



# ENID MID-TERM EVALUATION FINAL REPORT

UNDP Egypt

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## LIST OF ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plans
CAPMAS	Central Agency for Mobilization and Statistics
CDA	Community Development Association
CSR	Corporate Social Responsibility
DFID	Department for International Development
ENID	Egypt Network for Integrated Development
FG	Focus Group
FMs	Founding Members
FO	Field Office
GALAE	General Authority for Literacy and Adult Education
GOE	Government of Egypt
HDR	Human Development Report
HDI	Human Development Indicators
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
ILO	International Labor Organization
IMC	Industrial Modernization Centre
ITC	Industrial Training Council
LED	Local Economic Development
M&E	Monitoring and Evaluation
MD	Managing Director
MOA	Ministry of Agriculture and Land Reclamation
MOE	Ministry of Education
MOEA	Ministry of Environmental Affairs
MOHP	Ministry of Health & Population
MOHU	Ministry of Housing and Utilities
MOI	Ministry of Industry
MOIC	Ministry of International Cooperation
MOLD	Ministry of Local Development
MOP	Ministry of Planning
MOSS	Ministry of Social Solidarity
MOT	Ministry of Tourism

MOY	Ministry of Youth
MSME	Micro Small and Medium Enterprises
MTE	Mid Term Evaluation
NCW	National Council for Women
NEX	National Execution
NGO	Non-Governmental Organization
OVOP	One Village One Product
PB	Policy Brief
PD	Programme Director
PMF	Project Management Framework
PMU	Programme Management Unit
QPR	Quarterly Progress Report
SA	Situational Analysis
SC	Steering Committee
SCC	Social Contract Center
SFD	Social Fund for Development
SFSD	Sawiris Foundation for Social Development
SYPE	Survey of Young People in Egypt
TOC	Theory Of Change
TOR	Terms of Reference
TOT	Training Of Trainers
TVET	Technical Vocational Education and Training
UNDP	United Nations Development Programme
WB	World Bank
WEE	Women's Economic Empowerment
YC	Youth Center

## SUMMARY MATRIX OF FINDINGS, SUPPORTING EVIDENCES &amp; RECOMMENDATIONS

	Achievement	Evidence	Observations / Recommendations
<b>Outcome 1: Increase income in Upper Egypt</b>			
Output 1.1: TVET Upgraded	Partially achieved	The target for trainees is 410. So far 54 female teachers have been trained in the manufacturing of readymade garments, 23 of which have received a second training and 150 individuals have been trained in 8 different fields.	<p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>-The physical upgrading of schools was not implemented.</li> <li>-The impact of the training in certain fields is diminished because the technical schools do not have resources to buy materials for the teachers to carry out the practical trainings with their students</li> </ul> <p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>-Discuss this issue with the Governorate and investigate the possibility of providing the raw materials and tools through governorate resources and private sector sponsorships</li> <li>- Pursue the dialogue with the Ministry of Education and Ministry of Finance on removing the current tax applied to revenues earned by TVET schools from producing and selling so as to cover the cost of raw materials purchased for practical trainings.</li> </ul>
Output 1.2: Improved Employability Skills of Youth at the Post-Secondary level in Qena	The Output has been deleted due to lack of demand from university students in the region.	ENID 3 <sup>rd</sup> QPR for 2014 reports that there was no response to ENID's advertisements for the project at South Valley University in Upper Egypt.	<p><b>Observations:</b></p> <p>Youth Employability skills are being improved in Youth centers and CDAs.</p>
Output 1.3: One Village One Product Model Implemented in Targeted Villages implemented in	Achieved	There are OVOPs in 22 villages (exceeding the 20 village target) producing 14 of the products planned as of end December 2014.	<p><b>Observations:</b></p> <p>Safety measures are lacking in some of the workshops (camel bone sculpting, Arabesque and Mother of pearl inlaid boxes)</p>

	Achievement	Evidence	Observations / Recommendations
Upper Egypt			<b>Recommendations:</b> Institute better safety measures and deliver key awareness raising messages in matters related to health and safety, hygiene, human rights and girls' rights, citizenship rights, to complement the empowerment effect of the training activity.
Output 1.4: Ready Made Garment Factory Established and Operational	Proceeding	At the time of the field visit, the paper work was being finalized.	<b>Observations:</b> Construction has started since then, and the factory should be operational within 6 months.
Output 1.5: Eco-Lodge Established and Operational in Dandara, Qena	Not achieved	Funding has not yet been secured	<b>Observations:</b> The ENID team perceives the Eco-Lodge as being one of the project's major interventions in promotion of tourism which is one of the sectors of growth identified by the investment map. Dropping it would mean that the full picture of what ENID can offer would be lacking.  <b>Recommendations:</b> Develop a proposal for the establishment of the Eco-Lodge to be submitted to one of the development banks (EBRD, AfDB).
Output 1.6: Existing Furniture and Handicraft Clusters Upgraded in South of Upper Egypt	Proceeding	<ul style="list-style-type: none"> <li>- 3 of 5 handicraft clusters are being upgraded and training activities have begun in three villages as well as in Cairo where three boys from the village of Hegaza were trained and another four in Giza.</li> <li>- ENID is supporting the establishment of a 'Crafts Center' which will be operated by a local NGO (Gameyat El Se'id) ENID has sponsored one of the</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>-Organize a High Level Round Table to promote the re-establishment of Supreme Council on Human Resource Development as a coordinating body for Technical and Vocational Education (TVET), and discuss measures of support to the Egyptian TVET system. The Round Table can be organized around ENID's PB entitled "Recommendations for Technical and Vocational Education and Training in Egypt" and lessons learned from</li> </ul>

	Achievement	Evidence	Observations / Recommendations
		<p>NGO trainers to travel to India to learn about new motifs.</p> <p>-A contract for establishing a carpentry workshop for furniture in a boys TVET school is about to be signed.</p>	<p>implementation in Qena.<sup>1</sup></p> <p>- See recommendation under Output 1.1</p>
Output 1.7: Successful Enterprises for ENID Products and Services Developed	Not achieved	The target is 10 enterprises	<p><b>Observations:</b></p> <p>It is much too early for enterprises to be established as trainings are ongoing with some having just started.</p>
Output 1.8: Pilot Project for Clean Farming and Recycling of Agricultural Residues Adopted in Qena	Achieved	Recycling operations managed by NGOs are ongoing in 2 locations.	<p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>-The current modality of implementation is that the NGOs rent the machine by the hour to the farmer so he can recycle his waste. The risk here is that the bigger farmers who have more residues will be those who will have access to cheap feed and compost and the smaller farmers will have less access</li> <li>-In certain cases influential farmers are treated preferentially in terms of accessing and paying for the service. ENID is aware of this issue and is in the process of instituting more rigorous measures of control.</li> </ul> <p><b>Recommendations:</b></p> <p>A closer examination of the management of the recycling operations is required to ensure that small farmers have equal access to cheap compost and feed.</p>
Output 1.9: Established and Operated Integrated Fish-Agriculture-Livestock	Proceeding	At the time of the field work, permits to build the Fish farms were in the process of being secured	<p><b>Observations:</b></p> <p>Construction has started since then and the Fish farms should be operational within 3 months</p>

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<sup>1</sup> PB 004



	Achievement	Evidence	Observations / Recommendations
Pilot Farms in Qena			
Output 1.10: Dairy Processing Plants Developed and Operational in two Districts in Qena	Achieved	2 units have been achieved and are operational (Shabab El kheir and AlOlayat) The target for trainees (40) has been exceeded with the training of 78 individuals (55 women and 23 men)	<b>Observations:</b> Some of the Plants faced some difficulty during Q3 2014 and were forced to close for a few weeks because of the lengthy process for obtaining licenses and permits. The issue has been resolved and the plants are now fully operational.
Output 1.11: Milk Processing Unit for the Household Level Developed and Operational in Qena	Achieved	System for collection and processing at the household level established in collaboration with the participating Local Community Development Associations (CDA) in 7 locations as planned  The target for trainees (40) has been exceeded with the training of 46 individuals (41 women and 5 men).	
Output 1.12: Poultry Backyard Production System Established and Operational in Qena	Achieved	The system is being implemented by 2 NGOs in 2 Villages with 20 beneficiary households in each. The heads of households have been trained to take care of the chicks. The average production reached 917 eggs per household by November 2014. It is expected that the target of 100 households for 2016 will be easily reached.	<b>Observations:</b> The NGOs are happy with the revenues generated and the beneficiary households are glad to have an activity which adds to the nutritional intake of the family, especially the children, while also providing much needed additional income.
<b>Outcome 2: Improved Food Security in Upper Egypt</b>			
Output 2.1: Farmers Field Schools Practiced	Achieved	The target for the FFS trainees and sessions has been exceeded. So far, 27 sessions were held and 265 persons	<b>Observations:</b> The Directorate of Agriculture is particularly appreciative of the FFS and has requested the

	Achievement	Evidence	Observations / Recommendations
		have been trained 245 men and 20 women. This number includes 212 farmers and 53 Ministry of Agriculture and Land Reclamation staff members.	approval of the Ministry to implement 8 Farmers Field Schools in 2015 as part of the Directorate's work plan. The Ministry has agreed (through an official letter) to include the requested FFS in 2015 budget.
Output 2.2: Pilot Project for High Productivity Agricultural Techniques to Desert using Solar Energy Established and Implemented	Proceeding	<ul style="list-style-type: none"> <li>-The case study on best practices in desert related technologies has been developed.</li> <li>-The target for solar units is 3 which have not yet been established</li> </ul>	<b>Observations:</b> This Output is dependent on the construction of the Fish farms which has just started
Output 2.3: Roof Gardens Established and Operational to Support Food and Nutrition Security	Achieved	The roof gardens have been established in 4 locations (3 rural and 1 urban). Over 60s table have been set in the four sites: Qena, Abo Tesht, Qoose and Negada. These sites include one in the agricultural research center premises, 2 in youth centers and 1 in an NGO. So far 40 person have been trained (12 farmers/NGOs staff and 28 Ministry local staff) and manuals have been developed and disseminated.	<b>Observations:</b> The Governor of Qena issued a directive to the staff of the Agricultural Directorate to include roof gardens among the priority small projects to be submitted to the Cabinet. However, some of the critical ingredients for the roof gardens such as the pit moss and the nutrients are not readily available in the Governorate of Qena. The ENID agricultural team is aware of the importance of having these materials available in Qena, is in the process of developing alternative solutions based on locally available materials.  <b>Recommendations:</b> Use the opportunity of the FFS to promote the Roof Gardens in rural areas and gauge the interest of farmers. If it is determined that there is enough interest, ENID should ensure that all materials required are available locally at

	Achievement	Evidence	Observations / Recommendations
			affordable cost to farmers.
<b>Outcome 3: Improved Basic/Public Services in Upper Egypt</b>			
Output 3.1: Education and Health Services Provided to Preschool Children and Women in Targeted Villages of Qena	Proceeding	<ul style="list-style-type: none"> <li>-One preschool class in the village of Abassa in Qous district has been established to include 24 children from the poorest families in the village</li> <li>-Training has been delivered to 20 of the targeted 25 teachers on pre-school best practices.</li> <li>-Awareness raising sessions were organized in 4 villages for 400 women beneficiaries as well as non-beneficiaries- on health and nutrition in 4 villages.</li> <li>-Medical services were provided to mothers and children through the collaboration between the local NGOs and village health care units, as well as by tapping on the corporate social responsibility (CSR) arm of the private sector. In this context, 21 free eye-tests were conducted in association with Baraka Optics. The women will be provided with free eye glasses. Medical services provided to children included checkups as well as the provision of medicines and vitamins.</li> </ul>	<p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>-ENID should have no problem in realizing its targets and it is working out a sustainability plan for the initiatives under this Output.</li> <li>- ENID is in conversations with the Health Directorate concerning the possibility of having specialized doctors in the health care units, who would be paid a symbolic fee through the Directorate. This would ensure the sustainability of the service</li> </ul>

	Achievement	Evidence	Observations / Recommendations
		-A mobile health care unit providing specialized health services to women and children was secured as a contribution from the Embassy of Japan. It will be managed by the women development association in the district of Qous and it will service four villages that suffer from lack of adequate health care, with doctors -all general practitioners- frequently absent. The procurement process is being finalized with MOSS.	
Output 3.2: Literacy and Vocational Training Model Implemented and Documented in Targeted Villages in Qena	Proceeding	This Output is being realized and the targets are being met with 6 of 9 literacy classes established in 6 villages including around 30 beneficiaries in each village, a total of about 180 women. The 79 women who have graduated so far from the literacy classes entered the exam of the General Authority for Literacy and Adult Education (GALAE) and the 35 women who have passed will be given the chance to join ENID's vocational workshops.	<p><b>Observations:</b> ENID should have no problem in realizing its targets. The link between literacy and vocational training is incentivizing.</p> <p><b>Recommendations:</b> -Discuss with GALAE the possibility of establishing a special class for women who are older than the authorized age bracket of 16-30 years old. -Study the possibility of leveraging the Literacy materials developed by UNDP's ICT Trust Fund</p>
Output 3.3: Mapping and Capacity Development for NGOs/CBOs in Targeted Villages of Qena	Partially Achieved	<p>The mapping and assessment of registered and unregistered NGOs and CSOs has been completed and a data base is now available.</p> <p>Implementation of the capacity development workshops is yet to commence. The Capacity Development</p>	<p><b>Observations:</b> ENID discovered that the majority of CSOs in Qena were lacking in capacity.</p>

	Achievement	Evidence	Observations / Recommendations
		plan includes 2 workshops a year targeting 50 CSOs and 15 participants.	
Output 3.4: A Sanitary Services Project implemented in one village guided by the Community Participatory Framework	Not achieved	This activity was until recently put on hold for budget reasons but is currently being reconsidered after ENID received a request from the Governor for project support in implementing a sanitation project in one of five priority villages in Qena <sup>2</sup> .	<b>Observations:</b> ENID has requested and received verbal promises from MOIC and the SFD, for five million Egyptian Pounds for the implementation of a low cost sanitation model which can be managed and maintained by the community.
Output 3.5: Institutional Capacity of Youth Centers Developed in Targeted Villages in Qena	Partially Achieved	<p>The targeted number of centers was seven. The initial plan was to deliver 2 trainings in each center setting the target at 14 trainings and 350 participants. In a first round, a TOT was conducted in partnership with the SCC targeting 25 potential trainers using SCC manuals on personal and entrepreneurial skills. The trainers delivered trainings to 49 beneficiaries in two YCs. In a second round, the SCC delivered a more advanced TOT for 27 of young people selected from the first TOT session and the training of beneficiaries.</p> <p>A different approach was adopted In January 2014 to reach out to young people through CDAs. In this context, the IBM web based literacy software training was organized in collaboration with SeedyGeeks organization and delivered by the Diabetic Youth Care</p>	<b>Observations:</b> ENID should have no problem in reaching its target number of trainings and trainees during the next two years.

<sup>2</sup> ENID has presence in two of the five priority villages selected by the Governor, namely Al Koseir Bakhanes, El Shaaneya, and Hegaza Qebly.

	Achievement	Evidence	Observations / Recommendations
		Association (DYCA) to 15 young men and 15 young women between the ages of 15-19 years. So far, almost half of the trainees have been reached through the different modalities of implementation.	
<b>Outcome 4: Enhanced Knowledge and Strengthened Networks for Local Economic Development</b>			
Output 4.1: National MSME strategy and policy reformed	Partially Achieved	<p>-In interviews with GOE partners and stakeholders (MOIC, MOA, and MOLD) the Qena investment map was mentioned as best practice which should be replicated nationwide.</p> <p>-The ENID Operational Manager has been appointed to the National Committee for Preparing Qena Development Strategy, to be presented to the President in February 2015 as a model for all Governorate development strategies.</p> <p>- A number of NGOs have approached ENID with requests to implement crafts interventions in new villages across Qena and Upper Egypt.</p> <p>- The Governor of Luxor adopted ENID concept for Fish farms and preceded Qena in having one built in his Governorate.</p>	<p><b>Observations:</b> The revision of the National MSME Strategy has not taken place, but ENID intends to provide support to the process once it starts.</p> <p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>- Organize a workshop with the Ministry of Industry and the SFD to discuss support to the crafts sector within the context of the new/revised MSME strategy. Lessons learned from India should be shared as well as experiences from other countries, for example the experience of Morocco is also worthy of consideration.</li> <li>-Develop a strategy for outreach to policy makers to include one on one senior-level briefings, and one page issue briefs.</li> <li>-Engage MOLD in organizing a presentation of ENID to Provincial Governors</li> </ul>
Output 4.2: Dynamic Knowledge Platform created and used for Civil Society and Business	Achieved	-The activities for this Output have been completed as reported and targets for visitors to the project's website and face book page have been exceeded.	<p><b>Observations:</b> -The target for viewers of the videos including the ENID Film that was uploaded on YouTube remains below a very modest target of 300</p>

	Achievement	Evidence	Observations / Recommendations
Community		<p>- A twitter account was set in August 2013, called “Connect2enid”. The link to the twitter account is shown on the project website. So far 62 tweets some with hashtags have been posted, informing about ENID’s participation in events and exhibitions and the different activities being implemented in Qena</p> <p>- An Arabic face book page is being developed mitigating the fact that the content of ENID’s website is largely in English. In addition, the issue of operating simultaneously in two languages (English and Arabic) has been partially resolved by using a mix of both on ENID website. Most technical material (manuals, reports and some PBs) is produced in Arabic to address beneficiaries.</p>	<p>views</p> <p>-The number of followers to ENID’s tweets remains limited to only 26 followers. <sup>3</sup></p> <p><b>Recommendations:</b></p> <p>Recruit an additional staff member who is media savvy to develop and oversee the implementation of the communication and dissemination strategy and who will be in regular contact with the media.</p>
Output 4.3: Knowledge Products and Advocacy Tools Produced and Disseminated	Achieved	<p>25 policy briefs, 15 case studies and 5 manuals on agriculture</p> <p>An illustrated Handicraft coffee table book which has received attention from the press and is distributed and sold by the largest and most recognized publishing houses in Egypt, Dar El Shorouk.</p>	<p><b>Observations :</b></p> <p>The Lessons Learned Documentation in M&amp;E reports of the project, are weak.</p> <p><b>Recommendations:</b></p> <p>-Develop a rigorous Lessons Learned Log and strengthen the relevant section in ENID’s QPR also including a discussion of Lessons Learned in Annual Reports</p> <p>-Develop an English/Arabic newsletter.</p> <p>-Develop a report demonstrating the cumulative impact of ENID’s interventions on provincial</p>

<sup>3 3</sup> Information retrieved from Enid’s twitter account <https://twitter.com/connect2enid>

	Achievement	Evidence	Observations / Recommendations
			poverty and economic outcomes.
Output 4.4: Networks and Partnerships for Local Development Created and Strengthened	Achieved	<p>The target for partnerships with 33 of 45 civil society organizations is more than halfway to realization. So far ENID has signed 56 protocols, among which 33 are with NGOs.</p> <p>National GOE partners include eleven Ministries: the Ministry of Agriculture and Land Reclamation (MOA), The Ministry of local development (MOLD), the Ministry of Housing &amp; Utilities (MOHU), the Ministry of Planning (MOP), the Ministry of Tourism (MOT), the Ministry of Education (MOE), the Ministry of Youth (MOY), the Ministry of Health &amp; Population (MOHP), the Ministry of Social Solidarity (MOSS), the Ministry of Industry (MOI) , and the Ministry of Environmental Affairs (MOEA).</p> <p>Partners from research and academic entities, include: the faculties of Economics and Political Science at Cairo University, the Agricultural Research Center and its different institutes (Agricultural Economics Research Institute, Animal Production Research Institute, Agricultural Extension and Rural Development Institute, Department of Agricultural Experiments in Qena), the General Authority for Fish Resources Development, Zagazig</p>	<p><b>Observations:</b></p> <p>Partnerships with the private sector have been more difficult to forge since the revolution. However, ENID is exerting efforts to bring these actors on board through CSR and through the establishment of new value chains, as well as bringing existing value chains to new levels through optimized use of local materials.</p>



	Achievement	Evidence	Observations / Recommendations
		University, Ein Shams University, South Valley University, the National Planning Institute, the International Center for Fish in Abbassa, and the Social Contract Center (SCC).	

