and industry. More research should be done to assess this impact on workers from Upper Egypt and specifically from Qena to be considered in upcoming activities.

II. Effectiveness

I. Performance against Output-level Targets

Component 1: Upgrading Basic Services

The focus on this component is directed towards human capital development by focusing on education, health, and training. The project committed and delivered literacy classes to women and youth, preschool classes, trained and qualified preschool teachers, conducted awareness raising sessions on different topics related to women empowerment, conducted health campaigns, and supported a number of medical convoys at the village level. The main approach governing this component focused on providing literacy classes combined with vocational training, preschool, classes, medical services, and awareness sessions. Beneficiaries were offered a job opportunity conditional on taking and passing the national literacy exam. Successful candidates received training on sewing and manufacturing ready-made garments in order to join the RMG factory established by ENID/El Nidaa.

Approximately, 9,400 women, youth, and children benefited through the programme's activities. More specifically, more than 80 literacy classes were established in 36 villages benefiting around 1,900 women who – on average – showed 80 percent success rates in the national literacy exams (compared to an average of 54 percent through government adults' education classes). To incentivize women to join literacy classes and vocational workshops, around 45 preschool classes were established and delivered the pre-schooling curriculum - designed and internationally approved - by UNICEF in around 20 villages benefiting around 1,400 children.

Findings from FGDs and field observations go in line with the successfulness of the project in supporting women to overcome a rigid cultural and social barrier that hurdled women from engaging in activities. This reflects a “behavioural change” that has been realised among the target beneficiaries of the project and has been trickled down to their community. – based on field observations.

Component 2: Promoting MSMEs and Entrepreneurship

The second component of the project focused on introducing and expanding the “One-Village-One-Product (OVOP)” Japanese model to promote the development of traditional handicrafts in Qena, Luxor, and Suhag. The main goal is the formation of productive clusters across different locations. Through adopting the OVOP model synergies, economies of scale, and diversification economic activities could be achieved in the long run. The programme, also, established the Maana Manufacturing Complex that hosts the Ready-Made-Garments (RMG) factory and an Artisanal cluster for Kilim and Brass. In addition, the component provided other supporting marketing activities, including among several others: *fair trade certification, exports to the British*

Museum, development of an E-shop, participation in China International Import Expo, and participation in other exhibitions.

The programme introduced 26 handicrafts in 26 villages in Qena, Suhag, and Luxor benefiting more than 1,800 women and youth over the past 9 years. The project supported and developed the selected handicrafts based on a SWOT analysis conducted for the handicrafts that could be hosted at Qena. Based on a needs-assessment and track of available and competent NGOs to host activities, the project introduced and developed – among a number of others - the following handicrafts: *cut and sew, Arabesque and wood turning, sculpting with camel bone, jewellery and fashion accessories, mother of pearl, Alabaster sculpture, leather accessories, kilims, papier mâché, and Oyma woodwork.*

Component 3: Sustainable Agricultural Development

The activities of the third component under the project were derived based on the national Sustainable Rural Agricultural Development policy as well as situation analysis and research production indicating potential areas for interventions. The project interventions covered a wide range of activities including *recycling of residual agriculture waste, farmers field schools for hydroponics, integrated fish farms, milk processing and recycling network, poultry network chain and safe goat raising, molasses production, beekeeping and honey production, and silkworm rearing and silk production.* The programme's activities are active in 33 villages and benefits around 7,100 beneficiaries and created job opportunities for approximately 2,750 beneficiaries – this adds up to a total of 9,900 beneficiaries.

There is variation in the degree of successfulness and progress of activities under this component. This is attributed to the complexity of the innovations. The projects initiated under the component fall on a wide spectrum of interventions that combines *replicability and timespan of return.* For example, on one hand, the establishment of the silk rearing and production facility involves several complex steps across the value chain and the expected return from the activity is more likely to be realised after the completion of all value chain establishment/development activities. On the other hand, activities like recycling of agricultural residues are of high need and applicability, not costly to adopt and sustain, easy to learn, and generates results in the short term. With the same token, all activities under the component were able to demonstrate and provide a useful demo/pilot to community actors for inspiration and to promote the adoption of the activity.

Component 4: Knowledge Dissemination and Policy Advocacy

ENID was able to well document and disseminate the knowledge generated, case studies and lessons learnt to a wide spectrum of relevant stakeholders, development initiatives, practitioners, Government institutions and development partners. A total of 39 policy briefs on

relevant development topics and 19 case studies were developed and disseminated through different channels including ENID/El Nidaa website. Direct support was provided to

Governmental bodies including Qena Governorate, Ministry of Social Solidarity to link to Takaful and Karama” beneficiaries and to provide technical support and guidance to “Forsa” graduation program, as well as “Upper Egypt Local Development Program” supported by different ministries and coordinated by the Ministry of Local Development with focus on promoting different productive clusters and productive activities in Naqada district. ENID annual conference was a successful tool to share experiences and to promote the developed pilots through organized field visits.

III. Effectiveness of key Strategies

The logical framework provided by the project outlines a specific set of outputs that the project committed to deliver along with performance monitoring indicators. The project positioned its model as a mean of women and youth empowerment through the eradication of poverty and generation of income to the household. Furthermore, the project exerted significant efforts towards the outcome related to the improvement of food security. These outcomes were reflected in the outputs indicated in the logical framework of the project. A list of the activities conducted by the project since 2012 to data is presented in Annex 8. The project executed around 70 interventions – among which 4 was directed to Luxor and 1 to Sohag while the remaining were concentrated in Qena. Despite the considerable progress achieved by the project in the area of women empowerment, the logical framework does not spell-out this as one of the main outputs of the project. The interventions implemented were able to help women in Qena to overcome a major cultural and social barrier in terms of their ability to participate in the labour market. Field observations and FGDs findings revealed that women were able to overcome this cultural barrier and participate in paid work reflecting a realization in behavioural change in Qena. However, such an important output of the project remains unhighlighted in the logical framework - although considerable progress has been witnessed. The logical framework of the project for Phase II covering 2017-2021 – presented in Annex 7 - spells out the intended outcomes and outputs of the project. The table below reflects only the outcome of the project for Phase II and the corresponding indicators and target values.

Despite setting the intended outcomes of the project and the respective metric indicators, the project’s annual and progress reports did not directly report on the mentioned indicators. Moreover, the project did not reflect on the logical framework and measure performance against the set outcomes and outputs. Nonetheless, the publish annual reports of ENID included ample information and proxies on progress on the mentioned indicators and outcomes. Furthermore, the indicators set to measure progress in outcomes are more of activity level indicators. These indicators reflect the direct result of the project’s interventions conducted on the ground and their expected outputs. It is expected that outcome level indicators reflect a measurement more on the behavioural level showing the changes that have been witnessed as a result of the direct

outputs of the project. For example, among the indicators that might have been used to reflect “improved well-being of people in Upper Egypt” is the shifts and changes in perceptions towards the participation of women in income generating activities. Capturing the change in this area would have been useful in reflecting the change witnessed in the life of the project’s beneficiaries. moreover, the phrasing of the outcome results would have benefited from being more specific and targeting outcomes that the beneficiaries of the project would benefit from as a result of the project. Consequently, assessing the achievement of intended results cannot be confirmed.

Outcome	Indicator	Baseline Value	Target Value
Improve the well-being of people in Upper Egypt	Number of Geographic locations operationalizing ENID approach	1 Governorate (42 villages)	3 Governorates (60 villages)
	Number of direct & indirect beneficiaries of all ENID activities	4,431 (direct) / 22,100 (indirect)	6,650 (direct) / 33,150 (indirect)
1.1. Increase income in Upper Egypt	Number of new manufacturing clusters established & operational	2 manufacturing clusters established & operational	5 manufacturing clusters established & operational
1.2. Improved food security in Upper Egypt	Number of innovative sustainable agriculture practices & value chains promoted & operational	4 practices & value chains	8 practices & value chains
1.3. Improved basic/public services in Upper Egypt	Number of basic services facilities (educational & health) renovated & supported	7 basic services facilities (educational & health) renovated & supported	11 basic services facilities (educational & health) renovated & supported
1.4. Enhanced knowledge & networks for local economic development	Number of knowledge products & policy events launched to promote ENID approach	30 products + 5 events	50 products + 10 events

Overall, the project was able to deliver the set of outputs spelled out and indicated at the beginning of its first phase and committed to the objectives outlined for the second phase. In addition, along the project’s course of implementation, it was able to generate a set of positive results. Although originally motivated to empower women and youth, the -implicitly implied -results chain and framework did not spell-out specific objectives/outputs related to the social and cultural change realised on the ground. Therefore, the results achieved on the social and behavioural change remain “unintended” and should be well reflected in the logical framework of the project. Despite missing indicators that directly measure this dimension, insight from field visits reflected change on the local in this area. FGDs with beneficiaries revealed the shift in cultural and behavioural

change witnessed during the lifetime of the project. Unlike the norm, females are now able to join jobs and interact with member within their community. Moreover, it was revealed during field visits that woman were not given the chance to participate in decision-making within their household and voice their opinions. Moreover, women reflected on the acquisition of social and interpersonal skills that they have learned during a variety of sessions facilitated and delivered through the project. therefore, FGD and field insights reflected a significant positive change in this dimension that was not reflected neither in the logical framework not the annual report system.

