### Employment for Youth in Egypt (EYE): Providing a Reason to Stay

<table>
<thead>
<tr>
<th>Date of Submission</th>
<th>20 October 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefiting Country and Location</td>
<td>Nile Delta, Egypt</td>
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<tr>
<td>Title of the Programme</td>
<td>Employment for Youth in Egypt (EYE): Providing a Reason to Stay</td>
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<tr>
<td>Duration of the Programme</td>
<td>3 years (36 months)</td>
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</table>
| Lead UN Organisation | International Labour Organization (ILO)  
Peter Van Rooij  
ILO CO/DWT Cairo Director  
vanrooij@ilo.org |
| Implementing UN Organisation(s) | United Nations Industrial Development Organization (UNIDO)  
United Nations Development Programme (UNDP) |
| Lead government counterpart | Ministry of Trade and Industry |
| Non-UN Implementing Partners | Micro, Small and Medium Enterprise Development Agency ¹ |
| Total Programme Budget (UNTFHS and other sources) | 5,089,703.00 USD |
| Amount Requested from the UNTFHS | 2,000,000.00 USD |
| Amount to be Sourced from other Donors |  
| | ILO - Norwegian Government | 1,194,600 | USD |  
| | ILO | 389,910 | USD |  
| | UNIDO | 45,000 | USD |  
| | The Micro, Small and Medium Enterprise Development Agency¹ | 1,300,000 | USD |  
| | The Micro, Small and Medium Enterprise Development Agency (ITC) | 120,193 | USD |  
| | UNDP | 40,000 | USD |  
| | Total in co-funding | 3,089,703 | USD |  

¹ The Micro, Small and Medium Enterprise Development Agency was established as a new entity that encompasses the Social Fund for Development (SFD), the Industrial Modernization Centre (IMC), Industrial Training Centre (ITC), and the Technology and Innovation Industrial Council.
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# II. ACRONYMS

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<tr>
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<th>Description</th>
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<tr>
<td>BFSs</td>
<td>Business Financial Services</td>
</tr>
<tr>
<td>CAPMAS</td>
<td>Central Agency for Public Mobilization and Statistics</td>
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<tr>
<td>CoP</td>
<td>Community of Practice</td>
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<td>EYE</td>
<td>Employment for Youth in Egypt</td>
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<td>FEI</td>
<td>Federation of Egyptian Industries</td>
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<td>HS</td>
<td>Human Security</td>
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<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<td>IMC</td>
<td>The Industrial Modernization Centre</td>
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<td>IPs</td>
<td>Implementing Partners</td>
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<tr>
<td>ITC</td>
<td>The Industrial Training Centre</td>
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<td>LEED</td>
<td>Local Employment and Economic Development</td>
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<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>MSMEs</td>
<td>Micro, Small, and Medium Enterprises</td>
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<td>MTI</td>
<td>Ministry of Trade and Industry</td>
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<tr>
<td>NCCPIM</td>
<td>National Coordinating Committee to Prevent and Combat Illegal Migration</td>
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<tr>
<td>NGOs</td>
<td>Non-Governmental Organisations</td>
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<tr>
<td>PMC</td>
<td>Project Management Committee</td>
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<td>PSC</td>
<td>Project Steering Committee</td>
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<td>RO</td>
<td>Regional Office</td>
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<tr>
<td>SCORE</td>
<td>Sustaining Competitive and Responsible Enterprises</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SDS 2030</td>
<td>Egypt’s Sustainable Development Strategy</td>
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<td>SFD</td>
<td>Social Fund for Development</td>
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<td>SME</td>
<td>Small and Medium Enterprises</td>
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<tr>
<td>SYPE</td>
<td>Survey of Young People in Egypt</td>
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<td>ToT</td>
<td>Training of Trainers</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNPDF</td>
<td>UN Partnership Development Framework</td>
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<td>UNTFHS</td>
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1. EXECUTIVE SUMMARY

Egypt is responding to a challenging economic situation, and pursuing structural policy, legislative and administrative reforms that are long-term in nature. In the short-term, escalating prices of basic goods and services and the depreciation of the currency are compounded by persistent unemployment and stagnant investment market. The weak performance of the macro-economy reflects on people’s lives, resulting in the increasing poverty rate reaching 27.8 per cent in 2014/2015, and the increase in youth unemployment rate from 19 per cent in 2010 to 31.3 per cent in 2016. Lack of economic and educational opportunities is often at the base of the desire to migrate, to find work and send remittances back to families. The more youth at risk with less opportunities, the more they intensify desires of migrate, while underestimating the costs of migration and misperceiving the way of life beyond the borders.

Tackling the challenges of migration in Egypt and responding to the needs of its increasingly young population has become a national priority. Notably, Egyptian emigrants maintain very strong ties to Egypt and, eventually return home. Their behaviour makes it hard to believe that they ever intended to settle in Europe and indicates that if they were able to find the same opportunities in their home country, they probably would never have left.

Leveraging on that, this programme focuses on socio-economic development - to respond to the immediate challenges faced by young women and men in local communities that are prone and are at risk of irregular migration in the Nile Delta region, a hub and transit point for local migration; in other words, provide a reason to stay. Improving access to labour market, coupled with broadening youth’s horizon regarding work and business opportunities locally, are likely to reduce their tendency to make uninformed choices to migrate, while increasing their ability to search for opportunities locally.

Drawing on lessons learned from numerous ILO, UNDP and UNIDO youth employment initiatives in Egypt and in other countries, the joint programme focuses on multi-dimensional interventions for youth employment integrating supply and demand side that enhance capacities and stimulate partnerships at the local level for employment creation. It focuses on economic insecurity aiming to tackle the root causes of migration, increasing decent employment opportunities for young women and men, especially vulnerable groups, and maximising the role of the government and private sector in employment creation. In addition, the programme will tackle social and environmental threats through an economic angle by aiming to promote social entrepreneurship and good agricultural practices, and to raise local communities’ awareness on social and environmental threats while identifying and proposing sustainable solutions.

The programme will focus on four main pillars:

- Strengthening of national institutions for Small and Medium Enterprises (SME) development.
- Promoting Local Employment and Economic Development (LEED) in Qalyoubia and Menoufia.
- Reduction of economic vulnerability of young women and men in migration-prone areas, in Nile Delta, through better and greater decent jobs opportunities.
- Enhance local communities through the active participation and engagement of young women and men in their communities, and ensure youth better understand their potential and play active role in their society.
2. HUMAN SECURITY CONTEXT

A. SITUATIONAL ANALYSIS

Egypt is responding to a challenging economic situation, and pursuing structural policy, legislative and administrative reforms that are long-term in nature. In the short-term, escalating prices of basic goods and services and the depreciation of the currency are compounded by persistent unemployment and stagnant investment market. The weak performance at the macro-economy is reflected on people’s lives, resulting in the increasing poverty rate reaching 27.8 per cent in 2014/2015, which is the highest level since 2000. Moreover, the most vulnerable groups are faced with the compounded challenges that may ultimately lead to their marginalization.

Young women and men have been the main victims of the economic slump, as the youth unemployment rate has increased drastically from 19 per cent in 2010 to 31.3 per cent in 2016. This is a major challenge that requires a responsive economy as well as a unique opportunity for development, considering that Egypt’s ‘youth bulge’ is one quarter of the country’s population (21.2 million people, aged between 18 and 29). Moreover, the jobs that have been created are not of appropriate quality, and mainly concentrated in the informal economy, which fails to provide decent employment. The scarcity of decent jobs is preventing Egypt’s new generation from gaining the skills, and income to sustain the economic, social and political development of their country.

It was clear from consultations and discussions with youth that all aforementioned challenges resulted in the discouragement among them; **idleness and the lack of socioeconomic perspectives are pushing increasing numbers of youth into perilous emigration attempts or into different forms of violent extremism.** The national statistics agency, Central Agency for Public Mobilization and Statistics (CAPMAS) has estimated around 8 million Egyptians are currently living abroad. The Survey of Young People in Egypt (SYPE) found in 2014 that 17.2 per cent of young persons aged 15 to 29 had “aspirations” to emigrate within the next five years². The push factors are clearly economic and job related; two-thirds of youth indicated that lack of jobs as a reason to migrate and a third indicated the desire to gain higher incomes.

The number of Egyptians irregularly migrating to Europe has been on the rise with 3,151 Egyptians arriving irregularly in Italy in 2015, compared to 1,223 in 2012. A large portion of Egyptians arriving in Europe is unaccompanied minors (below the age of 18). **Egypt is the second most prominent sending country when it comes to unaccompanied minors arriving by boats in Italy only surpassed by Eritrea.** Unaccompanied minors accounted for 66 per cent of all Egyptian boat arrivals in Italy in 2015, compared to 27 per cent in 2012.³ Young Egyptian boys are sent on this perilous sea journey, as their parents know that they cannot be sent back until they are of a certain age and are seen as providing a foothold in Europe.

**Most importantly,** Egyptians are particular among migrants in Europe for maintaining very strong ties to Egypt and, eventually returning home, a fact that goes in line with the finding from the SYPE as well. ‘Their behaviour makes it hard to believe that they ever intended to settle in Europe and indicates that if they were able to find the same opportunities in their home country, they probably would never have left (IOM 2015).’

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(Info-graph based on Survey of Young People in Egypt, 2014)
In addition, Egypt is also struggling with the number of Egyptian migrants returning from abroad due to regional instabilities, especially in Libya, which traditionally hosts 1-2 million Egyptian workers. Egyptians are also being crowded out by other nationalities for job opportunities especially in the Gulf countries. This rise in the number of returnees adds to the pressure faced by the Egyptian labour market, which, in turn, further acts as an additional push factor for leaving Egypt, especially for youth.

