Hivos
people unlimited

Midterm Evaluation and Impact Assessment Study

The LEAD Project Green Works

Algeria, Egypt, and Tunisia

Final Report

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Voluntās

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1. Executive summary

Background

High youth unemployment rates in the Middle East and North Africa (MENA) prevent young people from achieving their full potential. At the same time, climate change is expected to have a high negative impact on the economic development of the region. There is therefore a need to align local approaches to youth unemployment, economic development, and climate change. The development of economic opportunities for youth in future-oriented green sectors can make an important contribution to mitigating the impact of climate change, while promoting economic development and creating a sustainable young workforce in the region.[1]

About the Project

In this context, Hivos developed the Green Works Program. Funded by the Dutch Ministry of Foreign Affairs under its "Local Employment for Development in Africa (LEAD)" initiative, the program is being implemented with local partner organizations – The Alliance – across Algeria, Egypt, and Tunisia. The overall goal of the Green Works Program is to contribute to climate change adaptation by creating sustainable business and job opportunities for more than 9,000 young women and men in the green economy in North Africa. Voluntas was commissioned by Hivos to complete this mid-term evaluation and impact assessment study. The overall objective of the study is to measure the midterm impact of the Green Works Program by measuring outcome level indicators (number of jobs created and supported in each of the four program components). The assignment has also assessed the actions taken in support of the program's Learning Agenda.

Methodology

Data collection modes utilized for this assessment included document review, key informant interviews (KIIs), and an online and computer-assisted telephone interviewing (CATI) survey with beneficiaries. The desk review included a review of all relevant project documentation. 12 interviews were conducted remotely with alliance members, business development support organizations (BDSOs), local implementing partners, and a supported social enterprise. CATI surveys served as the primary quantitative tool to assess job validation among beneficiaries of the Green Works Program.

Limitations and Challenges

Some delays were experienced during data collection mainly owing to low responsiveness among beneficiaries, particularly for the online survey.

Key Findings

- ✓ Overall, **Hivos has taken significant steps in support of the Learning Agenda, however, there are some areas that still need to be addressed.** The questions on the inclusivity of the green economy and the relationship between the degree of impact a social enterprise has and its capacity to upscale, still need further investigation. Additionally, the level of sustainability of the jobs created for beneficiaries of the program remains inconclusive.
- ✓ The creation of investor academies and innovation clusters has positively impacted the sourcing of innovative and future-proof market-based solutions within the digital and green economies. **Additional efforts could be made towards fostering more innovative partnerships in Algeria and Tunisia.**
- ✓ Alliance members conducted **significant market-research and sourcing efforts** to determine which sectors within the green economy to target, and which innovative local enterprises to select.

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1 Hivos, _Green Works program_.

✓ Alliance members across the three countries have taken **significant steps to building the capacities of local intermediaries and supporting their job creation and private sector development activities.**

✓ Considerable efforts have also been taken towards **activating the growth potential of local enterprises by providing training and capacity building**. However, the ability of social enterprises to upscale and create new jobs was severely impact by the COVID-19 pandemic. Owing to the grant money that was received as part of the Green Works Program, local enterprises were able to cover their basic operating expenses and support most of the jobs they had prior to the pandemic. As alliance members continue carrying out their implementing activities, **strengthened cooperation and capacity building with local intermediaries will help achieve the sustainability objective of the Green Works program**.

✓ Our research suggests that while alliance members have made significant progress on strengthening future-proof skills among young people (upskilling), **there is still some progress to be made in terms of job placements and tackling the mismatch between supply and demand in local labor markets (matchmaking)**. Alliance members who sourced market-based solutions within their local labor markets—as in the case of Nahdet El Mahrousa—seem to have had better success in the direct placement rates of beneficiaries.

✓ While female beneficiaries exceeded 50 percent, some partners, particularly in rural Egypt, **experienced difficulties placing women in employment owing to social norms surrounding women in the workplace**.

✓ Partners emphasized that the three countries have **significant potential in terms of green jobs**. Representatives we spoke to specifically highlighted sectors such as agriculture for low-skilled workers and renewable energy and green technology for high-skilled workers. However, the sustainability of green jobs in a country also depends to a degree on the effort the state is putting in to facilitate the shift to a green economy, in terms of financial and regulatory incentives. **Egypt appears to be more advanced in this regard compared to Algeria and Tunisia.** Alliance members in Tunisia highlighted that there are a considerable number of green projects, but the government does not offer serious incentives. Consequently, initiatives are either private sector-led or donor-supported. Donors focus more on agri-food, but less on clean technologies and the circular economy.

✓ Alliance members highlighted that investment in the green economy is still limited compared to other sectors, but **investors are more drawn to the field than before.** However, investors need incentives to invest in early-stage green start-ups as they continue to seek a balance between social impact and financial returns. In this regard, **partners emphasized the importance of the matching tool** confirming that when investors see international donors like Hivos investing in small start-ups by agreeing to match their investments, this contributes to the slow cultural shift towards a better acknowledgement of green start-ups, which will eventually open the door for more growth and bigger investments within the sector.

2. Introduction

2.1. Background information

Youth unemployment rates in the MENA region have been the highest in the world for over 25 years. In 2020, the youth unemployment rate was 31 percent in Algeria, 23 percent in Egypt, and 38 percent in Tunisia.[2] These persistently high rates are driven by both supply side and demand side challenges, including bloated public sectors, over-regulated private sectors, and weak education systems. Furthermore, many youths enter the labor market with little knowledge of how it works.[3]

At the same time, the MENA region is one of the most vulnerable to the effects of climate change, which is expected to have a high negative impact on economic development. For example, the World Bank estimates that gross domestic product (GDP) in the region will decline by 6-14 percent owing to economic losses from climate-related water scarcity.[4] The Organization for Economic Co-operation and Development (OECD) has produced compelling evidence suggesting the economy and the environment can be improved together.[5] Green economies, which aim for sustainable development without degrading the environment, are hence regarded as a potential solution for both employment and environmental challenges. In the MENA region, however, the adoption of green policies is currently being implemented on a narrow scale, despite the efforts of some governments to push for accelerating the transition process through public sector investments in infrastructure, subsidies, and access to credit for emerging green technologies.

There is therefore a need to align local approaches to youth unemployment, economic development, and climate change in the region. It is believed that the development of economic opportunities for youth in future-oriented green sectors can make an important contribution to mitigating the impact of climate change while at the same time creating a sustainable young workforce in the region. [6]

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2 Worldbank. *Unemployment, youth total (% of total labor force ages 15-24) (modeled ILO estimate) - Egypt, Arab Rep. | Data* .
NB: these figures are for youth ages 15-24
3 Brookings. *How will digitalization affect youth employment in MENA?*
4 Worldbank. *Beyond Scarcity: Water Security in the Middle East and North Afric*a
5 OECD. *Towards Green Growth: Monitoring Progress*
6 Hivos. Green Work program.

2.2. About the project

It is in this context that Hivos developed the Green Works Program (GWP). Funded by the Dutch Ministry of Foreign Affairs under its "Local Employment for Development in Africa (LEAD)" initiative, the program is being implemented with various local partner organizations – The Alliance – across Algeria, Egypt, and Tunisia. The Alliance comprises more than 15 members, including incubators, accelerators, think tanks, employability training institutions, and angel investment networks. The Alliance members work with local Business Development Support Organizations (BDSOs), coworking spaces (CWSs), local implementing partners (LIPs), and start-ups in the implementation of the different activities of the program. The overall goal of the Green Works Program is to contribute to climate change adaptation by creating sustainable businesses and job opportunities for more than 9,000 young women and men in the green economy in North Africa.

Egypt, Tunisia, and Algeria

Figure 1. Project Locations

Figure 2. Alliance members

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2.3. Overview of Key project activities

The program comprises a number of key components and engages with a diverse range of actors, including incubators, accelerators, think tanks, employability training institutions, angel investment networks, start-ups, BDSOs, and LIPs. The components are as follows: job placement for youth, support to social enterprises (SEs), and matchmaking activities. The program provides support to social enterprises via the formation of innovation clusters, enabling businesses operating in the clean and green sectors to scale. Moreover, training and grants are provided to SEs in their growth stage and customized support is provided to labor-intensive SEs. Additionally, the GWP supports BDSOs and employability hubs to increase their capacities to create jobs. Youth are trained in 21st century skills and placed in jobs in future-proof employment economies. This is accomplished either by direct placement or matchmaking activities with private sector organizations. Below is an overview of the project activity components:

Forming innovation clusters enabling businesses operating in the green and digital economies to scale:

- **Employability programs & partnerships development:** The goal of this activity is to formulate partnerships between employability hubs and multinationals or local established private sector organizations to design and implement youth employability activities
- **Programs supporting social enterprises and partnerships development:** The goal of this activity is to formulate partnerships between BDSOs and multinational organizations and local established private sector organizations operating in future proof economies. The aim is to shift BDSOs focus to source and support SEs solving value chain gaps expressed by the Private Sector.
- **Sourcing of social enterprises:** This activity serves to source relevant social enterprises to support. This is achieved through hackathons, which are used to shortlist strong applications. The shortlisted applicants receive one on one support to modify their applications and later compete for the grants and potential service contracts with the bigger private sector organizations.
- **Organize annual African crossroads:** This is where the annual gathering of all the program's stakeholders (BDSOs, employability hubs, SEs, angel investors, etc.) takes place. It is the main learning event of the program and will play a crucial role in cross border clustering efforts. The gathering, which was initiated by the ministry's support through LEAD 2, is now co-funded by other donors, which enabled the expansion of the participants base to all of Africa.
- **Set up future-proof economies academy:** The Alliance will set up a green economy academy, "Future Thinking Schools". The academy will focus on a limited number of high-potential stakeholders, the main partners of this program, and companies active in the green economy sectors. The goal is to increase their knowledge on future trends and develop new innovation strategies to make their businesses future-proof and guarantee the creation of success stories.

Increasing capacities of BDSOs and employability hubs to implement job creation and private sector development activities beyond the Lead program support.