The activities implemented by ENID -generally - showed satisfactory quality of activity/intervention choice compared to the beneficiaries' needs and quality of technical input. The majority – if not all – project activities were based on rigorous research and situation analysis that informed the design of interventions. Therefore, this has been further reflected in the limited number of activities deemed ineffective and terminated (for example, roof gardening activities terminated in rural areas while promoted by private sector in urban areas). Based on the findings of FGDs, beneficiaries indicated that the trainings they received at ENID/El Nidaa helped them to acquire a skill that they were not familiar with prior to joining the activity. The analysis of the findings reflected that beneficiary regarded the trainings they received to be of high quality and relevance to their level of understanding.

The project design focused on developing and enhancing the ecosystem for entrepreneurship in Qena as a prerequisite to ensure the realization of change. This was conducted by ENID/El Nidaa team through – as mentioned in ENID/El Nidaa annual reports - the exploitation of partnerships with key central and local government bodies, such as *Ministries of Investment and International Cooperation, Local Development, Youth and Sports, Housing, Monitoring, Planning, Monitoring, and Administrative Reforms, Social Solidarity, and Agriculture and Land Reclamation.* Furthermore, ENID/El Nidaa was able to establish partnerships with government arms such as *Exports Development Authority, Industry Modernization Centre, and Industrial Training Council.* In addition, to facilitate international market access and opportunities, El Nidaa foundation is, also, a member in both the handicrafts and furniture export councils. Furthermore, the project utilised the strong ties of its founding members to establish partnerships with the private sector to implement a number of interventions. This included collaborations with *National Bank of Egypt, Banque Misr, Banque du Caire, Alexbank, and Commercial International Bank.* Although ENID/El Nidaa succeeded in establishing these partnerships, they resulted in job creation activities rather than fostering entrepreneurship per se.

The private sector engagement within planned and designed activities of the project remains limited, yet a strong foundation was built to support future private-sector-led development. The interventions applied were based on a situation analysis that indicated the existence of a market opportunity that has potential. Consequently, the project's approach was not fully “market driven” i.e., establishing productive units under non-profit NGOs, building capacities of the labour force, and developing the supply chain and market linkages. Market-driven development

activities based on for-profit private businesses or for-profit producer cooperatives tend to be more sustainable since they are based on market needs and ensures the continuation of these activities independently based on free-market forces. In a different context, market demand dynamics would have been assessed and mapped prior the design of interventions followed by providing support to entrepreneurs and pioneering businesses around identified priority crafts and sub-sectors. Nonetheless, the activities and interventions implemented by ENID remain of high benefit and priority as it was building productive activities and supply chains from scratch. This, also, hold true given the limited private sector activity in Qena -and Rural Upper Egypt in general. With the same token of analysis, the evaluation highlighted the importance of shifting more attention towards deeper understanding of the market dynamics and to integrate private-sector-led approaches in future activities to replicate successful pilots and bring it to scale.

The flagship model implemented under ENID (under the promotion of MSMEs and entrepreneurship component) is the “One-Village-One-Model (OVOP)” adopted from the Japanese successful experience and implemented in several countries. The OVOP model is considered among the endogenous development schemes building on three main pillars: *(1) creating globally accepted products that reflect pride in the local culture, (2) realisation of OVOP through independent action utilising the potential of the region, and (3) fostering of people with challenging and creative spirit.* Countries that provided successful adoption experiences followed an entrepreneurship fostering approach that called for the application for the OVOP through competitions and the provision of start-up accelerating and supporting activities. For example, the application of the “One Commune, One Producer (OCOP)” in Quang province in Vietnam followed the model of encouraging entrepreneurship and supporting them in promoting the exports of their products. The example of applying a private sector led-approach motivates the inclusion of young-entrepreneurs who provide ideas that fit their community. This paves the road for sustainable change and the initiation of activities that can be maintained by the community after the withdrawal of the project. ENID implemented the OVOP model primarily through creating productive units under an NGO (El Nidaa and others) and training workers on the crafts from the Egyptian heritage, in many cases implanting a new craft to the that has been already fading. This is an effective step for initiating future productive clusters, which indicates potential likelihood of future success. This could be observed through the creation of technical and business skills, and supply chain networks that is likely to spur further productive activities. Nonetheless, future activities should - consciously - shift towards cluster development through encouraging entrepreneurship within implanted and developed productive activities. The majority of families’ income in Qena comes from agricultural activities that includes limited value added with limited income generated. Therefore, introducing new activities and crafts to the region was of high importance.

The evaluation revealed that the significant results of the project observed can be attributed to the project’s effective targeting to the partnering NGOs. This stems from the **Bottom-Up Approach** which- that ENID/El Nidaa follows and – entails extensive work at the grassroot level with local

key market players. The project surveyed around 400 active NGOs operating in Qena of which competent NGOs were selected. ENID shortlisted and partnered with approximately 75 NGOs who proved *practical experience record in community development, organizational structure and book-keeping transparency, potential to effectively host and accommodate indicative activities, ability to sustain activities after the withdrawal of ENID and committed to sign protocols that clearly indicates statements of rights and duties*. IDIs with a number of NGOs reflected the results of the capacity building sessions delivered by the project to strengthen their capacity. Furthermore, an NGO among the ones that host a preschool class started to independently apply the curriculum they adopted from ENID to additional new cohorts not supported by the project.

The evaluation showed that the successful participation of women and the realisation of behavioural change was fostered by a gender sensitive approach. The project followed a gender sensitive approach to ensure the effective engagement of women in the project's activities. The approach has been mainstreamed across activities through working with grassroot NGOs that are relatively close to women's location and have previous record of social work with the surrounding community. This has been fostered further through delivering other awareness raising sessions that contributed to women's participation in the provided activities and widened their areas of knowledge. These factors helped the project to establish and build trust with the beneficiaries which facilitated the engagement of women. The trust and reputation of the project allowed El Nidaa foundation to have social rapport within the community and encourage other potential beneficiaries to be interested to join the activities provided. FGDs with beneficiaries revealed that the activities of the project take place in a neighbouring and reputable NGO. This enabled women to convince their families to participate in the activities and interact with other members within the community. This further confirms the application and successfulness of a gender sensitive approach.

IV. Efficiency

The cost of the overall project's activities against achieved outputs is reasonable and justified. The project was able to result in positive cultural and behavioural change towards women empowerment. To realise social change, activities implemented should have been sustained for a long period of time to set examples, break the culture, and raise aspirations. Consequently, given the behavioural shift witnessed, the project was able to result in a positive social change in a considerable period of time at a – seemingly- justified cost. Nonetheless, the direction of future directions and efforts should be directed more towards capitalising on the provided proof of concepts and successful pilots. Moreover, the provided examples should be used for demonstration to expand the benefit realised on a wider scale.

The project relied on establishing a strong grassroot team at Qena to facilitate decentralized project governance. The division of tasks among Cairo and Qena offices allowed the project to ensure high efficiency of activities. The availability of a team based in Qena ensures the creation of best practices that might be scaled up to other governorates in Upper Egypt. Qena's team

consists of almost 25 employees responsible for project management, carrying administrative tasks, monitoring and evaluating project's interventions, liaising between grassroots NGOs, beneficiaries, and Cairo's office to keep the project responsive to the needs of the target group. The establishment of a competent team ensured the ease and efficiency of operations in Qena as well as reduced unnecessary budget burdening expenditures, such as travel expenses.

Based on the available and initial budget allocation among different categories of expenses, the evaluation revealed that around 50 percent of the budget is directed towards expertise, technical assistance, and management of activities. The personnel costs of ENID/EL Nidaa amounted for \$1,546,849 which is equivalent to 26 percent of ENID/EL Nidaa expenditures between 2016-2021. Moreover, the cost of establishing the activities and technical assistance reached 23 percent of the expenditures allocated covering the same period – amounting for 23 percent. On the other hand, travel and logistics constituted a smaller share equivalent to 5 percent which amounts to \$298,259. This is very legitimate for the type of pioneering interventions implemented by ENID/ El Nidaa. Business models needed to be carefully studied and assessed, supply chains were built from scratch, substantial work was done on developing the human capital in a challenging context, and a remarkable effort was exerted to make the different models and facilities work in a very challenging business and public governance environment. All of this indicate that the project was able to provide the right mix of technical and management expertise efficiently. Moreover, the project capitalized on the competent local calibres who informed and ensured smooth implementation of activities.

The project's annual reports follow an activity-based reporting style that does not emphasize the multidimensional results of the project. Through the interventions implemented in Qena, ENID/El Nidaa was able to break a cultural and social norm that has been prevailing in the region for years. Based on FGD findings, the project succeeded to engage women in its activities and changed their behaviour and the behaviour of the members of their surrounding environment. Despite the valuableness of the result achieved, this was not captured through the monitoring system and the annual reports of the project. If this – challenging - change was captured, it could have quantitatively portrayed a higher return-on-costs/funds invested into the project activities and further highlighted the achievements of the project in the area of efficiency.