Tackling the challenges of migration in Egypt and responding to the needs of its increasingly young population has become a national priority. The government has established an inter-ministerial mechanism, the National Coordinating Committee to Prevent and Combat Illegal Migration (NCCPIM), operating under the aegis of the prime minister with a mandate to put in place the required legislative and operational measures necessary to respond to the problems of migration. The committee has worked throughout the past two years on raising awareness against the dangers of illegal migration and cooperating with national and international partners on providing alternative solutions through projects and programmes. Moreover, it has developed a proposal for a legislation that was enacted in November 2016, providing the first all-encompassing legal framework to define and sanction the crimes of smuggling migrants while providing the needed protection for the victims. On the operational ground, two major field research (on youth and unaccompanied minors) were carried out to identify root causes of migration and locate target regions and groups at the village level. Those studies represent the main reference point and the basis that led to the development of a national strategy to deal with the phenomenon of migration within a multidimensional approach. Egypt, although facing strong challenges in dealing with migration issues, stands on solid grounds on the institutional and legislative levels to develop appropriate policies and responses to mitigate the crisis. The national strategy can operate as a roadmap for government and development partner’s interventions in support of Egypt’s efforts to deal with the issue.

A Human Security (HS) approach that promotes an integrated, coordinated and people-centred approach is essential to deal with the full complexity of the challenges that Egypt faces as described above and to provide a comprehensive response to build an enabling environment as well as to alleviate the root causes of migration in Egypt. The HS approach is also consistent with Egypt’s current strategic vision titled, “Sustainable Development Strategy 2030” that recognizes an integrated approach to achieve sustainable development. Aligned with its vision, Egypt is also committed to achieving the Sustainable Development Goals (SDGs), indicated by its voluntary review of the SDGs in July 2016. The proposed programme will align with the aforementioned national strategy - focused on sustainable development - to respond to the immediate challenges faced by local communities that are prone and are at risk of irregular migration.

**Nile Delta**

The Delta region hosts almost half of Egypt’s population (43%), and contains most of its arable land, hence, considered the food basket for Egyptians. Although the region remains predominantly rural, it hosts many industries, such as weaving, manufacturing of electronic appliances and others. While the Delta governorates have average human development indicators, they still have concentrated problems particularly in economic, environmental, health and gender dimensions. Moreover, the Delta region is central to dealing with Egypt’s migration challenge as key point of sending, transit and receiving returnees, as depicted in the Human Security analysis of the region in the section below.

In addition to the socio-economic challenges facing the Delta region, there are serious environmental threats; the foremost of them is the threat of rising sea water level. Continuing urban expansion on agricultural land reduces the productive asset of the region, while adding to the waste disposal issues in the Delta due to the lack of sufficient land for this purpose. Most Delta governorates lack sufficient
landfills and the quality of surface water and ground water is highly polluted by the lack of or inefficient wastewater and industrial waste disposal. Untreated industrial and agricultural wastes, sewage, and municipal wastewater threaten the quality of the river water.

However, the Delta region also has great potentials for development including reasonable connecting infrastructure, proximity to ports and the metropolitan regions of Greater Cairo and Alexandria, and with fairly educated and/or trained population.

**Human insecurity in the Delta Region**

The HS assessment conducted in target area as well as the above situation analysis emphasised that **economic insecurity** is the top challenge in the Nile Delta Region. In addition, **environment insecurities** were also highlighted during the assessment. The proposed programme in the Delta region should build enabling socio-economic environment in partnership with both public and private partners at the central and local levels to address its socio-economic challenges in ways that unleash its economic potential and, hence, make the population of the Nile Delta governorates more equipped for youth economic empowerment.

*Geography of Potential Target Governorates in Nile Delta*
The HS assessment focused on three governorates in the Delta Region, namely: Kafr El Sheikh, Menoufia and Qalyoubia. The three governorates were selected based on more than one factor; as stated in this section, national studies indicated that these three governorates can represent the whole region (e.g. population, trends, geographical location ...etc.); in addition, the challenges these three governorates face in particular, for example, Kafr El Sheikh is considered a transit governorate for irregular migration. Moreover, geographical diversity in assessing Nile Delta were thought of, which impact social and economic aspects in the governorate trends (e.g. Qalyoubia is near to urban areas, Kafr El Sheikh is coastal area).

Kafr El Sheikh is at the north of the Delta region with high levels of poverty and unemployment, but also considered a hotspot for transit to irregular migration across the Mediterranean. It also encompasses most of the environmental hazards related to rising sea water level.

Menoufia is traditionally an agricultural based rural economy; however, in 1973 three industrial cities were constructed to boost industrialization across the country. Sadat city was one of these new cities. Later on, this city and its surrounding desert front amalgamated to the Menoufia governorate. Today, Sadat city harbours four industrial zones with the fifth coming up shortly, as well as several cultivated farms on desert lands.

This has made Menoufia one of the top five demographically-attractive governorates since late 70s. Nevertheless, during the HS assessment meetings, one of the major challenges identified by businesspersons in these industrial zones is the lack of skilled labour. Paradoxically, Menoufia’s rural areas tend to be one of the top five demographically-unattractive governorates, where its people migrate to other urban governorates (domestic migration), or to other Arab countries. This rural exodus to Arab countries explains the high numbers of returnees from Arab countries post year 2011 (i.e. Egyptians returnees from Libya and Syria). The sudden increase of returnees in 2011, who are unemployed, might have contributed to the increase in the unemployment rate on the governorate level, as shown in table (2); where the rise in unemployment rate has more than doubled from 4.1 in 2010 to 10 per cent in 2015.

Qalyoubia is considered as part of the Greater Cairo region. Unemployment rates raised from 7.5% in 2010 to 13.2% of population in 2015. High illiteracy rate of 27.5% where 34.6% are females 20.9% are males (Household Income Consumption Survey 2015). The assessment highlighted that health threats are impacted by the poor environmental conditions, as Qalyoubia is famous with its established industries, which is negatively affecting the environment, in addition to the inefficient industrial waste management in the governorate. This all has resulted in health and environmental insecurities. It is important to mention that public healthcare services are close to sufficient in quantity but do not offer quality service.
The main relevant findings in the three governorates:

- The three governorates have high population density, all together account for approximately 14 per cent of the total country’s population (90,086,267 million in year 2016).

Below is a table of the total population disaggregated by sex:

**Table 1: Total Population in Three Governorates, year 2016**

<table>
<thead>
<tr>
<th>Governorate</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>% of total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kafr El Sheikh</td>
<td>1,643,693</td>
<td>1,605,575</td>
<td>3,249,268</td>
<td>3.6</td>
</tr>
<tr>
<td>Menoufia</td>
<td>2,070,856</td>
<td>1,964,281</td>
<td>4,035,137</td>
<td>4.5</td>
</tr>
<tr>
<td>Qalyoubia</td>
<td>2,674,219</td>
<td>2,541,227</td>
<td>5,215,446</td>
<td>5.8</td>
</tr>
</tbody>
</table>

- The three governorates have high youth unemployment rates, especially amongst those with secondary school attainment (68.1 per cent in Kafr El Sheik, 59.3 per cent in Qalyoubia and 53.4 per cent in Menoufia) and university graduates (31.7 per cent unemployment in Kafr El Sheik, 37.9 per cent in Qalyoubia and 42.7 per cent in Menoufia).

- High unemployment rates among women are also prevalent in all three Governorates. Women often also find themselves in a vulnerable employment status, for instance, being unpaid family workers in agriculture.

As shown in the below table, statistics and trends shows increased (doubled in some cases) unemployment rates in the three governorates between 2010 and 2015, disaggregated by sex:

**Table 2: Unemployment Rate in the Three Governorates (percentage)**

<table>
<thead>
<tr>
<th>Governorate</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kafr El Sheikh</td>
<td>3.6</td>
<td>16.3</td>
<td>7.0</td>
<td>5.9</td>
<td>20.3</td>
<td>12.2</td>
</tr>
<tr>
<td>Menoufia</td>
<td>2.8</td>
<td>7.3</td>
<td>4.1</td>
<td>8.6</td>
<td>13.4</td>
<td>10.0</td>
</tr>
<tr>
<td>Qalyoubia</td>
<td>4.3</td>
<td>22.5</td>
<td>7.5</td>
<td>10.4</td>
<td>22.8</td>
<td>13.2</td>
</tr>
</tbody>
</table>

- Micro, Small and Medium Enterprises (MSMEs) have been the primary absorber of labour force entrants in previous years and significantly contribute to employment generation, albeit mostly in an informal manner. MSMEs are also the primary source of products and services for local markets, particularly for the lower-income segments of society with limited purchasing power.

- Solid waste collection and disposal is a major problem in Nile Delta, but is also seen as a potential for employment generation and business opportunities in waste recycling and more broadly green jobs. Consultations shows that the recycling of agricultural wastes and the production of fertilizers and biogas can be an economic opportunity in these areas.

- Awareness raising and change of culture, particularly towards the value work, has been identified as a priority among youth, due to misperception towards the value of work.

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4 CAPMAS Statistical yearbook, 2016
Great potential is seen for economic development and youth employment, through for example, promotion of certain crafts and small industries in villages (one village one product approach). Branding certain products in villages or towns is seen an entry point for opening national and global markets. These include carpentry, silk production, hand-woven carpets, agro-industries, etc.