- **Continue supporting the online co-working space management tool and scaling it to service other BDSOs and employability hubs:** Hivos and Wasabi will expand the already functional co-working space management toolkit to include incubation and acceleration management toolkits. The idea of this management toolkit is that instead of having partners report on a separate monitoring and evaluation (M&E) toolkit, the management toolkit offered by the platform enables Hivos to extract all the data needed for M&E data harvesting. In order for Hivos to access this data the spaces must consent to providing it.

- **Capacity building and grant distribution to enhance Infrastructure and managerial capacity of BDSOs and employability hubs:** Hivos will use existing training materials from its Creative Hub Academy (co-funded by the British Council), to build the capacity of BDSOs so they would be able to deliver their results.
- **Deliver gender sensitivity and rights-based approach integration training to BDSOs and employability hubs:** The Alliance, in partnership with local gender organizations, will provide gender sensitivity and rights-based approach training to all partner BDSOs and employability hubs.
- **Support program for angel investors and their networks in the region:** The alliance will support the establishment of new and scaling of existing angel networks in the region. The support will be done mainly through funding some of their activities, covering the costs of qualified executive staff, and connecting local investors to the regional networks that are being formed.

Training youth in 21st century skills and placing them in jobs in future-proof employment economies

- **Training and placing youth at jobs with private sector partners in future-proof sectors:** Local employability hubs will deliver trainings to young men and women on skill sets relevant to the labor needs of private sector organizations operating in future-proof sectors in their respective regions.
- **Organize matchmaking activities between trained youth and (non-partner) private sector organizations:** Through employment fairs and online matching mechanisms developed by some of the supported social enterprises over the past four years, the program will provide targeted job placement activities for young people trained by partnering local employability hubs to fill employment gaps in the job market.

SEs operating in future-proof employment economies scale their businesses thereby creating new jobs

- **Provide grants and accelerator services through the acceleration trajectory for existing SEs operating in future-proof employment economies:** This activity will focus on supporting SEs in the growth stage. SEs were offered an amount between 10,000 and 50,000 EUR grants with the condition that they provide a minimum of 25 percent leverage funds.
- **Provide an access to finance trajectory for high-potential Social Enterprises:** The Alliance will provide additional tailor-made support to high-potential labor-Intensive SEs that are part of the accelerator trajectory. This support includes (i) access to investment & grants mentoring, (ii) access to grants, (iii) access to new markets and (iv) access to know how and new relevant technologies
- **Support young women in marginalized communities to start their micro businesses (Necessity Entrepreneurs):** This women-focused activity will provide young women who want to start their own micro projects with the skills and financial support to help them plan, establish, and manage their own micro business.

3. About the impact assessment study

3.1. Purpose of the assessment study

The overall objective of the study is to measure the midterm impact of the Green Works Program by measuring outcome level indicators (number of jobs created and supported in each of the four program components). The assignment has also assessed the actions taken in support of the program's Learning Agenda. It has thus provided evidence-based analysis reflecting the midterm impact of the Green Works program, and lessons learned supporting the continuation of the program and Hivos' future programmatic design.

Voluntas draws on the project's Theory of Change (ToC) as a basis for the design of the impact assessment study, as depicted below.

Activities	Outputs	Outcomes	Impact
A1.1.1. Employability Programmes & partnerships development **A1.1.2.** Social Enterprise support Programmes partnerships Development	**1.1.** Partnerships between BDSOs, employability hubs, SEs and other actors (angel investors, employers, universities, research institutes, etc.) have been set up and are funded by the Alliance.	**1.** Innovation clusters are formed that enable businesses operating in the green and digital economies to scale.	**Contribute to the creation of more Economic opportunities for young women and men between the ages of 15 and 35 years in North Africa.**
A1.1.3. Sourcing of Social Enterprises			
A1.2.1. Organize Annual African Crossroads **A1.2.2.** Set up Future-Proof economies Academy	**1.2.** Knowledge and innovation networks focusing on future-proof employment sectors have been set up		
A2.1.1. Continue Supporting the online co-working space management tool and scaling it to service other BDSOs and employability hubs	**2.1.** BDSOs and employability hubs are better able to monitor the results of their activities	**2.** BDSOs and employability hubs increase their capacities to implement job creation and private sector development activities beyond the Lead programme support.	
A2.2.1. Capacity building and grant distributed to enhance Infrastructure and managerial capacity of BDSOs and Employability Hubs **A2.2.2.** Deliver Gender Sensitivity and Rights-Based approach integration Training to BDSOs and Employability Hubs	**2.2.** BDSOs and employability hubs have increased their gender sensitivity, managerial capacity and programme development capabilities		
A2.3.1. Support Programme for Angel Investors and their networks in the Region	**2.3.** Angel investor networks have expanded their membership base		
A3.1.1. Training and Placing Youth at jobs with Private Sector Partners in Future-Proof Sectors	**3.1.** Young people have soft and technical skills matching to future-proof employment sectors demands	**3.** Youth trained in 21st-century skills find jobs in future-proof employment economies	
A3.2.1. Organise Matchmaking activities between Trained youth and (Non-Partner) Private Sector Organizations	**3.2.** Young people have access to potential employers through physical and virtual matchmaking platforms		
A4.1.1. Provide Grants and Accelerator services through the acceleration trajectory for Existing SEs operating in future-proof employment economies **A4.1.2.** Provide an access to finance trajectory for high-potential Social Enterprises **A4.2.1.** Support Young women in marginalized communities to start their Micro Businesses (Necessity Entrepreneurs)	**4.1.** Existing SEs operating in future-proof employment economies receive targeted capacity building and access to finance, new markets, and technical knowhow	**4.** SEs operating in future-proof employment economies scale their businesses thereby creating new jobs	

Figure 3. The project's Theory of Change

3.2. Assessment study methodology

The assessment covered all locations of the program's activities: Algeria, Egypt, and Tunisia. To assess the project's implementation and performance, Voluntas:

1. Reviewed actions taken in support of the program's Learning Agenda

Voluntas reviewed the actions taken in support of the program's Learning Agenda, focusing on the learning meetings organized for the partners by El Rehla.

2. Assess outcomes of the program

To assess the outcomes of the program, Voluntas carried out a job validation exercise**. This exercise included validating jobs directly created and supported by the program.**

Although indirect jobs created could also be considered an outcome of the Green Works Program, these were not covered in the assessment as they are not necessarily verifiable, or the verification process would require very high costs.

Figure 4. Definition of direct and indirect jobs created and supported

The job validation exercise was carried out for each of the following four program components:

1. Sourcing innovative market-based solutions within the digital & green economies.
2. Building the capacities of local intermediaries (BDSOs and employability hubs) to support their job creation and private sector development activities.
3. Activating the growth potential of local enterprises (upscaling)
4. Strengthening future-proof skills among young people (upskilling) and tackling the mismatch between supply and demand in local labor markets (matchmaking).

Voluntas also provided an overarching assessment of the relevance of the jobs created in a green economy perspective. Our analysis included an assessment of how the local context affects the results of each country and examines the effectiveness of the matching fund tool as a tool for job creation. Finally, the assessment provides recommendations for how the program can improve.

It is important to note that for the purpose of this midterm evaluation and impact assessment of the Green Works Program, Voluntas did not measure any outcome indicators. Instead, the assessment team used the program logical framework as a reference to gain insights on the program design, implementation, and focus areas.

3. Methodology

3.1. Data Collection Modes

To conduct the assessment in a participatory and fact-based manner, a variety of data collection modes were utilized. The different data collection modes presented in the figure below included documentation review, key informant interviews (KIIs) with key stakeholders, and an online and computer-assisted telephone interviewing (CATI) survey with beneficiaries.

Documentation Review: The desk review included a review of all relevant project documentation. Moreover, continuous desk research enabled us to triangulate quantitative and qualitative data collection (for example, the review of company databases for the job validation process). Other documentation reviewed included, but was not limited to, program documents, work plans, program progress reports, baseline data, the monitoring and evaluation (M&E) tool and other relevant documentation related to the program.

Key Informant Interviews: KIIs enabled us to gather in-depth data from key stakeholders. 12 interviews were conducted remotely with alliance members, business development support organizations, local implementing partners, and a supported social enterprise. The interviewees were determined in close coordination with Hivos, and included program staff, primary partners, and second-tier partners. The interviews were conducted in both English and Arabic based on the preferred language of the interviewee. A list of participants can be found in the appendix.

Online and CATI surveys: Surveys served as a quantitative tool to assess job validation among beneficiaries of the Green Works Program. We had initially planned to conduct around 200 CATI and 100-200 online surveys using a quota sampling strategy by country. This sample allowed for representativity of the 1,200 jobs created with a margin of error between four to five percent at a confidence level of 95 percent. Quotas by country were determined after a review of the beneficiaries database provided by Hivos and partners – both primary and second tier. However, owing to a low response rate among online beneficiaries, additional CATI were conducted. This will be discussed further during the challenges section. All findings are disaggregated by gender, country, and program component.

Documentation review	12 Key-Informant Interviews	Online + CATI surveys

Figure 5. Data collection modes

3.2. Challenges and Limitations

During the course of this assessment, a number of challenges emerged that led to some delays during the data collection phase. This section summarizes the main challenges faced by the assessment team.

- **Difficulty reaching key stakeholders:** Some key informants were slow to respond to interview requests, which resulted in a small delay to qualitative data collection.
- **Lack of up-to-date contact information for beneficiaries:** During quantitative data collection, multiple issues emerged concerning the contact information of the training and placement beneficiaries from Egypt. This included phone numbers being either wrong, or out of date. As explained by a representative from Nahdet El Mahrousa, beneficiaries frequently change their phone numbers and are therefore often difficult to reach. Furthermore, many of the beneficiaries in Egypt come from economically disadvantaged backgrounds, which means they often do not have access to a phone so instead provide the phone number of a relative or friend. Phone numbers also change as beneficiaries seek to reduce their cell phone expenses by changing to a cheaper phone plan.
- **A significant number of surveyed beneficiaries were not aware of the program:** Of the beneficiaries that Voluntas was able to reach, a significant percentage said they were unaware of the program and the names of partners. As explained by the representative from Nahdet El Mahrousa, it is often the case that beneficiaries only know the name of the immediate local partner, despite repeated efforts on the part of alliance member staff.
- **Unresponsiveness to the online survey for founders of social enterprises:** Only 31 contacts were provided for the 95 supported start-ups. Of these, only four responded to the online survey, which meant we were unable to include the online survey in the analysis.