## EXECUTIVE SUMMARY

### ***The Mid- Term Evaluation***

A Mid-Term Evaluation (MTE) of the Egypt Network for Integrated Development (ENID) in Arabic ‘ *El Nedaa’* was carried out during the months of November and December 2014. The Purpose of the Mid Term Evaluation (MTE) according to UNDP’s terms of reference (TORs) is to “*analyze the achievements of the ENID project against its original objectives while providing project partners with an independent review of project outputs/outcomes.*”

The MTE is a forward looking exercise which has the following objectives: identify factors that have facilitated and/or impeded the achievement of objectives; assess the relevance, efficiency, effectiveness, and sustainability of the project; assess whether the project activities and operational modality are gender sensitive and socially inclusive; provide implementation recommendations for the remainder of the project and measures to ensure long-term sustainability; and, document lessons learnt.

An inception meeting was held at the ENID project office with the MD and the UNDP programme officer during which the expectations from the MTE were discussed, the schedule reviewed and deliverables were agreed upon. The MD gave an overview of the project in term of design and management structure and the consultant was provided with project related documentation. Following the signature of the contract, the consultant provided the UNDP with an Inception Report which was developed according to UN Guidelines. The MTE followed the methodology outlined in the Inception Report which included a desk top review of all project related documentation provided by the ENID team and posted on the project and UNDP websites; Individual Interviews with programme directors (PDs), donors, GOE partners and Founding Members (FMs); and, a field visit to Qena during which focus group discussions were implemented with project beneficiaries.

The MTE report is based on the information gathered and triangulated from the desk top review, the interviews, the field observations and the FGs.

### ***ENID Project background***

ENID is an area based integrated local economic and social development model that links with and feeds into Egypt’s post revolution national development reform strategy and policies. It is grounded in the three interlinked pillars of the SA: economic development, social development, and environmental protection. The project has opted for an integrated territorial approach for demonstration purposes showing that interventions in one sector can inform policies and actions in other sectors. The domains of focus of the project are: the promotion of micro, small and medium enterprises (MSMEs); agricultural productivity and off-farm employment; and, upgrading basic services in rural Upper Egypt. As of mid-2014, the Empowerment of Women and Youth was merged with the Upgrading of Basic Services. The rationale is that it is mainstreamed into all ENID domains. The project also committed to developing the following tools: documentation; monitoring and evaluation; a knowledge platform; and dissemination, advocacy and communication as well as providing an assessment of the reform options and macro-economic implications of each of its sectoral interventions under basic services, manufacturing, and agriculture.

Project implementation began in April of 2012 in the Governorate of Qena, in South Upper Egypt. The region houses the five bottom Governorates in terms of human development, and 923 of Egypt's poorest 1000 villages<sup>4</sup>. Qena alone has 59 of these villages, and ENID is active in 35 villages of which 12 are from the poorest. ENID is planning to expand its interventions in another 10 villages to reach its target of 45 villages by the end of its project life in 2017.

ENID has encountered significant obstacles during the fourth quarter of 2012, which led to temporary work disruption and freezing of finance. These obstacles were overcome and implementation proceeded according to the project's set course in January 2013, thanks to the commitment of the ENID team, the excellent relationship maintained by the UNDP with the Government of Egypt (GOE) which facilitated the shift from the official umbrella of the Ministry of Local development (MOLD) to a different and at the time, more "*hospitable*" government partner, the Ministry of International Cooperation (MOIC).

The total budget for the 5 year initiative is \$ 4, 708, 209 of which so far ENID has secured a cumulative total of USD 4.4 million for its various projects. The remaining amount has yet to be mobilized and ENID is seeking funding from a number of donors including the Italian Development Cooperation (OVOP and MSME promotion), the government of Japan (supplementary budget), and Coca Cola.<sup>5</sup> ENID's absorptive capacity has gradually increased since the start of implementation in 2012. This is evidenced by the gradual decrease in the percentage of its overhead expenditure to total budget with the expansion of its activities. In 2014, ENID was able to decrease the percentage of its overheads from 48% in 2013 to 33% and it is projected that this percentage will drop to 18% for the year 2015.

### ***Main Findings from MTE***

Despite problems encountered in 2012 and the difficult political environment and the many changes in government and local administration that ENID has had to contend with, the project is on track to realizing most of its objectives. A close look at where the project stands with regards to Outputs achieved and Outcomes realized compared to the budget allocations for the respective domains indicates that ENID's level of expenditures has been on target with the exception of the Agricultural domain where ongoing activities started later than anticipated for reasons beyond the control of the project, with some just about to begin.

So far, ENID has generated a total of 573 jobs/income generating opportunities across its domains, with 179 for men and 394 for women. The number of jobs created in each domain is as follows: 237 in the various crafts interventions and trainings in manufacturing (37 for men and 200 for women), 222 beneficiaries in agriculture through 10 activities (142 for men and 80 for women), and 114 beneficiaries in basic services through the innovative joint literacy and sewing workshops and pre-schools (all women). The total number of targeted jobs across all domains is 1316 which brings ENID almost half

<sup>4</sup> Egypt's Human Development Report 2010: Youth in Egypt Building Our Future. The United Nations Development Programme (UNDP), and the Institute of National Planning in Egypt.

<sup>5</sup> The initial estimate is based on the actual value of commitments made at the time of signing the project document which stood at USD 3.03 million. At that time it was agreed by UNDP that the budget would be revised upwards once the additional funds are secured.

way despite the delays in implementing the fish farms, the readymade garment factory and the Eco-Lodge.

Capacity has been developed through the delivery of trainings to a total of 1885 beneficiaries (1042 men, 663 women and 180 children). The breakdown of trainings is as follows: Basic Services: a total number of 14 trainings have been delivered, benefitting 403 beneficiaries (180 children and 223 women); Agriculture: a total number of 42 trainings have been delivered, benefitting 1245 beneficiaries (1005 men and 240 women); Manufacturing: a total number of 17 trainings have been delivered, benefitting 237 beneficiaries (37 men and 200 women). Two years into implementation, ENID is progressing steadily towards realizing its target of 2909 trainees.

The standard of living of communities is being improved through the development of agricultural practices and products as well as through the upgrading of basic services such as health, pre-school education and literacy classes for women.

There are a number of factors contributing to the project's ability to deliver on its mandate, the most important of which are the contextual relevance of the model and its responsiveness to national development challenges. In this context, ENID contributes to addressing the medium term (2017) and long term (2022) challenges identified in the Egypt's 2022 National Economic and Social Development Plan and is also aligned with the vision, mission of the Sustainable Agricultural Development Strategy: Towards 2030, and it also contributes to the objectives of Egypt's National Water Resources Plan (2005-2017).

The domains of intervention of ENID have taken into consideration the needs of the Governorate's most vulnerable groups: youth, women and agricultural workers, as well as its potentialities in terms of resources and opportunities. To this end, a Needs Assessment of the poorest villages was undertaken to determine priority needs and an Investment Map bringing attention to the Governorate's comparative advantages was developed. The needs assessment indicated high levels of unemployment especially among youth, environmental degradation, the absence of basic health services and education, lacking hygiene and sanitation facilities, no roads, no safe modes of transport, and no garbage disposal services. Women's absence from the public sphere was also noted in most reports. The comparative advantages of the Governorate include an agricultural base carrying significant potential for development and expansion, two industrial zones, and a number of tourist attractions as well as Christian and Islamic historical sites. The Governorate is in close proximity to Luxor and its airport, and it has network of roads which connects it to most Upper Egyptian Governorates, to the Red Sea and the port of Safaga. It also hosts the South Valley University with its colleges and vocational training institutes.

A Mapping of NGOs was undertaken to select the executing partners, and to date ENID has agreements with 35 NGOs for the implementation of its various activities. ENID's extensive Network of Partners has enabled it to deliver on multiple fronts. The target for partnerships with 33 of 45 civil society organizations is close to realization. So far ENID has signed 56 protocols, among which 33 are with NGOs. At national level, ENID's partners include eleven Ministries including the Ministry of Agriculture and Land Reclamation (MOA), Ministry of Local Development (MOLD), the Ministry of Housing & Utilities (MOHU), the Ministry of Planning (MOP), the Ministry of Tourism (MOT), the Ministry of Education (MOE), the Ministry of Youth (MOY), the Ministry of Health & Population (MOHP), the Ministry of Social Solidarity (MOSS), the Ministry of Industry (MOI), and the Ministry of Environmental Affairs (MOEA). In each ministry ENID has a focal point linking between the initiative and the Ministry. ENID also partnered with different research and academic entities, including the faculties of Economics and Political Science at Cairo University, the Agricultural Research Center and its different institutes

(Agricultural Economics Research Institute, Animal Production Research Institute, Agricultural Extension and Rural Development Institute, Department of Agricultural Experiments in Qena), the General Authority for Fish Resources Development, Zagazig University, Ein Shams University, South Valley University, the National Planning Institute, the International Center for Fish in Abbassa, and the Social Contract Center (SCC), and the National Council for Women (NCW). Partnerships with the private sector have been more difficult to forge since the revolution. However, ENID is exerting efforts to bring these actors on board through CSR but more importantly through the establishment of new value chains in the crafts sector and readymade garments, as well as bringing existing value chains in the agricultural sector to new levels through optimized use of local materials.

The project's ability to leverage national and international expertise and best practices to ensure that interventions are backed by Evidence-Based Research is appreciated by stakeholders and partners. So far, ENID has produced 25 policy briefs and 15 case studies and 5 manuals on agriculture, all of which are posted on ENID's website.

The quality of the technical and field research undertaken by ENID is recognized together with its integrated area based approach as unique to the project, eliciting the interest of a wide audience of stakeholders and experts. This is evidenced by the high level participation in ENID's events, including its First Annual Conference which was attended by around 250 guests, amongst which there were seven relevant ministers along with representatives from international organizations, embassies, businesses, local Governorate officials, beneficiaries, academia, and the media.

The project is well established in the Governorate of Qena, with a field office interacting regularly with local administration, civil society partners and beneficiaries, sharing information, providing technical advice and developing capacity. One outcome has been the appointment of ENID Operational Manager to the National Committee for Preparing Qena Development Strategy, to be presented to the President in February 2015 as a model for all Governorate development strategies. The impact of this bottom up approach with the authorities is also apparent in terms of Uptake for Policy at sectoral level. A number of NGOs have approached ENID with requests to implement crafts interventions in new villages across Qena and Upper Egypt. The Directorate of Agriculture has requested the approval of the Ministry to implement 8 Farmers Field Schools (FFS) in 2015 as part of the Directorate's work plan. The Ministry has agreed (through an official letter) to include the requested 8 FFS in the 2015 budget. During the conduct of the MTE the Governor of Qena issued a directive to the staff of the Agricultural Directorate to include roof gardens among the priority small projects to be submitted to the Cabinet. Additionally, having heard of ENID's concept and design for the fish farms, the Governor of Luxor adopted it and preceded Qena in having it built in his Governorate. Conversations with the MOA Deputy Minister in charge indicated that having noted the added value of these two activities (Milk Processing and poultry backyard production) as well as of the recycling of agricultural residues, the Ministry was considering their replication in other Governorates.<sup>6</sup> Such sectoral replication is positive; however, a more sustained effort is needed to reach out to policy makers and to present the case for an integrated territorial local development model. However, the credibility of ENID's approach needs to be further affirmed with lessons learned from what worked and what did not work and the reasons for both.

ENID's Communication and Dissemination activities have increased since 2013. The website is very rich in terms of content providing a comprehensive contextual and visual overview of project activities and events, as well as Outputs. The ENID Film, a 17 minute documentary on craft skills introduced to Qena village women, and a number of project related videos have been uploaded on YouTube and are being

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<sup>6</sup> Interview with Dr. Ghanam Deputy Minister of MOA

shown in various events. An Arabic face book page is being developed mitigating the fact that the content of ENID's website is largely in English. In addition, the issue of operating simultaneously in two languages (English and Arabic) has been partially resolved by using a mix of both on ENID website. Most technical material (manuals, reports and some PBs) is produced in Arabic to address beneficiaries.

ENID has been prolific in terms of the Knowledge Products it has generated. In addition to the PBs, case studies and manuals, ENID has produced an illustrated Handicraft coffee table book which has received attention from the press and is distributed and sold by the largest and most recognized publishing houses in Egypt, Dar El Shorouk.

ENID's Inclusivity Mandate has been fulfilled to the utmost, helped by information provided from national poverty studies and HDRs, and the various needs assessments of the Qena villages, and FGs conducted with stakeholders from the government, and the community through its civil society actors, as well as beneficiaries (women and men). These exercises have informed the nature of the interventions as well as the modality of implementation, thereby promoting ownership of the development process. ENID's field presence ensures that the project is alert and responsive to the needs and aspirations of stakeholders. The Gender Message is loud and clear with the inclusion of both women and men in all activities but equally importantly by promoting the sectors where women are intensively employed such as carpet weaving and ready-made garments, as well as their introduction to activities that are stereotypically perceived as being masculine such as the camel bone, the arabesque wood work and in the mother of pearl inlaid boxes, rather than just focusing on 'feminine' activities.

Sustainability is built into the ENID model through a number of mechanisms which are meant to eventually enable the project's smooth disengagement from Qena. These mechanisms include matchmaking between stakeholders and linkages between the various elements of an intervention and among interventions. Moreover, conceiving of ENID as an initiative that would mature into a registered not for profit Foundation is a measure ensuring the sustainability of the model and promoting its scalability. As the MD director put it, *"The Foundation is not just for Qena but for all of Egypt"*.

In conclusion, while issues relating to some of the interventions such as for example, the governance of the recycling of agricultural residues, and the lack of safety measures in some of the workshops, as well as to the Documentation of Lessons Learned and the Dissemination Activities of the project, have been noted as requiring attention, the MTE concurs with the conclusions of the 2014 annual review conducted by DFID about ENID providing significant added value both financially and technically. Furthermore the MTE concludes that ENID is proceeding steadily toward the full realization of its mandate. Unless some unforeseen political development occurs that result in disruption of ENID's course, the project is set to become a best practice local development model.

### ***MTE Recommendations***

The recommendations presented address issues noted during the MTE and provide suggestions for measures that would contribute to enhancing project Outcomes in the next two years:

#### **Domain A: Upgrading Basic Services in Rural Upper Egypt**

- Discuss with GALAE the possibility of establishing a special class for women who are older than the authorized age bracket of 16-30 years old. The ENID programme accepts applicants who are

above 30 years when there's an absorptive capacity for more applicants which is currently not possible due to the high demand among beneficiaries within this age group.

- Study the possibility of leveraging the literacy materials developed by UNDP's ICT Trust Fund
- Consider the possibility of replicating/adapting the teleconferencing facility on health issues instituted by the UNDP in its Integrated ICT for Siwa Community Development project in Nubia.