I. Likelihood of Impact and Sustainability

Despite the progress in the macroeconomic and development indicators of Qena the contribution ENID/El Nidaa cannot be quantitatively measured. The project provided an ample number of achievements and benefited a wide number of beneficiaries. However, the causal relationship attributing this progress to the interventions implemented by ENID/Al Nidaa is challenging and almost impossible to be proven. There are several external factors that could have contributed to the change witnessed in these indicators that goes beyond ENID/El Nidaa. For example, improvements in transportation and infrastructure, remittances sent by internal or external migrants, community-based initiatives, and other development projects/interventions

operating in Qena as well. This is reflected in the Local Development Program commissioned by the government in Upper Egypt which encompasses Qena. Therefore, the existence of external and confounding factors affecting the macroeconomic and development indicators of Qena makes the exercise of measuring the contribution of ENID/El Nidaa to these indicators challenging and a causal relationship cannot be confirmed.

The provision of capacity building and technical assistance to partnering NGOs ensures the continuation of activities after ENID/El Nidaa's withdrawal. Capacity building was provided to NGOs and a pool of active leaders included, among several others, trainings on monitoring and evaluation, curriculum development, and human resources management. This introduces an element of sustainability into the interventions implemented. Moreover, the project in many interventions depended on trainers and figures from local communities and created agents of change adding to sustainability. Given the social responsibility of the NGOs, many of the activities will continue to be operated through this drive. To ensure the maximum benefit of initiated productive activities, and to realize a multiplier effect, it should be replicated by aspiring and profit-driven entrepreneurs. This calls for the design and implementation of an exit and graduation strategy to ensure that partnering NGOs can sustain and expand their activities independently - or with minimum support. Furthermore, future interventions should focus on encouraging and promoting the replication of the presented and piloted economic activities by local entrepreneurs.

The evaluation reflected that ENID/El Nidaa capitalised on the successful calibres that the project contributed to their formulation to manage some of the project's facilities. This strengthens the local lens of the project since these graduate beneficiaries have a fair understanding of the environment in which the facility is operating. This promises the graduation of beneficiaries to the withdrawal phase smoothly and the cost-efficiency the project is realising through this channel.

ENID/El Nidaa has been contributing to the development of the entrepreneurial mindset and an enabling ecosystem that shall be harvested in the medium and long run. An important aspect of building entrepreneurs is the accumulation of hands-on experience on the job and the development of skills, business awareness and networks. Through the exposure of women and youth to the business environment within the implemented productive activities, the likelihood of realising impact through these interventions in the long run increases. This has been reflected in the number of calibres who graduated from the workshops of the project to be responsible for the management of activities and currently running the managerial responsibilities of different project's sites. This increases their exposure to the business and market environment as well as exposes them to on-the-job acquaintance with legal procedures, finance and cash flow responsibilities, supply chain management, and other essential entrepreneurial skills. This constitutes an important element in the likelihood of impact and sustainability of the project's activity through behavioural change. Consequently, calibres built as a result of the previous

project interventions should be capitalised on and used as agents of knowledge/change. During the coming phase, ENID is planning to exposure beneficiaries to the business and market environment to ensure their ability to sustain their operations after the phase out of the project. Nonetheless, El Nidaa remains an important player acting as the link between the beneficiaries in Qena and the local market in Cairo as well as facilitating exporting opportunities. Furthermore, to improve the exit strategy of the project, ENID could initiate to collaborate with other initiatives and projects that can work on the support of the MSMEs established to reach maturity.

The project contributed to the empowerment of women in Qena and showed significant cultural as well as behavioural change in the beneficiaries' perception and their surrounding community. The majority of men tend to work-migrate from Upper Egypt – either internally or externally – to improve the standard of living of their family. This left the region with a large population of women comprising an untapped potential that if utilised effectively and complemented with other factors, it could initiate an initial step towards realising change in the business activity in the region. This cultural and behavioural change is likely to stay and multiply within the community as well as within the coming generations. Nonetheless, the organic rate at which this change can multiply and accelerate could be catalysed through interventions that specifically target this area. This expands and accelerates the incidents of positive deviance realised and ensures sustainability – if relevant interventions have been incorporated in future plans.

The model depicted by ENID/El Nidaa provided an example of the utilisation of the labour force endowment of Qena to develop their skills and improve their standard of living. The continuation and sustainability of the activities benefiting this target group mainly depends on their ability to sustain these market transactions independently from ENID. For sustainability, activities addressing women empowerment issues should include easy-to-acquire skills, home-based activities, and market-driven in order for women to be able to continue the transactions on their own.

The trade-off between the maturity and extent of impact, time, and cost of the interventions remains a challenge to the project. The previous phases of the project were able to provide an ample number of demonstrations and pilots that could guide future successful interventions. Consequently, the approach through which some interventions are implemented on the ground calls for a change in the model's mandates in future phases. For example, under the agriculture development component, there is a wide spectrum of activities that can be utilized for immediate replication with short-term gains such as utilization of agricultural waste or safe keeping of improved goat breed among other examples. Other examples still need future efforts in establishing and completing the supply / value chain such as the silk production. Future investments shall take into consideration the budgets and durations imposed by development partners in the smartest ways to ensure highest possible impact.

6. Conclusions

I. The project is overall relevant and designed to address the needs of the target group.

The project was able to properly design an integrated development model that addresses priority areas in Egypt's development plan and vision. Furthermore, the interventions designed and implemented responds to the needs of the target group and addresses some of the main challenges they face.

The project was able to respond and adapt to contextual changes that affected the activities happening on the ground, such as socioeconomic and political turbulences. Furthermore, the project presence on the ground increased its ability to understand and respond to local dynamics. For example, the project was able to adapt quickly and provide hygienic masks in a period of shortage in supply during the Covid-19 pandemic outbreak.

II. The project's design offered an "Integrated Development Model" while reviving crafts that were fading.

This has been reflected in the provision of literacy classes combined with vocational training workshops that later provides a job opportunity to successful graduates within the productive activities that the project offers. Accounting for the cultural and social context in Qena, pre-school classes were offered to (1) upgrade basic services offered to children and (2) encourage women to participate in the activities knowing that they can leave their children to take part in these activities. In addition, most of the project's interventions were offered within a geographically proximate location to the beneficiaries to help them overcome any logistical challenges that they might face.

The project conducted rigorous research and analysis to the situation of Qena to identify the sectors of interest. This resulted in a design that was catered to the needs of the target group. Therefore, the crafts in which project activities were concentrated were among the cultural and historical crafts on the edge of fading from the market. Furthermore, the skills needed to master the crafts initiated did not seem impossible for women to get acquainted with and learn.

III. Notable performance in terms of project management and resource efficiency.

The distribution of tasks across Cairo and Qena's office increased the efficiency of management and contributed to the swift responsiveness of the project to contextual shifts. Qena's team is aware of the needs and challenges of the target group, thus, this increases the relevance and effectiveness of the project interventions.

The project capitalised on the beneficiaries who showed notable performance among their peers and offered them the chance to manage project facilities. This motivates the beneficiaries and increases their aspirations through crystallizing a successful model that comes from their group/community. Furthermore, this enhances the efficiency of the project in terms of capitalising on the human capital generated and the handover of activities to community actors.

IV. The project generated behavioural and cultural change tackling the condition of women.

Given that the design of the model accounts for cultural factors, the project was able to offer supporting facilities that enabled women to participate in the activities. This contributed to a cultural and behavioural breakthrough that women witnessed within their community through which they were able to participate in income generating activities, interact with other members of their community, get acquainted with social and interpersonal skills, get exposed to the market and business environment, affect other women in their community, and contribute to having an impact that would multiply within their society and trickle down to future generations.

V. Several elements of sustainability are embedded within the model's design which will generate results in the long run.

These elements include the activities that contribute to the development of the entrepreneurial mindset in the future. This is happening through the exposure of the beneficiaries to the business and market environment while building the skills required to perform the job. In the long run, this will echo into a number of entrepreneurs who are capable of starting and running their own business.

Furthermore, the design induced behavioural and cultural change that shall echo into other dimensions of women's lives. In addition, the shift in norms and perceptions will continue spreading within the community and to neighbouring ones. These elements of sustainability have been dictated on the project by design, which contributes to the likelihood of a lasting impact of the project activities. Moreover, the capacity building and technical assistance provided to partnering NGOs contributes to the development of the community in the long run and to the dissemination of knowledge that will eventually occur.

VI. There is a good opportunity to include private-sector-led approaches in an upcoming phase.

The project studied the potential of the work force in Qena and identified the sectors that will be the focus of the interventions provided. At this stage, the project used the NGO model in many of the interventions and proceeded with implementing the interventions and acquainting the beneficiaries with the needed technical and business skills.

The interventions and activities have reached a satisfactory maturity level that allows the introduction of private-sector-led approaches to the model. This would enhance the sustainability and impact of the activities and contributes to the ability of beneficiaries to sustain these activities on their own after the withdrawal of ENID/El Nidaa.

VII. There is room for improvement in the project's logical framework and progress indicators.

Despite showing notable and exceptional progress in terms of witnessing a behavioural shift within the community and empowerment of women, this is not reflected in the logical framework of the project. Therefore, revising the logical framework and reflecting the behavioural change witnessed and the contribution to building an entrepreneurial mindset needs to be reflected in the outputs, outcomes, and progress indicators.

VIII. The achieved success under the piloted interventions calls Successful pilots and demonstrations presented leave room for shifts in the project's mandates towards scalability and replicability.

ENID/El Nidaa successfully offered more than 50 piloted interventions over the past 9 years. These interventions – under different components – fall on a spectrum where there is a trade-off between results' maturity, time, and cost. Therefore, future interventions and efforts should be focused on the interventions that – relatively - balances the trade-off and other activities that increases the replicability of the activities implemented.