4. Main findings

4.1. Actions taken against the Learning Agenda reviewed

This Learning Agenda was put forth by the Hivos project team to guide and improve program implementation during the project's lifecycle. This Agenda is composed of ten learning questions across user categories (Alliance members, grantees, and all other relevant players in the field of employment creation). The purpose of these questions is to provide comprehensive insights on program improvement objectives and allow Hivos to validate or dismiss assumptions surrounding the Theory of Change.

As part of the assessment, Voluntas reviewed actions taken against the Learning Agenda and our findings for each key area of focus are summarized below.

Green Works implementation-driven Learning questions:

Key Areas of Focus	A. Green Works Implementation-driven Learning questions (outputs and activities)	**Primary User Category: The Green Works Alliance** This focuses on learning questions relevant to the Alliance with regards to the (1) Partnerships formulation and collaborations between partners (cluster formulation), (2) effectiveness of capacity building activities for partners, (3) cross border collaborations achieved via African Cross Roads and collaboration grants and (4) can we actually incentivize angels to invest in the green economy.	**Learning Questions:** 1) Do Green Works incentivised partnerships provide added value to the partners and the program? are they efficient and sustainable beyond the program lifetime? 2) Are Green Works partners more capable to absorb projects and expand operations as a result of the capacity building training provided by Hivos? 3) Are Green Works engaged investors seeking to create social impact in addition to financial returns? Do investors perceive the Green Economy as a lucrative sector? Will they continue to invest in the Green Economy once the matching fund is depleted?

Figure 6. Green Works implementation-driven Learning questions

- Alliance members reported that **incentivized partnerships are giving them a deeper understanding of the green economy in the region** thus motivating their interest in collaborating with members from other countries. These partnerships have created a network of relevant stakeholders operating in the green economy in North Africa, which contributes to its expansion and incentivizes investors to put their money in the sector.
- Alliance members highlighted that investment in the green economy is still limited compared to other sectors, but **investors are more drawn to the field than before**. However, investors need incentives to invest in early-stage green start-ups as they continue to seek a balance between social impact and financial returns. During a KII, a representative from investor HIM Angels mentioned **that investors are still reluctant to invest their money in green companies because their business model usually has a component for recycling or upcycling, which makes scaling up more difficult compared to other businesses.**

Green Works impact-driven learning questions:

Key Areas of Focus	B. Green Works impact-driven Learning questions (outcomes)	**Primary User Category: The Green Works Alliance** This focuses on learning questions relevant to (1) the effectiveness of targeting the green economy and its capacity to absorb the targeted jobs (2) Cross-cutting themes of Gender and fair and decent employment conditions (50% target), (3) testing the assumption that employment in the green economy is future proof	**Learning Questions:** 1) Do alliance members function as a value creation or value capturing entities? Does their business model and operational strategy include "impact" as a deciding factor? 2) Does it cost more money and energy to support women & scale businesses in the Green Economy? If so, does this pain point constitute a deciding factor when partners are evaluating future proposals? 3) Is the Green Economy more inclusive? looking at trainees placement statistics, in one cohort, are women harder to place? If so, statistically speaking, did Green Works intervention reduce the gender employability gap among their beneficiaries in comparison to the national/regional statistics? 4) Are targeted beneficiaries being placed at sustainable long term, value creating jobs? Does the green economy in targeted countries have more low skilled opportunities, or has innovation in the sector become a driving force of employment?

Figure 7. Green Works impact-driven learning questions

- **Partners reported facing problems placing women in sectors beyond agriculture and the food industry.** In general, the number of women working in these sectors is generally higher, and employers often have difficulties hiring male workers. By contrast, sectors such as waste management and renewable energies remain male dominated. **Partners link the difficulties in hiring women to social factors**, including husbands not wanting their wives to work, distances from the workplace, and childcare responsibilities. A representative from Nahdet el Mahrousa said that their organization had tried to mitigate these issues by providing jobs close to women's areas of residence and striking deals with employers to provide childcare services.

Green Works grantee-driven Learning questions:

Key Areas of Focus	C. Grantee-driven Learning questions	**User Category: Grantees** This focuses on learning questions relevant to (1) effective sourcing of Social enterprises, (2) Effective sourcing of Private sector partners (for value chain gaps and employability skills gaps), (3) scalability of successful partnerships the alliance formulated beyond Green Works (leverage), (4) Can Angels investors become a sustainable partners for accelerator and incubators and (5) can decentralization of BDSOs and employability hubs provide cost effectiveness along with quality and documented impact	**Learning Questions:** 1) Are SE's with previous exposure to a support program have a higher growth potential than those who are entering a support program for the first time? Excluding the grant, does the value added through the ecosystem outweigh the dependability fallout? 2) Is the green economy in targeted countries sustainable enough to absorb and sustain job targets in the long run?

Figure 8. Green Works grantee-driven Learning questions

- Alliance members explained that giving grants to early-stage social enterprises does not create a dependence on the program, but rather incentivizes investors to put money in the start-up. **The grant component reduces the risk for the investors and encourages them to support promising start-ups at an early stage of growth.**
- Partners emphasized that the three countries have significant potential in terms of green jobs. Representatives we spoke to specifically highlighted sectors such as agriculture for low-skilled workers and renewable energy and green technology for high-skilled workers. However, **the sustainability of green jobs in a country also depends to a degree on the effort the state is putting in to facilitate the shift to a green economy, in terms of financial and regulatory incentives**.

Green Works wider local and regional ecosystem-driven Learning questions:

Key Areas of Focus	D. Wider local and regional ecosystem-driven Learning questions	**User Category: This includes all other relevant players in the field of employment creation outside of the alliance** This focuses on learning questions relevant to (1) effective cluster synergies, (2) ecosystem leveraging and (3) knowledge management on the ecosystem level and (4) disseminating effective cluster approaches into the wider ecosystem.	**Learning Questions:** 1) Are SE's in the green economy scalable? Hence, attractive for investors? Is one sector more scalable than the other? Are SE's with the most impact tend to be the least scalable ones?

Figure 9. Green Works wider local and regional ecosystem-driven Learning questions

- **Social enterprises' ability to up-scale was significantly impacted by the COVID-19 pandemic**, which left many of them in a fragile state.

Some of the activities related to the Learning Agenda were facilitated by El Rehla, a company that organizes retreats for industries, businesses, and founders. The initial goal was to bring together partners for a cleantech retreat to facilitate discussions on the ecosystem and industry progress, organize peer-to-peer learning activities, and create a space for collaboration and strategic thinking addressing the region's environmental challenges. However, due to the COVID-19 pandemic, a virtual retreat was organized instead.

In addition, El Rehla hosted a virtual learning series for partners. Participants included alliance members Nahdet el Mahrousa, Tunisia Center for Social Entrepreneurship (TCSE), Sylabs, Flat6Labs, and other partners including Ma3mal, Technisummit, and American University of Cairo (AUC) Venture Labs. The meetings served to introduce alliance members to each other. Partners presented their progress, successes, challenges, and lessons learned. Subsequent discussions were structured in breakout rooms, where participants shared experiences and perspectives in smaller groups. Conversation topics included the sustainability of the green economy in the target countries, the lack of qualification of students seeking jobs in the industry, and the lack of attractiveness of the agricultural sector for young people. The partners were able to put forward suggestions to mitigate the problems. For example, some participants proposed adding training in soft skills for students seeking jobs in the green economy. Additionally, some see that the agricultural sector can be more attractive to youth if technology is incorporated in it.

Voluntas attended several of El Rehla's learning meetings and witnessed effective collaboration and meaningful reflections on the program and on wider questions related to the green economy. The learning series enabled partners to network more effectively, and many expressed a desire to engage in collaborations with partners in all three countries.

While overall Hivos has taken significant steps in support of the Learning Agenda, there are some areas that still need to be addressed. The questions on the inclusivity of the green economy and the relationship between the degree of impact an SE has and its capacity to upscale, still need further investigation. Additionally, the sustainability of the jobs created for beneficiaries of the program remains inconclusive.

4.2. Number of jobs created by each of the four program components validated

According to the reviewed baseline data shared by alliance members, the number of youth under 36 who benefitted from the training and placement component reached 992, distributed as follows: 51 in Algeria, 679 in Egypt, and 262 in Tunisia. **It is important to highlight here the gender distribution of beneficiaries, which exceeded 50 percent females across all countries** as demonstrated in the figure below.

Gender distribution by country

Question: What country are you from?

Male   Female

	Algeria	Egypt	Tunisia
Total	30	277	144
Male	37%	42%	35%
Female	63%	58%	65%
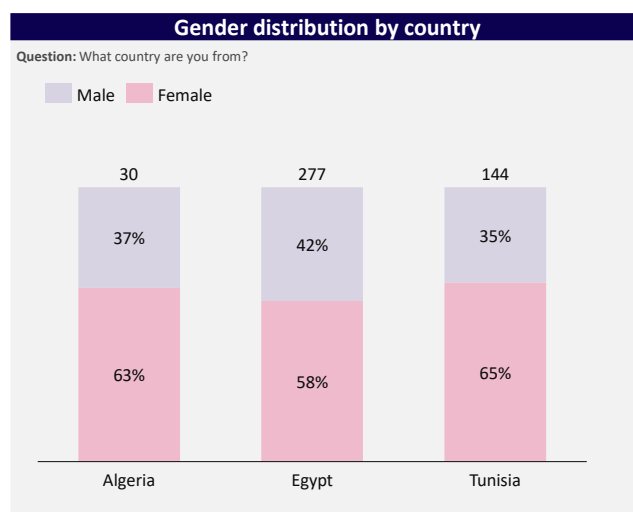
Figure 10. Gender distribution by country

As part of the assessment, Voluntas attempted to independently verify the jobs created and supported by the program through CATI and online surveys. As discussed above, however, owing to lack of accurate contact information and low responsiveness of beneficiaries, it was difficult to reach many of the beneficiaries. Furthermore, of those who were reached via CATI, many of the respondents appeared to be unaware of the Green Works Program and the names of alliance members and partners. For example, when asked, "Did you get a job as a

result of the support you received from the organization?" 339 out of 490 respondents answered, "No". It was therefore very difficult to use the survey data to validate jobs.