Though conducting the HS Assessment in the field, the UN partners tried to understand what constitute a concrete reason for youth to stay in Egypt? The target groups and local partners consultation highlights that youth major challenge is in finding a decent job, and their lack of awareness towards migration and what life to expect at the end of the line.

In addition to the above findings, entrepreneurship promotion and development, in parallel to skills development of core employment needed skills were identified as a principal need for youth in target areas. it is worth mentioning that addressing economic and environmental insecurities in these governorates can be seen as the base for enhancing overall human security in the Delta Region. In addition, the Assessment consultation recommends that fostering local economic development and strengthening relevant local SMEs institutions must be accompanied with the response to the above needs, so that the programme can have a comprehensive approach that will lead to job creation in local areas.

B. PAST AND CURRENT INTERVENTIONS

On the national level, the government of Egypt has done efforts to address the above-mentioned challenges in the 2014 constitution and through the overarching policy framework; Egypt’s Sustainable Development Strategy (SDS) 2030. The political leadership has been promoting a number of projects on a national scale and of national significance. These include land reclamation of 1.5 million Feddan as well as the Suez Canal investment zone.

The government of Egypt has many national programmes targeting the same target groups of the proposed programme, which can greatly enhance the proposed programme’s impact in the future when synergies and linkages are in place. Examples of such national programmes include “Mashrouak (Your Project)” programme, implemented by the Ministry of Local Development, targeting young entrepreneurs, and “Takafol & Karama Programme” implemented by the Ministry of Social Solidarity. “Takafol” is a social protection programme aiming at targeting conditional cash transfer to poor families obliging them to send their children to school, while “Karama” is a social security programme targeting the elderly and persons with disabilities. The importance to our proposed programme in relation to “Takafol & Karama” is Forsa (Chance) Programme, which is seen as an economic empowerment programme to help the beneficiaries of Takafol and Karama get decent and sustainable jobs, and eventually graduate from the social protection programme.

Besides, ILO, UNIDO and UNDP have many models of interventions to tackle labour migration and youth employment that helped shaping the proposed programme, mostly through the following programmes/projects:

- UNIDO with ILO and other UN agencies: Human security through inclusive socio-economic development in Upper Egypt (Hayat project), in cooperation with Ministry of Local Development.
It is worth mention that this project results and lessons learned have informed the proposed programme. For example, outcome 4 social inclusion and comprehensive methodology is based on the approach developed during Hayat project.

Moreover, the UN agencies will build on the management approach developed through Hayat, delivering-as-one as per each agency’s operations allows, to ensure an efficient programme management. For example, the proposed programme will ensure a standardisation of the programme operations, as well as, the management of implementing partners and subcontractors to ensure a coherent delivery in the field.

- ILO regional programme: “Improving Governance of Labour Migration and Protection of Migrant Workers’ Rights in Tunisia, Libya, and Egypt”.
- UNIDO: Enhancing Youth Employability and Local Economic Development in Upper Egypt (Luxor) - Phase I and Phase II
- UNDP: Promotion of LED in four governorates (Fayoum, Sohag, Minya & Ismailia) in cooperation with Ministry of Local Development.
- UNDP: Egypt Network for Integrated Development (ENID) promoting an integrated approach to development in Upper Egypt centred on the Qena Governorate
- UNDP: Implementation of a cash-for-work programme in partnership with the Social Fund for Development (currently the Micro, Small and Medium Enterprise Development Agency), since 2012 in various poor communities throughout Egypt to provide short- to mid-term work while also developing community infrastructures and enhancing local services. The ongoing cooperation between UNDP and the Micro, Small and Medium Enterprise Development Agency also aims to enhance its institutional and operational efficiency; improve access to financial and non-financial services for SMEs; and expand partnerships and engagement with various stakeholders such as with the private sector.

In the target area (Nile Delta), ILO, UNIDO and UNDP are implementing different projects, which the proposed programme will build on. These projects include:

- ILO Decent Jobs for Egypt’s Young People – tackling the challenge together in Qalyoubia and Menoufia.
- UNIDO Green Trade Initiative – Improving access of horticultural produce to European export markets (Noubareya, Minya, Assiout, Luxor).
- UNDP tentative public works project in Menoufia to enhance local capacities and provide short-term work in host communities with high-levels of refugees.

Furthermore, there are other efforts in the target area by other development partners, which the proposed programme can find useful to cooperate and synergise its interventions with, including:

- Employment Promotion Programme in Egypt (EPP), commissioned by German Federal Ministry for Economic Cooperation and Development (BMZ), and led by the Ministry of Education.
- Private Sector and Employment Promotion (PSEP), commissioned by German Federal Foreign Office (AA), and led by National Employment Pact (NEP).
C. NATIONAL AND LOCAL GOVERNMENT COMMITMENTS

The project design ensured a close relevance to the national and local government strategies and priorities as well as Sustainable Development Goals (i.e.: Goal 1 ‘No Poverty’, Goal 5 ‘Gender Equality’ and Goal 8 ‘Decent Work and Economic Growth’). The programme will aim to support Egypt’s progress towards achieving the goals of its Sustainable Development Strategy (Egypt vision 2030), which is very much aligned - throughout its different pillars - with the international Sustainable Development Goals (2030 Agenda).

The United Nation Partnership for Development Framework (UNPDF) 2018 – 2022, formerly known as UNDAF, is also aligned with and responding to the goals of the SDS 2030, this ensures coherence and consistency among the different UN interventions in the country.

In general, SDS 2030 aims at creating a modern, open, democratic, productive, and happy society. In order to achieve these goals, the SDS 2030 is based on three strategic dimensions, namely: economic development, social justice and environment. The SDS 2030 will be implemented under specific pillars, as per the chart below:

In specific, the proposed programme will contribute to the SDS 2030 to address the reduction of unemployment through the education and training pillar, as well as women participation in the job market. Within this framework, the Ministry of Trade and Industry (MTI), the project lead government counterpart, announced a strategy for enhancing Industrial Development and Foreign Trade (2016-2020), aiming to set a framework to provide an adequate environment for sustainable inclusive economy based on enhancing competitiveness, diversity, knowledge, innovation and generating decent and productive job opportunities. The MTI is also currently working on a focused national strategy for medium, small, micro-enterprises, and entrepreneurship for the period 2017-2022. The strategy aims to support entrepreneurs and enterprises to have the ability to develop commercial ideas, and have the will to further develop those ideas and launch them in the form of sustainable projects that contribute to the socio-economic development of Egypt.

In this respect and based on the above-mentioned strategies, a new entity named Micro, Small and Medium Enterprise Development Agency has been established according to the Prime Ministers’ decree no. 947 for year 2017. The decree merged four current institutions: the Social Fund for Development (SFD), the Industrial Training Council (ITC), the Industrial Modernization Centre (IMC), the Technology and Innovation Industrial Council.

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5 Sustainable Development Strategy: Egypt’s vision 2030 And Planning Reform, 2015
The Micro, Small and Medium Enterprise Development Agency will act as the entity concerned with the small, medium and micro enterprises as well as entrepreneurship. It will aim to put in place a national programme to develop, promote medium, small and micro-enterprises, and, and provide an adequate enabling environment for entrepreneurship development; encourage citizens to enter the job market through these enterprises; disseminate and promote the culture of entrepreneurship, research, creativity and innovation; coordinate all exerted efforts from the concerned agencies in this sector. The Micro, Small and Medium Enterprise Development Agency will also focus on legislative and institutional development of the entire sector; connecting and integrating the sector with local and global value chains and promoting the sector’s contribution to exports; facilitating access to concessional financing.

The programme will therefore collaborate with the Micro, Small and Medium Enterprise Development Agency in its efforts that aim to enhance the institutional capacities and effectiveness of the local institutions and agencies to provide tailored services to ease business creation, enhance economic opportunities and development in migration prone communities in Nile Delta.

**D. CATALYTIC NATURE OF THE PROGRAMME**

In terms of programme scale up and replication, the objective of the three UN agencies, their implementing partners, and government counterpart will be to create a “development model”. This model will act as a feasible policy prescription for relevant government institutions, donors, development actors to target the subject of youth employment.

Furthermore, as the programme will pay a considerable attention to knowledge management and sharing, with an aim to explore the replication of the programme, establishing a *Community of Practice (CoP)* in Egypt will be envisaged. The CoP will stimulate target groups who share passion on HS approach in Egypt and who were involved in producing knowledge during the implementation of the proposed project or other relevant projects (e.g. Hayat programme). The CoP will explore the opportunity to replicate the project in other geographical areas, and to learn how to reproduce and/or continue the improvement of the produced knowledge.

In addition to the above-mentioned factors and examples that will serve programme replication, the programme will build on periodic monitoring and evaluation, document success stories and lessons to be learned, highlighting methodologies and approaches for replication. Successful interventions will be communicated with potential donors and funding bodies including the government as well as the private sector for replication. All relevant materials will be made available for that purpose.
3. RATIONALE FOR FUNDING FROM THE UNITED NATIONS TRUST FUND FOR HUMAN SECURITY (UNTFHS)

A. APPLICATION AND ADDED VALUE OF THE HUMAN SECURITY APPROACH

The programme aims to demonstrate the benefits of the human security approach in Egypt by addressing economic insecurities of young women and men in vulnerable local communities to alleviate the root causes of irregular migration in Nile Delta. Furthermore, the project will build on the lessons learned from the success of Hayat Programme funded by UNTFHS and implemented by UNIDO, ILO and other UN partners.