7. Recommendations and Lessons Learned

I. Recommendations

Since this evaluation serves as the final evaluation for ENID/El Nidaa (for which activities will end in 2021), the recommendations are categorized and directed to ENID/El Nidaa team, UNDP, and the Government.

A. Recommendations for ENID/El Nidaa

It is recommended that ENID/El Nidaa continue implementing its interventions with a special focus on expanding successful models while focusing on elements of sustainability.

Recommendation 1: Focus future efforts towards improving the business maturity of existing successful initiatives rather than initiating new ones, unless highly recommended based on community needs or complementing segments of the value chain. Given the achieved cultural change, skills development, and operational stability, there is an imminent need for improving business stability and better integration in the market system. With this, more attention needs to be diverted towards capturing these activities through the logical framework indicators on the outcome and output level.

Recommendation 2: Increase the coverage of selected successful models to reach a higher impact. Expansion could entail increasing home-based productive activities, graduating entrepreneurs from an existing base of skilled workers and supervisors, covering additional phases of the value chain, new interventions based on contemporary community needs and establishing partnerships with the private sector to replicate successful models with profit-oriented investors. This could be further supported by the government through the facilitation of the establishment and development of productive cooperatives.

Recommendation 3: Expand in the knowledge dissemination role as a core function. Thus, to act as a “Knowledge Hub” for local communities, women groups, other development initiatives, private sector, and policy makers. This requires focused efforts not only in documenting and publicising lessons learnt, success stories and policy recommendations, but could be expanded to organizing practical trainings, field visits, apprenticeships, and frequent awareness raising visits to women groups.

B. Recommendations for UNDP

It is recommended that UNDP utilize ENID’s successful pioneering interventions as a development vehicle with focus on knowledge management, replicability, and increased impact.

Recommendation 1: Continue supporting the project in resource mobilization and design for a coming phase to reach sustainability of existing successful initiatives considering its core role as a “Knowledge Hub” serving scalability and higher impact. Moreover, further support can be provided in digitization some of the activities. Further support should be provided to the innovation activities under the agricultural component and to encourage expanding it to other programs under ENID. Furthermore, this include providing support to the government in implementing national programs and initiatives inspired by best practices from ENID/El Nidaa.

It is recommended to develop clear success indicators reflecting scale and impact such as spin-off women led businesses, private investments, and number of replications.

Recommendation 2: Integrate private-sector-led approaches in the local development formula to ensure development of local entrepreneurs and flow of private sector investments. In challenging contexts, impact and innovation funds could be used as incentivizing tools supporting technical assistance and business development services. ENID/El Nidaa is also considering working on reverse migration of potential local investors.

II. Lessons Learned Throughout the Evaluation

- The notable achievements under ENID were facilitated by the continuation of the activities' operation for a considerable period of time. This is essential to ensure that it reached maturity and to build a strong foundation for replication and scaling.
- The results of evidence-based research and policy briefs produced through the experience of ENID informed public policies. This accelerates and fosters the effectiveness of public policies.
- The observed inability of activities to be independently sustained and operated calls for the integration of Private-Sector-Led approaches in the development formula.

1. Evaluation Matrix

Relevance			
Main Evaluation Question			
1. To what extent was the project in line with the SDGs, national development priorities, and the UNDP Egypt's Country Outcomes Programme?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. What are the SDGs tackled through the project?	<ul style="list-style-type: none"> ● # of pillars under the project's focus areas aligned with SDGs 	<ul style="list-style-type: none"> ● Project document/secondary ● SDGs Report/secondary 	<ul style="list-style-type: none"> ● Documents analysis
b. What and how are the national development priorities addressed in the project design?	<ul style="list-style-type: none"> ● Extent to which project outcomes fit under each identified pillar in the Egypt's Sustainable Development Strategy 	<ul style="list-style-type: none"> ● Egypt's SDS Vision Report/Secondary ● Project document/secondary ● SDGs Report/secondary ● Annual project reports/secondary 	
c. To what extent does the project contribute to achieving the outputs of UNDP Egypt's Country Outcomes Programme?	<ul style="list-style-type: none"> ● Extent to which project outcomes are in line with Egypt's Country Outcomes Programme 	<ul style="list-style-type: none"> ● UNDP Country Programme Report/Secondary ● Project document/secondary 	
d. To what extent does the project align with other national programs and initiatives?	<ul style="list-style-type: none"> ● Extent to which project initiatives/activities/outcomes aligned with national programs and initiatives 	<ul style="list-style-type: none"> ● Egypt's SDS Vision Report/Secondary ● Project document/secondary ● Annual program reports/secondary 	
Main Evaluation Question			
2. To what extent is the project relevant to the theory of change proposed to achieve the country's main priorities?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. To which pillars of Egypt's Sustainable Development Strategy are the different project's outcomes aligned?	<ul style="list-style-type: none"> ● # and category of pillars in Egypt's SDS tackled in the project's outcomes 	<ul style="list-style-type: none"> ● Logical framework/secondary ● Project document/secondary ● Egypt's SDS plan/secondary 	<ul style="list-style-type: none"> ● Documents analysis
b. To what extent to which strategic cooperation was fostered between the project and national entities?	<ul style="list-style-type: none"> ● # of meetings/workshops/discussions conducted with local governmental entities ● # of activities/initiatives agreed upon with the government prior and during the project 	<ul style="list-style-type: none"> ● Project document/secondary ● Project progress reports/secondary ● IDIs with representatives from governmental entities/primary ● IDIs with the project team/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis
Main Evaluation Question			
3. To what extent were lessons learned from other relevant projects considered in the project's design?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis

<p>a. What are other relevant projects and initiatives that ENID is building on/collaborating with and in which areas?</p>	<ul style="list-style-type: none"> ● # and area/type of key relevant activities/projects/initiatives that the project is adopting 	<ul style="list-style-type: none"> ● UNDAF reports/secondary ● UNDP country reports/secondary ● governmental publications /secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis
<p>b. What challenges and further lessons learned during implementation of relevant experiences? (relevance to local context/degree of adaptation)</p>	<ul style="list-style-type: none"> ● # and type of challenges identified prior and during implementation ● # of suggestions for improvements recommended by the team 	<ul style="list-style-type: none"> ● Project documents /secondary ● IDIs with project team/primary 	
<p>Main Evaluation Question</p> <p>4. To what extent were perspectives of those who could affect the outcomes, and those who could contribute with information or other resources to the attainment of stated results, considered during the project design processes?</p>			
<p>Specific Evaluation Question</p>	<p>Indicator</p>	<p>Data Source/Collection Method</p>	<p>Method of Data Analysis</p>
<p>a. To what extent were local communities and local actors participating in the project design?</p>	<ul style="list-style-type: none"> ● #of meetings, workshops, research activities conducted, MOUs signed prior/during project design ● # and type of key development areas/project activities/investments aligned with local communities and local actors' initiatives 	<ul style="list-style-type: none"> ● Project documents /secondary ● Project progress reports/secondary ● IDIs with local communities/primary ● IDIs with project team/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis
<p>b. To what extent were project's key activities pre-discussed with relevant governmental authorities?</p>	<ul style="list-style-type: none"> ● #of meetings, workshops, agreements, and support letters ● # of key activities/ investments agreed upon with the government during the design of different project proposals 	<ul style="list-style-type: none"> ● Project documents /secondary ● Project progress reports/secondary ● Proposals to donors/secondary ● IDIs with representatives from the government/primary ● IDIs with project team/primary 	
<p>Main Evaluation Question</p> <p>5. To what extent does the project contribute to the socio-economic empowerment of the target group (women and youth)?</p>			
<p>Specific Evaluation Question</p>	<p>Indicator</p>	<p>Data Source/Collection Method</p>	<p>Method of Data Analysis</p>
<p>a. To what extent does the project outcomes benefit all segments of the target group?</p>	<ul style="list-style-type: none"> ● % and type of project activities directed towards youth ● % of project activities disaggregated by gender and age ● % of project activities disaggregated by gender, age, and location 	<ul style="list-style-type: none"> ● Project document /secondary ● Logical framework/secondary ● Annual progress reports/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis

b. To what extent did NGOs focusing on both target groups contribute—with knowledge and expertise – to the project?	<ul style="list-style-type: none"> ● # of NGOs focusing on youth and women issues ● # of NGOs activities disaggregated by age and gender 	<ul style="list-style-type: none"> ● Project documents /secondary ● Logical framework/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
c. Does the design project activities/strategies empower all segments of target groups equally?	<ul style="list-style-type: none"> ● % of project activities disaggregated by gender, age, and location 	<ul style="list-style-type: none"> ● Project document /secondary ● Logical framework/secondary ● Annual progress reports/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	

Effectiveness			
Main Evaluation Question			
1. To what extent were the project outputs achieved?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. To what extent were targets per project components (training/education/infrastructure/policies) achieved?	<ul style="list-style-type: none"> ● % of targets per project component achieved 	<ul style="list-style-type: none"> ● Project document/secondary ● Logical framework/secondary ● Annual progress reports/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis
b. How did the design of the project enable the achievement of its outputs?	<ul style="list-style-type: none"> ● # of success enabling factors 	<ul style="list-style-type: none"> ● Project document/secondary ● Logical framework/secondary ● Annual progress reports/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
c. Are there any external factors that contributed to the achievement of project's operations?	<ul style="list-style-type: none"> ● # of identified external factors ● % of identified external factors that affected the project's operations 	<ul style="list-style-type: none"> ● Project document/secondary ● Logical framework/secondary ● Annual progress reports/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
d. What challenges did external factors impose on the project? How were they addressed?	<ul style="list-style-type: none"> ● # and type of challenges caused by external factors identified ● # of challenges addressed by the project 	<ul style="list-style-type: none"> ● Project document/secondary ● Logical framework/secondary ● Annual progress reports/secondary 	