Regarding the jobs created as a result of the support provided to social enterprises, baseline data provided by alliance members shows that a total of 95 start-ups were supported by the Green Works Program so far: 11 in Algeria, 39 in Egypt, and 45 in Tunisia. Three start-ups dropped out from the program in Tunisia and are therefore not considered in this report. As with the training and placement program, Voluntas experienced significant challenges validating jobs created or supported by supported social enterprises. We received contact information for only 31 of the social enterprise founders and of these, only four responded to the online survey despite our team sending out several reminders. The small number of responses received meant it was again difficult to validate jobs using the online survey.

Despite these issues, however, the qualitative data collected through desk review of relevant program documentation and KIIs with key stakeholders enabled us to provide an assessment of the program against the four main outcomes.

Sourcing innovative market-based solutions within the digital & green economies

As per the project's monitoring and evaluation framework, the first outcome of the Green Works Program is focused on the formation of innovation clusters that enable businesses operating in the green and digital economies to scale. These innovation clusters are created and funded by the alliance members through collaborative partnerships between business development support organizations (BDSOs), employability hubs, coworking spaces, social enterprises, and other actors such as angel investors, employers, universities, and research institutes.

Actions taken under this component were mostly taken in Egypt. Alliance member Nahdet El Mahrousa (NM) is carrying out its activities primarily through partnerships with BDSOs and coworking spaces such as Cloud and Ma3mal, and local implementing partners such as Holol, Sela Academy, Banana Art, and Super Fany. According to their annual report, NM developed a manual for their partners, which provides guidance on how to devise innovative and sustainable market solutions to existing socio-economic development challenges. To harness synergies among these partners, the last section of this manual is dedicated to building sustainable partnerships between BDSOs and other stakeholders in the green ecosystem.

In Egypt, Hivos has worked directly with HIM Angels, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and investing platform Efino in creating the Angel Investor Academy. This academy works with promising and innovative high growth start-ups and guides them through the entire investment process to support entrepreneurship and the wider angel investing scene in Egypt. HIM Angels, an angel investment fund supporting start-ups has been involved in the Green Works Program by supporting the futureproofing of green start-ups. During a KII, a representative from HIM Angels shared that five green start-ups were part of the last angel investor academy cohort.

The creation of investor academies and innovation clusters has positively impacted the sourcing of innovative and future-proof market-based solutions within the digital and green economies. While much progress has been made in Egypt, additional efforts could be made towards fostering more innovative partnerships in Algeria and Tunisia.

Regarding the sourcing of social enterprises, alliance members The American University of Cairo (AUC), ChangeLabs, Nahdet el Mahrousa, and Clean Tech Arabia in Egypt; the Tunisian Center for Social Entrepreneurship (TCSE), Impact Partner and Flat6Labs (IP/F6L) in Tunisia; and Sylabs in Algeria, all worked on the support to social enterprises component. To engage social enterprises in their acceleration trajectory, alliance members conducted significant

market-research and sourcing efforts to determine which sectors within the green economy to target, and which innovative local enterprises to select.

In Egypt, Nahdet el Mahrousa capitalized on their partner Clean Tech Arabia's relevant technical skills in the Egyptian employment market to develop an understanding of the nature of employment in the Clean and Green and food production sectors.[7] After researching these two main areas, they compiled a list of challenges they could face during implementation, and the mitigation measures for each. As a result of this research phase, alliance members identified three labor-intensive and growing sectors to focus on: renewable energy, waste management, and agribusiness and food. This research was complemented by a mapping of innovative main players in these sectors of interest, who were then categorized as local implementing partners, social enterprises, and business development support organizations.

In Algeria, Alliance member Sylabs carried out a six-month sourcing phase to identify innovators within the digital and green economies and gather a portfolio of social enterprises. To achieve this, they created a sourcing department that used two different strategies to collect the relevant data. The first sourcing strategy was done online and focused on businesses primarily present on the web and social media platforms. The search for these social enterprises was done using keywords related to the digital and green economies. The second strategy was offline, using Sylabs' networks and connections to visit and reach out to potential local partners across the country.
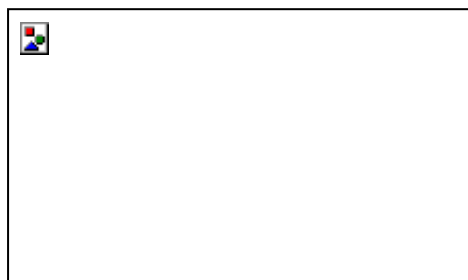
It is clear that alliance members have put considerable efforts towards the sourcing of social enterprises. All interviewed members believe in the potential for growth of their start-ups, and the added value of the incubation period in supporting them to upscale.

Building the capacities of local intermediaries (BDSOs and employability hubs) to support their job creation and private sector development activities

Alliance members across the three countries have taken significant steps to building the capacities of local intermediaries and supporting their job creation and private sector development activities.

In Egypt, alliance member Nahdet El Mahrousa is closely collaborating with local intermediaries on training and job placement support. On training, Nahdet El Mahrousa collaborated with a network of local partners such as Holol, Sela Academy, Banana Art, and Super Fany. Nahdet El Mahrousa is also working with two business development support organizations/coworking Spaces, Cloud and Ma3mal. NM has provided mentorship and coaching on both technical and financial matters. It has also provided trainings on subjects such as monitoring and evaluation, reporting, and how to best ensure open collaboration in carrying out project activities. The training also highlighted gender considerations to ensure that 50 percent of founders and employees of start-ups are female.

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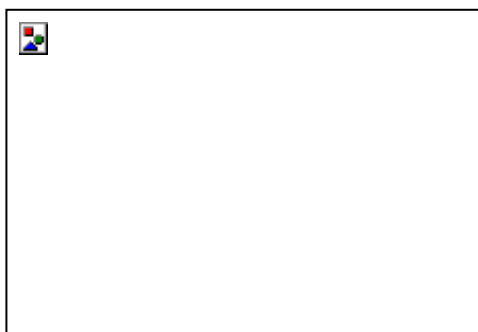
[7] Green and Clean sectors are defined as sectors of the economy that produce goods and services with an environmental benefit

In Tunisia. Education For Employment (EFE) created public-private partnerships (PPP) with national and public partners such as the National Federation for Agribusiness (UTICA), the National Agency for Vocational Training (ATFP), the Sectoral Vocational Training Center for Agribusiness Industries (CSFIAA), the National Agency for Employment (ANETI), and the National Agribusiness Competitivity Cluster in Bizerte. In the case of the CSFIAA, EFE assisted the agency in creating its first job fair and also provided advice on how to best engage agribusiness companies to ensure better employability opportunities for CSFIAA graduates in the future.

Overall, it is evident that alliance members who chose to collaborate with local intermediaries have had a significant influence on these partners' capacities and skills. Through the creation of strong working relationships with a network of local partners, alliance members Sylabs and Nahdet El Mahrousa have also managed to expand the reach of their operations to include rural areas, thus enabling them to target a wider range of beneficiaries, partners, employers, social enterprises, and investors.

" Through our **local partners** we now have **access to new areas** that we didn't work in before, this is a **new method** for us and we are having fun **expanding "**

- Interview with an Alliance member, March 2022

As these Alliance members continue carrying out their implementing activities, strengthened cooperation and capacity building with local intermediaries will help achieve the sustainability objective of the Green Works program.

Activating the growth potential of local enterprises (upscaling)

Alliance members engaged in supporting local enterprises include The American University of Cairo, ChangeLabs, Nahdet El Mahrousa and Clean Tech Arabia through Ma3mal and Cloud, Sylabs, TCSE, Impact Partner, and Flat6Labs. During interviews, alliance member representatives all emphasized the importance of the selection cycle in determining enterprises' potential growth. At the beginning of each cycle, alliance members define a list of prerequisites that selected social enterprises must have. These criteria were determined based on either the alliance member's prior experience engaging with social enterprises, or on their market research studies and sourcing efforts at the beginning of the program. In the case of the partnership between Nahdet El Mahrousa and Clean Tech Arabia in Egypt, the latter utilized their technical expertise in the field of entrepreneurship to collaborate with their business development support organizations, Ma3mal and Cloud, in aligning on the selection criteria and conducting the actual section process.

In Tunisia, alliance member TCSE focused on start-ups working mostly in sustainable food, because this domain was determined the most relevant in the Tunisian context. Additionally, TCSE worked with several start-ups active in the clean energy and waste management sectors.
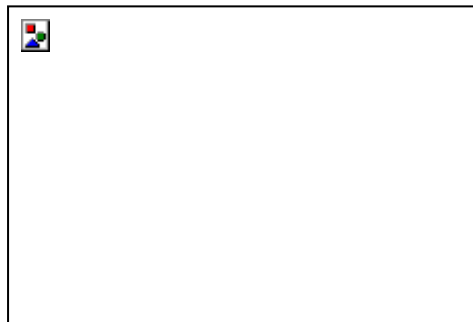
In Algeria, as discussed above, alliance member Sylabs underwent a six-month-long sourcing process, which allowed them to form partnerships with local actors, and enrich their start-up portfolio with a selection of social enterprises that had the potential to grow and upscale.

Almost all alliance members engaged in this component targeted early-stage and go-to-market start-ups that not only had growth potential but were receptive to implementing the skills and training that would be received as part of their participation in the program.