#### **Domain B: Promotion of MSMEs and Entrepreneurship**

- Develop and disseminate awareness messages during the craft trainings. The awareness messages should be about HR in general and citizenship rights as well as about the importance of proper hygiene and sanitation. In this context, UN Women and the UNDP have developed a wealth of materials (info-graphics, videos, etc.) that can be used for awareness raising.
- Institute and monitor the implementation of safety measures in some of the training locations (camel bone, wood turning, etc.)
- Discuss the issue of lacking resources for raw materials for TVET trainings with the Governor of Qena and investigate the possibility of providing the raw materials and tools through Governorate resources and private sector sponsorships
- Pursue the dialogue with the Ministry of Education and Ministry of Finance on removing the current tax applied to revenues earned by TVET schools from producing and selling so as to cover the cost of raw materials purchased for practical trainings.
- Organize a High Level Round Table to promote the re-establishment of Supreme Council on Human Resource Development as a coordinating body for Technical and Vocational Education (TVET), and discuss measures of support to the Egyptian TVET system. The Round Table can be organized around ENID's PB entitled "Recommendations for Technical and Vocational Education and Training in Egypt" and lessons learned from implementation in Qena.<sup>7</sup>

#### **Domain C: Sustainable Agricultural Development and Off Farm Incomes**

- Organize stakeholder consultations in Qena with Farmers, NGOs, and the Directorate of Agriculture to discuss the governance of the process of recycling agricultural residues and the way to reach out to small farmers to make sure that they can also benefit from the access to cheap compost and nutrients.
- Use the opportunity of the FFS to promote the Roof Gardens in rural areas and gauge the interest of farmers. If it is determined that there is enough interest, ENID should ensure that all materials required are available locally at affordable cost to farmers.

#### **Domain D: Advocacy, Research and Policy**

- Recruit an additional staff member who is media savvy to develop and oversee the implementation of the communication and dissemination strategy and who will be in regular contact with the media.
- Develop a rigorous Lessons Learned Log and strengthen the relevant section in ENID's QPR also including a discussion of Lessons Learned in Annual Reports
- Consider the development of an English/Arabic newsletter. In the project document, there is reference to an IFPRI-style newsletter with minimal use of technical language, and a strong dose of practical information along with applied research results.

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<sup>7</sup> PB 004

**General Recommendations for ENID:**

- Develop a strategy for outreach to policy makers to include one on one meetings, senior-level briefings, and one page issue briefs
- Engage MOLD in organizing a presentation of ENID to Provincial Governors
- Organize a workshop with the Ministry of Industry and the SFD to discuss support to the crafts sector within the context of the new/revised MSME strategy. Lessons learned from India should be shared as well as experiences from other countries, for example the experience of Morocco is also worthy of consideration.
- Continue to develop proposals for donors focusing on consolidation of results achieved rather than expansion of activities. The issue of consolidation was discussed with the ENID team and their point of view was that the quality and capacity of products as well as responsiveness of beneficiaries were still under the magnifying glass. Accordingly, results are likely to start becoming 'consolidated' towards the end of 2015.
- Develop a standalone proposal for the establishment of the Eco-Lodge to be submitted to one of the development banks (EBRD, AfDB).<sup>8</sup> The reason for preferring soft loans to grants is that the owner of the Lodge would be required to pay back the amount of the loan from the profits accumulated, thus setting a good practice social business model for the Egyptian private sector
- Respond to DFID's request to develop a report demonstrating the cumulative impact of ENID's interventions on provincial poverty and economic outcomes.

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<sup>8</sup> Both EBRD and AfDB are financing sustainable Tourism and clean Energy projects in Africa and east Europe. The proposed Eco-Lodge would fit in their mandate



## INTRODUCTION

### *Background and Context*

This report presents the finding of a Mid-Term Evaluation (MTE) of the Egypt Network for Integrated Development (ENID) project, a 5 year initiative that was designed to address Egypt's economic and social development challenges. The Situation Analysis (SA) report developed over a year from 2009-2010 provided an extensive overview of the key development challenges facing Egypt over the next 5 to 10 years<sup>9</sup>. Previously the alarm about the growing social deficit caused by the inability of the Egyptian State to maintain inclusive economic growth had been sounded by successive Human Development Reports (HDR). The outcome of the government's exclusionary policies on Egypt's overall societal development, and on youth in particular is the theme of the 2010 HDR Youth in Egypt: Building our Future. In this report, the message is clear, the youth bulge is at its peak and if this human capital is not well managed, the negative impact on Egypt's development will be significant. The January 2011 revolution was fuelled by the dissatisfaction of the disfranchised, many of whom are young people, women and men aged between 18 and 29, who did not foresee an opportune future where they would be gainfully employed and financially able to start a family and fulfill other aspirations. Youth unemployment according to the HDR report is the most serious form of exclusion leading to hopelessness and civic disengagement. A recent World Bank (WB) report confirms that the underperformance of labor markets was an instrumental factor in the Arab uprisings, and that it is not unique to Egypt<sup>10</sup>. However, Egypt's population size is the largest amongst the countries of the region, with unemployment hovering around 13.5% mostly affecting the young, the educated, and women. According to the HDR 90% of the unemployed are young people aged less than 30 years with many more underemployed or working in the informal sector in substandard working conditions. Women's participation in the labor force is amongst the lowest in the world and has further declined after the revolution from 20% to 18.5% and female unemployment is 3 to 4 times higher than that of males, standing at almost 23% before the revolution and since then, rising to almost 25% according to the Central Agency for Mobilization and Statistics (CAPMAS). A study on the impact of trade liberalization on female workers, affirms that one out of every four females actively seeking a job in the formal sector, is unable to find one, which means one of two things, either that they are pushed into the informal sector, where they engage in low productivity activities, or that out of despair, they give up looking for a job<sup>11</sup>. The Survey of Young People in Egypt (SYPE) corroborates the fact that women are more likely to be discouraged from job seeking than males because of a number of reasons including lacking information about how to find a job, family responsibilities and family opposition<sup>12</sup>.

The micro and macro factors explaining the underperformance of Egypt's labor market, its inability to assimilate a growing labor force and the strategies to deal with labor market failures and inequalities have been discussed at length in the SA, the 2010 HDR, as well as in various WB reports and expert studies. The consensus emerging is that there is mismatch between employment opportunities, education and skill formation, a tendency to favor the recruitment of young men over young women, all of which are aggravated by regional disparities in public expenditures and public and private

<sup>9</sup> Situation Analysis: Key Development Challenges facing Egypt, 2010

<sup>10</sup> Jobs or Privileges: Unleashing the Employment Potential of the Middle East and North Africa, June 2014, Middle East and North Africa Region World Bank Group

<sup>11</sup> Al Azzawi Shireen, Did Trade Liberalization Benefit Female Workers? Evidence on Wage and Employment Effects from Egypt, [http://www.iza.org/conference\\_files/mena\\_2013/alazzawi\\_s8753.pdf](http://www.iza.org/conference_files/mena_2013/alazzawi_s8753.pdf)

<sup>12</sup> Survey of Young People in Egypt: Final Report Population Council West Asia and North Africa Office, January 2011

investments in basic services (health, education and social services) and infra-structure services (transport, roads, waste water, etc.).

The purpose of ENID is to present an area based integrated local economic and social development model that links with and feeds into Egypt's post revolution national development reform strategy and policies. *"The purpose of the Egypt Network for Integrated Development (ENID) project in Egypt's post revolution era is to develop and design effective strategies that address obstacles to vital local economic development<sup>13</sup>".* ENID was formulated as a model for sustainable development that is grounded in the three interlinked pillars of the SA: economic development, social development, and environmental protection. The project has opted for an integrated territorial approach for demonstration purposes showing that interventions in one sector can inform policies and actions in other sectors. The domains of focus of the project are: the empowerment of women and youth; promoting micro, small and medium enterprises (MSMEs); agricultural productivity and off- farm employment; and, upgrading basic services in rural Upper Egypt. In the project document, administrative and fiscal decentralization was included as a fifth domain, which was subsequently cancelled as an activity area and accordingly it was removed from the Project Management Framework (PMF)).<sup>14</sup>

In addition to the above mentioned areas of focus, the project committed to developing the following tools: documentation; monitoring and evaluation; a knowledge platform; and dissemination, advocacy and communication as well as providing an assessment of the reform options and macro- economic implications of each of its sectoral interventions under basic services, manufacturing, and agriculture.

Project implementation began in April of 2012 in the Governorate of Qena, in South Upper Egypt. Despite the fact that a third of total public investment has been allocated over the past decade to Upper Egypt, the region houses the five bottom Governorates, in terms of human development and 923 of Egypt's poorest 1000 villages<sup>15</sup>. Qena alone has 59 of these villages, and ENID is currently active in 35 villages of which 12 are from the poorest, introducing income generation and employment for the most vulnerable segments of Egyptian society, notably youth and women (Annex 1. List of ENID's Poorest Villages). ENID is now planning to expand its interventions in another 10 villages to reach its target of 45 villages by the end of its project life in 2017.

The project is into its third year of implementation. It has encountered significant obstacles during the fourth quarter of 2012, which led to temporary work disruption and freezing of finance. These obstacles include the unstable political and security situation, the rapid and continual changes in cabinet and the reluctance of donors and investors to provide funding for projects until there was more clarity to the direction of the transition.

These obstacles were overcome and implementation proceeded according to the project's set course in January 2013, thanks to the commitment of the ENID team, the excellent relationship maintained by the UNDP with the Government of Egypt (GOE) which facilitated the shift from the official umbrella of the Ministry of Local development (MOLD) to a different and at the time, more *"hospitable"* government partner, the Ministry of International Cooperation (MOIC).

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<sup>13</sup> UNDP ENID Project Document p. 4

<sup>14</sup> The UNDP programme Officer and ENID MD explained that it was removed because there was no need for it as the government was proceeding with its decentralization programme

<sup>15</sup> Egypt's Human Development Report 2010: Youth in Egypt Building Our Future. The United Nations Development Programme (UNDP), and the Institute of National Planning in Egypt.

## *Purpose and Scope of the MTE*

The Purpose of the Mid Term Evaluation (MTE) according to UNDP's terms of reference (TORs) is to *"analyze the achievements of the ENID project against its original objectives while providing project partners with an independent review of project outputs/outcomes"<sup>16</sup>*.

The MTE is therefore a forward looking exercise that is meant to identify gaps and provide recommendations to the project team, donors, government and partners on ways to effectively and efficiently achieve the project expected results. The evaluation as stated in the TORs will also provide the basis for learning and accountability for managers and stakeholders. (Annex 2. TORs)

The Objectives of the MTE as stated in the TORs are as follows:

- Identify factors that have facilitated and/or impeded the achievement of objectives
- Assess the relevance, efficiency, effectiveness, and sustainability of the project
- Assess whether the project activities and operational modality are still relevant
- Provide implementation recommendations for the remainder of the project and measures to ensure long-term sustainability
- Document lessons learnt

The MTE is required to answer a number of questions related to the technical and managerial performance of the project. (Annex 3. Review Questions)

The Scope of the MTE includes a review and assessment of the project design and its implementation in terms of the following criteria:

- **Contextual Relevance** to the needs and challenges of a rapidly evolving and extremely fluid post revolution political transition;
- **Efficient Management** of inputs provided in relation to the outputs delivered and outcomes achieved;
- **Effectiveness** in realizing planned objectives;
- **Impact and Sustainability** of changes brought about or contributed to by the project including the partnerships established, the networks that were facilitated and the capacity that was developed; and,
- **Gender and Social Inclusion** of the women and men participating and benefitting from project interventions

## *Management and Execution Modality of the Project*

ENID's Management Modality includes a Steering Committee/Board (SC)<sup>17</sup>, a Programme Management Unit (PMU) with full time as well as consultant staff, and a field office (FO), and 85 Founding Members (FMs).

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<sup>16</sup> Terms of Reference for ENID project Mid-Term Review

<sup>17</sup> In the project document the SC is referred to as the Project Board, however all individuals interviewed during the MTR referred to it as an SC.

The SC/Project Board membership includes the national partner (MOIC) and the donors supporting the project. Currently, there are seven donors from both government and the corporate sector on board of the SC which is chaired by MOIC and the UNDP. These include the UNDP, and UN Women, the Department for International Development (DFID), SIDA, Rockefeller Foundation and the Sawiris Foundation for Social Development (SFSD). The latter only supports the agricultural and off farm employment project domain. The SC provides guidance to the project and reviews and approves the quarterly progress reports (QPRS) and annual work plans (AWP) and budgets which are prepared by the ENID Managing Director (MD) in accordance with the UNDP NEX guidelines. The SC meets at least once a year but additional meetings can be convened as required. The SC meetings are convened by the MD.

The PMU is headed by the ENID MD who is assisted by a Deputy MD. Their responsibility includes the coordination, planning, and overall management of project activities, ensuring their timeliness, and quality. The MD also manages the project domain related to the promotion of MSMEs, while the Deputy MD is responsible for knowledge management and communication.

Each of the project domains has a Programme Director (PD)<sup>18</sup>. Each of the PDs is responsible for the monitoring of output activities under his or her domain ensuring that targets are achieved and reporting on contribution to outcomes. To this end, the PD receives regular reports from the field which are then analyzed and fed into the QPRs and AWP.

The FMs are experts in fields related to ENID's domains of focus. These experts are called upon as needed for advice as well as for their network of connections. This group will form the nucleus for the eventual establishment of ENID as a Foundation under the Egyptian Law of Association (currently NGO Law 84 of 2002). In this context, it should be mentioned that the decision to establish ENID as a Foundation versus an NGO or a limited liability company, was made after extensive legal consultations and a SWOT analysis considering the benefits/drawbacks of each of these three options. The decision in favor of a Foundation was based on a number of considerations including ENID's attention to incorporating the continued affiliation of its FMs (Annex 4 Legal Status). The ENID team consists of 25 individuals in 2014, increasing from 15 in 2013. The members of the Qena office total 9 in the end of 2014, up from 5 in 2013.

ENID's Executing Modality is an integral part of the project's area based economic and socio- cultural development approach to promote ownership through capacitating and activating the role of government and local communities as actors and prime beneficiaries of the development process. From the onset of the project, ENID established presence and visibility in the Governorate of Qena. The previous Governor who is the current Minister of Local Development was on board as is the current one, a field office was rented, equipped, and staffed with a field operations manager who communicates with local administration and reports directly to the MD. The field office is also staffed with six local coordinators who monitor the activities in the field and communicate regularly with the PDs, as well as an executive assistant and an accountant reporting to the field operations manager. (Annex 5. Project Organigram)

In addition, a needs assessment of the poorest villages was undertaken and an investment map was developed early on in the project- during its first year- to understand the needs and opportunities and accordingly decide on the nature of the intervention(s) to be implemented in the selected locations. (Annex 6. List of ENID's Participatory Needs Assessment Reports). During the second year a mapping of

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<sup>18</sup> As of mid-2014, two programs were merged into Program A under the title of Upgrading Basic Services. The rationale is that Empowerment of Women and Youth has been mainstreamed into all ENID programs.

NGOs was undertaken to select the executing partners. To date ENID has agreements with 35 NGOs for the implementation of its various activities. The competitive selection criteria included their expressed interest in participating in the project intervention, their reputation, their track record and past experience if any; and, their commitment to the project, which was gauged by their willingness to contribute the space/location and time required to implement and promote the intervention. (Annex 7. NGO Assessment Form)

In addition ENID cooperates with local organizations such as Se3eedy Geeks, a Foundation established several years ago by an Egyptian university graduate from Qena. Today, the group has representatives in ten Governorates, an established organizational structure, and is well positioned to integrate ICT in Upper Egypt.

At national level, ENID partnered with entities with which it could establish synergies to ensure that it would benefit from the specialized expertise of the respective institutions, and build on previous efforts whether its work on the ground or research. ENID partners include eleven Ministries: the Ministry of Agriculture and Land Reclamation (MOA), The Ministry of local development (MOLD), the Ministry of Housing & Utilities (MOHU), the Ministry of Planning (MOP), the Ministry of Tourism (MOT), the Ministry of Education (MOE), the Ministry of Youth (MOY), the Ministry of Health & Population (MOHP), the Ministry of Social Solidarity (MOSS), the Ministry of Industry (MOI) , and the Ministry of Environmental Affairs (MOEA). In each ministry ENID has a focal point linking between the initiative and the Ministry. ENID also partnered with different research and academic entities, including the faculties of Economics and Political Science at Cairo University, the Agricultural Research Center and its different institutes (Agricultural Economics Research Institute, Animal Production Research Institute, Agricultural Extension and Rural Development Institute, Department of Agricultural Experiments in Qena), the General Authority for Fish Resources Development, Zagazig University, Ein Shams University, South Valley University, the National Planning Institute, the International Center for Fish in Abbassa, and the Social Contract Center (SCC). The UN Women's WEE project (Wesh El Saad) is being supported by ENID's research activities as well as its focus on product design<sup>19</sup>, while the National Council for Women (NCW) is in partnership to replicate successful initiatives for poor women in villages not covered by ENID.

## *Methodology*

THE MTE was conducted during the period from October 25 to December 25, 2014. To begin with, an inception meeting was held at the ENID project office with the MD and the UNDP programme officer during which the expectations from the MTE were discussed, the schedule was reviewed and deliverables were agreed upon. The MD gave an overview of the project in term of design and management structure and the consultant was provided with project related documentation. (Annex 8. Inception Meeting Agenda)

Following the signature of the contract, the consultant provided the UNDP with an Inception Report which was developed according to UN Guidelines. A meeting ensued with the UNDP Programme Officer to discuss the methodology, the evaluation questions and the work plan. The Inception Report was finalized accordingly. (Annex 9. Inception Report)

The MTE followed the methodology outlined in the Inception Report which included the following:

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<sup>19</sup> The purpose of the project 'Wesh El Saad' is to promote women's entrepreneurship with an emphasis on poor and marginalized geographical areas in Egypt. The project document was developed by Dr. Heba Handoussa for UN Women

**A Desk Top Review** of all project related documentation provided by the ENID team and posted on the project and UNDP websites was undertaken. The review included the various knowledge products, policy briefs, case studies and media interviews, and the ENID film. Also included were the 2010 Human Development Report, and the Situational Analysis (SA), as well as the Survey of Young People in Egypt (SYPE), and all other technical and financial documentation provided by ENID project management and staff.

**Individual Interviews** were conducted with the following project donors (DFID), Sawiris Foundation, the UNDP Programme officer as well as with the GOE project counterpart (MOIC), MOLD and MOA Ministry. The interviews were semi structured aiming at getting the respondent organization's take on the project in terms of added value to the GOE's development efforts, its potential for replication/scalability and any concerns they might have concerning the project approach or specific project activities. A generic interview guide was prepared and adapted to the different category of respondents. (Annex 10. Generic Interview Guide)

Each of the PDs was interviewed as well as the Deputy MD to understand the challenges encountered during the implementation of the activities under each of the domains and the lessons learned so far.