	<ul style="list-style-type: none"> ● # of factors that enabled/disabled the mitigation of challenges 	<ul style="list-style-type: none"> ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
e. Where there any unintended outcomes? If any, what are the factors that contributed to them?	<ul style="list-style-type: none"> ● # of unintended outcomes identified ● # and type of factors contributing to the unintended outcomes ● % of external/internal factors contributing to the unintended outcomes 	<ul style="list-style-type: none"> ● Project document/secondary ● Logical framework/secondary ● Annual progress reports/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
Main Evaluation Question			
2. In which areas does the project have the greatest achievements? what have been the supporting factors? How can the project build on or expand these achievements?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. What were the main areas of achievements under each of the four project components?	<ul style="list-style-type: none"> ● % of outputs achieved under each project component 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis
b. What have been the enabling factors and why? (design/execution strategies/external factors/regulatory issues/lack of enabling conditions)	<ul style="list-style-type: none"> ● # and type of success enabling factors identified 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
c. How and to what extent did the project contribute to facilitating these factors? If not, why?	<ul style="list-style-type: none"> ● % of success enabling factors caused/not caused by project activities/initiatives 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
Main Evaluation Question			
3. In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. What were the main challenges faced in each of the four project components?	<ul style="list-style-type: none"> ● # and type of challenges identified under each project component 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis
b. What have been the constraining factors and why? (design/execution strategies/external factors/regulatory issues/lack of enabling conditions)	<ul style="list-style-type: none"> ● # and type of contributing factors identified disaggregated by direct and indirect impact 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary 	
c. How and to what extent did the project address these factors? If not, why?	<ul style="list-style-type: none"> ● # and type of contributing factors addressed by the project 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with NGOs/primary 	

		● IDIs with team members/primary	
Main Evaluation Question			
4. Are the project's outputs clear, practical, and feasible within its frame? And linked to the project's objectives?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. To what extent are the project's key activities and outputs relevant to the intended outcomes?	● % of key activities aligned with the intended outcomes,	● Project document/secondary ● Annual progress reports/secondary	● Documents analysis
b. To what extent is the project monitoring the behavioral/institutional changes resulting from implemented activities/outputs?	● # and type of outcome level/change indicators captured by the project ● level of awareness/implementation of RBM throughout project activities	● Project document/secondary ● IDIs with project team/primary ● Annual progress reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary	● Documents analysis ● Interviews and qualitative analysis
c. What is the extent of measurability, validity, and relevance of the KPIs mentioned in the logical framework?	● % of measurable/relevant KPI for each component	● Project document/secondary ● Annual progress reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary	● Documents analysis ● Interviews and qualitative content analysis
d. To what extent were the project's outputs feasible within the project's set time frame?	● % of activities or projects completed on time under each component	● Project document/secondary ● Annual progress reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary	
Main Evaluation Question			
5. To what extent have stakeholders been involved in project implementation?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. To what extent partnerships with NGOs/local communities/local actors/government/private sector were utilised?	● # and type of partnerships established prior and during the project with local organisations and partners ● % of activities conducted in collaboration with partners	● Project document/secondary ● Annual progress reports/secondary ● Proposals reports/secondary ● FGDs with NGOs/primary ● IDIs with team members/primary	● Documents analysis ● Interviews and qualitative content analysis

Efficiency

Main Evaluation Question			
1. To what extent was the project management structure as outlined in the project document efficient in generating the expected results?			

Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. The division of labour between senior and junior staff and across project components	<ul style="list-style-type: none"> • % and type of division of labour across project components and locations 	<ul style="list-style-type: none"> • Project document/secondary • Annual progress reports/secondary • Organisational chart/secondary • IDIs with team members/primary 	<ul style="list-style-type: none"> • Documents analysis • Interviews and qualitative content analysis
b. The degree of task division between Cairo Office and Qena office	<ul style="list-style-type: none"> • % and type of task division between Cairo Office and Qena Office 	<ul style="list-style-type: none"> • Project document/secondary • Annual progress reports/secondary • Organizational chart/secondary • IDIs with team members/primary 	
Main Evaluation Question 2. To what extent have the project implementation strategy and execution been efficient and cost-effective in the use of all available resources (funds, human, ..etc.)?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. To what extent did the project rely on NGOs in executing the project activities?	<ul style="list-style-type: none"> • # and type of activities implemented by NGOs • # and type of activities implemented by other partners 	<ul style="list-style-type: none"> • Project document/secondary • Organisational chart/secondary • FGDs with NGOs/primary • IDIs with team members/primary 	<ul style="list-style-type: none"> • Documents analysis • Interviews and qualitative content analysis
b. To what extent did the project rely on in-kind contributions from partnering NGOs? Were they useful?	<ul style="list-style-type: none"> • % of contributions by NGOs 	<ul style="list-style-type: none"> • Project document/secondary • Annual progress reports/secondary • Budget document/secondary • FGDs with NGOs/primary • IDIs with team members/primary 	
c. Were participants required to provide financial contributions to benefit from the project's activities?	<ul style="list-style-type: none"> • % of in-flow of funds from participants contributions 	<ul style="list-style-type: none"> • Project document/secondary • Annual progress reports/secondary • Budget document/secondary • FGDs with NGOs/primary • IDIs with team members/primary 	
d. What were the most time and budget consuming activities conducted by the project team?	<ul style="list-style-type: none"> • % of funds spent across different project activities 	<ul style="list-style-type: none"> • Project document/secondary • Annual progress reports/secondary • Budget document/secondary • FGDs with NGOs/primary • IDIs with team members/primary 	
Main Evaluation Question 3. To what extent do the M&E systems utilized by the project ensure effective and efficient project management?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis

a. Do the project's M&E procedures provide sufficient basis (clear causal links/theory of change/logical framework/data/indicators) for evaluating performance and decision making?	<ul style="list-style-type: none"> ● # of clear causal links identified ● # of relevant and clear indicators ● % of indicators that have data references ● % of outputs to its respective indicators 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● IDIs with project team/primary ● IDIs with NGOs/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative content analysis
b. To what extent were project operations altered during implementation in response to M&E results? (Adaptive management techniques)	<ul style="list-style-type: none"> ● # of project operations altered in response to M&E feedback 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● IDIs with project team/primary ● IDIs with NGOs/primary 	

Results and Sustainability

Main Evaluation Question

1. Are there any financial risks that may jeopardize the sustainability of project outputs?

Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. How and to what extent did the project's design account for creating financial sustainability for activities established? (indicators?)	<ul style="list-style-type: none"> ● # of indicators that measure financial sustainability ● # and type of activities designed for ensuring financial sustainability 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● IDIs with project team/primary ● IDIs with NGOs/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative content analysis
b. To what extent will project activities continue to operate after the end of the project and donor's support?	<ul style="list-style-type: none"> ● # and type of projects that can achieve self-sustaining financial stability 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary ● FGDs with project team/primary 	
c. What are the financial risk mitigation strategies developed by the project to ensure long-term sustainability?	<ul style="list-style-type: none"> ● # and method of financial mitigation strategies introduced by the project 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary ● IDIs with project team/primary 	

Main Evaluation Question

2. Are there any social or political risks that may jeopardize sustainability of project outputs?

Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. How and to what extent was the project designed given the continuously turbulent social and political conditions in Egypt?	<ul style="list-style-type: none"> ● # of risk mitigation strategies outlined to overcome possible social and political risk 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary ● IDIs with project team/primary 	<ul style="list-style-type: none"> ● Documents analysis

	<ul style="list-style-type: none"> ● # and type of policies pre-designed in anticipation of political or social unrest 		<ul style="list-style-type: none"> ● Interviews and qualitative content analysis
b. To what extent project activities are flexible or adaptable to unforeseen circumstances?	<ul style="list-style-type: none"> ● # and type of project activities that responded to sudden changes 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary ● IDIs with project team/primary 	
Main Evaluation Question			
3. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. What are the legal and regulatory challenges that pose threats to the sustainability of the project benefits? How were they addressed?	<ul style="list-style-type: none"> ● # and nature of laws and regulations addressed by the project ● # of discussions and letter of agreements with local governmental entities 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● IDIs with representatives with relevant governmental entities/primary ● IDIs with team members/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative content analysis
b. To what extent were ENID's best practices adopted/replicated/scaled-up by other organisations/government?	<ul style="list-style-type: none"> ● # of organisations that partnered with the project ● # of national initiatives building on ENID's best practices ● # of third-party organisations that benefited from the project capacity building 	<ul style="list-style-type: none"> ● Annual reports/secondary ● IDIs with partnering organisations/primary 	
Main Evaluation Question			
4. To what extent do mechanisms, procedures, and policies to exist allow primary stakeholders to carry forward the results attained by, both, women and youth in human development and sustainability?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. Does the project strategies facilitate continuous future participation of target groups in all activities?	<ul style="list-style-type: none"> ● # and type of activities designed disaggregated by gender and age 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary ● FGDs with project team/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative content analysis
b. What specific business models have been adopted to ensure the sustainable involvement of the target groups beyond the	<ul style="list-style-type: none"> ● # and type of changes done in nature of activities implemented 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	