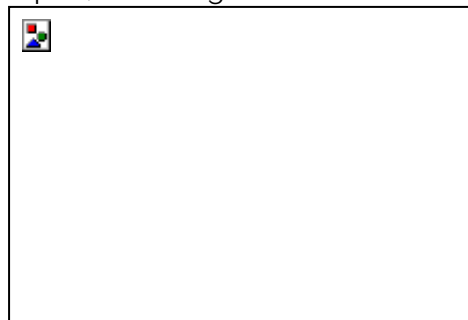Once social enterprises were selected, alliance members worked on activating their growth potential by providing training and capacity building. The training covered a wide range of topics, including resource efficiency, cash flow management and finance, management, administration, and legal status regulation. It should be noted, however, that alliance members did not adopt a "one size fits all" approach and instead tailored the training to the individual needs of the local enterprises. In cases where the needs were too specific to be covered by the alliance member's internal experts and trainers, specialized experts and consultants were hired to step in and fill these gaps.

In Algeria, a representative from Sylabs said that knowledge sharing also took place among the social enterprises themselves. For example, two participating local enterprises shared their experiences and insights on product distribution strategies, which enabled both companies to grow their businesses.

In addition to training and capacity building, local enterprises were also provided with grants. In Algeria, Sylabs included in their portfolio a start-up located in a remote area that had previously not had access to funding or incubation support. The 2,000 EUR grant provided to this start-up enabled them to expand their business.

As part of this assessment, an online survey was shared with the founders of the start-ups to get more insights into the support they received and the jobs they supported or created. Voluntas was provided with the contact details for 31 out of the 95 start-ups and of these, only four responded (three from Tunisia and one from Egypt), despite sending out several reminders. Our analysis is therefore limited to the information provided by alliance members in KIIs.

Overall, **while alliance members took significant steps towards activating the growth of local enterprises through training and capacity, unfortunately, the COVID-19 pandemic had a significant impact on the ability of local enterprises to create additional jobs.** Lockdowns, staff sickness, and mobility restrictions meant many organizations were left in a fragile state and were therefore unable to upscale and create additional jobs. However, owing to the grant money that was received as part of the Green Works program, local enterprises were able to cover their basic operating expenses and support most of the jobs they had prior to the pandemic.

Strengthening future-proof skills among young people (upskilling) and tackling the mismatch between supply and demand in local labor markets (matchmaking)

Alliance members participating in this component include Nahdet El Mahrousa (NM) in Egypt, Education for Employment (EFE) and Fondation Tunisie pour le Développement (Elife) in Tunisia, and Sylabs in Algeria. These members followed a variety of methods in designing training programs and tackling the placement of beneficiaries. Overall, **members who sourced marked-based solutions within their local labor markets and put efforts into targeting the upskilling of youth on specific future-proof skills have had better success in the direct placements rates of beneficiaries.**

To date, NM has been relatively successful with respect to their placement activities, using their relationships with their local implementing partners across Egypt to conduct outreach activities and match potential employers with beneficiaries. Building on their initial market research and their understanding of the supply and demand of the labor market in the localities where they are active, NM entered into agreements with several different employers, which stipulated that these employers would be directly involved in the beneficiary selection process. This meant that once a beneficiary received approval from a potential employer, the beneficiary became eligible to receive the technical trainings needed for their new job, as well as soft skills training. According to NM's baseline data, this method of training and placement has ensured the placement of 679 trained youth in the clean and green, food industry, recycling, and solar power sectors.

For placements to be considered eligible under the program, Nahdet El Mahrousa has put in place two main conditions: social security coverage for the beneficiary, as well a contract duration of at least one year. However, some concerns were raised by NM's local implementing partner, Holol, regarding employment in rural areas of Egypt where the dominant sector is agriculture. A representative from Holol shared that the two **conditions put in place by NM have limited their ability to create additional jobs** because they go against the seasonal and informal nature of employment in the agricultural sector. Furthermore, Holol also faced some difficulties placing women in jobs owing to social norms surrounding the employment of women, for example, women not being able to work in the same place as men or travel long distances for work. Despite these challenges, however, NM has so far provided almost 700 youth beneficiaries with jobs, 50 percent of whom are women.

In Algeria, Sylabs used their existing networks and connections to source applicants for the training and placement program. Following the selection process, beneficiaries received training on basic skills such as writing resumes, and technical skills including community management. A representative from Sylabs said that the material used for workshops and training was developed after studying the market and developing an understanding of needed skillsets. In one experience, Sylabs worked closely with a marketing company to select beneficiaries and developed training material based on the company's needs. **The inclusion of employers in the beneficiary selection process proved to be very effective in guaranteeing employment post-training.** Another interesting example occurred in Ghardaïa, a desert state in the south of Algeria, which is home to a UNESCO World Heritage Site. During the pandemic, there was increased interest in the sustainability of this style of architecture and so Sylabs decided to train a group of local builders on the technical skills needed to recreate it. They also provided training on developing quotes for customers and finding contracting opportunities. This has enabled the trainees to develop highly sought-after sustainable building skills. According to their baseline data, Sylabs provided a total of 51 jobs.

In Tunisia, EFE's strategy focused on building both technical and soft skills of selected youth based on the job opportunities available. Potential beneficiaries were targeted through adverts on social media and following training, EFE tried to match the beneficiaries with companies that were looking to hire. As part of these matchmaking efforts, EFE organized job fairs to connected employers and youth, as well as a radio show on a national radio station to discuss employment opportunities in the green sector, and more specifically within the agri-food industry. As for their conditions for employment, EFE requests that the work contract is recognized by Tunisian law, the remuneration to be above the minimum wage and in line with similar positions in the sector, and that the duration of employment is at least six months long. Beneficiaries who received training were placed mostly with companies working in the agri-food sector. According to baseline data, provided jobs for 204 beneficiaries.
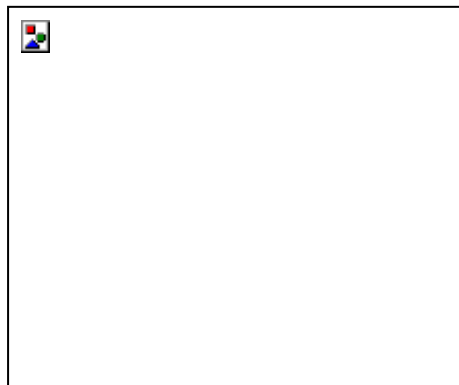
Elife, meanwhile, worked primarily through public-private partnerships to create employment opportunities within the information and communications technology (ICT) sector in the regions of Béja and Silina in the north of Tunisia. Elife offered training to graduates in embedded computing, web development, JAVA and Python, communication, and soft skills. However, while according to the monitoring and evaluation tool shared by Hivos 269 youth received training, baseline data shared by Hivos shows that only 58 were employed, suggesting a placement rate of 22 percent. During discussions with representatives from Elife, informants said that they **experienced difficulties placing beneficiaries in jobs owing to the scarcity of job opportunities in the regions in which Elife operates, unavailability of equipment at the governmental Elife centers, beneficiary disengagement, and a lack of commitment from institutional partners.**

As discussed above, Voluntas attempted to reach beneficiaries through both CATI and online surveys. Of the 490 we were able to reach, 76 were not aware of the program at all, while 339 said they did not get a job as a result of the support received from the organizations participating in the Green Works Program. Based on discussions with these organizations, it seems that there are multiple reasons why respondents answered, "no." For example, a representative from Nahdet El Mahrousa said that one possible explanation was that some beneficiaries, particularly in Upper Egypt, receive direct cash assistance from the government because they don't have a stable source of income. These beneficiaries were often reluctant to provide honest details regarding their working situation because they were afraid of losing this assistance. It was also mentioned by several partners that beneficiaries were often not familiar with the names of the organizations they received support from. However, based on conversations with alliance members, it is also clear that these organizations did experience difficulties placing beneficiaries in employment.

Overall, our research suggests that **while alliance members have made significant progress on strengthening future-proof skills among young people (upskilling), there is still some progress to be made in terms of job placements and tackling the mismatch between supply and demand in local labor markets (matchmaking)**. Alliance members who sourced market-based solutions within their local labor markets—as in the case of Nahdet El Mahrousa—seem to have had better success in the direct placement rates of beneficiaries.

Distribution of job placement based on Alliance member support by country

Question: Did you get a job as a result of the support you received from the organization?

Legend: Algeria | Tunisia | I don't know | Egypt | Other | Prefer not to answer

	Yes (51)	No (339)	I don't know (11)	Prefer not to answer (3)
Algeria	20%	5%	9%	67%
Egypt	53%	62%	91%	
Tunisia	25%	33%		33%
Other	2%			
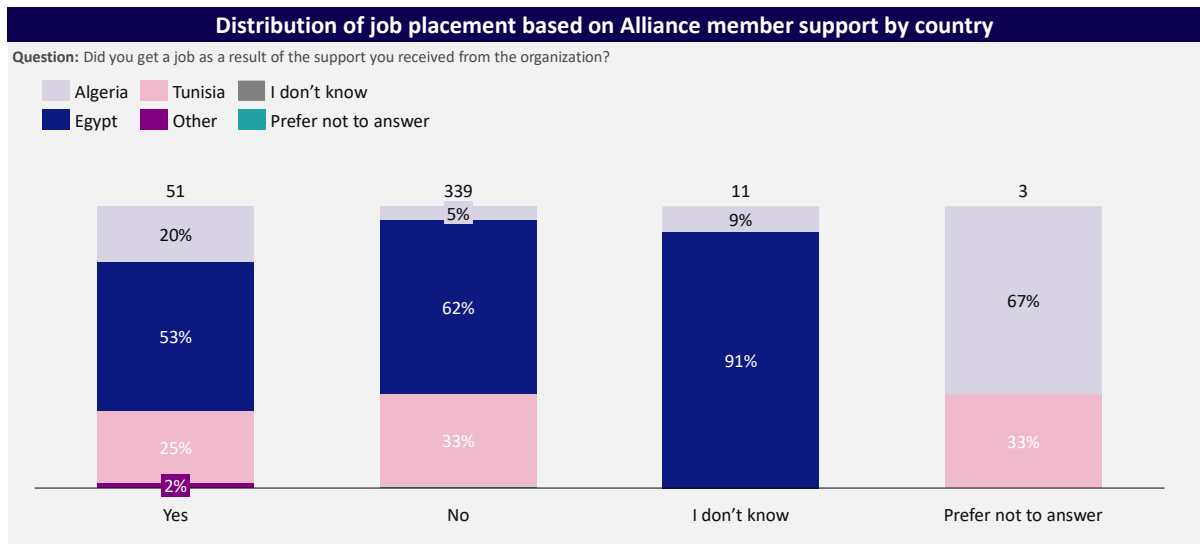
Figure 11. Distribution of job placement based on Alliance member support by country

Of the 339 beneficiaries that responded, "no", when asked if they got a job as a result of the support received, figure 12 below provides a breakdown of the organizations that provided these beneficiaries with support. For those that answered "other", organizations listed included: Banana Art, Sela Academy, the 4C The Career and Competency Certification Center, among others.