The proposed programme will fulfil the following Human security values to enrich the programme implementation and intended results:

I. People-centred

1. The programme implementation will aim to reveal the real situation of individuals and communities, and allowing for a deeper understanding of how communities and social groups experience different types of threats and vulnerabilities. This will happen through the inception phase and continuously through the implementation of each programme activity to ensure target groups needs are in the center of programme attention.

II. Contextualisation and Comprehensiveness

2. The programme will create a dialogue platform among youth on the issues of HS addressed in the target area. Participatory needs assessment and planning will be in place before the implementation of each activity to ensure that target groups are consulted and participate in designing the interventions. This will ensure not only that planned activities are seen through the lens of target groups but also to maximise the suitability and greater impact of the planned activities.

3. The programme aims to address the issues of poverty, unemployment and environmental degradation, which are seen as major root causes of insecurity and consequently migration, through multi-sectorial and integrated responses. For example, dealing with different types of waste can be addressed through waste recycling mechanisms, which at the same time create jobs. Another example is promotion of agro-industries combined with improved and environmentally friendly agricultural practices, hence, creating sustainable jobs in both sectors. These solutions will be tailored to be context-specific for each locality, yet replicable when possible to other localities, ensuring that the adopted human security tools are comprehensive and people-centred. Most of the foreseen interventions are prevention-oriented, since they heavily target awareness raising of local population on more sustainable practices.

III. Coherence

4. The main results of the programme are expected to address economic threats to human security in the targeted governorates. In that sense, the programme should provide concrete benefits to those vulnerable groups such as the creation of more decent jobs. It should also bring sustainable results to communities like benefiting from environmental improvements such as improving waste disposal through recycling.
IV. Partnerships and collaboration

5. The programme will be closely coordinate with relevant ministries aiming to strengthen national institutions and capitalise on the government efforts; the Ministry of Trade and Industry, the Micro, Small and Medium Enterprise Development Agency.

6. The programme will be implemented in close partnership with the governorate administration in two governorates, promoting inter-agency cooperation based on each agency’s comparative advantage through engaging civil society and private sector representatives as well as relevant community groups at the local level in a consultative as well as participatory process. Hence, the programme will be applying the core of the human security approach in terms of building local capacity to coordinate among sectors and for resilience and collaborative action against economic and environmental threats.

V. Emphasis on prevention

7. The main purpose of the programme is to prevent irregular migration through the root-causes of migration and to provide a reason to stay. That has been said, the programme will help understand the root causes of migration, as well as to identify and propose solutions to prevent irregular migration.

8. A local and national HS dialogue is planned, this dialogue will act as a cornerstone to enable national and international stakeholders to promote the implementation and replication of the human security approach beyond the programme results in the target areas. The sensitisation and awareness-raising component of the programme will specifically work on the promotion of the human security approach. More importantly, this dialogue will aim to encourage strategies concerned with the development of mechanisms for prevention of irregular migration through presenting a development model (i.e. the proposed programme).

VI. Greater resilience and sustainability

9. The implementation of the programme’s interventions in the fields of local economic development and environmental improvement would require well-coordinated, combined efforts from relevant central government agencies as well as local stakeholders. By guiding bottom-up empowerment measures for best practices in selected key economic sectors and sectorial pacts and matching them with stimulating and supportive top-down protection and enabling, the programme hence is implementing the “protection and empowerment” framework of the human security approach.

VII. Benchmarking, evaluation and assessment

10. The programme will advance the integration and mainstreaming of the HS approach across the work of ILO, UNIDO and UNDP at the local level in two-selected governorates in Nile Delta.

11. The programme design and implementation will keep in mind playing a catalytic role for other governorates in Nile Delta region to apply the same human security approach. This can be promoted through regional seminars or conferences attended by the governors of other governorates in Nile Delta. It may also reach out to other regions of national focus such as the Suez Canal Region to replicate the approach through other sources of funding.
B. ACTION PLAN FOR INTEGRATION AND MAINSTREAMING OF THE HUMAN SECURITY APPROACH

The proposed programme will allow **mainstreaming the Human Security approach** within the wider UN programming at country level. The design of a new UN Partnership Development Framework (UNPDF) is being developed as this proposal is written. ILO and UNDP are co-leading the Poverty Reduction working group and as such will ensure that the human security approach is brought to bear in the analysis and programming work to come, counting with the technical support of the programme team to be set-up.

At the local level, in the target areas, and as further described in the programme details and work plan, the programme will actively support a broad and deeper understanding of the multiplicity of insecurities that need addressing comprehensively for sustainable and meaningful change to happen. When engaged and sensitised by the programme, local authorities, youth fora and civil society organisations, will acquire the technical understanding necessary for a more comprehensive appreciation of insecurities from different perspectives, including from a gender and youth perspective.

During project implementation, the approach will be mainstreamed and customized to the local context, especially in implementation of output 4.1, in the design and planning of community interventions and in promoting the human security approach. Through output 4.2, focusing on the capacity development of youth to create social business, special emphasis will be given to addressing human insecurities and developing of integrated solutions.

More specifically, the plan to raise awareness and promote the Human Security concept can be seen in activity **A.4.1.6: Sharing of lessons learnt and success stories on the human security concept with stakeholders.** The implementation of this activity will be done through youth-led platforms who will be trained on the Human Security concept and its benchmark when adopted. It is envisaged that this will happen through regional seminar targeting NGOs and relevant development practitioners in Egypt. The intended outcome of this activity is to promote the concept among development practitioners/NGOs, and more importantly encourage its adoption in their work and to be mainstreamed within their development projects.

The programme will also ensure that lessons learned and success stories from the “Hayat programme” funded by the UNTFHS in Egypt will be brought to bear. Such a project has been led by UNIDO with ILO participation as well, and both agencies will ensure the required institutional memory and transfer of knowledge in this respect. At the end of the programme, lessons learnt from the implementation of the HS approach will be documented and shared with national stakeholders, the private sector as well as the donor community.

This proposed programme addressing the human insecurities that are at the root of irregular migration from Egypt will necessarily involve a close coordination with the International Organization for Migration (IOM), which will act as a non-implementing partner. It is important to note that this intervention is part and parcel of a wider programme of work between the ILO and IOM on migrations with the Ministry of Migrations and the Ministry of Manpower. An Action Plan on Labour Migration has recently been adopted by the Ministry of Manpower, which clearly defines common and respective roles for both agencies. Operationally, IOM will be consulted throughout in the implementation of the programme, and synergies with IOM’s programme in Egypt will be ensured.
4. PROGRAMME DEVELOPMENT

A. CONSULTATION WITH STAKEHOLDERS

In accordance with the principle of HS guidelines, and to ensure that the programme is people-centred from the very beginning, the HS approach and assessment have been utilised; consultations were made with representatives of local stakeholders in target areas. Meetings were held with representatives of local administration, civil society organizations, target groups, and the private sector.

As detailed in the ‘situation analysis’ section, the HS assessment, consultations with previously-mentioned stakeholders, in addition to the reviewing of government national studies and researches, UN relevant national and local studies and reports helped in better understanding the target areas / groups, and highlighting major challenges, opportunities and needs. Most importantly, the HS assessment helped in programme identification, building a relevant logical framework, and tailored interventions according to the needs highlighted by the target groups themselves.

B. PROGRAMME IDENTIFICATION

Drawing on lessons learned from numerous ILO, UNDP and UNIDO youth employment initiatives in Egypt6 and in other countries, the proposed joint programme focuses on multi-dimensional interventions for youth employment integrating supply and demand side that enhance capacities and stimulate partnerships at the local level for employment creation. The strategy and approach have been adjusted taking into consideration the lessons learned during the implementation on the ground of similar projects.

Inclusion of women and youth will be prioritised. In addition to the action plan to mainstream the human security approach (section 2.B), the inception phase of the programme, will mobilise young women and men to participate in the identification and implementation of programme interventions. This will allow for the promotion of the HS approach as well as developing the capacities of potential future community leaders with an altered perception on holistic community development. These individuals will then serve as an entry point to the community to address identified threats, develop, and implement relevant community-led solutions.

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6 More information on the specific projects can be found in section “Past and current interventions”.
5. PROGRAMME DETAILS

As shown in the below figure, the proposed programme will focus on **economic insecurity** aiming to tackle the root causes of migration, increasing decent employment opportunities for young women and men, especially vulnerable groups, and maximising the role of the government and private sector in employment creation. In addition, the programme will tackle social and **environmental threats** through an economic angle by aiming to promote social entrepreneurship, good agricultural practices and to raise local communities’ awareness on social and environmental threats while identifying and proposing sustainable solutions.

It is envisioned to link the proposed programme with another project implemented by the ILO. The ILO project: “Employment for Youth in Egypt (EYE): Working Together in Qalyoubia and Menoufia”, which is funded by the Norwegian government for a one year duration started in January 2017.

The ILO EYE project will focus on a multi-dimensional initiative for youth employment, integrating both the supply (young workers) and demand side (the private sector) of the labour market.

Local employment and economic development (LEED) diagnoses will be conducted, which will highlight key economic priorities and opportunities for the promotion of local jobs and economic growth in target areas.

The ILO EYE project will link the local dimension with key institutions and partnerships at national level. The project will support in particular the Federation of Egyptian Industries (FEI), the overarching representative of business in Egypt and its recently established SME Unit to enhance the services it should provide to FEI’s member organisations. The project will also work with the Ministry of Trade and Industry, in particular by supporting its Policy Unit in improving the Ministry’s industrial policy from an employment and SME development perspective.