life-time of the project? (sector, type of activity, location, mode of activity)			
c. How and to what extent institutional frameworks affecting both target groups were changed to ensure sustainability?	<ul style="list-style-type: none"> # and effects of regulatory laws and policies affected by the project disaggregated by gender and age 	<ul style="list-style-type: none"> Project document/secondary Annual progress reports/secondary FGDs with beneficiaries/primary 	
Main Evaluation Question			
5. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. To what extent did the project's experience contribute to replications in other regions?	<ul style="list-style-type: none"> # of projects replicated based on the documents/lessons/case studies shared 	<ul style="list-style-type: none"> Project document/secondary Annual progress reports/secondary FGDs with beneficiaries/primary 	<ul style="list-style-type: none"> Documents analysis Interviews and qualitative content analysis
b. Extent of beneficiaries and stakeholders' awareness about the knowledge products produced?	<ul style="list-style-type: none"> # of beneficiaries aware of the availability of the material 	<ul style="list-style-type: none"> Project progress reports/secondary FGDs with beneficiaries/primary 	
c. Are there sufficient and convenient methods through which beneficiaries can access the relevant documented project's material?	<ul style="list-style-type: none"> # of beneficiaries who were able to access the material # factors that enabled/disabled beneficiaries from accessing the material 	<ul style="list-style-type: none"> Project progress reports/secondary FGDs with beneficiaries/primary 	

Gender, Social Inclusion, and Environment			
Main Evaluation Question			
1. To what extent have disadvantaged and marginalised groups benefited from the work of UNDP in the country?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. How and to what extent the designed strategies empower, and benefit disadvantaged and marginalized groups?	<ul style="list-style-type: none"> % and type project activities participants disaggregated by poor, indigenous, and physically challenged individuals 	<ul style="list-style-type: none"> Project document/secondary Annual progress reports/secondary FGDs with beneficiaries/primary 	<ul style="list-style-type: none"> Documents analysis Interviews and qualitative content analysis
b. To what extent is the infrastructure for project location and facilities accessible for disadvantaged and marginalized groups?	<ul style="list-style-type: none"> % of projects activities/facilities accessible for poor, indigenous, and physically challenged individuals 	<ul style="list-style-type: none"> Project document/secondary Annual progress reports/secondary FGDs with beneficiaries/primary 	

Main Evaluation Question			
2. To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. How and to what extent the designed/implemented strategies empower and protect women equally as men?	<ul style="list-style-type: none"> ● % and type of activities implemented 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative content analysis
b. Were women and men equally involved in the project design?	<ul style="list-style-type: none"> ● # of contributing individuals disaggregated by gender 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	
c. To what extent is the infrastructure for project location accessible for both men and women?	<ul style="list-style-type: none"> ● % of both genders able to access project facilities 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	
d. Does the project activity timings allow for equal participation of both men and women? Were there any special arrangements designed for women?	<ul style="list-style-type: none"> ● % of participants during different time slots disaggregated by gender 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	
Main Evaluation Question			
3. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?			
Specific Evaluation Question	Indicator	Data Source/Collection Method	Method of Data Analysis
a. To what extent has the project changed community's perception on women inclusion and empowerment?	<ul style="list-style-type: none"> ● Degree of change in perceptions 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative content analysis
b. How likely women are expected to continue participating in similar economic activities? And why?	<ul style="list-style-type: none"> ● % of beneficiary women expected to continue participating in activities 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative content analysis
c. Were there any unintended effects of the project on gender equality? (ex. increased self-esteem)	<ul style="list-style-type: none"> ● # of unintended effects of the project ● % of affected individuals disaggregated by gender 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary 	
Main Evaluation Question			
4. To what extent has the project promoted positive environmental practices? Were there any unintended effects?			
a. To what extent did project activities produce intended/unintended environmental gains? What were the contributing factors?	<ul style="list-style-type: none"> ● % change in environmental conditions during the project implementation ● # and nature of factors that affected this change 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● IDIs with project team/primary ● IDIs with NGOs/primary ● FGDs with beneficiaries/primary 	<ul style="list-style-type: none"> ● Documents analysis ● Interviews and qualitative analysis

<p>b. To what extent is the infrastructure facilitating project's activities affect the environment?</p>	<ul style="list-style-type: none"> ● % of environmentally friendly infrastructure involved in the project 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● IDIs with project team/primary ● IDIs with NGOs/primary 	
<p>c. How and to what extent did the project's activities improve environmental awareness for stakeholders?</p>	<ul style="list-style-type: none"> ● % change in stakeholders' level of environmental awareness ● # of factors contributing to this change 	<ul style="list-style-type: none"> ● Project document/secondary ● Annual progress reports/secondary ● FGDs with beneficiaries/primary ● IDIs with project team/primary ● IDIs with NGOs/primary 	

2. List of Documents Received

Project Documents
Project document (including Logical Framework in Annex)
Justification for extension document
Logical Framework with progress updates until 2014
Revised logical framework in January 2020
Annual reports (2016-2019)
Original budget and revisions
Organisational chart and work plan division (by activity/responsible stakeholder/donor/share of budget allocated)
Mid-term Evaluation Report
List of agriculture experts contacted
Draft UNDP Progress Report 2020
ENID DFID completion report
Project Proposal to Donors
Big Heart Foundation project proposal and DROSOS project proposal
The government of Netherlands – budget
The government of Netherlands – proposal for “Promoting Women and Youth Entrepreneurship in Artisanal Production in Upper Egypt” project
The government of Netherlands – proposal for “Poverty Alleviation for Women in Qena Governorate, Upper Egypt” project
Italian Cooperation Fund project proposal
New World Project –“ Improving Water Management in Upper Egypt: An Integrated Model for Using Recycled Agricultural Residues Through Innovative and Energy-Saving Protected Agriculture” project proposal
New World Project –“Integrated Model for Water Saving and Environment Protection (Water Saving – Food Security – Energy Saving Nexus)” proposal

New World Project – success story for “” Improving Water Management in Upper Egypt: An Integrated Model for Using Recycled Agricultural Residues Through Innovative and Energy-Saving Protected Agriculture” project.
New World Project – success story for “Integrated Model for Water Saving and Environment Protection (Water Saving – Food Security – Energy Saving Nexus)” project.
Progress Reports submitted to Donors
Big Heart Foundation progress report (2016-2018)
DROSOS baseline study and MTE report
Italian Cooperation Fund progress report
New World Project –” Improving Water Management in Upper Egypt: An Integrated Model for Using Recycled Agricultural Residues Through Innovative and Energy-Saving Protected Agriculture” progress report.
New World Project –“Integrated Model for Water Saving and Environment Protection (Water Saving – Food Security – Energy Saving Nexus)” progress report.
ENID’s Research Production
NAR by ENID – Awsat Komola
NAR by ENID - Mottera
ENID’s case study “India Handicrafts: Best Practice Lessons for Policy and Programs in Egypt”
ENID’s policy brief on “Towards improving water management in upper Egypt”
ENID and EL Nidaa Financial Reports
Two ENID PPTs

3. IDIs Sample Summary & Contact Persons

ENID Team (Total of 14 IDIs)	
Title/Position	Contact Person
1. Project Manager	Dr. Heba Handoussa
2. Project Team ENID	Dr. Howaida Adly
3. Project Team ENID	Dr. Dyaa Abdou
4. Business Unit Manager	Eng. Heba El Soufany
5. Project Team ENID	Ms. Nourhan Rashad
6. Project Team ENID	Ms. Noura Eteiba
7. Project Team ENID	Ms. Marina Iskandar
8. Managing Director - Qena	Dr. Waleed Brekaa
9. Deputy Managing Director - Qena	Mr. Mohamed Fouad
10. Field Supervisor - Qena	Mr. Ali Maher
11. Local Coordinator - Qena	Ms. Asmaa AbdelSattar
12. Local Coordinator - Qena	Mr. Tony Malak
13. RMG Factory - Qena	Ms. Nisreen Ibrahim
14. Wood Factory - Qena	Eng. Nadeen Saad
El Nidaa (Total of 5 IDIs)	
Title/Position	Contact Person
2. El Nidaa/Chairman of the Board of Trustees	Dr. Magued Osman

3. El Nidaa/ General Secretary	Dr. Laila El Baradei
4. El Nidaa/ Member of Board of Trustees	Dr. Ahmed Galal
5. El Nidaa/ Treasurer	Dr. Hana El Helali
6. El Nidaa/ Board of Trustees Deputy	Dr. Mohsen El Mahdy
(Total of 7 IDs)	
Title/Position	Contact Person
1. Dutch Embassy	Caroline Nassef
2. Dutch Embassy	Salma El Fawal
3. Drosos Foundation	Mona Ghander
4. Alexbank	Laila Hosny
5. Former Position of Mai Abdel Rahman	Nahla Zaitoun
6. Sawiris Foundation for Social Development	Nahed Youssry
7. MOIC	Dina Safwat

FGDs Sample and Field Visits

Sample Distribution	
Location	Activity
Shaaenia Viliaages	Leather workshop
Farshout District	Preschool class
Dahsa Village	Goat raising
El Maana	El Manaa Complex (RMG & Brass and Kilim workshops)
Deshna Village	Cut and Sew workshop
Zahalik Village	Hydroponic project
Qous Village	El Gamaleia wood factory
Naqada Village	Silk Farm
Number of FGDs and Location (Total of 4 FGDs)	
Number	Location
1 FGDs	Leather workshop
1 FGDs	Kilim and Brass workshop
1 FGDs	Wood workshop
1 FGDs	RMG workshop

4. IDIs Guiding Questions

Disclaimer: The sample questions presented in the guide below are for the sake of guiding the moderator and shall not be posed in the literal phrasing displayed. The questions shall be elaborated, broken down, adapted to the project team member/NGO's activities and scope context. Further follow-up questions could be added for further elaboration, if needed.