Beneficiaries who answered *No* to being placed receiving support by Alliance members

Question: If answered No to being placed in a job, did you receive support from any of these organizations?

- Prefer not to answer: 2%
- Other: 5%
- Sylabs: 4%
- Nahdet El Mahrousa: 3%
- Education for Employment (EFE): 13%
- Fondation Tunisie pour le développement (Elife): 2%
- I don't know: 72%

Figure 12. Beneficiaries who answered No to being placed receiving support by Alliance member

Figure 13 below provides a breakdown of the type of support received by organization.
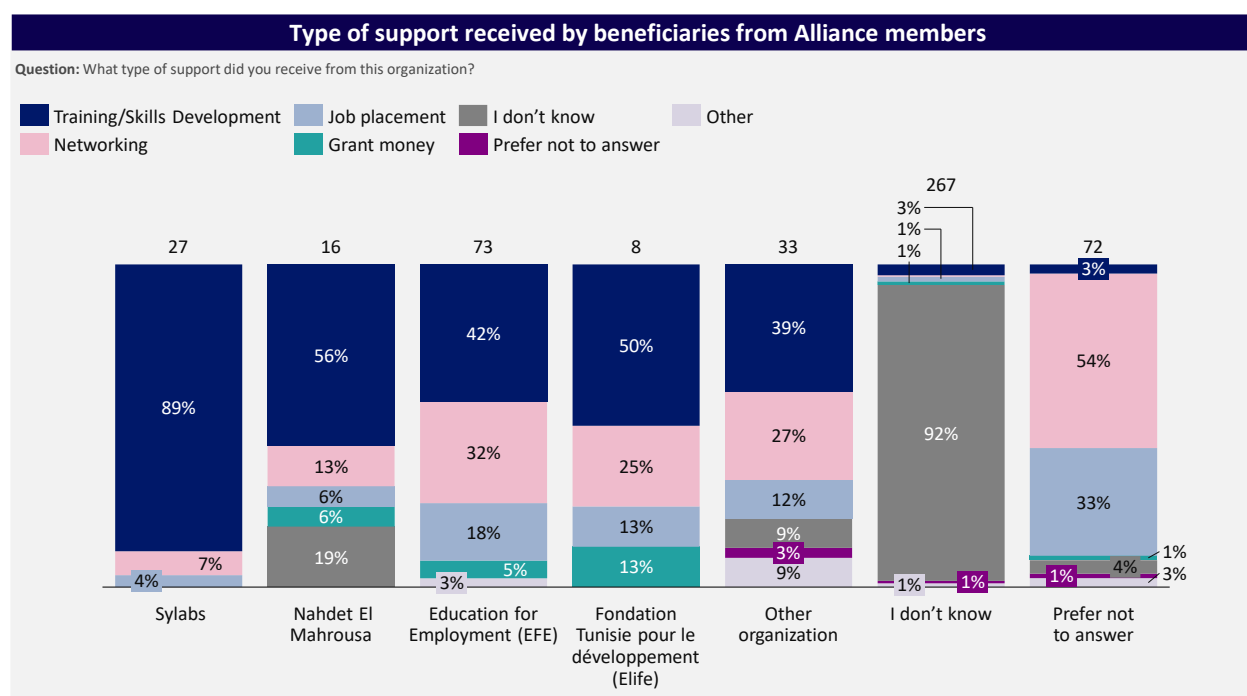
Figure 13.Type of support received by beneficiaries from Alliance members

4.3. Relevance of jobs created in a green economy perspective

In differentiating between green jobs and other jobs, a distinction can be made between outputs and processes. From an output perspective, green jobs refer to the jobs in companies and sectors which produce goods and services that are either environmental goods in the strictest sense or relatively environmentally friendly goods. Examples include green buildings, clean transportation, or solar-powered water-heating systems. The jobs involved are viewed as green even though the outputs may not be based on 100 percent environmentally friendly production processes and technologies. From a process perspective, the definition goes beyond this and covers employment that seeks to improve the environmental impact of companies which do not produce environmental goods in one sense or another—for example, by reducing water consumption, controlling air pollution, or improving recycling services. [8]

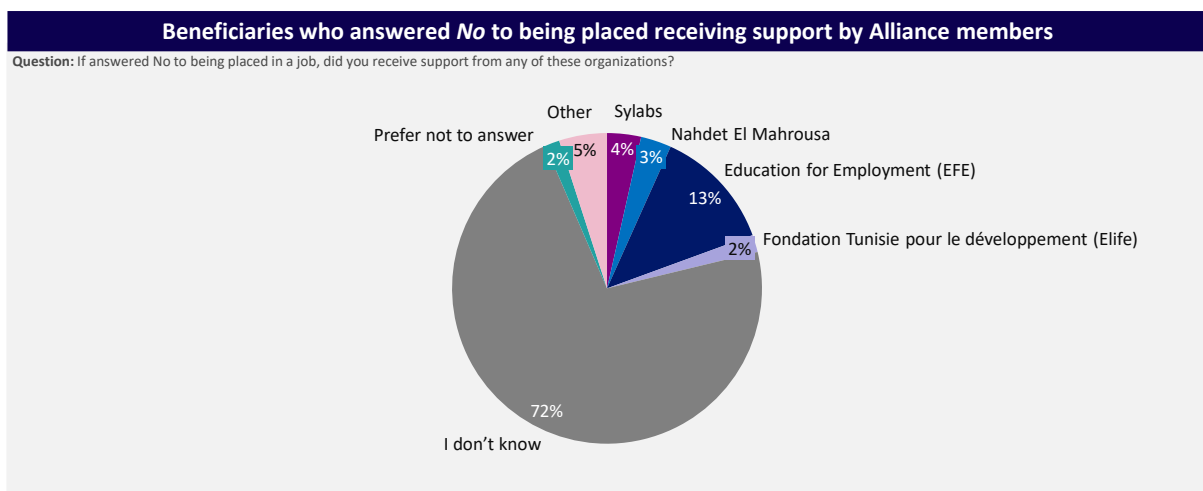It is important to note that green jobs do not always equate to decent work. For instance, many modern recycling jobs recover raw materials and thereby aid in the reduction of natural resource demand. However, these jobs often entail a working environment that is frequently filthy and unsafe, putting people's health at risk. The International Labor Organization (ILO) defines green jobs as those inclusive of the decent work feature. In the case of waste management jobs, for example, decent work standards could include the presence of social protection measures, ensuring workplace safety, and a labor agreement.

Regarding the link between green jobs and the green economy, as determined by the Agenda for Sustainable Development and the outcome of the Rio+20 Summit, the green economy is regarded as an important tool to achieve sustainable development that should contribute to creating decent opportunities for employment while preserving the

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8 GIZ. *Green Jobs: Impacts of a Green Economy on Employment*,

environment. [9] However, there is some debate as to whether the goal of green growth is relevant for low and middle-income countries given the problems developing countries face in adopting green growth. These include large informal economies, high levels of poverty and inequality, weak capacity and resources for innovation and investment, and inadequate governance and institutions. [10] Few empirical studies have been conducted on the influence of a green economy on employment in these economies. The most advanced studies, which includes a special focus on the MENA region, examine the direct employment effects in renewable energies and energy efficiency. According to several studies, the employment consequences are highly dependent on the development of local value chains and the estimated employment potential fluctuates depending on how local production capacities are used and expanded. [11]

In the context of the North African countries, studies conducted in the subregion have highlighted the employment potential of key strategic green industries, such as green agriculture, recycling and waste management, and renewable energy, as well as the appeal of these new jobs to young women and men.[12] As a result, these countries appear to be heading toward a more inclusive path that considers their limited natural resources. Most countries have implemented public environmental upgrading initiatives to encourage sound environmental practices and increase the competitiveness of industrial firms. These programs are backed by a range of financial and technical incentives aimed at encouraging the use of clean technology. On the other hand, these programs are mostly insufficient and frequently reliant on international cooperation, with a consequent effect on their sustainability.[13]

The interviews we have conducted for this assessment illustrate the perceptions of partners regarding green jobs and their relevance in a green economy. Alliance members and start-ups consider the sectors in which they operate to be green. These sectors include clean energy, agriculture, green technology, waste management, construction, and energy management. In addition, the placement of workers was in companies operating in sectors such as textiles, sales, graphic design, and web development. The start-ups, on the other hand, were generally in sectors producing environmental or environmentally friendly products and services. This conveys a broad understanding of green jobs, including both the output and process perspectives. Furthermore, alliance members working on the job creation component, were determined to meet the decent work criterion. Nahdet el Mahrousa requires a legal contract and social security from the employing company. Education for Employment Tunisia also requires meeting the government-set wage. Sylabs has organized training for beneficiaries working with hazardous substances to ensure their safety when handling the material

Moreover, members of the alliance shared their perception of the green economy in North Africa. They consider it to be growing in all three countries. In Egypt, the government is starting to recognize opportunities to promote green industry and is therefore providing subsidies and adopting green policies. Investors are also interested in the sector. They continue to seek a balance between financial returns and considerations of social impact. In addition, banks that have not traditionally invested in start-ups are beginning to see the opportunity in the green sector and are financing more companies (Cleantech Arabia). In Tunisia, the green economy is perceived as not as developed as in the rest of North Africa (EFE). Alliance members in Tunisia highlighted that there are a considerable number of green projects, but the government does not offer serious incentives. Consequently, initiatives are

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9 UN, *Decent Work, Green Jobs and the Sustainable Economy*
10 OECD, *Putting green growth at the heart of development*
11 GIZ *Green Jobs: Impacts of a Green Economy on Employment,*
12 United Nations Economic Commission for Africa. *Industry and the green economy in North Africa: Challenges, practices and lessons learned,*
13 Friedrich-Ebert-Stiftung. *Le développement durable en Algérie, portrait et diagnostic d'un rendez-vous en suspens.*

either private sector-led or donor-supported. Donors focus more on agri-food, but less on clean technologies and the circular economy (Flat6Labs). In Algeria, alliance members recognize the potential and believe the green economy can be further developed. There are interesting incentives, such as not requiring a license in some activities related to agriculture, which gives a significant tax advantage for small businesses (Sylabs). However, partners consider that the green economy remains a sector that poses considerable challenges.