A number of FMs were also interviewed to understand what they perceived their role as founding members to be and whether they thought the project was on the right track in terms of achieving results, and the direction that the project should be heading towards during the next years and until its end date of 2017. (Annex 11. List of Individual Interviews)

A **Field Visit to Qena** was undertaken during which a selection of projects under each sector was visited to get a first-hand impression of the work on the ground. Visits were conducted to ten villages to observe different interventions under each of the project domains and to talk to the implementing NGOs and trainers. (Annex 12. Schedule for Field Trip to Qena)

Three **Focus Group (FG) Discussions** were implemented with project beneficiaries from the sewing class in Gueziret Motera, the recycling of agricultural residues in Refaa and the jewelry making in Dandara to obtain their feedback regarding the implementation modality of the project intervention, and its impact on their life. (Annex 13. FG Guide)

All interviews were set up through the ENID project. All logistics related to the field trip in Qena were provided by the project. The consultant was accompanied by the field operations manager who together with Local Coordinators was available to facilitate the visit, the introductions to the NGOs and local government counterparts and to provide answers to questions.

The MTE report is based on the information gathered and triangulated from the desk top review, the interviews, the field observations and the FGs.

### ***Limitations to the MTE***

The only limitation to the MTE was concerned with time and resources. ENID is a complex project with numerous activities that are spread over 35 villages. In addition, the implementation modality of the same activity might differ from one village to another depending on the context of the village and the capacity and resources available to the implementing NGO. For example, in the case of the recycling of agricultural residues, while one of the NGOs owns the tractor that transports the recycling machine to the farmer's land, the other NGO has to rent it, which makes the access of the farmer to the machine

more difficult as tractors are not always readily available, especially during the corn harvest season. Similarly, in the dairy processing, some NGOs buy the milk from the households and sell the final produce to the supermarket, grocer or supply nearby schools, while other NGOs process the milk on behalf of the household for its own consumption or for sale.

Given the limited time and resources available and the geographical spread of ENID's activities, it was not feasible for the MTE consultant to visit all 35 villages or to get a full grasp of the implications of the different modalities of implementation, where they exist. The decision from the onset of the MTE was to maximize efficiency while also doing justice to the project range of interventions. Accordingly, the field observations that are presented in this report are based on visits to selected sites where one or more project interventions under each domain, are being implemented.

In this context, it should be mentioned that the ENID MD and project staff in Cairo and in Qena were always ready to meet, talk on the phone, and provide clarifications and explanations as needed.

## MAIN FINDINGS AND ANALYSIS

### *Contextual Relevance*

The contextual relevance of ENID is determined by its responsiveness to Egypt's national development challenges as well as to the living conditions of people, especially youth and women in the rural Governorate of Qena as representing the Upper Egypt region.

Relevance to the national context is established by the fact that the project addresses through its three results and corresponding outcomes, the development challenges discussed in the SA and the HDR as well as in other studies, and equally importantly, that it contributes to addressing the medium term (2017) and long term (2022) challenges identified in the Egypt's 2022 National Economic and Social Development Plan. The National Plan is based on a vision of inclusive sustainable growth that promotes social justice and stability. Accordingly, priority areas include boosting economic growth through competitiveness, spurring the role of the private sector as an investor and employer, improving citizen services, upgrading basic infra-structure and information technology, transforming population growth into a catalytic force for development through human capital formation and expenditures in health, science and education, generating employment through large scale national projects and MSME promotion, and addressing environmental issues of water, energy and land usage. ENID's attention to Upper Egypt which is the most deprived region in the country with 66% of Egypt's extreme poor and 95% of the poorest villages are located in the area, and its particular focus on rural youth who account for 85% of Egypt's poor youth is aligned with the vision as well as the priority areas of the National Plan. Moreover, ENID's agricultural component is also aligned with the vision, mission and objectives of the Sustainable Agricultural Development Strategy: Towards 2030, which aims to increase the productivity and competitiveness of the agricultural sector, so as to reduce rural poverty and enhance food security<sup>20</sup>. Simultaneously, this component contributes to the objectives of Egypt's National Water Resources Plan (2005-2017) which promotes sustainable and efficient utilization of water resources so as to enhance the economic returns to water. In this context two policy briefs were produced by ENID. The Policy briefs (PBs) are entitled 'Towards More Efficient Use of Agricultural Resources in Upper Egypt:

<sup>20</sup><http://www.far-malr.gov.eg/v2/pdf/en/Full%20SADS2030.pdf>



Optimum Cropping Pattern Under Different Scenarios in Qena'; and, 'Comparative Advantage and Economic Return to Water: The Case of Vegetables and Fruits in Qena.'<sup>21</sup>

The project's attention to gender complements the efforts of women's groups and organizations in raising the awareness of the public and policy makers as to the importance and added value of women's empowerment for sustainable development. So far, as is rightly pointed out in the rationale for the project's attention to women, despite the considerable efforts of women groups, the impact of their efforts on women public participation is not apparent. Egypt as pointed out in the SA and HDR is far from meeting its MDG 3 targets with regard to women's economic and political empowerment.

The relevance to Qena is clearly demonstrated by its HDI ranking. The proportion of poor and near poor households in Qena is as high as 78%<sup>22</sup>. The various FGs that were conducted and the needs assessments undertaken in the poorest villages indicate high levels of unemployment especially among youth, environmental degradation, the absence of basic health services and education, lacking hygiene and sanitation facilities, no roads, no safe modes of transport, and no garbage disposal services. Women's absence from the public sphere was also noted in most reports. In this context, FG discussions revealed that for most women, the project provided an unprecedented opportunity to venture into the public space, to acquire a skill that would earn them some money and to meet other women and socialize. When asked if they had known each other prior to joining the ENID interventions (sewing, literacy, jewelry making, etc.) the majority said although they lived in close proximity, they were only allowed to go out for urgent matters and accompanied by spouse or a trusted relative. Being allowed to come to the NGO for the trainings and for the literacy classes was an enjoyable event, and a way to spend time together with other girls and women and make friends. The women and girls are allowed this measure of freedom because the host NGO is trusted and because of the good reputation that ENID has acquired in the villages where it is working and in the Governorate as a whole. *"We do not want the training/class to end. We want to keep coming to the NGO so we can meet each other while doing something useful to fill the emptiness of our life."* This is a direct quote from Amira, a girl in the sewing class in Gueziret Motera; however, it was also echoed by the women and girls involved in other project activities.



Figure 1: Sewing workshop in Gueziret Motera

<sup>21</sup> Both PBs are posted on ENID's website as PBs 001 and 002

<sup>22</sup> Household Income, Expenditure and Consumption Survey (HIECS) 2010-2011, CAPMAS



Similarly, the potential for competitive growth in Qena was established through the findings of the investment map indicating that the Governorate has a number of advantages which can be summarized as follows: the Governorate has an agricultural base which carries significant potential for development and expansion. It has two industrial zones in Naga Hammadi and Qaft. It houses a number of tourist attractions which include the temple of Dandara and a number of monasteries and Islamic historical sites. It is in close proximity to Luxor and its airport. It has network of roads which connects it to most Upper Egyptian Governorates and to the red sea and the port of Safaga. It is host to the South Valley University with its colleges and vocational training institutes.

## Efficiency

The total budget for the 5 year initiative is \$ 4, 708, 209 of which so far ENID has secured a cumulative total of USD 4.4 million for its various projects. The remaining amount has yet to be mobilized and ENID is seeking funding from a number of donors including the Italian Development Cooperation (OVOP and MSME promotion), and government of Japan (supplementary budget)<sup>23</sup>. ENID's absorptive capacity has gradually increased since the start of implementation in 2012. This is evidenced by the gradual decrease in the percentage of its overhead expenditure to total budget with the expansion of its activities. In 2014, ENID was able to decrease the percentage of its overheads from 48% in 2013 to 33% and it is projected that this percentage will drop to 18% for the year 2015.

Conversations conducted with DFID and the SFSD during the MTE indicate the willingness of these two donors to provide additional funding for future phases. DFID's has a new funding mechanism which has an economic and job creation funding component, some of which might be channeled to ENID; however, according to the DFID representative, the implication of lessons learned from research and implementation on the macro-level, must be clearly demonstrated for ENID to be eligible for a new phase of funding<sup>24</sup>. The Foundation's modality is to build on successful initiatives and despite some reservations with the fact that ENID's level of expenditure on the agricultural component is behind schedule, the Foundation is willing to consider funding a second and maybe third phase of implementation<sup>25</sup>.

ENID has been in full operation for the past two years, commissioning extensive research activities and implementing a myriad of interventions under each of its domains, as well as on communication and events. The MTE concurs with the conclusions of the 2014 annual review conducted by DFID about ENID providing significant added value both financially and technically by virtue of working with highly qualified Egyptian experts and practitioners instead of commissioning international experts who would have significantly inflated the budget; also, by ensuring that community partners take ownership of the process of development through contributing toward the cost of implementation. Moreover, instead of reinventing the wheel, ENID is building on existing studies/ projects/initiatives funded through other donors and government ministries. Examples of studies include using the feasibility study produced by the Egyptian Export Council for readymade garments, and the GOE/SCC 1000 poorest villages mapping, examples of projects or initiatives include UN Women's Wesh El Saad, the Caritas literacy programme,

<sup>23</sup> The initial estimate is based on the actual value of commitments made at the time of signing the project document which stood at USD 3.03 million. At that time it was agreed by UNDP that the budget would be revised upwards once the additional funds are secured.

<sup>24</sup> Interview with Mr. Sam Grout, UK Embassy

<sup>25</sup> Interview with Dr. Janat El Samalouty and Ms. Nahed Yousry , Sawiris Foundation

and the UNICEF Preschool Manuals, or the World Fish project in Abbassa for the Integrated Aquaculture Agriculture System (IAAS), among others<sup>26</sup>.

A close look at where the project stands with regards to Outputs achieved and Outcomes realized compared to the budget allocations for the respective domains indicates that ENID's level of expenditures has been on target with the exception of the Agricultural domain where ongoing activities started later than anticipated for reasons beyond the control of the project, with some just about to begin (fish farms and organic agriculture); however, there has been no misuse of funds, a fact that is ensured by the compliance of the project to UNDP financial standards, and UNDP oversight.

The fact that ENID survived the temporary freeze on its finances during the fourth quarter of 2012, testifies to passion and commitment of the ENID team members who used their personal resources to ensure that ongoing activities were not halted. Examples of activities that proceeded despite difficult circumstances include the development of the draft investment map for Qena, and the implementation of training modules for jewelry making and agriculture, both of which were financed by the ENID MD and through staff contributions. The ENID Qena office staff continued to provide logistical support and to nurture the relationship with local government. UNDP's supportive role during this difficult period is duly acknowledged by ENID in its first annual progress report *"the invaluable support provided by UNDP facilitated payment of back salaries and MOIC approval for Managing Director to become the certifying officer for the project. This allowed ENID to become independent of ministry financial oversight, and to directly operate financially under UNDP supervision."*<sup>27</sup>

## Effectiveness

ENID set out to realize one impact area: Enhanced Economic Performance and Socio-Cultural Wellbeing for the People of Upper Egypt. Under this impact area, there are four Outcomes that are aligned with the domains of the Project and also echo recommendations made under the three pillars of the SA. The Outputs are designed to reflect the Outcomes and provide a road map for Project Activities. The theory of change (TOC) guiding the design of the project and its domains of focus are grounded in the critical analysis of the development challenges facing Egypt, especially in the Upper Egypt provinces and on the recommendations provided in the SA, the 2010 HDR, and the SYPE, as well as other donor funded studies. The MTE is satisfied that the information and analyses contained in these documents provide sufficient substantiation to the project's logic model. The indicators used are smart measurable indicators. The qualitative impacts of the interventions are captured through anecdotal testimonies, videos, and media interviews. A review of the effectiveness of ENID in realizing its objectives indicates that the project is on track to achieve most despite working in a difficult political environment with many changes in government and local administration. Some Outputs were delayed because of factors beyond the project's control and a very few were not realized because there was no funds or interest on the part of the beneficiaries.

ENID's quarterly and annual reports provide details about the progress achieved and targets met. The following section will therefore provide a quick overview of the progress of ENID under each Outcome, while providing observations regarding some of the Outputs under each of the Outcomes.

<sup>26</sup> DFID 2014 Annual Review Report

<sup>27</sup> ENID's First Annual Progress Report, March 2012 –December 2012

## Outcome 1: Increased Income in Upper Egypt:

This Outcome has twelve Outputs with corresponding activities and targets, most of which have been or are being realized. The Outputs which have yet to be realized are the physical upgrading of TVET schools (Output 1.1), the establishment and operationalization of the Eco-Lodge in Dandara (output 1.5), and the development of successful enterprises for ENID products and Services (Output 1.7). Improved Employability Skills of Youth at the Post-Secondary level in Qena (Output 1.2) has been deleted due to lack of demand from university students in the region. *“There was no response to ENID’s advertisements for the project at South Valley University in Upper Egypt.”*<sup>28</sup> However, ENID’s collaboration with the Ministry of Youth and with Micro-soft resulted in a number of capacity development activities targeting youth employability, including TOT trainings in IT and Entrepreneurship which were carried out in five Youth Centers.

The establishment of the ready- made garment factory and the fish farms (Outputs 1.4 and 1.9) have had some delay but are currently in the process of being realized. At the time of the field visit, the paper work for both was being finalized; however, the consultant was informed that since then, construction has started on both the factory and the fish farms. According to information received from the field office, the factory will be operational in 9 months and the fish farms in 6 months.<sup>29</sup>

### **Output 1.1 Technical and Vocational Education and Training (TVET) Upgraded**

ENID’s partnership agreement with the Industrial Training Council (ITC) included the delivery of trainings for 54 female teachers (of which 23 have received a second round training) from all technical secondary schools in the manufacturing of ready-made garments (RMG) in Qena. Worth mentioning is the fact that before ENID’s RMG training, an assessment of the teacher’s level had been undertaken in which they scored an average of 20%. Following the training, they took the test and scored 80%.

The partnership with ITC also entailed the provision of trainings in electronics and IT, electrical works, cooling and air-conditioning, automotive maintenance, metal welding and metal processing to a total of 410 individuals (107 women and 303 men). So far ENID is proceeding toward meeting its targets in terms of numbers and fields of specialization with 150 individuals trained in 8 different fields.<sup>30</sup> However, during a discussion with the Head of the Technical Education Directorate in Qena, he explained that many of the trainees (teachers from the TVET schools) had not been carefully selected by the Directorate and accordingly not all are equally committed to transfer the knowledge acquired. He also explained that because of lacking resources the schools are unable to provide the materials for the teachers to train their students on practical applications. This is very important given that ENID has identified the dual system (learn and practice) as a best practice to compensate for the shortcomings of the schools. ENID is planning a second round of training. The concern of the MTE in this case, would be about ensuring that the added value of the activity is not diminished because of insufficient resource allocations to the vocational schools. In this context, ENID has been discussing with officials at Ministry of Education and Ministry of Finance the need to remove the current tax applied to any revenues earned by TVET schools from producing and selling so as to cover the cost of raw materials purchased for practical training.

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<sup>28</sup> ENID’s Q3 2014 Progress Report

<sup>29</sup> Telephone Conversation with the Field Operations Manager in Qena

<sup>30</sup> Information received from the field office in Qena

### **Output 1.3 One Village One Product Model implemented in Targeted Villages implemented in Upper Egypt**

The OVOP is proceeding according to set targets despite the challenge of marketing which ENID is very active in addressing through its participation in exhibitions and open days in Cairo and in the North Coast, as well as in the Seventh Annual Festival for Traditional Crafts organized by the Ministry of Culture in the Cairo Opera House for a period of three weeks. ENID has also convened meetings of leading crafts producers in Cairo to discuss ways to improve the marketing of crafts to the international market and has agreed to partner with Microsoft to develop an e-trading website for Egypt's artisans. The project supported a mission



Figure 2: Jewelry in Dandara Village

of 12 Egyptian artists to promote their products at the globally renowned Dastakari trading event in India, and ENID's marketing department which is now fully staffed is developing marketing strategies and studying product development to boost the marketing potential of OVOP crafts. In certain cases, local NGOs have been able to negotiate contracts to supply local markets in Cairo as well as regional ones. This is the case of the NGO in Dandara which supplies accessories (jewelry) to certain shops in Khan El Khalili but also in Saudi Arabia and Sudan<sup>31</sup>. So far there are OVOPs in 22 villages (exceeding the 20 village target) producing 14 of the products planned as of end December 2014.<sup>32</sup>

Linked to the OVOP model is an asset transfer scheme which would be provided to successful trainees in the form of tools, equipment and raw materials for start-ups. However, as the trainings have not yet been completed, the scheme is not yet operational.

The field visit to the wood turning and Arabesque wood work, the camel bone sculpting, and the jewelry making workshops, and the workshops producing Kheyameya<sup>33</sup> patchwork, the Serma, and Mother of Pearl inlaid boxes revealed that the trainees all of which are women, were very engaged and happy to earn an income. Most of the girls said that they saved the money earned for their trousseau, or that they bought items for their personal use. The married women said that some of the money earned went into buying better food and clothes for their children as well as items for their personal use. Most of the trainees had never worked before and a number of them said that they felt a sense of worth (qeema) because they were earning money while also producing beautiful crafts.

<sup>31</sup> Interview with the NGO director who said that the MD introduced him to shop owners in Khan El Khalil

<sup>32</sup> ENID combined QPR through to December 2014

<sup>33</sup> Kheyameya refers to the applied products made by tent makers



Figure 3: Woodturning in Gamaleya Village



Figure 4: Kheyameya in AIOsayrat Village

The safety and health measures that are put in place in some of these workshops (ex. Camel bone sculpting, Arabesque and Mother of pearl inlaid boxes) are somewhat concerning. In these workshops, while the girls are provided with masks, they do not wear them, and they even boast that they do not need to do so. Also, some of the machines could cause injuries yet the girls are working without gloves or any other protective gear.