Knowing the Respondent & Scope of Involvement	
Knowing the Respondent	<ul style="list-style-type: none"> a. Quick introduction about the interviewee: <ul style="list-style-type: none"> - Position/programme/responsibilities - Activities implemented and supervised?
Programme Overview	<ul style="list-style-type: none"> b. Overview about the programme supervised: <ul style="list-style-type: none"> - Scope of the programme and main target group characteristics - Summary of key outcomes, outputs, and main activities conducted
Design & Implementation Overview	<ul style="list-style-type: none"> c. Uniqueness of the design and implementation <ul style="list-style-type: none"> - Main factors attributing to achievements of the interventions
Evaluation Areas	
Evaluation Area: Relevance	
Design	<ol style="list-style-type: none"> 1. Can you briefly describe how was the component's interventions designed? 2. What were the main benefits of an integrated approach? 3. How relevant was the design to the local situation of Qena?
Target Group	<ol style="list-style-type: none"> 4. How were the target group of the component identified? 5. What were the main challenges to reach the intended target group? 6. How were these challenges and risks mitigated in the field? 7. How were the needs of the target group identified and addressed through the interventions? 8. Were there any changes in the design of the project based on challenges/factors identified in the field? What are they? And how were the interventions adapted? 9. In your opinion, what are the main best practices generated in this area?
Evaluation Area: Effectiveness	
Highlight Activities	<ol style="list-style-type: none"> 10. In your opinion, what was the activity that showed the most notable progress/achievement under this component? 11. What was the edge of this activity? What triggered this notable performance?

Progress in Outputs & Outcomes	<p>12. To what extent were the intended outputs of the projects achieved? What are the factors that contributed to these achievements?</p> <p>13. To what extent were the intended outcomes realized?</p> <p>14. Were there any unintended project results that have been documented? What were the factors contributing to these results?</p>
Effectiveness and Performance Assessment	<p>15. How do you measure performance/effectiveness of the activities?</p> <p>16. What are the elements that could have expanded the outreach and effectiveness of the activities? How controllable were these elements?</p> <p>17. To extent did CDAs/NGOs participate and contribute to the design of the interventions?</p> <p>18. How were the capacities and needs of the partnering NGOs identified and addressed?</p> <p>19. How did the presence of local team in the field benefited the effectiveness and efficiency of the partnering NGOs?</p> <p>20. How was the potential ability of NGOs to sustain activities independently measured?</p>
M&E System	<p>21. Could you, briefly, describe the M&E system applied in the project?</p> <p>22. How was change captured in the logical framework of the project?</p> <p>23. How measurable and relevant were the M&E indicators? Are there any alternative more relevant indicators that could have been used?</p> <p>24. If any, what are the other supplementary indicators on which the project relied?</p> <p>25. What are the best practices and lessons learned generated within the area of M&E?</p>
Evaluation Area: Efficiency	
Task Allocation and Distribution	<p>26. To what extent was the Project Team in Cairo involved in field operations?</p> <p>27. How frequent did Project Team in Cairo visit and participate in the implementation and monitoring of activities?</p> <p>28. Were the human resources present at Qena enough to cover managing the activities?</p> <p>29. To what extent did NGOs contribute to the costs (in-kind or in any other form) of activities implemented?</p> <p>30. What were the main budget-consuming activities? And why?</p>
M&E System	<p>31. To what extent was the M&E system supportive in the monitoring of the project's efficiency?</p> <p>32. To what extent did the M&E results inform and support the management of the project?</p> <p>33. Were there any activities/interventions altered based on monitoring feedback?</p> <p>34. To what extent were adaptative management techniques incorporated within the design and implementation of the project?</p>
Evaluation Area: Results and Sustainability	
Results and Sustainability	<p>35. To what extent the participation of beneficiaries in the activities is likely to/affect their life outcome? And why?</p> <p>36. Are there any risks that could affect the sustainability of the activities initiated?</p> <p>37. To what extent were financial sustainability modalities incorporated within the project?</p>

	<p>38. What are the main exit strategies planned for the phase-out stage?</p> <p>39. What are the main factors that could challenge the sustainability of the project activities? How and to what extent were they addressed?</p> <p>40. What are the main areas of strengths of ENID's model?</p> <p>41. How scalable and replicable is this model across different economic sectors and governorates?</p>
Cross-cutting Themes	
Gender & Marginalized Groups Dimension	<p>42. How and to what extent were the social, logistical, and infrastructure challenges faced by beneficiaries addressed?</p> <p>43. To what extent are these facilitating factors enabled by the project are likely to stay and guarantee the sustainability of the behavioural change initiated?</p> <p>44. To what extent was the project able to target and address the needs of marginalized groups?</p> <p>45. Was there any evidence of realized women empowerment as a result of their participation in project activities? Could you provide any examples?</p> <p>46. To what extent did the project involve men in the process of women empowerment?</p>
Environmental Dimension	<p>47. Were there any intended or unintended environmental gain through the project?</p> <p>48. What were the main enabling/challenging factors?</p> <p>49. How scalable and sustainable are these realized gains?</p> <p>50. To what extent did the project advocate policies that could support/limit the continuation of the gains/losses realized?</p>
Feedback & Recommendations	
Recommendations	<p>51. What should be the main areas of focus in the future?</p> <p>52. What are the main areas worthy improvement and attention?</p> <p>53. What are the main best practices and lessons learned generated?</p> <p>54. What other innovative areas/modalities of intervention worth exploring/experimenting?</p> <p>55. What could be done to further enhance the capacities of partnering NGOs to improve sustainability?</p>

5. FGDs Discussion Guide

Disclaimer: The sample questions presented in the guide below are for the sake of guiding the moderator and shall not be posed in the literal phrasing displayed. The questions shall be elaborated, broken down, adapted to context/group of respondents/type of activity under review, and additional questions could be added for further elaboration, if needed.

Introduction & Warm Up	
<p>I am a consultant conducting an evaluation for the ENID project that is responsible for these activities in which you are participating. I am particularly interested to understand the effect of the trainings and workshops you have received and how it affected your skills and standard of living. Please do not feel pressured to answer any question and feel free to ask for clarifications if needed. The discussion is expected to go for about an hour.</p> <p>I commit to keeping all information shared here anonymous - your names and any personal information will not be shared with anyone or any entity.</p>	
Icebreaker	1) A round of introduction [age, educational background, marital status, number of children, origin]
Background and Skills	2) How did you hear about the trainings and workshops delivered at the NGO? 3) Did you participate in any previous workshops or trainings held at the NGO? 4) What motivated you to join and attend these workshops? 5) If it was not for any of the incentives provided, would you have attended the workshops? 6) Did you have any background on the skills delivered during these trainings/workshops?
Importance & Effectiveness of Training	7) Were the workshops delivered of relevance and importance to you? Why? 8) What are the skills that you acquired through participating in these workshops? 9) How did the skills you acquired through these workshops facilitated your employment in this sector? 10) How did your participation in the workshops/ job affect your family duties and responsibilities? 11) If any, how did your participation in these workshops affect your relationship with your spouse? 12) To what extent did you benefit from interacting with other members of your community during these workshops? 13) By how much did your income change as a result of participating in these workshops? 14) How likely are the positive effects realized as a result of your participation in these activities continue in the future? Could you explain how and why? 15) To what extent would you be able to continue the current activity independently? Could you please give more details?
[Potential] Outcome of Participation	16) What are the changes you have experienced in your standard of living as a result of these workshops? 17) In which areas/dimensions do you spend your income? 18) How did the generation of income/increase in income affect different dimensions of your life (ex. Financial security, resilience against shocks, nutrition, education and health of children)? How would it affect your response/condition in these areas in the future? 19) What do you plan to do in the future given the skills you have learned? 20) Would you be able to train other people on the same skills you have learned? 21) Would you consider starting your own business? Why, how, and under what conditions?

Areas for Improvement	22) What are the factors that enabled your participation in the workshops? 23) Were there any challenges that you have faced to participate? What were they? How did they affect you? 24) Would you be motivated to continue attending advanced workshops? Why? 25) What other skills do you think you need to develop/learn in the future? Why? 26) What do you need to start your own business independently? What are the main challenges you face?
Final Comments and Feedback	
	27) Do you have any questions or points to be clarified? 28) Do you have any comments/recommendation/feedback that you would like to add?