The matching fund

This investment tool launched as part of the Green Works Program is an equity free mechanism that matches up to 50 percent of investments in social enterprises in the green economy with a ceiling of EUR 50,000 per contribution. In Tunisia, Hivos signed a memorandum of understanding with alliance member Flat6Labs to administer the expansion of this tool with Tunisian start-ups. When interviewed, representatives from Flat6Labs emphasized the importance of the matching fund as a driver for investment in the green and clean economies, especially in countries where the green economy sector is not very developed. In Egypt, Hivos is collaborating with HIM Angels, a prominent investor network in Egypt on orienting investors towards the green economy using the matching fund as one of the main tools to do so. During their interview, a representative from HIM Angels echoed Flat6Lab's position regarding the importance of this tool, confirming that when investors see international donors like Hivos investing in small start-ups by agreeing to match their investments, this contributes to the slow cultural shift towards a better acknowledgement of green start-ups, which will eventually open the door for more growth and bigger investments within the sector.

In an economic climate where investors are accustomed to more traditional sectors, getting them to switch over to the green economy is a leap of faith most would not be open to making. However, the matching tool works as an incentive and minimizes potential risks investors might associate with putting their money in green start-ups. In the case of the three target countries of the Green Works Program, the green economy is still in need of the financial push the matching fund provides. Green start-ups are still not generating enough or hiring enough to be able to fully sustain themselves without investment driving tools, therefore the risk of creating a market dependency on the matching fund does not represent a viable threat at this early growth stage.

Overall, interviewed partners unanimously believe in the matching fund and in its potential to incentivize investment in the green economy. Partners also expressed their desire to push more of their supported start-ups to benefit from the matching fund. As for the partners who were already familiar with this tool, such as HIM Angels and Flat6Labs, they reflected on its areas of development, suggesting reducing the decision making and processing time for awarding the funds, as well as ensuring more supported start-ups receive it.

5. Conclusions and Recommendations

The following section highlights the main conclusions and recommendations of the assessment based on the key findings outlined above.

Include potential employers in the training and placement component

According to data provided by Hivos, the number of youth under 36 who benefitted from the training and placement component was 992 (51 in Algeria, 39 in Egypt, and 45 in Tunisia). Voluntas attempted to independently verify the number of youth who were placed in jobs as part of the program, but as discussed above, this was difficult owing to challenges with the surveys. Of those that were contacted via CATI, 339 out of 490 said they did not get a job as a result of the support received from the program. While these numbers are likely not accurate, it seems that some alliance members, in particular Elife in Tunisia, experienced difficulties placing beneficiaries in jobs. **Alliance members who engaged employers in the selection of beneficiaries seem to have had better success with direct placement rates. Similar efforts could be made, particularly in Algeria and Tunisia, where job placement rates are lower than those in Egypt.**

Greater consideration of challenges related to gender

While 50 percent of beneficiaries were female, some alliance members experienced difficulties placing women in jobs owing to social and cultural norms, particularly in rural areas in Egypt. **Hivos and partners could consider community outreach activities that would help encourage female participation in the workforce and sectors that have been traditionally male dominated.**

Continue sourcing innovative social enterprises

The selection of innovative social enterprises operating in the green and digital economies with the potential to upscale and create additional jobs should remain a priority for alliance members. As part of the sourcing process, **ensuring inclusivity of different regions within the program countries will help diversify members' start-up portfolios and will allow for a better programmatic reach.**

Consider building partnerships with institutional stakeholders

To date, the Green Works Program has had significant success building partnerships both with local partners within countries, and among alliance members and partners across countries. As alliance members continue carrying out their implementing activities, strengthened cooperation and capacity building with local intermediaries will help achieve the sustainability objective of the Green Works Program. Furthermore, several key informants expressed frustration about the lack of institutional support in driving the green economy. **The inclusion of institutional partners could increase the availability of green jobs and help accelerate the transition towards a green economy.**

Ensure consistencies and build on shared experiences

Leveraging alliance members' experiences, skills, and capacities will support the learning between members across countries and would significantly increase the efficiency and impact of the program activities.

Ensure that job conditions are context-specific

Some alliance members working in the training and placement component have set up specific sets of conditions to consider a job created, such as social security coverage or fixed-term contracts. However**, these conditions should remain flexible and conscious of the various work cultures in rural areas and different sectors within the green economy.**

Strengthen beneficiary databases' maintenance

Considering the issues faced during data collection, **ensuring accurate and up-to-date contact information of beneficiaries and social enterprise founders will help facilitate job verification and future assessments of the program.**

Annexes

Annex 1: Logical Framework Indicators

	Indicator	Baseline Value (%)	Project Target (%)
	Impact: Contribute to the creation of more economic opportunities for young women and men between the ages of 15 and 35 years in North Africa.		
	% of young people (of the 9000 employed by the programme intervention) indicate that they are still sustainably employed 6 months after programme termination.	Baseline study	80
	O1: Innovation clusters are formed that enable businesses operating in the green and digital economies to scale.		
1	financial and in-kind leverage raised by BDSOs, employability hubs and/or SEs in addition to our support (grants, support services)	0	40
	long-term innovation partnerships signed involving at least 1 SE, 1 larger company, and 1 research institute	0	5
1.1	BDSO and employability hub applications have been selected to run programme tracks under outcomes 3 and 4.	0	20
	existing SEs that have been selected within our six-month acceleration trajectories (output 4.1) have a commercially relevant solution to a value-chain gap.	-	25
1.2	knowledge and innovation networks (1 per target sector) have been set up	1	5
	actors (SEs, BDSOs, employability hubs, angel investors, employers, universities, research institutes, etc.) become part of 1 or more networks	10	100

	Indicator	Baseline Value (%)	Project Target (%)
	O2: BDSOs and employability hubs increase their capacities to implement job creation and private sector development activities beyond the Lead programme support.		
2	• additional SEs (75 incubation, 100 acceleration) supported • additional young people trained • additional young people linked to employers • additional young people find sustainable employment *Minimum of 50% young women* *NB additional = not part of the direct job creation results of this programme under outcome 3 and 4.*	0	• 175 • 4000 • 6000 • 4500
2.1	% of programme indicators and targets can be verified via the M&E platform	75	95
2.2	BDSOs and employability hubs management teams are trained on effective management	0	20
	BDSOs and employability hubs receive programme development/access to finance support		20
	20 BDSOs and employability hubs receive gender sensitivity training increasing overall women beneficiaries of the programme to a minimum of 50%	Current Women Ratio: 42	
2.3	new investors become part of local angel investor networks	9 Members of MED Angels Network & 2 Angel networks	20

	Indicator	Baseline Value (%)	Project Target (%)
	O3: Youth trained in 21st-century skills find jobs in future-proof employment economies		
3	Youth: 1. Become employed at Third Parties due to support received from the programme Partners (SUPPORT= Vocational Training, Employability Skills Training, Employment Fairs, job placement activities) 2. have become self Employed due to support. *6 Months Minimum time of (self)employment after the intervention* *Minimum of 50% young women*	0	4,500
3.1	young people are trained on Future-proof Employability Skills *Minimum of 50% of young women*	0	8000
3.2	young people are linked to potential employers *Minimum of 50% young women*	0	15,000

	Indicator	Baseline Value (%)	Project Target (%)
	O4: SEs operating in future-proof employment economies scale their businesses thereby creating new jobs		
4	4,500 new jobs created at SEs that have benefitted from our support, (FTE) Jobs sustained for 6 Months after employment came into effect (FTE) *Minimum of 50% young women*	0	4,500
4.1	existing SEs supported within our six-month acceleration trajectories *Minimum of 40% have at least one woman as founding member*	0	200
4.2	150 newly created SEs complete one-year incubation cycle *Minimum of 70% have at least one woman as founding member*	0	150

Figure 14. Logical framework indicators

Annex 2: List of KII participants

Stakeholder	#	Organization	Country	Position	Name
Hivos staff	1	Hivos staff	Tunisia	Program Officer	Afef Ajengui
	2	Hivos staff	Netherlands	Program Manager	Ahmed Sameh
Alliance member	3	Nahdet el Mahrousa	Egypt	Program Coordinator	Iman Eldmerdash
	4	Cleantech Arabia	Egypt		Ahmad huzayyin
	5	Flat 6 Labs + Impact Partner	Tunisia	Program Manager	Radhouene Zouabi
	6	Education for Employment	Tunisia	CEO	Lamia Chaffai
	7	Tunisia center for social Entrepreneurship	Tunisia	CEO	Asma Mansour
	8	Sylabs + AFC Industry	Algeria	CEO	Abdellah Mallek
LIP	9	Holol	Egypt	NM coordinated	Sameh Ibrahim
BDSO	10	Ma3mal	Egypt	CEO	Mahmoud Noaman
Start-ups	11	Baramoda	Egypt	CEO	Mohamed Elwazeer
Investor Network	12	Him Angels	Egypt		Ahmed Ismail

Figure 15. KII participants

Link to Excel sheet shared with Hivos team.