As stated in the next section, the ILO EYE project (i.e. outcome 1 & 2) is focusing on youth employability and business creation to support decent work/jobs, while strengthening national institutions. As explained in the outputs’ description of outcomes 3 & 4 in the following section, the proposed programme will build on the ILO project’s outputs (i.e. outcome 1) while expanding the outreach of its results (i.e. outcome 2).
Figure: Programme Design Matrix

**Economic Security**

<table>
<thead>
<tr>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>SME unit in Federation of Egyptian Industries (FEI)</td>
</tr>
<tr>
<td>Ministry of Trade and Industry (MI)</td>
</tr>
<tr>
<td>The Micro, Small and Medium Enterprise Development Agency</td>
</tr>
<tr>
<td>NGOs, private sector, local administrations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>National Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>National institutions strengthened</td>
</tr>
<tr>
<td>Outcome 1 &amp; 3</td>
</tr>
<tr>
<td>Technical assistance to SME/microfinance organisations</td>
</tr>
<tr>
<td>Support national and regional institutions mandate and activities towards target groups</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governorate Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local comparative advantage / Key economic sectors in target governorates are identified</td>
</tr>
<tr>
<td>Outcome 2</td>
</tr>
<tr>
<td><strong>(LEED)</strong> Local Employment and Economic Development is promoted</td>
</tr>
<tr>
<td><strong>(SCORE)</strong> Sustaining Competitive and Responsible Enterprises programme (productivity and working conditions enhancement in SMEs)</td>
</tr>
<tr>
<td>Cluster Development for MSMEs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Local / community Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young entrepreneurs are empowered</td>
</tr>
<tr>
<td>Outcome 2 &amp; 3</td>
</tr>
<tr>
<td>Core Employment Skills developed</td>
</tr>
<tr>
<td>(Skills development, Job Fairs, Job search clubs, awareness raising on the value of work)</td>
</tr>
<tr>
<td>Enterprises are promoted and developed</td>
</tr>
<tr>
<td>(Enterprise promotion, Entrepreneurial skills, technical support)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth-led platforms</td>
</tr>
<tr>
<td>Sustainable environment solutions and green businesses are promoted</td>
</tr>
<tr>
<td>Outcome 3</td>
</tr>
<tr>
<td>Exposure to national and international experience</td>
</tr>
<tr>
<td>Support community and private sector initiatives</td>
</tr>
</tbody>
</table>

| Youth inclusion in target communities |
| Outcome 4 |
| quick-impact youth socio-economic initiatives |
| Community awareness raising events |

| Social enterprises are promoted and developed |
A. WORK PLAN

Programme Overall Goal

Improved economic security of young women and men in Nile Delta is achieved by the end of the programme, particularly targeting vulnerable groups who are at risk of irregular migration

<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>National institutions are strengthened for SME development.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1.1</strong></td>
<td>The SME unit within Federation of Egyptian Industries (FEI) is enhanced to deliver services for SMEs and to influence policy-making.</td>
</tr>
</tbody>
</table>

**Responsible agencies:** ILO (EYE; Working Together in Qalyoubia and Menoufia)

- **A.1.1.1** Conduct an assessment of the functional and operational capacities of the SME unit.
- **A.1.1.2** Conduct an assessment survey for the services needed by FEI’s chambers serving SMEs.
- **A.1.1.3** Design the mandate, management organigram, Key Performance Indicators (KPIs) of the SME unit.
- **A.1.1.4** Design and conduct a capacity-building programme for the unit’s staff to fulfil its mandate and assume the services identified.
- **A.1.1.5** Support SME unit prepare a strategic plan (including core/mobilised resources), in partnership with the Ministry of Trade and Industry (MTI).

| **Output 1.2** | Public stakeholders, including the Ministry of Trade and Industry (MTI), are technically supported to improve government intervention and the business environment for SMEs development. |

**Responsible agencies:** ILO (EYE; Working Together in Qalyoubia and Menoufia)

- **A.1.2.1** A national study is published with MTI, FEI and the Federation of Chambers on the economic sectors and sub-sectors with highest growth and employment potential for young men and women, with a focus at Governorate level, as well as further mainstreaming employment in industrial policy.
- **A.1.2.2** The MTI and other stakeholders are supported to integrate the impact on employment of Government industrial policy, based on the study.
- **A.1.2.3** Support the design and negotiation of public-private partnerships for SME development in industry, promoting job creation for Young men and women.
- **A.1.2.4** Support the design of policy notes on major administrative/ regulatory bottlenecks for SMEs promotion (translation cost is included).
Outcome 2  Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia.

Output 2.1  Local actors are mobilised around the local comparative advantage of the target Governorates towards better job creation for young men and women.

Responsible agencies: ILO (EYE; Working Together in Qalyoubia and Menoufia)

A.2.1.1  Identify the driving sectors of the local economy in the target Governorates based on an analysis of local employment quotients, technical analysis of sector-specific growth trends vs national/international trends, fundamental analysis of key competitiveness levers of the sectors.

A.2.1.2  Facilitate multi-stakeholder roundtables for each of the driving sectors to identify possible actions along key levers for growth and employment, including administrative and/or regulatory reforms; access to finance.

A.2.1.3  Support the publication and public launch of a Governorate Employment and Economic Development report

A.2.1.4  Develop the capacities of key local organisations (public, academic, civil society) for the implementation and monitoring of youth employment.

Output 2.2  A programme linking work placement of young men and women, improved working conditions and productivity in SMEs is implemented in partnership with the Industrial Training Council (At least 2,500 young men/women employed within the SMEs sector).

Responsible agencies: ILO (EYE; Working Together in Qalyoubia and Menoufia)

A.2.2.1  Focusing on the driving sectors (see above), adapt training and technical materials to the Egyptian context, and train trainers for the implementation of the Sustaining Competitive and Responsible Enterprises (SCORE) programme (productivity and working conditions enhancement in SMEs).

A.2.2.2  Implement SCORE with partner SMEs, including provision of advisory services and coaching; assess the results achieved and disseminate the assessment with relevant partners.

A.2.2.3  Facilitate the design and the implementation of market driven training for employment programmes.

A.2.2.4  Provide ToT and ILO training tools needed for the implementation of the training for employment programmes.
Output 2.3  Young male and female entrepreneurs are empowered to start and develop their businesses, in partnership with the SME unit, and public and private stakeholders at the local level (at least 500 jobs are created).

**Responsible agencies:** ILO (EYE; Working Together in Qalyoubia and Menoufia)

- **A.2.3.1** Capitalise and provide technical assistance to local SME/microfinance organisations.
- **A.2.3.2** Collaborate with a local champion or facilitate the set-up (and later registration) of an SME development organisation.
- **A.2.3.3** Provide extensive access entrepreneurship awareness (what it takes, potential, the local economy), and referral to key services.
- **A.2.3.4** Provide access to premium services (priced) in particular for business plan and loan request preparation (based on the actual requirements of the financial organisation).
- **A.2.3.5** Provide the technical assistance for the development of the SMEs in the value/supply chain and facilitate the linkages with the providers of financial services.
- **A.2.3.6** An Innovation Fund is created and MSMEs are supported technically and financially focusing on a number of innovative approaches (biomass, waste recycling...).
Outcome 3\textsuperscript{7} Economic vulnerability of young women and men in migration-prone areas in Nile Delta is reduced through better and greater decent jobs opportunities.

Output 3.1 Small businesses, in identified promising sectors, are supported to become more inclusive of economically vulnerable young women and men.

**Responsible agencies: UNIDO**

Based on evidence-driven knowledge of local economies vis-à-vis youth’s perceptions, the below interventions aim at broadening youth’s horizons of what opportunities can be developed locally and encourage to generate business ideas and exploit them. Building on outcome (2), the Local Employment and Economic Development (LEED) component will run diagnoses in target areas and identify key priorities and opportunities for the promotion of local jobs and economic growth in target areas to address the insecurities identified as part of the HS analysis. Through LEED, most promising economic sectors, value chains will be identified, and accordingly clusters development of those sectors will be targeted, aiming for tailored jobs and growth promotion interventions.

A.3.1.1 In cooperation with sector stakeholders, initiate and support quick win interventions to mobilise identified cluster/value chain actors, responding to the HS threats identified, in terms of economic security, but also addressing environmental security.

A.3.1.2 Support stakeholders in assessing district economic opportunities and identifying longer-term projects, while continuing the implementation of short-term activities.

A.3.1.3 Conduct orientation seminars/presentations/study tours of viable technologies in more promising sectors and support interested participants in business idea generation.

A.3.1.4 Facilitate the formulation and implementation of a number of joint actions between motivated actors from public sector, private sector (including members of the diaspora).

\textsuperscript{7} Outcome 3 and 4 are under the UNTFHS fund.
Output 3.2 Youth at risk of undertaking irregular migration are empowered to secure decent jobs through peer support, awareness raising and the development of core skills for employability.

Responsible agency: ILO

Outcomes 1 and 2, and output 3.1 are taking an economic perspective to boost growth in the two selected local areas, looking at key sectors and clusters of economic activity. Nevertheless, promoting growth and jobs will only benefit the most vulnerable and at risk when complementary measures are taken specifically to accompany these groups and facilitate their employability and their access to new opportunities. For that purpose, this output aims to support both entrepreneurial and core employability skills among vulnerable local youth, taking a wide definition of employability – one that encompasses not only technical knowledge but also behavioural and social factors that play a role in a successful integration in the labour market. In addition, to tackle the misperception of youth towards the value of work as identified in the HS assessment, A.3.2.6 will focus on raising awareness on such subjects. This activity will be implemented through the support of the youth-led platforms (output 4.1).