The opportunity to deliver key messages to the trainees, raising their awareness in matters related to health and safety, hygiene, human rights and girls' rights, citizenship rights, among other topics that would complement the empowerment effect of the training activity, should not be missed. So far, the OVOP training sessions which extend for 3-4 hours do not include any awareness raising activities, although some unintended positive effects have been noted. For example, one of the trainees who had joined the Serma training as an illiterate person, learned to read while embroidering the letters forming the various tableaux. The ENID trainer took the time to teach her while she was embroidering the Serma<sup>34</sup>.



Figure 5: A woman proudly showing her kheyameya work

<sup>34</sup> Notes from field visit

### **Output 1.5 Eco-Lodge Established and Operational in Dandara, Qena**

The Eco-Lodge project was meant as a showcase for the creation of a low risk, inexpensive pilot hospitality model that can promote Qena as a tourist destination, and that is easily replicable. The rationale for its establishment is well elaborated in ENID's first annual report and is the subject of a policy brief (PB) entitled 'Pro-poor Tourism: the Eco-Lodge, a Niche Entry Point'<sup>35</sup>. To investors, it provides a model with spinoff effects for local producers of material, goods or services. To high end visitors, it provides an image of rural Egypt's culture and history, hence its suggested location in the vicinity of the Dandara Temple, and the surrounding archeological digs. The establishment of the Eco-Lodge according to ENID gives a signal to private investors of the region's economic potential and encourages enterprise development and growth in the community. Experience gained from the Eco-Lodge could be followed by the establishment of a 'hotel school' training facility and a 5 star hotel, both desired by the Governor of Qena. However, this activity is on hold for the moment because there is no source funding and because of permit related issues. The initial idea was that the owner would contribute the land, but that the construction of the Eco-Lodge would be an activity of the project. In discussions with the UNDP programme officer, she said that the activity might be dropped altogether from the project. The ENID MD says that the Eco-Lodge is one of the project's major interventions in promotion of tourism which was one of the findings of the Investment map. Dropping it would mean that the full picture of what ENID can offer would be lacking.<sup>36</sup>

### **Output 1.6 Existing Furniture and Handicraft Clusters Upgraded in South Upper Egypt**

This Output is proceeding toward realization with three of five handicraft clusters being upgraded; Alabaster, Pottery, Ferka<sup>37</sup>, along with Carpentry and Palm products remaining. Training activities are starting in three villages as well as in Cairo where three boys from the village of Hegaza were trained and another four in Giza. Trainees one of which has been hired by the trainer in Cairo learned to use electric ovens and avoid the traditional baking of pottery which is environmentally polluting. The added value from the development of clusters was a main uptake of the visit of the MD to India showing that when a craft is produced by multiple numbers of workshops, savings to the group can be found on bulk purchases of raw materials and intermediates, lower cost of transport and in marketing of products.<sup>38</sup>

ENID is supporting the establishment of a 'Crafts Center' for the promotion of the handicrafts heritage of Upper Egypt. The Center will be operated by a local NGO (Gameyat El Se'id) that trains girls/women on the production of Ferka a disappearing craft in Egypt. ENID has already sponsored one of the NGO trainers to travel to India to learn about new motifs. The local authorities have promised to allocate the land for the Center, and the Japanese Government will be financing its building and equipment.

Lastly, a contract for establishing a carpentry workshop for furniture in a boys TVET school in El Towairat village in Qena is about to be signed. It is hoped that the school will have sufficient resources to provide tools and raw materials, and that the problem that the TVET schools have in providing materials for the practical trainings will be addressed.

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<sup>35</sup> This PB is posted on Enid's website as PB 014

<sup>36</sup> Interview with the MD

<sup>37</sup> The Ferka is craft based on handmade flax textile

<sup>38</sup> ENID 2012 Annual Report and Case Study "India Handicrafts: Best Practice Lessons for Policy and Programs in Egypt: Analysis and Experiences Gained."



### **Output 1.8 Pilot Project for Clean Farming and Recycling of Agricultural Residues Adopted in Qena**

This Output has been fully realized and is appreciated by government stakeholders -the MOA, the Directorate of Agriculture in Qena- as well as the farmers who understand the added value of the activity. For the government, it means reduced imports of feed and compost, as well as the institution of environmentally friendly agricultural practices. The farmers are very happy to find a use for the agricultural residue that they usually burn, while paying less for their feed and compost.



**Figure 6: Agricultural residue recycling in Refaa Village**

The MTE has only two concerns. The first and most critical is the outreach to the smaller farmers. The current modality of implementation is that the NGOs rent the machine by the hour to the farmer so he can recycle his waste. So far, it is the bigger landowners who have bigger amounts of residues who are resorting to this service and accordingly are benefitting from the access to cheap feed and compost. The smaller farmers continue to buy their feed and compost from the cooperative or from the market at higher cost. An initial discussion with the ENID agricultural team revealed that they were aware of the problem. Subsequently, the agricultural team claimed that the majority of farmers (76%) who have benefited from the recycling of residues are small farmers, and that the fact that they recycle a lesser amount of residues is not an issue because the amount produced satisfies their needs. The MTE is not fully convinced that this is the case, and would recommend a closer examination of this issue.

The NGOs' ownership of the residues through collection and recycling could have made for more equal access of farmers to cheap feed and compost. However, this option was rejected by the ENID agricultural team because of the difficulty of securing large enough plots of land for the NGOs to store the residues and recycled matter. Moreover, the ENID team refers to experiences in the Delta Region which confirm that the cost of transportation for agricultural residues is a major constraint, and that the production of non-traditional feed necessitates that the recycling process takes place on sites where the animals are (the farmers use the pile of non-traditional feed gradually every certain number of days based on steering, fermentation and needs).

The second concern is with the governance of the process. It came to the attention of the evaluator that in certain cases influential farmers were treated preferentially in terms of accessing and paying for the service. ENID is aware of this issue and is in the process of instituting more rigorous measures of control.

The targets under Outputs 1.10 Dairy Processing Plants Developed and Operational in two Districts in Qena and Output 1.11 Milk processing unit for the Household Level Developed and Operational in

Qena are being achieved successfully, with ENID reporting that targets for both household units and district level plants had been exceeded. The total number trained under the two Outputs reached 148 persons (31 males and 117 females). The Plants faced some difficulty during Q3 2014 and were forced to close for a few weeks because of the lengthy process for obtaining licenses and permits. The issue has been resolved and the plants are now fully operational. In the two NGOs that were visited during the MTE, the MD said that they were happy with the revenues generated and that it was an activity that the NGO can easily sustain without further project support. The women employed were happy to be working and for the first time in their life to earn an income. It was observed however, that while the employees did wear the required gloves, they touched furniture and other items in the room while wearing them, bringing forth the very important issue of raising their awareness about hygiene and sanitation.

### **Output 1.12 Poultry Backyard Production System Established and Operational in Qena**

The Poultry Production system has been established and is proceeding successfully with the local Community Development Associations (CDAs) independently procuring a Hatchery Unit from their own resources and selling mixed feed ingredients to the households. So far, the system is being implemented by 2 NGOs in 2 Villages with 20 beneficiary households in each. The heads of households have been trained to take care of the chicks. The average production reached 917 eggs per household by November 2014. It is expected that the target of 100 households for 2016 will be easily reached.

Together with the milk processing units/plants, this activity can easily be replicated and sustained. The NGOs are happy with the revenues generated and the beneficiary households are glad to have an activity which adds to the nutritional intake of the family, especially the children, while also providing much needed additional income.

Conversations with the MOA Deputy Minister in charge indicated that having noted the added value of these two activities (Milk Processing and poultry backyard production) as well as of the recycling of agricultural residues, the Ministry was considering their replication in other Governorates<sup>39</sup>.

## **Outcome 2: Improved Food Security in Egypt**

This Outcome has three Outputs of which one, the Farmer Field Schools (FFS) has been fully realized, while the two others, the Roof gardens and the Pilot Project for Agricultural Techniques using Solar Energy are in process. The Pilot Project for High Productivity Agricultural Techniques to Desert using Solar Energy established and implemented (Output 2.2) is yet to be realized as it is dependent on the construction of the fish farms (Output 1.9). However, the first target under Output 2.2 has been achieved and the best practice report on desert technologies has been completed.

The MTE observations are concerned with Outputs 2.1 and 2.3.

### **Output 2.1 Farmers Field Schools (FFS) Practiced**

The target for the FFS trainees and sessions has been exceeded. So far, 27 sessions were held and 265 persons have been trained 245 men and 20 women. This number includes 212 farmers and 53 Ministry of Agriculture and Land Reclamation staff members.

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<sup>39</sup> Interview with Dr. Ghanam Deputy Minister of MOA



The Directorate of Agriculture is particularly appreciative of the FFS and has requested that the FFS implemented by ENID be scaled up to all of Qena. In this context, the Directorate has requested the approval of the Ministry to implement 8 Farmers Field Schools in 2015 as part of the Directorate's work plan. The Ministry has agreed (through an official letter) to include the requested 8 FFS in 2015 budget. In the interview conducted with the Head of the Directorate, she explained that the FFS training curriculum and modality introduced by ENID was very relevant to the context of the Governorate, and therefore will be replicated, using ENID methodology and tools under the supervision of the Directorate. *"ENID gave the extension officers the tools to look for the new research and case studies so that they can remain updated and all reports and research studies are shared with us, so that we can refer to them later on."* In this context, she expressed satisfaction with the relation between ENID and the Directorate which she described as open, transparent and generous.

### **Output 2.3: Roof Gardens Established and Operational to Support Food and Nutrition Security**

The roof gardens have been established in 4 locations (3 rural and 1 urban). Over 60s table have been set in the four sites. These sites include one in the agricultural research center premises, 2 in youth centers and 1 in an NGO. So far 40 person have been trained (12 farmers/NGOs staff and 28 Ministry local staff) and manuals have been developed and disseminated.



**Figure 7: Rooftop Farming in Qena**

There are a number of concerns about this activity. The first concern is whether the idea of roof planting which may provide food, temperature control, and hydrological benefits will catch up in a poor rural Governorate, or even in the main city of Qena. During the conduct of the MTE the Governor of Qena issued a directive to the staff of the Agricultural Directorate to include roof gardens among the priority small projects to be submitted to the Cabinet. However, it remains to be seen whether the people will be convinced of the added value of incurring the expense to put up and maintain the tables. A factor in favor of the idea gaining ground is that 90% of families in Qena own their houses and it was observed during the field visit that people did in fact invest in beautifying the outside of their homes.

The second concern is that some of the critical ingredients for the roof gardens such as the pit moss and the nutrients are not readily available in the Governorate of Qena. Also, during the interview with the Head of the Agricultural Directorate, she complained that the mix used to make the nutrient had not been shared with the Directorate. In an interview with the consultant in charge, he explained that the nutrient was the property of the Arid Lands Research Center and is being sold in a solution format at LE

5 per Liter<sup>40</sup>. The viability of the roof gardens as an option for Qena will have to be determined soon, and issues such as availability and access to the materials and ingredients will have to be resolved. The ENID agricultural team is aware of the importance of these issues and is in the process of developing alternative solutions based on locally available materials.

### **Outcome 3: Improved Basic/Public Services in Upper Egypt**

This Outcome has five Outputs that are proceeding on course, with the exception of the Sanitary Services Project (Output 3.4). This was until recently put on hold for budget reasons but is currently being reconsidered after ENID received a request from the Governor for project support in implementing a sanitation project in one of five priority villages in Qena<sup>41</sup>. ENID has requested and received verbal promises from MOIC and the Social Fund for Development (SFD), for five million Egyptian Pounds for the implementation of a low cost sanitation model which can be managed and maintained by the community. The situation in Qena is typical of Upper Egypt, where only a few towns and cities are connected to formal sewerage networks while rural areas rely on informal solutions. ENID has developed a PB on Sanitation Services in Rural Egypt (in Arabic), and is eager to demonstrate its low cost model in Qena; however, implementation is conditional upon the ability to secure the required funds<sup>42</sup>.

The MTE's observations under Outcome 3 will highlight under each of the implemented Outputs some of the features that make ENID's approach to the provision of public services, a gender sensitive integrated approach inspired according to ENID's project document by the findings of two UNICEF studies<sup>43</sup>. So far, the integrated package of education, health and vocational training has been implemented in four villages in Qena and is in progress in another four villages.

#### **Output 3.1 Education and Health Services Provided to Pre-school Children and Women in Targeted Villages of Qena**

This Output takes in consideration the result of nationwide nutrition surveys and the participatory needs assessments that were conducted in the villages of Qena, indicating that while poverty, and malnutrition are main causes for children dropping out of school, lack of interest of parents in educating their children is also a factor in explaining the low rate of enrollment in Qena's Kindergarten classes. ENID's approach to addressing the problem is an incentivizing one dealing with the teacher, the mother and the child, and the community as an integrated unit. Interventions include: the establishment and equipping of one preschool class in the village of Abassa in Qous district which includes 24 children from the poorest families in the village, and the training delivered by a trainer from the Directorate of Education, of 20 of the targeted 25 teachers on pre-school best practices. Awareness raising sessions were organized in 4 villages for 400 women -beneficiaries as well as non-beneficiaries- on health and nutrition in 4 villages. Medical services were provided to mothers and children through the collaboration between the local NGOs and village health care units, as well as by tapping on the corporate social responsibility (CSR) arm of the private sector. In this context, 21 free eye-tests were conducted in association with Baraka Optics. The women will be provided with free eye glasses. Medical services provided to children included checkups as well as the provision of medicines and vitamins.

<sup>40</sup> It is sold in solution format according to the ENID consultant, so as to minimize the risk of tampering with the formula

<sup>41</sup> ENID has presence in two of the five priority villages selected by the Governor, namely Al Kosseir Bakhanes, El Shaaneya, and Hegaza Qebly.

<sup>42</sup> PB 010

<sup>43</sup> UNICEF: «Child Poverty and Disparities in Egypt» and «Trends of Child Poverty and Disparities in Egypt» 2010.

A mobile health care unit providing specialized health services to women and children was secured as a contribution from the Embassy of Japan. It will be managed by the women development association in the district of Qous with whom ENID has a signed protocol. It will service four villages which have been selected based on the needs assessment. Those villages suffer from lack of adequate health care, with doctors -all general practitioners- frequently absent. The procurement process is being finalized with MOSS, and ENID is in conversations with the Health Directorate concerning the possibility of having specialized doctors in the health care units, who would be paid a symbolic fee through the Directorate.

ENID should have no problem in realizing its set targets under this Output. The project is cognizant of the importance of instituting sustainability mechanisms so it is in discussion with the Education Directorate to provide salaries for the preschool teachers and the follow-up visits by their consultants. ENID is also in the process of signing a protocol with the Health Directorate in Qena to provide doctors for the mobile health care unit. It will ensure that the women's development association is capacitated to effectively manage the mobile health unit.

### **Output 3.2 Literacy and Vocational Training Implemented and Documented in Target Villages**

This Output is being realized and the targets are being met with 6 of 9 literacy classes established in 6 villages including around 30 beneficiaries in each village, a total of about 180 women. The 79 women who have graduated so far from the literacy classes entered the next exam of the General Authority for Literacy and Adult Education (GALAE) and those who have passed (35 women) will be given the chance to join ENID's vocational workshops. The advantages of linking between literacy and work are well elaborated in ENID's case study entitled "Empowering Women in Rural Qena through Linkage between Education and Work".<sup>44</sup> Moreover, the prospect of learning a skill also incentivizes women to join the literacy classes. *"Of course we know that education and learning how to read and write is important but the link to vocational training is an opportunity to also learn a skill."*



During the literacy class visited in Gueziret Motera, Ayat explained that her husband took advantage of her illiteracy and asked her to affix her fingerprint (*Bassma*) on incriminating documents. "I could have gone to jail" explained Ayat who was adamant that this would never happen to her again and that was why she joined the literacy class.

**Figure 8: Ayat telling her story in the literacy class in Gueziret Motera**

An older woman did not fit the age bracket required, but insisted on being included in the class. *"I want to learn and I came all the way here although it is not socially acceptable for women to go out and be seen on the street and I am told I am too old because I am 38 years old. I do not accept this. I want to be able to write my name. Education should be accessible to everyone, regardless of age."*

Given the high rate of illiteracy among women and especially in rural areas (less than 38% are literate in Qena) ENID should discuss with GALAE options for older women who want to learn and also obtain a certificate. ENID accepts applicants who are above 30 years when there's an absorptive capacity for more applicants which is currently not possible due to the high demand among beneficiaries within this age group.

<sup>44</sup> PB 009

### **Output 3.3 Mapping and Capacity Development for NGOs/Cs in Targeted Villages of Qena**

The mapping and assessment of registered and unregistered NGOs and CSOs has been completed and a data base is now available. Although the selection criteria for partner NGOs/CSOs were designed to identify the stronger partners, ENID soon discovered that most of these civil society actors were lacking in capacity. Hence, yearly plans for capacity development workshops were developed to enhance their managerial and monitoring and capabilities. The plan according to ENID's most recent progress report is 2 workshops a year targeting 50 CSOs and 15 participants. Implementation of the workshops is yet to commence. During the MTE field visit, the consultant spoke with management of the implementing NGOs, and it was clear that most understood their role as project partners and as enablers of change. Certain NGOs were more experienced and had more resources than others having implemented activities funded by other donors. The Dandara NGO and cultural Center is a notable example, described in ENID's 2013 annual progress report as a *"best practice NGO partner."* Other examples of NGOs that had managed and implemented donor funded projects/initiatives before ENID include among others, the CDAs in Gueziret Motera, Gammaleya, Makhzan, Al Krateya, and Hegaza South. Donors having funded projects in Qena include CARE, USAID, the Swiss Development Fund, CARITAS, CIDA, the International Fund for Agricultural Development (IFAD), the SFD and some of the larger NGOs such as Masr el Kheir and the Dutch and British embassies. It should be noted in this context, that apart from the SFD and some NGO initiatives, there are very few donors in Qena at the present time which was one of the factors in its selection as ENID's demonstration Governorate.