6. Results Framework of ENID Project for Phase II (2017-2021)

Expected Outcome	Outputs/Activities
<p>Improve the well-being of people in Upper Egypt</p> <p><u>Indicator:</u> # of Geographic locations operationalizing ENID approach <u>Baseline:</u> 1 Governorate (42 villages) <u>Target:</u> 3 Governorates (60 villages)</p> <p><u>Indicator:</u> # of direct & indirect beneficiaries of all ENID activities <u>Baseline:</u> 4,431 (direct) / 22,100 (indirect) <u>Target:</u> 6,650 (direct) / 33,150 (indirect)</p> <p>1.1. Increase income in Upper Egypt <u>Indicator:</u> # of new manufacturing clusters established & operational <u>Baseline:</u> 2 <u>Target:</u> 5</p> <p>1.2. Improved food security in Upper Egypt <u>Indicator:</u> # of innovative sustainable agriculture practices & value chains promoted & operational <u>Baseline:</u> 4 practices & value chains <u>Target:</u> 8 practices & value chains</p> <p>1.3. Improved basic/public services in Upper Egypt <u>Indicator:</u> # of basic services facilities (educational & health) renovated & supported <u>Baseline:</u> 7 <u>Target:</u> 11</p> <p>1.4. Enhanced knowledge & networks for local economic development <u>Indicator:</u> # of knowledge products & policy events launched to promote ENID approach <u>Baseline:</u> 30 products + 5 events <u>Target:</u> 50 products + 10 events</p>	<p>Output 1: Empowerment of Women and Youth</p> <ul style="list-style-type: none"> - Enhance skills development & job creation activities prioritizing women and youth - Empower women & youth to participate in the economy through awareness building, networking, soft skills development <p>Output 2: Promoting Micro-, Small- and Medium-sized Enterprises (MSMEs) and Entrepreneurship</p> <ul style="list-style-type: none"> - Consolidate the One Village One Product approach and promote cottage industry development - Establish sustainable manufacturing clusters (e.g. Ready Made Garments, wood products) <p>Output 3: Rural Development and Off-farm Employment</p> <ul style="list-style-type: none"> - Complete full value chain and upscale innovative sustainable agriculture practices introduced - Introduce new best practices (e.g. safe goat production, banana fibre extraction, beekeeping, etc.) <p>Output 4: Upgrading Basic Services in Rural Upper Egypt</p> <ul style="list-style-type: none"> - Renovate health facilities in Upper Egypt - Provide women literacy and vocation training opportunities - Enhance maternal and child health services <p>Output 5: Development and Utilization of 4 ENID Tools across Sectors</p> <ul style="list-style-type: none"> - Publish policy briefs and studies on local economic development - Capacity building of local government & community partners - Organize policy events (e.g. Annual meeting, roundtables) to share and promote ENID experience & findings <p>Output 6: Support El Nidaa Foundation for Sustainability</p> <ul style="list-style-type: none"> - Support the sustainable management and capacity building of El Nidaa Foundation - Support and partner in networking and advocacy activities of the Foundation.

7. List of ENID Interventions 2012-2021 by Location

No .	Interventions	Location		
		Village	District	Governorate
1	Manufacturing Complex (Readymade Garments & Surgical Masks - Kilim-Brass- French Loom)- Integrated Fish Farm	El Maana	Qena	Qena
2	Preschool Classes	Qena City	Qena	Qena
3	Pottery and Stoneware Workshop	El Mahrousa	Qena	Qena
4	Integrated Hydroponics-Fish Farm	El Zahleeq - El Tarmsa	Qena	Qena
5	Integrated Fish Farm	Sheikh Issa	Qena	Qena
6	Bee-keeping	El Makhadmah	Qena	Qena
7	Sewing Workshops -Literacy Classes - Preschool Classes	El Hijirat	Qena	Qena
8	Preschool Classes - Literacy Classes	Nag Gebara, El-Hijirat	Qena	Qena
9	Jewelry Workshop	Dandarrah	Qena	Qena
10	Milk Processing Small Household Units	El Mounira El Haditah- El Towyrat	Qena	Qena
11	Mother of Pearl Workshop	El Kallahin	Qeft	Qena
12	Goats Raising- Unit For Milk Processing	Bier Amber	Qeft	Qena
13	Papier Mache Workshop (recycled paper)	El Shaarani	Qous	Qena
14	Milk Processing Unit - Recycling Agricultural Residues - Camel Bone Workshop	El Keryateya	Qous	Qena
15	Wood Factory (Machinery & Carpentry, Woodturning, Wood carving, Arquette, and Paint) - Milk Processing Small Household Units - Safe Poultry Raising	El Gamaleya	Qous	Qena
16	Safe Poultry Raising- Sewing Workshop - Preschool Classes - Literacy Classes	Gazirat Matirah	Qous	Qena
17	Sewing Workshops - Literacy Classes - Preschool Classes	Abbasah	Qous	Qena
18	Sewing Workshop - Literacy Classes	El Makhzan	Qous	Qena
19	Sewing Workshop - Literacy Classes	El Harajyyah	Qous	Qena
20	Sewing Workshop - Literacy Classes	El Kharanqah	Qous	Qena
21	Sericulture Value Chain Development (El Nidaa Farm - 20 Feddans - to host the Center for Innovative and Sustainable Agriculture - CISA)	Naqada	Naqada	Qena

22	Brass Repousse Workshop	Nagaa Bishlaw - El Awsat Qamoula	Naqada	Qena
23	Safe Poultry Raising - Literacy classes - Preschool Classes - Sewing Workshops	El Awsat Qamoula	Naqada	Qena
24	Safe Goats Raising	EL Bahari Qamoula	Naqada	Qena
25	Sewing Workshop	Nagaa el Masayeh	Naqada	Qena
26	Recycling Agricultural Residues	Khatara	Naqada	Qena
27	Safe Poultry Raising	Naqada	Naqada	Qena
28	Literacy Classes - Sewing Workshop	Abu Diab Gharb	Deshna	Qena
29	Literacy classes - Sewing workshop	Faw Gharb	Deshna	Qena
30	Literacy Classes	El Izab El Masry	Deshna	Qena
31	Literacy Classes	El Samta Qably	Deshna	Qena
32	Literacy Classes - Sewing Workshop - Preschool Classes	Nagaa Qatib	Deshna	Qena
33	Safe Poultry Raising	Nagaa Saeed	Deshna	Qena
34	Recycling Agricultural Residues - Literacy Classes	Nagaa Mahmoud	Deshna	Qena
35	Preschool Classes - Literacy Classes	Dashna City	Deshna	Qena
36	Preschool Classes - Literacy Classes	Nag El Hafyan	Deshna	Qena
37	Literacy Classes	Nag El Mayat	Deshna	Qena
38	Literacy Classes	Nag Kuwait	Deshna	Qena
39	Literacy Classes	Faw Bahary	Deshna	Qena
40	Literacy Classes	Faw Qably	Deshna	Qena
41	Literacy Classes - Preschool Classes - Sewing Workshops	Gazirat El Hamoudi	El Waqf	Qena
42	Safe Poultry Raising - Literacy classes - Preschools - Sewing Workshops	El Marashda	El Waqf	Qena
43	Small Units For Household Milk Processing	El Senabesa	El Waqf	Qena
44	Leather Workshop	El Shaaneya	Nagaa Hamadi	Qena
45	Safe Poultry Raising	El Raiseya	Nagaa Hamadi	Qena
46	Safe Poultry Raising	Awlad Negm	Nagaa Hamadi	Qena
47	Recycling Agricultural Residues- Hydroponics	Hiw	Nagaa Hamadi	Qena
48	Bee-keeping	El Nagahia	Nagaa Hamadi	Qena
49	Kilim Workshop - Literacy Classes - Preschool Classes	Qobeiba	Farshout	Qena
50	Safe Goats Raising- Literacy classes	El Dahsa	Farshout	Qena
51	Literacy classes - Preschool Classes - Sewing Workshops	El Arki	Farshout	Qena

52	Literacy Classes - Preschool Classes	Refaah	Farshout	Qena
53	Khayameya Embroidery Workshop	El Osayrat	Farshout	Qena
54	Literacy Classes - Preschool Classes	El Kom El Ahmar	Farshout	Qena
55	Unit for Milk Processing - Safe Poultry Raising - Preschool Classes - Literacy Classes	Farshout City	Farshout	Qena
56	Preschool Classes - Literacy Classes	Hager El Dahsa Qably	Farshout	Qena
57	Preschool Classes - Literacy Classes	Nag El Qady	Farshout	Qena
58	Preschool Classes - Literacy Classes	Hager El Dahsa Bahary	Farshout	Qena
59	Literacy Classes - Sewing Workshop	Nag Ghaniem	Farshout	Qena
60	Sewing Workshop - Recycling Agricultural Residues - Literacy Classes	El Rezka	Abu tesht	Qena
61	Preschool Classes - Literacy Classes	El Ramla	Abo Tesht	Qena
62	Serma Embroidery Workshop	El Qoseir Bakhannis	Abo Tesht	Qena
63	Integrated Livestock-Milk Processing Complex	El Oour	Samalout	Menia
64	Alabaster - Marmar - Mummy Beads Workshops	El Gorna	El Gorna	Luxor
65	Health Care Unit (in progress)	Esna	Esna	Luxor
66	Telly Embroidery Workshop	El Qaramta	Saqolta	Sohag
67	Glass Casting (Patte de Verre)	Nag El Awari	Qous	Qena
68	Handwoven ferka	Naqada City	Naqada	Qena
69	El Markaz El Hadari	Luxor City	Luxor	Luxor
70	El Beit El Nubi	Luxor City	Luxor	Luxor