A.3.2.1 Conduct ToTs on ILO relevant entrepreneurial skills training manuals for local partners (e.g. NGOs, universities, and private consultancy companies) in target areas.

A.3.2.2 Conduct training of identified beneficiaries on entrepreneurship skills toolkits.

A.3.2.3 Promote the creation of youth entrepreneurship clubs, especially among young women, and other peer support and motivational platforms to facilitate entrepreneurship, and link those to (voluntary) business angels (established businesspersons) to act as role models, sources of information and guidance.

A.3.2.4 Organise Job Fairs on the governorate level, aiming to create a job matching opportunities for young women and men.

A.3.2.5 Promote the creation of job search clubs among youth, including young women, youth support networks and other peer-support and motivational models to facilitate entry into the labour market.

A.3.2.6 Support awareness raising on the value of work, social engagement and cohesion, entrepreneurship and related ethics, mainly through partnerships with the media, social media, cultural and social groups and organisations.
**Output 3.3**  Sustainable environment solutions and green businesses are promoted among youth.

**Responsible agency:** ILO and UNIDO

Severe environmental damage and threats have been identified in the target locations. On the other hand, environmental preservation, waste management and other “green jobs” are also an important economic opportunity. This output will thus focus on promoting green jobs as well as improving behaviours towards environmental preservation, with a focus on highest-risk and most damaging behaviours from a public-health perspective. This output is strongly linked to the entrepreneurship component and provide particular support to technical and entrepreneurial abilities for green businesses.

A.3.3.1 Organise observational study tours and other awareness-raising activities to inspire and better inform youth on the needs and potentials of green business.

A.3.3.2 Build capacities of local actors (NGOs and universities) to support local micro and small businesses in waste recycling and related business opportunities.

A.3.3.3 Provide trainings and coaching of interested local youth to engage in waste recycling and related green economic activity.

A.3.3.4 Support local actors to transform behaviours towards environmental sustainability and preservation among local communities.
Output 3.4 Institutional capacities and effectiveness of the local business-supporting institutes/agencies are enhanced to provide tailored services to ease business creation, enhance economic opportunities and development in migration prone communities in Nile Delta

Responsible agency: UNDP

To complement the above work (outcome 1 & 3), the programme will work under this output to improve the interactions of private actors with the public sphere when it comes to doing business. The programme will enhance institutional capacities and effectiveness of the local public administration (through the Micro, Small and Medium Enterprise Development Agency) to make doing business easier in the Delta region, including work on enhancing the services provided by One-Stop-Shops for micro- and small-businesses. The programme will also aim to enhance the quality and delivery of non-financial support to MSMEs in forms of business development services, marketing and business matchmaking support, incubation services and other tailored support for the key sectors identified above.

A.3.4.1 Improve business registration procedures and licensing support services and promote formulisation of micro- and small businesses by enhancing operation, awareness and tailor-made service delivery at One-Stop-Shops.

A.3.4.2 Enhance quality and delivery of non-financial services including business advisory services, marketing support, business matchmaking support, business intelligence and other services by local public agencies through improved ICT infrastructure and electronic linkages.

A.3.4.3 Raise awareness on the specialised services provided by local public institutes to enhance service delivery for target groups and regions based on comparative advantage studies and needs assessments.

A.3.4.4 Develop the Micro, Small and Medium Enterprise Development Agency’s incubator programme to enhance non-financial services provided to hosted SMEs.

A.3.4.5 Provide Micro, Small and Medium Enterprise Development Agency’s Regional Offices (ROs) in Menoufia, and Qalyoubia Governorates with necessary equipment and facilities to enhance their delivery of business financial Services (BFSs) to local entrepreneurs and SMEs.

A.3.4.6 Providing credit facilities in target governorates (Menoufia and Qalyoubia) for eligible project’s beneficiaries above 21 years of age.

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8 Activities will include equipment, training, management, etc. A needs assessment will also be conducted for the establishment of an incubator and/or handcrafts community in projects target areas (e.g. Qalyoubia and/or Kafr El-Sheikh).
Outcome 4  The active participation and engagement of young women and men in their communities are promoted, and youth better understand their potential and play active role in their society

Output 4.1  Youth-led platforms are established and capacitated as an avenue for social engagement

**Responsible agency:** ILO

Taking due account of previous and ongoing initiatives in the target areas, the programme will facilitate the emergence and/or strengthening of youth-led platforms of social and economic service delivery. These platforms will unite local youth; allow them to increase their positive contribution to the local community and to make their voices heard. Through these platforms, the programme will sponsor social inclusion and engagement initiatives for and by youth; programme funding will thus not only allow to support relevant social development work, but by the same stroke, kick-start the social dynamics that will ensure sustainability. As appropriate, the programme will support the formalisation and registration of these platforms as legal entities, in accordance with the needs and aspirations of each group.

Through these platforms, the proposed programme will be able to raise awareness among youth and families about the ugly face of irregular migration, human trafficking, and environmental threats, and the good environmental practices at home and at the local communities.

A.4.1.1  Mapping and assessing existing youth-led groups and initiatives in the target areas, and facilitate the formation of inclusive youth fora across the intervention areas.

A.4.1.2  Conduct capacity development (formal trainings, and on-job trainings) for youth platforms aiming to equip them with required knowledge and skills (e.g. needs assessment, participatory planning, team building, community resources mobilisation, proposals writing, etc.) to identify local social & environmental insecurities, and to design and plan local initiatives and ensure the platforms’ sustainability.

A.4.1.3  Support youth platforms to establish themselves as legal entities, mobilise resources (e.g. private sector, governments, and NGOs), and collaborate with other relevant groups.

A.4.1.4  Fund quick-impact youth initiatives responding to community challenges, root-causes of irregular migration, and environmental threats.

A.4.1.5  Conduct awareness raising events on irregular migration and reasons to stay.

A.4.1.6  Sharing of lessons learnt and success stories on the human security concept with stakeholders.
Output 4.2  Social enterprises are promoted and developed as an innovative and effective tool to tackle identified human insecurities in target areas.

**Responsible agency: ILO**

The programme will promote social entrepreneurship as a key driver to address community and environmental challenges and needs, and create social change through sustainable private solutions. The youth that will be engaged as part of the above processes will thereby also be ideally placed to act as agents of change and support social entrepreneurship among their communities. The programme will increase general awareness on ‘social entrepreneurship’, and then provide tailored coaching, technical and financial support to social entrepreneurs to help them establish and run their enterprises.

A successful social enterprise is in itself a sustainable change effected in a community. On a higher level, and wherever feasible, youth-led microfinance organisations focused on financing social entrepreneurship will also be promoted. Indeed, the youth who will have been competitively selected for social entrepreneurship assistance by the programme, will also be excellently placed to set-up and run such ventures at local level. Therefore, and where a solid group of youth will be willing to take up the challenge, the programme will support their technical capacity and the legal registration requirements.

This output will plan to raise awareness and advocate social entrepreneurship among micro-finance institutions aiming to drive their attention and efforts towards the importance of this topic.

- **A.4.2.1**  Awareness raising on social enterprises as a tool for sustainable development, among youth and micro-finance institutions.
- **A.4.2.2**  Provide trainings on social entrepreneurship skills to potential entrepreneurs.
- **A.4.2.3**  Provide financial assistance to successful social entrepreneurship initiatives.
- **A.4.2.4**  Provide continued coaching until project completion to accompany the strengthening of the kick-started social enterprises.

**B. RESULTS FRAMEWORK**

“Project Work plan and Results Monitoring Template” is attached as Annex I.

**C. BENEFICIARIES**

The ultimate beneficiaries of this programme are the unemployed and under-employed youth (15-35) in Nile Delta, the group that composes the bulk of the irregular migrants, and unemployed returnees. **It is estimated that the programme will benefit approximately 18,500 young women and men.** More specifically, the programme will target youth with low skills and those that have remained unemployed for longer durations, including socially underprivileged youth, especially women. The programme’s primary goal is to foster community decent jobs within the local economies.

Moreover, youth will benefit from enhanced business registration/licensing processes and providing marketing and business development services (micro/small-businesses), which will indirectly benefit a number of youth and local population working in these businesses.
In addition, the Micro, Small and Medium Enterprise Development Agency will provide financial services for 23,000 small and micro-enterprises in Menoufia and Qalyubia (for beneficiaries above 21 years of age).

In addition, the programme will target the relevant local governments and local actors aiming to support their role to become more effective and efficient in addressing the target youth needs and challenges. In regard of target areas, the programme will target two governorates in Nile Delta. The specific target districts/villages/communities within those governorates will be identified during the inception phase, in collaboration with the ministry of Trade and Industry, and under specific criteria of selection (e.g. youth unemployment rate, high migration prone areas, number of returnees, poverty rates, economic vulnerability and potential ...etc.).

6. PARTNERSHIP STRATEGY

A. PARTICIPATION OF BENEFICIARIES AND GOVERNMENTS

The UN partners stress on the importance of collaborative and participatory implementation, which will allow substantial and sustainable impact when implementing the human security approach and its fundamental principles.

As mentioned in details and seen through the ‘programme development’ section, project planning and activities are based on assessments conducted in target governorates to identify the needs of beneficiary communities. These assessments were directly involving target groups. Furthermore, consultation with community members and other youth were arranged to gain their support and ownership of the planned social initiatives, and more importantly to ensure that the planned interventions and activities are relevant to target groups and respond to their needs.