### **Output 3.5 Institutional Capacity of Youth Centers (YC) Developed in Targeted Villages in Qena**

The targeted number of centers was seven, two of which were identified among 17 villages surveyed in Qena. The initial plan was to deliver 2 trainings in each center setting the target at 14 trainings and 350 participants. In a first round, a TOT was conducted in partnership with the SCC targeting 25 potential trainers using SCC manuals on personal and entrepreneurial skills. The trainers delivered trainings to 49 beneficiaries in two YCs. In a second round, the SCC delivered a more advanced TOT for 27 of young people selected from the first TOT session and the training of beneficiaries.

To maximize efficiency and to expand the outreach of the training activities, a different approach was adopted In January 2014, which is to diversify the channels for reaching out to young people to also include CDAs. In this context, several trainings were delivered including the IBM web based literacy software training which was organized in collaboration with SeedyGeeks organization and delivered by the Diabetic Youth Care Association (DYCA).

ENID also provided assistance to the Directorate of Youth Employment, helping in the recruitment of young people for the villages where ENID has presence to a workshop organized by the international Labor Organization (ILO) on employability skills and market needs.

So far, close to half the target of trainees have been reached through the different modalities of implementation. ENID should have no problem in reaching its target number of trainings and trainees during the next two years.

## Outcome 4: Enhanced Knowledge and Strengthened Networks for Local Economic Development

This Outcome has four Outputs which are being realized quite exceptionally, in terms of magnitude and quality of knowledge and advocacy products developed and partnerships established. A review of the project's performance under this Outcome reveals that ENID has exceeded its targets for most Output activities, with the exception of the development of the National MSME Strategy (Output 4.1) which ENID will support through its library of evidence based research and PBs. In this context, a number of ENID's PBs on entrepreneurship and employment, on the labor market and youth employment and school to work transition are extremely relevant and will be shared with the SFD, as will the uptake from the visit in India which is the subject of a PB and in a case study.<sup>45</sup>

### **Output 4.1 National MSME strategy and Policy Reform**

The current status of this Output is reported in ENID's 2013 annual report as inactive because the revision of the National MSME Strategy has not taken place. However, it has been partially achieved with the development of the Qena Investment map which set a precedent for local economic development that is tailored to the potentialities/resources of a Governorate. In interviews with GOE partners and stakeholders (MOIC, MOA, and MOLD) the Qena investment map was mentioned as best practice which should be replicated nationwide. In Qena, the Head of the Agricultural Directorate was very enthused with the "*scientific basis*" of ENID, explaining that what made ENID different from other local economic development projects was that there was no superimposing of a blue print for development, but that the Outputs and corresponding activities were grounded in the reality (*el Waqe'e*) of Qena. Incidentally, in DFID's 2014 annual review, the Governor is reported to have provided positive feedback on the economic investment planning work that ENID has been undertaking with his office.

The dissemination and communication activities of the project have undoubtedly increased since 2013 with ENID's first annual conference attracting significant attention from experts and practitioners as well as policy makers. The MD has been interviewed about the project by the national as well as international media<sup>46</sup>. Just recently, a UNDP film crew from New York was in Qena filming some of ENID's interventions. The MTE concludes that ENID is steadily gaining visibility although a more systematic effort is needed to promote the project among the larger public. A competition was launched in December 2013 to disseminate the project and to encourage public participation in the development activities of ENID. The competition was launched in Arabic, with the slogan "Know us more...win more". It was discontinued according to ENID's management because of the low response rate. The winners in the three rounds of the competition were from Qena, confirming that there is a need to reach out to a larger audience of Egyptians.

The Deputy MD who is in charge of this component acknowledges that the project does not have a formal communication and dissemination strategy and that there is a heavy reliance on the network and connections of the MD. ENID Founding Members interviewed explained that they promoted the project within their circles whenever they had the chance to so, but a number of them commented that ENID's work needed to be more visible to the media and the public. "*This is the way to attract the attention of*

<sup>45</sup> PBs 003 and 019 as well as PBs 006, 021, and 022

<sup>46</sup> Interview on national TV English Language program with ENID MD Dr Heba Handoussa, interview on national (*Al Oula*) television with MD Heba Handoussa (in Arabic), 3 reportages on ENID in *Al Masri al Yom* and *Al Ahram* Arabic language mass circulation dailies

*the policy makers” explained one of the FMs who recommended that “ENID should start preparing for moving from its present founding or establishment stage to expansion towards replication.”<sup>47</sup>*

#### **Output 4.2 Dynamic Knowledge Platform Created and Used for Civil Society and Business Community**

The activities for this Output have been completed as reported and targets for visitors to the project’s website and face book page have been exceeded. The website is very rich in terms of content providing a comprehensive contextual and visual overview of project activities and events, as well as Outputs. The user interface is friendly and information is easily accessible. However, it was noticed that the information included under each of the domains of the projects on the website is not balanced in terms of content and depth. This according to the Deputy MD is because concerned PDs probe/discuss at different levels of generalization and languages making it difficult for the narrative reporting under all domains to be equally balanced and comprehensive, also given the need for an editorial assistant.

The target for viewers of the videos including the ENID Film a 17 minute documentary on craft skills introduced to Qena village women that were uploaded on YouTube remains below a very modest target of 300 views suggesting the need for a bigger effort at promoting these media and knowledge products. However, this should not be the sole responsibility of ENID, but also of the UNDP, donors and partners.<sup>48</sup> As for ENID’s tweets, a twitter account was set in August 2013, called “Connect2enid”. The link to the twitter account is shown on the project website. So far 62 tweets some with hashtags have been posted, informing about ENID’s participation in events and exhibitions and the different activities being implemented in Qena. Although both English and Arabic are used, the number of followers remains limited to only 26 followers.<sup>49</sup>

An Arabic face book page is being developed mitigating the fact that the content of ENID’s website is largely in English. In addition, the issue of operating simultaneously in two languages (English and Arabic) has been partially resolved by using a mix of both on ENID website. Most technical material (manuals, reports and some PBs) is produced in Arabic to address beneficiaries.

#### **Output 4.3 Knowledge Products and Advocacy Tools Produced and Disseminated**

This Output is being realized in term of numbers and so far the products generated (PBs, manuals and reports) are of high quality. This fact is acknowledged by the FMs as well as in the latest DFID annual review. Referring to the policy briefs and reports developed by the project, the review concluded that they were of “*extremely high standard*”.

The PBs are posted on ENID’s website and are used in round tables and events such as ENID’s first annual conference and a specialized 2014 workshop: Women and Employment, gathering a select audience of policymakers, women’s organizations, and experts. Those PBs that have been developed in English are being translated to Arabic as needed. The observation of the MTE is that some of the PBs are much too long and if they are directed to policy makers as they should be, they need to be shortened. (Annex 14. List of ENID’s PBs and Case Studies)

ENID’s first annual conference was held in December, 2013, with the participation of around 250 guests. Seven relevant ministers were in attendance along with representatives from international

<sup>47</sup> Interview with Dr. Sherine Ghoneim, Director of Communications, ERF

<sup>48</sup> The UNDP programme officer says that UNDP has been promoting the film in various events

<sup>49</sup> Information retrieved from Enid’s twitter account <https://twitter.com/connect2enid>

organizations, embassies, businesses, local Governorate officials, and beneficiaries. The conference was a major success, facilitating networking and deliberations on areas of further cooperation, while identifying new potential partners for ENID's 2014 work plan. The conference included four parallel sessions, where more focused discussions were held by the representatives to identify areas of potential expansion for ENID. Moreover, Videos and interviews were also conducted by numerous channels with the ENID MD during the conference. The conference also attracted a strong media presence, which resulted in a number of articles about ENID's work in the villages of Qena. ENID plans to hold its second annual conference in January 2015 in Qena and high level attendance by government officials and policy makers is expected, which testifies to the reputation of ENID as a development model that is worthy of attention.

The illustrated Handicraft coffee table book produced by ENID and authored by Menha El Batrawy with a preface from Professor Galal Amin<sup>50</sup> is superb in terms of the content and quality. Despite the scarcity of book reviews noted by the Deputy MD, the book received attention from the press and is distributed and sold by the largest and most recognized publishing houses in Egypt, Dar El Shorouk.

#### **Output 4.4: Networks and Partnerships for Local Development Created and Strengthened**

Presenting ENID as a network of researchers and development practitioners indicates a project approach that is inclusive and based on the complementarity between research and implementation. Hence, ENID was rigorous in establishing a wide range of partners which includes research institutes and universities, government institutions, civil society organizations and the private sector. The partnerships and protocols signed between ENID and partner organizations are based on a win/win approach with the collaborations serving the purposes of the project and the requirements of scaling up while also being aligned with the interests and mandates of the partners. This was the case of the partnerships with Caritas, Masr El Kheir, Micro-soft, Traintex, the NGOs in Qena, the Cairo and South Valley universities, the Ministries and Directorates, Donors, etc.

These partnerships have given leverage to ENID enabling the project to deliver on multiple fronts and accordingly gain recognition in Qena but also in Cairo and beyond within international circles. ENID is performing significantly on this Output given the political and economic situation that is still fluid. The target for partnerships with 33 of 45 civil society organizations is more than halfway to realization. So far ENID has signed 56 protocols, among which 33 are with NGOs.

ENID's work with government partners is duly acknowledged by the various directorates in Qena as being of added value. Partnerships with the private sector are more challenging and have been more difficult to forge since the revolution. However, ENID is exerting efforts to bring these actors on board through CSR but more importantly through the establishment of new value chains in the crafts sector and readymade garments, as well as bringing existing value chains in the agricultural sector to new levels through optimized use of local materials.

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<sup>50</sup> Professor Galal Ahmad Amin is an Egyptian economist and commentator. He is professor of economics at the American University in Cairo, and renown scholar

## OUTCOMES, IMPACT AND SUSTAINABILITY

The ENID project activities are definitely contributing to the achievement of the four Outcomes and to the project Impact area at least whereas the Governorate of Qena is concerned. A total of 573 number of jobs/income generating opportunities have been created so far across ENID's domains, with 179 for men and 394 for women. The number of jobs created in each domain is as follows: 237 in the various crafts interventions and trainings in manufacturing (37 for men and 200 for women), 222 beneficiaries in agriculture through 10 activities (142 for men and 80 for women), and 114 beneficiaries in basic services through the innovative joint literacy and sewing workshops and pre-schools (all women). The total number of targeted jobs across all domains is 1316 which brings ENID almost half way despite the delays in implementing the fish farms, the readymade garment factory and the Eco-Lodge.

Capacity has been developed through the delivery of trainings to a total of 1885 beneficiaries (1042 men, 663 women and 180 children). The breakdown of trainings is as follows: Basic Services: a total number of 14 trainings have been delivered, benefitting 403 beneficiaries (180 children and 223 women); Agriculture: a total number of 42 trainings have been delivered, benefitting 1245 beneficiaries (1005 men and 240 women); Manufacturing: a total number of 17 trainings have been delivered, benefitting 237 beneficiaries (37 men and 200 women). Two years into implementation, ENID is progressing steadily towards realizing its target of 2909 trainees.

The standard of living of communities is being improved through the focus on developing agricultural practices and products as well as through the upgrading of basic services such as health, pre-school education and literacy classes for women.

The Overall Impact of ENID assumes that both ripple and multiplier effects will take place in the Upper Egypt region, with expansion within the Governorate and replication beyond. Already a number of NGOs have approached ENID with requests to implement crafts interventions in new villages across Qena and Upper Egypt. Additionally, having heard of ENID's concept and design for the Fish Farms, the Governor of Luxor adopted it and preceded Qena in having it built in his Governorate. Such sectoral replication is a positive development and it is expected that more Governorates will follow suit in the next two years. However, the purpose of ENID is to present the government with a holistic integrated model for nationwide replication. This is dependent on a number of factors, some of which are beyond the control of ENID, such as the stability of the political situation and the establishment of an overall enabling investment climate, while others are dependent on ENID's ability to reach out to policy makers: Ministers and Governors. One of the advantages that ENID has which is not given to most projects is that its MD is a respected scholar and public figure who has relatively easy access to policy makers, as evidenced by the attendance of seven Ministers in the Annual Conference, and as confirmed by FMs.<sup>51</sup>

ENID's preferred mode of activity is to use a 'bottom-up' rather than a 'top-down' approach with the authorities, communicating at the local level with the Governor of Qena with whom an excellent and supportive relationship has been established with immediate results. One outcome has been the appointment of ENID Operational Manager to the National Committee for Preparing Qena Development Strategy, to be presented to the President in February 2015 as a model for all governorate development strategies. Nevertheless, the fact remains that a more sustained effort should be exerted by ENID during the next two years to engage MOLD at central level. The current Minister, Adel Labib- previously

<sup>51</sup> Interview with Dr. Sahar El Tawila previously the Head of the Social Contract Centre



the Governor of Qena- is supportive of the project, however, this has yet to translate into institutional support from the Ministry. MOIC has been very supportive of ENID opening doors for the MD to meet Ministers, helping organize the visits to India and promoting the project with donors. Yet, while it is understood MOLD is in a better position to champion the initiative and scale up the model nationwide.

The sustainability of the project interventions is built into the model through a number of mechanisms which are meant to eventually enable ENID's smooth disengagement from Qena. These mechanisms include matchmaking between stakeholders and linkages between the various elements of an intervention and among interventions. Moreover, closing the loop between training, production and marketing is critical to the sustainability of the jobs created, as is the development of value chains with certain industries/crafts feeding into the production of others. For example the camel bone carving is used in jewelry making, furniture and home accessories. The integration of literacy and vocational training classes is another loop that is closed and which adds to the potential sustainability of both interventions. It should be noted however, that in the case of certain interventions especially in the basic services domain, sustainability is less certain unless there is Governorate support. The education and health services provided to pre-school children and mothers under Output 3.1 is an intervention which requires both technical and financial resources that the NGO is not expected to assume independently.

Conceiving of ENID as an initiative that would mature into a registered not for profit Foundation is a measure ensuring the sustainability of the model and promoting its scalability. As the MD director put it, *"The Foundation is not just for Qena but for all of Egypt"*.

## GENDER AND SOCIAL INCLUSION

ENID's attention to women, the young and agricultural workers is apparent under all project domains. Women are included in all project activities despite the conservative nature of Upper Egypt, and especially in the villages. Women's mobility and access to public life and services such as education and health is hindered by customs which confine them to their domestic and secondary role. ENID was culturally sensitive in its modality of implementation of the various capacity development interventions, taking into account issues such as locations and hours of trainings or service delivery, while also engaging men as partners and as beneficiaries of the various interventions.

ENID promotes the sectors where women are intensively employed such as carpet weaving and ready - made garments, as well as their introduction to activities that are stereotypically perceived as being masculine such as the camel bone, the arabesque wood work and in the mother of pearl inlaid boxes, rather than just focusing on 'feminine' activities.

ENID's gender message is loud and clear, with a focus to addressing their disadvantaged status and compromised wellbeing through both mainstreaming and equity measures.

Youth inclusion is ensured through skills formation programmes that are responsive to market needs and the potential for investment and economic growth in Qena as well as to the aspirations of the young women and men in the Governorate

ENID's attention to promoting food security and agricultural productivity addresses the needs of agricultural workers who constitute the largest share of the working poor in Upper Egypt.<sup>52</sup>

## LESSONS LEARNED

Lessons learned are a very important part of a demonstration model because they provide explanations for what worked but also for what did not work. In the project document, there is mention of a project learned log that will be regularly updated to ensure on-going learning and to facilitate the preparation of the Lessons-learned Report at the end of the project.<sup>53</sup> For such a log to be useful in the development of strategies for the future, it should include a minimum level of detail concerning the problem or issue and its impact and the type of lesson learned and a description of it, as well as of the action that was taken to address the issue. ENID's quarterly progress reports include a lessons learned section that is very scanty in terms of the level of detail provided, and there is no attempt to link this section with the following one which describes the way forward. This deficiency in the reporting of lessons learned detracts from the usefulness of these lessons as a planning and strategizing tool. Moreover, a close look at the content of lessons learned reveals them to be givens or known facts rather than uptakes from implementation. The need to develop the management capacity of NGO partners and to raise awareness of communities so as to promote ownership are the only two lessons learned cited in both the 2013 and 2014 progress reports, which indicates that the project has been somewhat lax in developing its log.

## RECOMMENDATIONS

The recommendations proffered as a result of the MTE are concerned with domains A, B, C, and D. ENID has mainstreamed the gender and youth aspects in the other domains. In addition a number of general recommendations will be offered concerning the project as a whole.

### Domain A: Upgrading Basic Services in Rural Upper Egypt

- Discuss with GALAE the possibility of establishing a special class for women who are older than the authorized age bracket of 16-30 years old.
- Study the possibility of leveraging the Literacy materials developed by UNDP's ICT Trust Fund
- Consider the possibility of replicating/adapting the teleconferencing facility on health issues instituted by the UNDP in its Integrated ICT for Siwa Community Development project in Nubia.

### Domain B: Promotion of MSMEs and Entrepreneurship

- Develop and disseminate awareness messages during the craft trainings. The awareness messages should be about HR in general and citizenship rights as well as about the importance of proper hygiene and sanitation. In this context, UN Women and the UNDP have developed a wealth of materials (info-graphics, videos, etc.) that can be used for awareness raising.
- Institute and monitor the implementation of safety measures in some of the training locations (camel bone, wood turning, etc.)