The programme will also continue to adopt this participatory approach to involve beneficiaries and stakeholders in all stages of implementation and monitoring to gather their feedback and ensure that all activities continuously respond to their needs.

To ensure the participation of target beneficiaries, the programme will from consultative groups for the identification of promising sectors. Quick win interventions will allow for hands on implementation through the community and buy in of the programme. Following that, interventions will work on higher ownership and involvement of beneficiaries through joint actions such as joint buying or marketing. The programme will therefore assure beneficiary involvement throughout the processes of planning and implementation of the interventions.

Moreover, outcome (4) will work on establishing youth platforms, taking due account of previous and ongoing initiatives in the target areas. These platforms will ensure that youth are able to increase their involvement in project planning and implementation, increase their role in the community, and to make their voices heard.
B. PARTNERSHIP WITH OTHER ORGANISATIONS

As seen through the ‘programme development’ and ‘programme details’ sections, the programme will be implemented in close collaboration with local authorities; local and national NGOs; in addition to private sector.

The UN agencies will encourage the implementation with and through local partners (e.g. NGOs, local community development associations, private sector). This has proven very successful, as this help develop local partners’ institutional capacities; through transferring the UN agency’s knowledge, expertise, and tools while giving them the chance to practice this knowledge in the field. Meantime, the UN agencies gain mutually as local partners have a strength in access, outreach, and understanding of the local context, which will help the project implementation.

Furthermore, the UN agencies will utilise its close relations with relevant ministries for the achievement of the programme results (e.g. Ministry of Trade and Industry, Ministry of Youth & Sports, Ministry of Manpower, Ministry of Local Development, Ministry of Social Solidarity). IOM will be engaged as a non-implementing partner, to ensure coordination and synergies with their programming in Egypt. The Ministry of Trade and Industry will be the main government counterpart of this programme.

The programme will capitalise upon the close cooperation with FEI, the ILO employer constituent and umbrella representative of the private sector in Egypt, as well as with key actors in the skills development and entrepreneurship development fields.

The project proposal refers to the strong potential for the proposed programme to build an enabling socio-economic environment in partnership with both public and private partners. The LEED Plan conducted will lead to the identification of LEED interventions including specific local projects for public and public-private investments (outcome 1). Additionally, under (outcomes 2 and 3), the private sector will be contributing in a variety of levels. First, representatives of local industries and business associations will take part in the definition of the LEED strategy in a way that ensures their ownership of the process, and a certain level of commitment. Moreover, the local government and the programme will particularly support certain sectors and clusters, and in exchange, the private sector will be expected to make investments and create new jobs. Secondly, operational partnerships will also be promoted. Unemployed youth will be trained with potential employers; the training curriculum will be prepared with them and a substantial cost-sharing will be expected, in the form of providing training space, expertise and training stipends. Partnerships with local banks will also be foreseen, to help entrepreneurs to be funded by these banks.

The programme will also work with the Ministry of Trade and Industry on refining their policy analysis of economic sectors and niches with high-growth and employment potential. It will also strengthen the Ministry’s capacity to facilitate public-private partnerships and designing economic partnerships models.

In parallel, the key partner in implementing output (3.4) is the Micro, Small and Medium Enterprise Development Agency, which was established in April 2017 according to the Prime Ministers’ decree no. 947 for year 2017. The Agency encompasses four current institutions: The Social Fund for Development (SFD), The Industrial Training Council, The Industrial Modernization Centre (IMC), The Technology and Innovation Industrial Council. As such, the programme will collaborate with the Micro,
Small and Medium Enterprise Development Agency, as it is the entity concerned with the small, medium and micro-enterprises as well as entrepreneurship.

The Micro, Small and Medium Enterprise Development Agency has 31 regional offices across Egypt, which is expected to enhance outreach and coverage of project activities in target governorates and will enhance cooperation with other local government institutions and NGOs. This is expected to further support the achievement of the overall objective of this component and which is focused on enhancing the quality and effectiveness of financial and non-financial services to ease business creation and enhance economic opportunities and development in both governorates. Moreover, the Agency will contribute with (1.3 Million USD) from its portfolio of lending in the target governorates during the three years implementation timeframe of the programme. The credit facilities, in place, is expected to support entrepreneurs targeted by the programme activities to ensure promising entrepreneurs have the chance to start and expand their businesses. Reporting on this contribution will be as to how it contributes in strengthening the result of the programme.

7. RISK MANAGEMENT AND SUSTAINABILITY

A. RISK MANAGEMENT

<table>
<thead>
<tr>
<th>Description of Risks</th>
<th>Impact</th>
<th>Probability</th>
<th>Proposed Mitigation Measures</th>
<th>Responsible Organisation(s)</th>
</tr>
</thead>
</table>
| Lack of capacity and engagement of local project’s partners, target groups.        | Medium  | Medium      | • The project is designed and will be implemented through a participatory approach to ensure ownership of local partners and target groups.  
• Capacity development activities are planned.                                    | All agencies                          |
| Young women and men remain unmotivated to engage in civil society and in solving their own problems. | High    | Very Low    | • Activities include significant consultation of young persons and support to youth groups and youth initiatives.  
• Experience shows that when youth are given a voice, their engagement grows.  
• Outcome (4) activities will ensure this risk probability is very low.  
• The project provides awareness and media campaigns to draw in young people. | All agencies                          |
<table>
<thead>
<tr>
<th>Description of Risks</th>
<th>Impact</th>
<th>Probability</th>
<th>Proposed Mitigation Measures</th>
<th>Responsible Organisat(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of coordination and synergies between implementing partners, resulting in mismanagement of target groups’ expectations, and project’s consistency and coherence.</td>
<td>Medium</td>
<td>Low</td>
<td>• All project implementation will be through a participatory approach.</td>
<td>All implementing partners will come together on a monthly coordination meeting, aiming to ensure synergies and coordination are in place. • The lead agency with UN partners will ensure to unify and standardise, when possible, all project’s delivery mechanisms, communications, and field administration.</td>
</tr>
<tr>
<td>Lack of engagement of local administrations in target areas</td>
<td>Low</td>
<td>Low</td>
<td>• Implementation mechanism involves a steering committee with representatives of all ministries and stakeholders concerned. • At the governorates level, the programme will be overseen by the “Multi-stakeholder Advisory Committees” in each governorate created by EYE: Norway project.</td>
<td>All agencies</td>
</tr>
<tr>
<td>Language barriers make the use of international expertise and materials difficult.</td>
<td>Low</td>
<td>Very Low</td>
<td>• All materials will be in both languages (Arabic and English). • Personnel will be sought that can operate in both languages. • UN agencies expertise and implementing partners will operate in both languages.</td>
<td>All agencies</td>
</tr>
<tr>
<td>Security level increased.</td>
<td>High</td>
<td>Very Low</td>
<td>• Egypt security level trends are stable and the UN does not foresee an increase in insecurity.</td>
<td>-</td>
</tr>
<tr>
<td>Description of Risks</td>
<td>Impact</td>
<td>Probability</td>
<td>Proposed Mitigation Measures</td>
<td>Responsible Organisation(s)</td>
</tr>
<tr>
<td>---------------------</td>
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</tbody>
</table>
| • The security situation in the governorates will be taken into account during the selection process.  
• Funds are foreseen in the budget to ensure security of project staff. |        |             |                             |                           |
B. SUSTAINABILITY

To begin with, sustainability is planned since the design and development of the programme, as can be seen; project planning and activities are identified based on a series of participatory assessments with target groups, which will ensure the programme is relevant and meet target groups’ needs. This practice will continue through the project implementation and closure.

Through project implementation, the programme will focus on increasing youth awareness and in developing their capacities aiming for a tangible behavioural change in important areas as how youth perceive the value of work, environmental sustainability, and entrepreneurship (i.e. outcome 3). To ensure sustainability, the programme will build on the results of these activities to provide coaching, technical and financial support to encourage social change, and to help them establish their enterprises, which will sustain after the programme. The programme will promote social entrepreneurship as a key driver to address community challenges and needs, and create social change through sustainable solutions.

Moreover, output (3.1) focuses on the cluster development approach, for business expansion and job creation carries its sustainability in its design. Abiding to natural market forces of demand and supply and assuring private sector drive, this output assures the synergetic effect of economic growth on employment creation and income generation.

In addition, output (3.4) is nationally implemented by the Micro, Small and Medium Enterprise Development Agency and builds on their existing initiatives on the ground, which will ensure a continuation of the work beyond the scope of the programme. Such national ownership will also support scaling-up efforts in the future as well as replication in other governorates. This component focuses on activities, which aim to enhance the quality and effectiveness of financial and non-financial services through capacity building, improving ICT infrastructure, awareness raising; all of which will ensure long-term sustainable benefits for local institutions and communities. Furthermore, the financial and non-financial services provided for small and medium enterprises will contribute to job creation and local economic development, thereby ensuring sustainability of gains. The programme will also document learned lessons, success stories and best practices to feed into future activities.

Outcome (4) will work on establishing youth platforms, taking due account of previous and ongoing initiatives in the target areas. The programme will also support the formalisation and registration of these platforms as legal entities, in accordance with the needs and aspirations of each group. These youth platforms’ capacity will be developed to ensure they have the capability to sustain after the programme closes.

The programme will foresee establishing a Community of Practice (CoP) on Human Security in Egypt. The CoP can serve as a seed to a bigger sustainable future result in the field of HS and development projects in Egypt.