<sup>52</sup> ENID Programme Overview December 2013

<sup>53</sup> ENID Project Document p.59

- Discuss the issue of lacking resources for raw materials for TVET schools with the Governor of Qena and investigate the possibility of providing the raw materials and tools through Governorate resources and private sector sponsorships
- Pursue the dialogue with the Ministry of Education and Ministry of Finance on removing the current tax applied to revenues earned by TVET schools from producing and selling so as to cover the cost of raw materials purchased for practical trainings.
- Organize a High Level Round Table to promote the re-establishment of Supreme Council on Human Resource Development as a coordinating body for Technical and Vocational Education (TVET), and discuss measures of support to the Egyptian TVET system. The Round Table can be organized around ENID's PB entitled "Recommendations for Technical and Vocational Education and Training in Egypt" and lessons learned from implementation in Qena.<sup>54</sup>

#### **Domain C: Sustainable Agricultural Development and Off Farm Incomes**

- Organize stakeholder consultations in Qena with Farmers, NGOs, and the Directorate of Agriculture to discuss the governance of the process of recycling agricultural residues and the way to reach out to small farmers to make sure that they can also benefit from the access to cheap compost and nutrients.
- Use the opportunity of the FFS to promote the Roof Gardens in rural areas and gauge the interest of farmers. If it is determined that there is enough interest, ENID should ensure that all materials required are available locally at affordable cost to farmers.

#### **Domain D: Advocacy, Research and Policy**

- Recruit an additional staff member who is media savvy to develop and oversee the implementation of the communication and dissemination strategy and who will be in regular contact with the media.
- Develop a rigorous Lessons Learned Log and strengthen the relevant section in ENID's QPR also including a discussion of Lessons Learned in Annual Reports
- Consider the development of an English/Arabic newsletter. In the project document, there is reference to an IFPRI-style newsletter with minimal use of technical language, and a strong dose of practical information along with applied research results.

#### **General Recommendations for ENID:**

- Develop a strategy for outreach to policy makers to include one on one meetings with policy makers, senior-level briefings, and one page issue briefs
- Engage MOLD in organizing a presentation of ENID to Provincial Governors
- Organize a workshop with the Ministry of Industry and the SFD to discuss support to the crafts sector within the context of the new/revised MSME strategy. Lessons learned from India should be shared as well as experiences from other countries, for example the experience of Morocco is also worthy of consideration.
- Continue to develop proposals for donors focusing on consolidation of results achieved rather than expansion of activities. The issue of consolidation was discussed with the ENID team and their point of view was that the quality and capacity of products as well as responsiveness of beneficiaries were still under the magnifying glass. Accordingly, results are likely to start becoming 'consolidated' towards the end of 2015.

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<sup>54</sup> PB 004

- Develop a standalone proposal for the establishment of the Eco-Lodge to be submitted to one of the development banks (EBRD, AfDB).<sup>55</sup> The reason for preferring soft loans to grants is that the owner of the Lodge would be required to pay back the amount of the loan from the profits accumulated, thus setting a good practice social business model for the Egyptian private sector.
- Respond to DFID's request to develop a report demonstrating the cumulative impact of ENID's interventions on provincial poverty and economic outcomes.

## CONCLUSIONS

The MTE concludes with a brief discussion of the extent to which ENID is fulfilling its mandate as it is stated in the project document.<sup>56</sup> (Annex. 15 ENID Mandate)

ENID has been prolific in producing research and policy briefs.<sup>57</sup> So far, ENID has produced 25 policy briefs and 15 case studies, in addition to 5 manuals on agriculture all of which are posted on ENID's website. The information provided is useful because it is contextually relevant to Egypt's development challenges, is in line with national policies and taps on international and national good practices. The OVOP which is based on the Japanese experience and the *Ishraq* girls' literacy programme are examples of international best practices that the project studied, adapted, and/or expanded to the suit the needs and potentialities of Qena.

The rigorous academic yet evidence based research which ENID is putting to the test in one geographical area is rather unique and should be providing a wealth of lessons for future development efforts. FMs interviewed are of the opinion that ENID should be focusing on lessons learned and consolidation during the next two years. The MTE concurs with this view point which also responds to DFID's concern regarding ENID's focus on implementation to the expense of the lessons learned from applied research. Moreover, while ENID has been successful in informing policy about certain sectoral issues, it has yet to inform the GOE about its integrated territorial approach to local development. The credibility of ENID's approach needs to be substantiated with lessons learned from what worked and what did not work and the reasons for both.

ENID's monitoring is based on reports from the Local Coordinators and regular field visits from the PDs. The project reports progress achieved against the targets and indicators of the logical framework. Based on a recommendation at the last ENID Board meeting held in January 2014, an expert consultant was appointed and provided ENID staff with a month's training. Still, ENID's uptake from the "most advanced methods and technologies from the global pool of knowledge" is not clear to the consultant and accordingly, neither is the nature of the information that the project purports providing to policymakers regarding monitoring and evaluation frameworks for programmes of national priority.<sup>58</sup>

ENID's inclusivity mandate has been fulfilled to the utmost, helped by information provided from national poverty studies and HDRs, and the various needs assessments of the Qena villages, and FGs

<sup>55</sup> Both EBRD and AfDB are financing sustainable Tourism and clean Energy projects in Africa and east Europe. The proposed Eco-Lodge would fit in their mandate

<sup>56</sup> ENID Project Document p. 5

<sup>57</sup> ENID is in the process of developing a new PB on Social Justice Post 2011

<sup>58</sup> Ibid. p.5

conducted with stakeholders from the government, and the community through its civil society actors, as well as beneficiaries (women and men). These exercises have informed the nature of the interventions as well as the modality of implementation, thereby promoting ownership of the development process. ENID's field presence ensures that the project is alert and responsive to the needs and aspirations of stakeholders.

In conclusion, while certain issues related to some of the interventions such as the governance of the management of the recycling of agricultural residues, and the lack of safety measures in some of the workshops, as well as to the documentation and dissemination activities of the project, have been noted as requiring attention, the MTE concludes that ENID is proceeding steadily toward the full realization of its mandate. Unless some unforeseen political development occurs that result in disruption of ENID's course, the project is set to become a best practice local development model.

## ANNEXES

### Annex 1. List of ENID Poorest Villages

#	Village Name	Link to Needs Assessment Report	Language
1	AlQoseir Bakhane Village	No Report Available	-
2	El Rezka village	<a href="http://enid.org.eg/Uploads/PDF/NAR_rezka_en.pdf">http://enid.org.eg/Uploads/PDF/NAR_rezka_en.pdf</a>	English Summary
3	Gezeret AlDom	No Report Available	
4	Gezeret Mattera village	<a href="http://enid.org.eg/Uploads/PDF/NAR_mottera_en.pdf">http://enid.org.eg/Uploads/PDF/NAR_mottera_en.pdf</a>	English Summary
5	Abbassa	<a href="http://enid.org.eg/Uploads/PDF/NAR_abbasa_en.pdf">http://enid.org.eg/Uploads/PDF/NAR_abbasa_en.pdf</a>	English Summary
6	ElMarashda Village	<a href="http://enid.org.eg/Uploads/PDF/NAR_elmarashda.pdf">http://enid.org.eg/Uploads/PDF/NAR_elmarashda.pdf</a>	-
7	Geziret Hamoudy	<a href="http://enid.org.eg/Uploads/PDF/NAR_geziret_hamoudy.pdf">http://enid.org.eg/Uploads/PDF/NAR_geziret_hamoudy.pdf</a>	Arabic Report
8	AlAwsat Komola	<a href="http://enid.org.eg/Uploads/PDF/NAR_awsat_komola.pdf">http://enid.org.eg/Uploads/PDF/NAR_awsat_komola.pdf</a>	Arabic Report
9	Refa'a Village	No Report Available	-
10	El Makhzan	<a href="http://enid.org.eg/Uploads/PDF/NAR_elmakhzan_en.pdf">http://enid.org.eg/Uploads/PDF/NAR_elmakhzan_en.pdf</a>	English Summary
11	AlToueirat Village	No Report Available	-
12	AlKalmena Village	No Report Available	-

## Annex 2. Terms of Reference

### Terms of Reference – PROJECT MIDTERM REVIEW CONSULTANT



<b>Job Title:</b>	<b>ENID PROJECT MIDTERM REVIEW CONSULTANT</b>
<b>Location:</b>	<b>Cairo, EGYPT</b>
<b>Application Deadline:</b>	<b>2 August 2014</b>
<b>Type of Contract:</b>	<b>Individual Contract</b>
<b>Post Level:</b>	<b>International Consultant</b>
<b>Languages Required:</b>	<b>English (Arabic)</b>
<b>Starting Date:</b>	<b>24 August 2014</b>
<b>Duration of Initial Contract:</b>	<b>2 months</b>

#### 1. Background

The Egypt Network for Integrated Development (ENID) is a five-year UNDP initiative launched in mid-2012 to develop viable and sustainable development in the poorest districts of Upper Egypt with a set of four highly integrated areas of intervention, focusing on the enhancement of economic performance, job creation and poverty reduction. The outcome of ENID's work is intended to be used for both policy formulation and programme implementation purposes in the Upper Egypt region and beyond. The work of ENID is embedded in UNDP's Local Economic Development (LED) approach, which aims to activate the role of local government and communities as critical players in the development process. The project covers the following four major domains:

- (i) Increase income in Upper Egypt (with special focus on women and youth)
- (ii) Improved food security in Upper Egypt
- (iii) Improved basic/public services in Upper Egypt
- (iv) Enhanced Knowledge and Strengthened Networks for Local Economic Development

#### 2. Purpose of the Evaluation

As an integral part of the project implementation cycle, UNDP has initiated a project evaluation that will analyse the achievements of the ENID project against its original objectives while providing project partners with an independent review of project outputs/outcomes.

The evaluation will review technical and managerial aspects and consider issues of effectiveness, efficiency, relevance, impact and sustainability.

The evaluation will identify factors that have facilitated and/or impeded the achievement of objectives and should result in recommendations and lessons learned that will help project managers in re-orienting and re-prioritizing project activities and managerial arrangements as needed for the remainder of the project. The evaluation will also be forward looking, giving future directions and



### Annex 3. Review Questions

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#### PROJECT DESIGN:

- Does the project design benefit from previous experience in the area of economic development? Whose experience and in which context?
- How were the activities/interventions identified? Did the project design benefit from available experts in areas pertinent to project objectives? Who was involved at the planning stage?
- Does the project's logical framework or theory of change reflect a coherent/integrated approach?
- Does the project design build on previous work addressing economic development challenges in Egypt? How so?
- What is the difference between ENID and other present or past work undertaken to address economic development in Egypt?
- To what extent did international/regional best practice models of LED or integrated territorial approaches to local development inform the project during the design phase?
- Given the political and institutional post revolution context, was ENID able to achieve its Outcomes?
- To what extent if any did ENID contribute to local economic development planning and policies at the local, regional and/or national levels?
- Is the initial design still relevant in light of the project experience to date or are there components that were revisited during implementation or that need to be revisited? What are those? And what were the reasons?
- ENID was formulated during the post revolution transition, were the risks sufficiently anticipated? Were the mitigation measures adequate?
- How effective was the monitoring system? What were the monitoring procedures that were put in place?

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#### PROJECT IMPLEMENTATION:

- How did the project cooperate and partner with local NGOs, communities and governments? What were the challenges and how were these overcome?
- To what extent did the cooperation with local NGOs, communities and governments serve the project's objectives?
- What does the qualitative data from case studies and communications say about success in building partnerships to achieve the objectives?
- Are the project information and progress of activities disseminated to project partners and stakeholders? Are there areas to improve in the collaboration and partnership mechanisms?
- To what extent did the communities and in particular vulnerable groups, benefit from the project? Were vulnerable groups considered in all interventions or were specific equity interventions designed or measures taken to ensure that they were not marginalized?
- Is the project making satisfactory progress in achieving project outputs vis-à-vis the targets and related delivery of inputs and activities?

- Are there critical issues related to achievement of project results that need immediate attention in the next period of implementation? What are those?
- Are there any specific success stories and/or challenges (2-3) that can be documented in more depth at this stage that demonstrates the progress made by the project?
- What is the policy impact of the project?
- To what extent did international/regional best practice models of LED inform the project during implementation?

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**PROJECT MANAGEMENT:**

- Do the project management systems, including M&E procedures, progress reporting, administrative and financial systems, operate as effective management tools, aid in effective implementation and provide sufficient basis for evaluating performance and decision making? Please give examples
- Has the project effectively promoted its approach and disseminated its results?
- On the financial side, was the initial budget of \$ 4, 708,209 was congruent with project activities and results? Has the project efficiently and transparently managed its funds? Are there any financial irregularities and/or improvements to be made?
- Was there any variation to the results framework and process and if so why?

## Annex 4. Legal Status

### ميدان العمل والأغراض المقترح

#### ميدان العمل:

- ميدان رعاية الأسرة.
- ميدان التنمية الإقتصادية لزيادة دخل الأسرة.

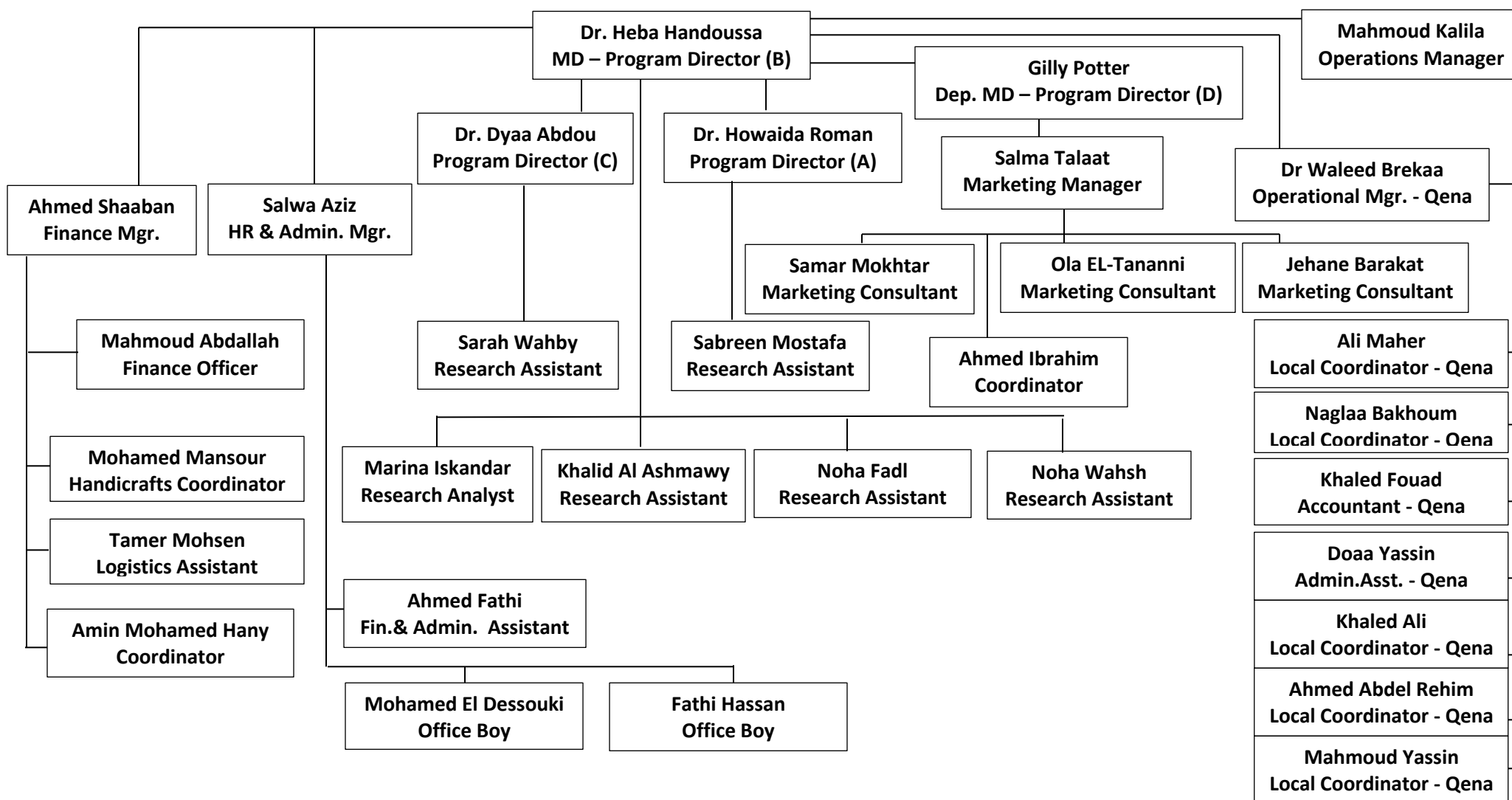
#### الأنشطة :

تعمل الجمعية / المؤسسة علي تحقيق أغراضها في هذه الميادين عن طريق الأنشطة الآتية:

- 1- إقامة مراكز التدريب المهني علي الحرف المهنية.
- 2- إقامة مراكز الأسر المنتجة ومراكز خدمات المرأة العاملة.
- 3- إقامة معارض الأسر المنتجة الدائمة والمؤقتة داخل وخارج مصر.
- 4- إقامة مشروعات الحرفيين لتدريب الأفراد ومعاونتهم في تسويق منتجاتهم (بشرط موافقة الجهة الإدارية علي نشاط تسويق المنتجات) من أجل المعاونة في المعيشة والعمل علي زيادة دخل الأسرة.
- 5- تقديم الخدمات الإجتماعية الشاملة في مجالات التنمية البشرية والصحية والتعليمية ورفع المستوى الثقافي والعلمي للمجتمع.
- 6- تقديم الخدمات الاستشارية والفنية والإجتماعية والإقتصادية ونشر البيانات والمعلومات عن التشريعات التي تخص قطاع الأعمال عامة.
- 7- إصدار المطبوعات الدورية والنشرات والمجلات التي تخدم أغراض وأهداف المؤسسة التي تعبر عن نشاطها بعد أخذ موافقة الجهات المختصة. الجمعية /
- 8- تنظيم وإقامة المؤتمرات والندوات في مجال الحقل الإجتماعي والاقتصادي والتجاري أو الإشتراك فيها.
- 9- المشاركة في إقامة وتنظيم المعارض الخاصة بالتنمية الإجتماعية والاقتصادية.
- 10- التعاون مع الهيئات الأجنبية والدولية والتي تهتم بمجال التنمية الإجتماعية والاقتصادية والثقافية العلمية بعد إخطار الجهة الإدارية.