Furthermore, as a lesson learnt from Hayat project, the project will develop a sustainability plan early during project implementation to ensure the programme foreseen sustainability in its activities and intended results.
8. DISSEMINATION, PUBLIC INFORMATION, AND COMMUNICATIONS

The constant monitoring process will enable the programme to capture substantive achievements and milestones to be well documented and communicated through UN implementing agencies websites as well as other social media under the name of the Programme.

In principle, the communication strategy will ensure that the vision of the programme as well as its key messages are widely spread. Any knowledge produced during the duration of the programme (e.g. training packages, methodologies, and information materials) will be made available to the public, and so will all reports and studies. The visibility of the UNTFHS, other donors, and stakeholders will be ensured through all publications, events and activities.

The communication strategy’s target audience will include beneficiaries, national and local government, donors and other stakeholders (e.g. NGOs, private sector), aiming to ensure the advocacy and outreach of the human security concept and programme achievements, results and lessons to be learned.

In addition, all publications and materials will be widely disseminated and made available to other entities who can benefit from it. They will also be translated into Arabic to ensure the availability and communication of relevant information and results to wider audience. This will also increase the knowledge base beyond the targeted governorates, to inspire other governorates.

Since the co-financed project has a specific outcome on collecting, analysing and distributing information, it is hoped that Egypt will therefore have a wider knowledge base after the project, and also that other UN agencies will profit from this improved knowledge base for better understanding of the Egyptian context and the formulation of future interventions.
9. MONITORING AND EVALUATION

The programme will develop a M&E plan that will help track and assess the programme implementation and progress. The project management team will regularly monitor the programme inputs, activities, outputs, outcomes and strategies. A solid monitoring system will be established following inception. The system will be based on SMART indicators at the outcome and output levels, with baseline and progress measures.

During the inception phase, a review will take place on the project’s results framework upon which a results-based monitoring system will be designed, in consultation with the UNTFHS. These monitoring assessments will include direct observations and field/beneficiary interviews by the project team, as well as the production of tracking studies and beneficiary satisfaction and other surveys.

The M&E plan will include measuring the application of the Human Security approach and its fundamental principles in the planning and implementation of the project. The M&E plan will measure how the project utilised and linked the human security phases (assessments, situation analysis...etc.) and methodologies (e.g. participatory process, inclusiveness, community engagement, etc.) in all project planning and implementation phases.

The monitoring plan will include a systematic approach that ensures a regular data collection, consolidation of quantitative and qualitative data between the UN agencies to enhance knowledge sharing and programme periodical reporting.

Annual progress reports will be prepared, documenting progress made and highlighting achievements, constraints as well as lessons learned, to be submitted to the Trust Fund secretariat. The narrative report will also include a summary on co-funding figures, and their impact to strengthen the programme results.

Independent mid-term and final evaluations will be undertaken with the primary aim of maximising the project results by timely addressing challenges causing delays or disrupting operations. In addition, evaluations will help to highlight programme’s results, lesson learned, hence, , and disseminating project’s knowledge generated.

The evaluation plan will be as below:

<table>
<thead>
<tr>
<th>Evaluation Title</th>
<th>Type</th>
<th>Time</th>
<th>Budget is US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-term evaluation</td>
<td>External</td>
<td>18th month</td>
<td>10,000.00</td>
</tr>
<tr>
<td>Final evaluation</td>
<td>External</td>
<td>33rd month</td>
<td>10,000.00</td>
</tr>
</tbody>
</table>
10. MANAGEMENT STRUCTURE

The proposed project will build on the management arrangements of the co-funded ILO EYE project. The ‘Project Steering Committee’ (PSC) of the ILO EYE project will oversee the implementation of this project, joined by the other two UN partners and the UNTFHS unit representatives. The PSC is chaired by the Ministry of Trade and Industry and meets every 6 months.

UNTFHS Fund’s Management and Administration

A Programme Management Committee (PMC) will consist of the project staff of the three UN partners, in addition to a representative of the co-funded ILO EYE project. The PMC will be chaired by the Joint Project Manager, will meet on monthly basis, report to the SC, and will fulfil the day-to-day management duties related to the UNTFHS fund in the programme; including programme’s planning, coordination, monitoring, and ensuring synergies between outputs, and between UN agencies’ local implementing partners in the field.

In general, the programme management team will work in their respective agencies offices, while establishing a local base through partnerships in target governorates (e.g. sub-contractors, local NGOs, private sector ...etc.) to ensure the programme activities are planned and delivered in relevance to the local context, and to build stronger relations with beneficiaries in target areas. The programme management team will encourage sub-contracting from local, and target communities’ entities.

During the programme implementation, the PMC will assess and evaluate the available opportunities to operate under one roof, as this has proven very successful to enhance teamwork and programme management.

At the governorates level, “Multi-stakeholder Advisory Committees” are created by the co-funded ILO EYE project in each governorate, which consist of all national partners (i.e. the Micro, Small and Medium Enterprise Development Agency ...), relevant line ministries, NGOs and other sectors in each governorate. The PMC will utilise these committees to facilitate the programme fieldwork and establishing a local partnership in the target governorates.

During the programme implementation, the PMC will assess the need to establish a new management layer (e.g. Programme field management Unit) to bring together all field implementing partners of the programme (e.g. sub-contractors, local partners, NGOs, private sector ...etc.) to meet and coordinate their fieldwork regularly. This will depend on the number of contracted implementing partners in the field and the level of coordination needed to ensure coherent and standardised delivery of the programme activities.

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9 Employment for Youth in Egypt (EYE): Working Together in Qalyoubia and Menoufia, funded by the Norwegian government.
The main project staff will include the following personnel:

<table>
<thead>
<tr>
<th>Project Staff Title</th>
<th>Agency</th>
<th>Main Duties</th>
</tr>
</thead>
</table>
| **Joint Project Manager**               | ILO    | • Responsible of the overall project management.  
• Provide guidance to project all partners to ensure coherent and unified project implementation and delivery.  
• Represent the project before donors, government’s officials and stakeholders.  
• Manage and coordinate donor relations.  
• Maintain relations and collaborations with all project partners (donor, government, private sector and NGOs).  
• Support the effective performance and delivery of results and impact.  
• Planning project financial forecasting and monitoring project delivery.  
• Prepare project progress reports, and related financial reports.  
• Chair/ Act as chairperson of the PMC.  
• Act as ILO project officer\(^{10}\). |
| **Communications & Knowledge Management Officer** | ILO    | • In collaboration with UN partners, develop and lead the implementation of project communications strategy, while ensuring that a joint project branding is unified and applied in respect of agencies’ guidelines. |

\(^{10}\) More details on project officer duties are below
<table>
<thead>
<tr>
<th>Project Staff Title</th>
<th>Agency</th>
<th>Main Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Lead and enhance all communications, knowledge-sharing and management activities in the project.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Responsible of communicating results and increasing the visibility of the project, in addition to disseminating knowledge, achievements and lesson learnt generated by the project among government and partners, as well as the national and international media platforms.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide technical and coordination support in knowledge sharing and management aiming to document project’s results, and communicate key messages and information.</td>
</tr>
<tr>
<td>M&amp;E Officer</td>
<td>ILO</td>
<td>• Develop and implement M&amp;E plan.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Make sure M&amp;E systematic approach is in place to ensure a regular data collection, consolidation of quantitative and qualitative data between the UN agencies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Measure the application of the Human Security approach in the planning and implementation of the project.</td>
</tr>
<tr>
<td>Project Admin-</td>
<td>ILO</td>
<td>• In collaboration with UN partners, develop a joint administrative and logistical approach in respect of UN agencies policies to ensure a unified/standardised delivery in the field (e.g. list of best rates for venues and service providers for regular and common services in the project).</td>
</tr>
<tr>
<td>Finance Assistant</td>
<td></td>
<td>• Responsible of all administrative and financial tasks of ILO component.</td>
</tr>
<tr>
<td>Agency Project</td>
<td>UNDP UNIDO</td>
<td>• Manage and coordinate respective agency component in the project, ensuring delivery is in synergy and coherent with other partners.</td>
</tr>
<tr>
<td>Officers</td>
<td></td>
<td>• Represent respective agency in the project and the PMC, and ensure liaison with UN partners.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Support the effective performance and delivery of results and impact.</td>
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<td></td>
<td></td>
<td>• Ensure smooth implementation of respective agency components’ day-to-day activities.</td>
</tr>
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<td></td>
<td></td>
<td>• Manage all implementing partners (IPs) of respective agency components.</td>
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<tr>
<td></td>
<td></td>
<td>• Planning, monitoring respective agency’s expenditures and overall financial management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Prepare respective agency progress reports, and related financial reports.</td>
</tr>
<tr>
<td>Project Staff Title</td>
<td>Agency</td>
<td>Main Duties</td>
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<tr>
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<tr>
<td></td>
<td></td>
<td>• Support lead agency in developing projects’ reports, technical documents, communications and knowledge management in respect of agency’s components.</td>
</tr>
<tr>
<td><strong>UNIDO Field Assistant / UNDP Project Assistant</strong></td>
<td>UNDP UNIDO</td>
<td>• Responsible for local liaison and administration duties.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Assist project officers in project implementation concerning all administration, logistics and field support.</td>
</tr>
</tbody>
</table>

11. **BUDGET**

Project budget is attached as Annex II.

12. **ANNEXES**

Annex I : Project Work Plan and Results Monitoring Template.

Annex II: Project Budget.