## Annex 5. Project Organigram

ENID Organisation Chart – Dec 2014





## Annex 6. List of ENID's Participatory Needs Assessment Reports

The government of Qena accounts for 59 of the 1000 poorest villages identified by Egypt's poverty map. In order to identify the needs of the poorest villages, ENID carried out participatory needs assessment reports for ten villages, in addition to another 22 reports which had been carried out by the Social Contract Center in 2010. So now ENID has participatory needs assessment reports for 32 villages spread over a number of Qena districts from north to south as follow:

### Enid reports

<b>Qous districts:</b>		
1	Gezeret Mattera	<a href="http://enid.org.eg/Uploads/PDF/NAR_mottera.pdf">http://enid.org.eg/Uploads/PDF/NAR_mottera.pdf</a>
2	Abbassa	<a href="http://enid.org.eg/Uploads/PDF/NAR_abbasa_en.pdf">http://enid.org.eg/Uploads/PDF/NAR_abbasa_en.pdf</a>
3	El-Makhzan	<a href="http://enid.org.eg/Uploads/PDF/NAR_elmakhzan.pdf">http://enid.org.eg/Uploads/PDF/NAR_elmakhzan.pdf</a>
4	El-Haragia	<a href="http://enid.org.eg/Uploads/PDF/NAR_harageya.pdf">http://enid.org.eg/Uploads/PDF/NAR_harageya.pdf</a>
5	El- kharanka	<a href="http://enid.org.eg/Uploads/PDF/NAR_elkharanka.pdf">http://enid.org.eg/Uploads/PDF/NAR_elkharanka.pdf</a>
<b>Nakada district :</b>		
6	El-Awsat kamola	<a href="http://enid.org.eg/Uploads/PDF/NAR_awsat_komola.pdf">http://enid.org.eg/Uploads/PDF/NAR_awsat_komola.pdf</a>
7	El-Bahry kamola	<a href="http://enid.org.eg/Uploads/PDF/NAR_komola.pdf">http://enid.org.eg/Uploads/PDF/NAR_komola.pdf</a>
<b>El-wakf district</b>		
8	Geziret El-Hamoudy	<a href="http://enid.org.eg/Uploads/PDF/NAR_geziret_hamoudy.pdf">http://enid.org.eg/Uploads/PDF/NAR_geziret_hamoudy.pdf</a>
9	EL-Marashda :	<a href="http://enid.org.eg/Uploads/PDF/NAR_elmarashda.pdf">http://enid.org.eg/Uploads/PDF/NAR_elmarashda.pdf</a>
<b>Abou Tesht district</b>		
10	EL-Rezkah :	<a href="http://enid.org.eg/Uploads/PDF/NAR_rezka.pdf">http://enid.org.eg/Uploads/PDF/NAR_rezka.pdf</a>

### Social contract center reports

ENID took the permission of the Social Contract Center to use the 22 participatory needs assessment reports that it has carried out in Qena villages in 2010 in addition to the general report entitled "Participatory needs assessment in the first phase of the government's initiative to develop the thousand poorest villages (qualitative report)".<sup>i</sup>

<b>Abo Tesh District</b>			
1	El-Qoseir Bakhane.	2	El-Hobilat
3	El-Zaraeb	4	El- Negma wel homran
5	El-Maharza	6	El-America
<b>Dishna District</b>			
7	El-Azab	8	Abo-Diab Gharb
9	Abo-Diab Shark	10	El -Samta Bahry
11	El-samta Qebly	12	El-Atiat
13	El-Fao Bahry	14	El-Fao Qebly
15	El-Fao Gharb	16	Abo Manaa Qebly,

17	Abo Manaa Gharb,	18	Abo Manaa Bahry
19	Abo Manaa Shark	20	El-Sbereal
21	El-shiekh Ali	22	Nag Azoz

## Annex 7. NGO Assessment Form



## خريطة الجمعيات الأهلية في محافظة قنا الملامح والأدوار

### (أ) المعلومات الأساسية

- 1 - اسم الجمعية : .....
- 2 - عنوان المقر بالتفصيل : .....
- 3 - الوضع القانوني :
  - ( 1 ) - جمعية أهلية
  - ( 2 ) - مؤسسة أهلية
  - ( 3 ) - شركة مدنية
  - ( 4 ) - أخرى تذكر .....
- 4 - تاريخ الإنشاء أو الإشهار :      /      /
- 5 - جهة الإشهار : .....
- 6 - رقم التليفون : .....
- 7 - رقم الفاكس : .....
- 8 - الإيميل : .....

### 9- كم عدد الكوادر الفنية والإدارية بالجمعية باستثناء مدير الجمعية ؟

الكوادر الفنية	العدد (      )
الكوادر الإدارية	العدد (      )

### ب- أنشطة الجمعية

10- ما هو النشاط الجغرافي لتقديم خدمات الجمعية ؟

- مستوى المحافظة ككل



## Annex 8. Inception Meeting Agenda

### ENID Mid-Term Review (MTR) Inception Meeting

12 October 2014

#### Agenda

1. Introduction to ENID
2. Discussion of key results expected from MTR
3. Discussion of MTR plan and schedule

#### Priority issues

1. Review ENID's project design and strategy
2. Review ENID's policy influence and outreach
  - Degree of national ownership
  - Visibility, outreach and communication outputs
3. Review ENID's partnership and networking with stakeholders at the local and national level
4. Review ENID's project results
  - Case studies on 1 or 2 projects from each of the income generation (OVOP or TVET), agriculture and basic services (youth centres or preschools) sector.
  - Delivery, outputs/outcomes, value for money, etc.
5. Review ENID's management structure
6. Request concrete and specific recommendations

#### Tentative schedule and deadlines

Activities	Notes
Inception meeting/Document review	1-2 weeks
<b>Inception Report Submission</b>	<b>Deadline: within 10 days</b>
Major Donor Partners and UNDP/ENID staff and board members Interviews	Late Oct-Early Nov - Donors: DFID, Sawiris, Sida, etc. - UNDP/ENID staff/board (TBD)
Field Visit (Qena)	Mid-Late Nov
<b>Draft Report Submission</b>	<b>Deadline: within 42 days (6 weeks)</b>
<b>Final Report Submission</b>	<b>Deadline: within 60 days (2 months)</b> - Report with ExSum and matrix - PPT presentation on review

#### Methodology

- **Evidence-based:** triangulation, field surveys, focal group interviews, etc.
- **Realist Evaluation:** (1) Understand context; (2) Develop theory/mechanism on how the programme works; (3) Analyze theory/mechanism outcomes using triangulation, surveys, case studies, focus group interviews, etc. to see if the evidence backs design.

*Realist Evaluation is theory-driven evaluation method that is considered to be strong especially for small n evaluations such as ENID.*

Guides: [http://betterevaluation.org/approach/realist\\_evaluation](http://betterevaluation.org/approach/realist_evaluation)

<http://www.odl.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9138.pdf>

## Annex 9. Inception Report



# Inception Report for ENID Mid-Term Review

UNDP Egypt

**Presented by: Nemat Guenena**

October 30th, 2014



## Annex 10. Generic Interview Guide<sup>59</sup>

- This is an evidence-based research project. How does research and best practices serve the interventions being implemented?
- In your opinion, how different is the ENID model from the other economic development projects?
- Is the initial design and conceptualization of the project developed 3 years ago still relevant today? Have some components been revisited? If so, what is the justification?
- How much have your interventions benefitted from previous or ongoing local development initiatives?
- While other models have stayed at the pilot level, what makes you think that ENID model will be replicated and scaled up?
- Are all the activities sustainable? Where do you foresee challenges and what are the measures of sustainability?
- Would you say there is a high degree of national/local ownership of the ENID model?
- How many of the employment opportunities generated under the ENID project will be sustained after the project closes?
- Will the project be able to inform the government on what is needed in terms of capacities, resources, and time frame to replicate the model and each of the initiatives?
- What are the challenges you face with working with so many different categories of partners?
- Do you think you have sufficiently anticipated the risks during the project conceptualization phase? What are the risks you had not anticipated? Were the mitigation measures adequate?
- How do you monitor the progress and contribution to results of all of the different interventions? Are you satisfied with your monitoring procedures? What are the challenges?
- How do you go about institutionalizing the marketing of ENID's products? Will the NGOs be able to communicate with the buyers without the help and connections of ENID?
- How do you disseminate ENID's results? How much of this aspect of the project is dependent on the MD connections?
- Does ENID have a communication plan/ dissemination strategy?
- When will you be able to move from the Foundation phase to the scaling up phase and what are the conditions, resources, expertise required?

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<sup>59</sup> This guide was used with Project MD and PDs, GOE counterparts and FMs. It was adapted to the respondent's position/role within the project.

## Annex 11. List of Individual Interviews

<i>Donors</i>		
Ms. Nahla Zeitoun	UNDP	2 November 2014
Mr. Sam Grout	DFID	2 November 2014
Ms. Nahed Yousry and Dr. Janat ElSamalouty	Sawiris Foundation	24 November 2014
<i>Governmental Entities</i>		
Minister Adel Labib	MOLD	1 December 2014
Dr Ashraf Ghanam	MOA	11 November 2014
Amb Badr Abdel Aty and Dr. Ahmed Khater	MOPIC	12 November 2014
<i>Project Staff</i>		
Dr. Heba Handoussa	ENID	3 November 2014
Dr. Howeida Roman	ENID	11 November 2014
Dr. Dyaa Abdou	ENID	11 November 2014
Ms. Gillian Potter	ENID	11 November 2014
<i>Founding Members</i>		
Dr. Sherine Ghoneim	Economic Reform Forum	26 November 2014
Dr. Sahar El Tawila	Cairo University	26 November 2014
Dr. Sherine Shawarby	Cairo University	3 December 2014
Dr. Laila El Baradie	AUC	3 December 2014
Dr. Salma El Fawal	Dutch Embassy	4 December 2014



## Annex 12. Schedule for Field Trip to Qena

ENID Field visit16 – 18 Nov 2014

Date	Time	Venue	Activity
<b>16 – 11 – 2014</b>	<u>11:45</u>	Luxor Airport	Arrival and pick up
	<u>12.30 – 14.00</u>	Gziret Motira village (Qous)	-Sewing Workshop & literacy girls class + roof garden+ poultry raising
	<u>14.00-14.30</u>	Gemalia Village (Qous)	-Wood turning and arabesque wood work.
	<u>15.00-16.00</u>	Keristia Village (Qous)	-Sculpting with camel bone.
	<u>16.30-17.30</u>	Back to Basma Hotel (Qena)	Check In

Date	Time	Venue	Activity
17 – 11 – 2014	<u>8.30 – 9.00</u>	Meeting with head of Agriculture directorate	local government partners
	<u>9.00-9.30</u>	Agriculture research center (Qena)	Roof garden
	<u>10.45-13.30</u>	Refaa Village (Farshot)	Recycling workshop
	<u>14.00-14.30</u>	AlOssayrat (Farshot)	-(Khayameia) Patch work - Milk processing unit.
	<u>15.00-15.30</u>	Qouser Bakhane Village (Abotesht)	-Serma Craft Workshop
	<u>16.30-17.30</u>	Al halfaya bahary (Naga Hamadi)	Big unit of milk processing
	<u>18.00</u>	Back to Qena	

Date	Time	Venue	Activity
<b>18 – 11 – 2014</b>	<u>9.00 – 10.00</u>	Meeting with head of Education directorate	local government partners
	<u>10.30-12.30</u>	Dandara Village (Qena)	Accessories Workshop
	<u>13.30-14.00</u>	Beer Anbar (Qeft)	Milk Processing Unit
	<u>14.30-15.30</u>	Kallaheen Village (Qeft)	Handicraft Decorate Accessories
	<u>16.00-16.30</u>	Luxor Airport	Departure

## Annex 13. Focus Group Guide

- How did you hear about the ENID intervention?
- Are you used to coming to the NGO or did you start coming when you heard about this intervention?
- What motivated you to come and join?
- What was the reaction of your family when you said you would join the ENID intervention? Do the men in your household mind that you come here every day? Do they encourage you/ in what way?
- Do you like coming to the NGO for this training? Why?
- Can you describe the ways in which you are benefitting?
- Did you or some of you know each other before you joined the workshop?
- Are there any benefits from your interaction with each other? What are these?
- Did you face any difficulties/challenges during the training? What are these difficulties? Do you feel free to communicate these difficulties to your supervisor?
- How long does it take to have finished a product?
- Are you earning an income from this activity? How much approximately?
- What do you do with the income earned? How do you spend it? Is there any interference from any member of your family in the way you spend the money you earn?
- Is this the first time you work outside of home?
- What are your intentions after you have been trained? Would you consider starting a business or joining an enterprise? Under what conditions?
- If you start thinking of starting your own enterprise, what would you need?

## Annex 14. ENID's List of PBs and Case Studies

### **Policy briefs:**

1. **Towards More Efficient Use of Agricultural Resources in Upper Egypt, Optimum Cropping Pattern Under Different Scenarios in Qena**
2. **Comparative Advantage and Economic Return to Water, The Case of Vegetables and Fruits in Qena**
3. **Entrepreneurship in Egypt, Opportunities, Challenges and Recommendations**
4. **Recommendations for Technical and Vocational Education and Training in Egypt**
5. **Community Schools: Filling the Education Void in Rural Upper Egypt**
6. **Reformulating Labor Market Policies: Job Creation for Youth in Egypt**
7. **Conditional Cash Transfers: Conditioning for Empowerment**
8. **Labour for the Market**
9. **For Better Health Services in Egypt**
10. **Rural Sanitation in Egypt**
11. **Ready Made Garments (RMG) Industry: Is There a Way to Save It? By Ahmed Farouk Ghoneim**
12. **Subsidies and the Social Safety Net in Egypt**
13. **Pro-Poor Tourism: The Ecolodge, A Niche Entry Point**
14. **A Profile of Poverty Across Egypt and Recommendations**
15. **Promoting Manufacturing in Upper Egypt**
16. **Basic services in the poorest villages of QENA. By Howaida Roman**
17. **Women Entrepreneurs in Egypt: Realities and Hopes. By Alia ELMahdy**
18. **Egypt Beyond the Millennium Development Goals**
19. **Effective School to Work Transition**
20. **Women's Participation in Paid Employment in Egypt is a Matter of Policy not Simply Ideology. By Ragui Asaad**
21. **Policy Lessons for Integrated Development in Upper Egypt**
22. **Enhancing Accountability in the Provision of Public Services through Direct Citizen Participation**
23. **The Health In All Policies (HIAP) Approach Can Contribute to Solving Egypt's Health Problems. By Habiba Wassef (Pending)**

## **Arabic Policy Briefs:**

24. خدمات الصرف الصحي في الريف المصري: مشكلة مستعصية أم فرصة لاستحداث انماط جديدة لتقديم الخدمة

25. التعليم والعمل كمدخل اساسية لتمكين النساء في صعيد مصر

## **Case studies:**

1. **Improving Food and Nutrition Security for Poor Urban Households: The Case of Roof Gardens in Qena**
2. **Improving Milk Collection and Processing in Qena Governorate**
3. **Solar Water Pumps: The Case of Egypt's Desert**
4. **Empowering Women in Rural Qena Through Linkage Between Education and Work**
5. **Case Study 'One Village, One Product' (OVOP)**
6. **Kom El Dabaa' Village Sewerage Project Assessment Report**
7. **Youth Economic Empowerment Initiatives**
8. **India Handicrafts: Best Practice Lessons, Policies & Programs for Egypt: Analysis & Experiences Gained**
9. **A Case Study of ENID's Activities at Mid Term**
10. **GDNET: A Model Research and Knowledge Platform (pending)**

## **Arabic Case Studies**

11. **حالة دراسية: تحليل سلاسل القيمة - محصول اليانسون (Case Study: Value Chain Analysis for Anise)**
12. **حالة دراسية: تحليل سلاسل القيمة - محصول الكمون (Case Study: Value Chain Analysis for Cumin)**
13. **حالة دراسية: تحليل سلاسل القيمة - محصول الشمر (Case Study: Value Chain Analysis for Fennel)**
14. **حالة دراسية: تحليل سلاسل القيمة - محصول الحلبه (Case Study: Value Chain Analysis for Fenugreek)**
15. **حالة دراسية: تحليل سلاسل القيمة - محصول الكركديه (Case Study: Value Chain Analysis for Hibiscus)**

## **Annex 15. ENID Mandate**

In summary, ENID's mandate is to:

- Provide a venue for researchers, academics, experts and practitioners to build on the wealth of knowledge acquired on challenges to development in Egypt, and together contribute well-designed gender responsive, action-oriented and integrated solutions to the many problems that have been identified in the various and ongoing post-revolution national debates in Egypt.
- Inform Egyptian society, legislature, and policymakers on the cost and benefit of various scenarios/options for programs of national priority, and establish and implement monitoring and evaluation frameworks. Emphasis will be placed on tapping the most advanced methods and technologies from the global pool of knowledge.
- Engage civil society at the community and grassroots level by developing new modes of communication and participation that are relevant to each specific context. This will allow targeted communities to be not only beneficiaries but owners and active contributors to their own development.
- Provide a knowledge platform to practitioners and analysts covering the information, data and documentation related to those development areas in which ENID is involved. It will create linkages with development workers such that they feed their experience into the knowledge base. The purpose is to share the stock of knowledge on actual conditions and best practices in an effective and swift manner among a broad audience and policymakers.
- Ensure that macroeconomic policy actions are in line with the recommendations suggested by the sectoral analysis.

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<sup>i</sup> Soft copies are available upon request.