Annex 3: Survey results

Distribution of level of education of surveyed beneficiaries per country

Question: What is your level of education?

Legend: Algeria, Tunisia, I don't know, Egypt, Other, Prefer not to answer

	Primary (2)	Secondary (14)	High school (65)	Bachelor (136)	Masters (124)	Vocational training (73)	Other (24)	I don't know (6)	Prefer not to answer
Algeria		7%	3%	2%	19%		8%		
Egypt	50%	57%	65%	86%	38%	64%		100%	
Tunisia	50%	36%	31%	12%	42%	34%	92%		
Other			2%						
Prefer not to answer					1%				
I don't know						1%			

Figure 16. Distribution of level of education of surveyed beneficiaries per country

Experiences of difficulty finding or maintaining a job

Question: Have you previously experienced difficulty finding or maintaining a job?

Legend: Algeria, Tunisia, I don't know, Egypt, Other, Prefer not to answer

	Yes (229)	No (210)	I don't know (4)	Prefer not to answer (1)
Algeria	11%	2%		
Egypt	49%	73%	100%	100%
Tunisia	39%	25%		
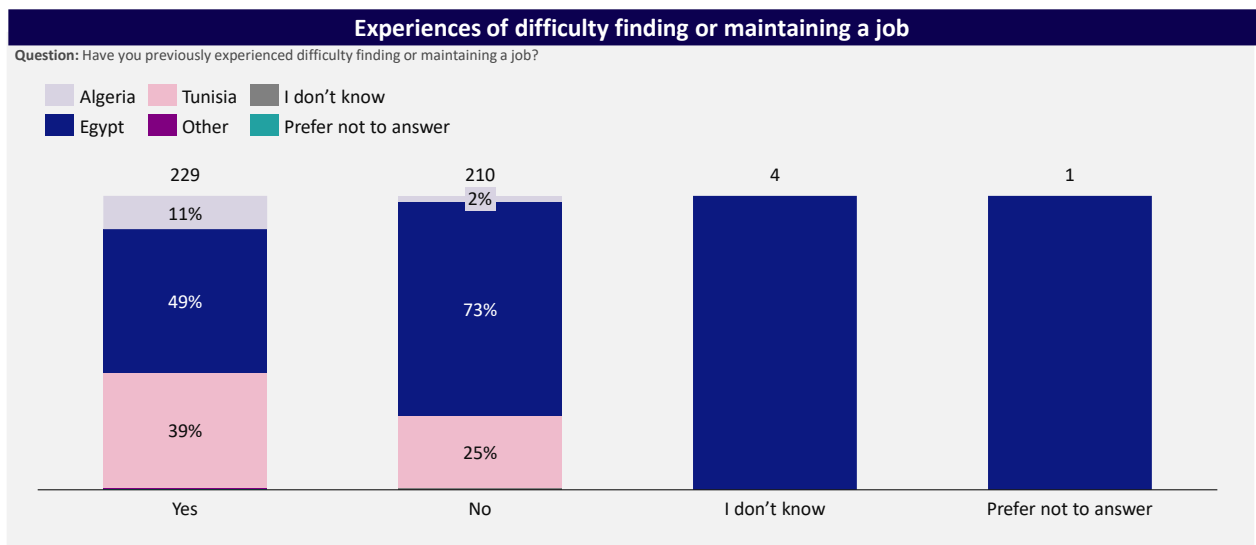
Figure 17. Experiences of difficulty finding or maintaining a job

Figure 18. Satisfaction with the support received to find a job

Annex 4: Data collection instruments

KII Guide – Hivos Staff

**Midterm Evaluation and Impact Assessment Study
of the LEAD Project Green Works**

Background information

Date of interview	
Name of interviewee	
Country	
Gender	
Organization/Role	

Introduction

Hello. My name is ___ and I work with Voluntas, an independent, non-political advisory firm working across the Middle East and North Africa.

This interview is part of Midterm Evaluation and Impact Assessment Study of the LEAD Project Green Works. The project has the overall goal of contributing to the creation of more economic opportunities for young women and men between the ages of 15 and 35 years in North Africa. The study aims to provide Hivos with evidence-based analysis reflecting the midterm impact of the Green Works program. Moreover, it seeks to provide a constructive review and recommendations for future interventions.

The purpose of this interview is to help inform the assessment with regards to your experiences, and your views on the achievements and challenges of the project. In addition to this discussion, the team is currently conducting interviews with Hivos staff members, alliance members, social enterprises, and angel investors.

This interview will take around 45 minutes to complete. Please note that this interview is anonymous, and your name will not be used in the reporting. You are free to withdraw at any stage of the interview and you are free to decline to answer any particular question without giving any reason.

Do you consent to participate in this interview?

	Yes
	No

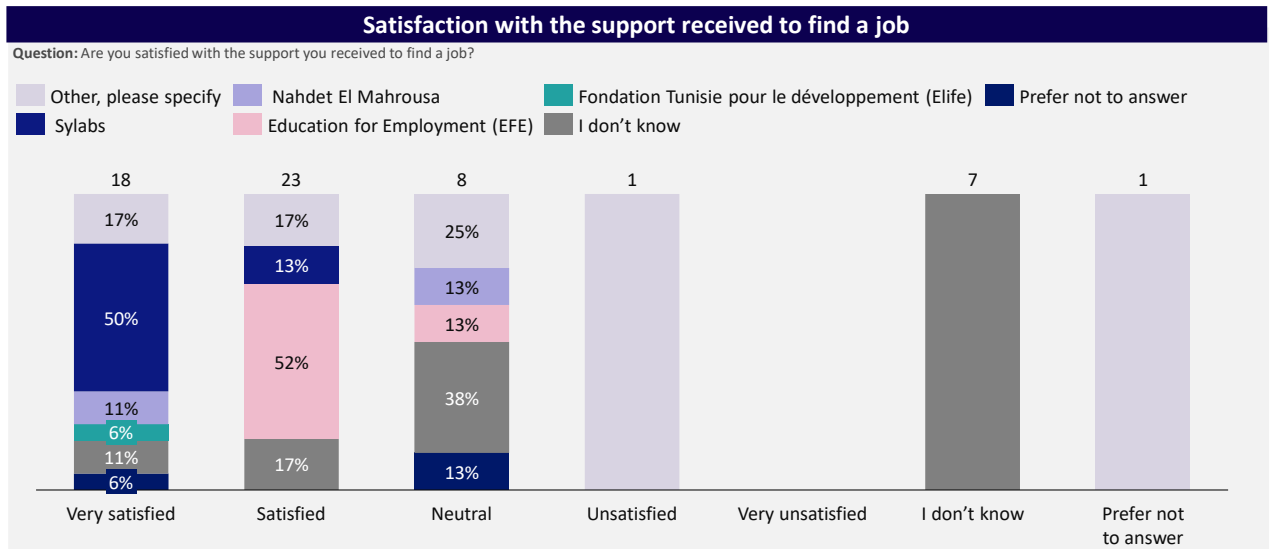*[If the interviewee agrees to participate, please continue with the discussion. If s/he does not consent to participate in the research, thank the interviewee for his/her time and stop the interview]*

FINAL REPORT – LEAD Project Green Works Midterm Evaluation AND IMPACT ASSSESSMENT

A. General questions	
Thank you for participating in the interview. I would like to begin by asking you some general questions on your experience and participation in the program.	
Question	**Answer**
1. Can you briefly introduce yourself and your role with Hivos and the GWP?	

B. Support Provided	
Throughout this section, we will be asking you questions related to the support provided to partners as part of the Green Works program.	
Question	**Answer**
2. What support has Hivos provided to partners and key stakeholders in the GWP?	
3. To your knowledge, how has this support contributed to building the capacities of local intermediaries (BDSOs and employability hubs) to support their job creation and private sector development activities?	
4. To your knowledge, how has this support contributed to the creation of jobs and economic opportunities for youth in the green economy?	
5. To your knowledge, how has this support contributed to the scalability of social enterprises participating in the GWP?	

C. Learning Agenda	
In this last section, we will be asking questions related to the Green Works program Learning Agenda.	
Question	**Answer**
6. In your opinion, what actions have been taken to date against the GWP's Learning Agenda?	

7. To your knowledge, to what extent, to date, has the program been successful in facilitating partnerships/innovation clusters among key stakeholders?	
8. Is there anything else you might want to add regarding the Learning Agenda?	

D. Overall

Finally, we would like to gain insights into your overall impressions of the Green Works program so far.

Question	Answer
9. In your opinion, what are the key successes of the program?	
10. In your opinion, what are the key challenges?	
11. Based on your experiences, are there any lessons learned or recommendations that you think will be useful for the remainder of the program?	
12. Is there anything else you want to add?	

KII Guide – Alliance member

**Midterm Evaluation and Impact Assessment Study
of the LEAD Project Green Works**

Background information

Date of interview	
Name of interviewee	
Country	
Gender	
Organization/Role	

Introduction

Hello. My name is ___ and I work with Voluntas, an independent, non-political advisory firm working across the Middle East and North Africa.

This interview is part of Midterm Evaluation and Impact Assessment Study of the LEAD Project Green Works. The project has the overall goal of contributing to the creation of more economic opportunities for young women and men between the ages of 15 and 35 years in North Africa. The evaluation aims to provide Hivos with evidence-based analysis reflecting the midterm impact of the Green Works program. Moreover, it seeks to provide a constructive review and recommendations for future interventions.

The purpose of this interview is to help inform the assessment with regards to your experiences, and your views on the achievements and challenges of the project. In addition to this discussion, the team is currently conducting interviews with Hivos staff members, alliance members, social enterprises, and Angel investors.

This interview will take around 45 minutes to complete. Please note that this interview is anonymous, and your name will not be used in the reporting. You are free to withdraw at any stage of the interview and you are free to decline to answer any particular question without giving any reason.

Do you consent to participate in this interview?

	Yes
	No

[If the interviewee agrees to participate, please continue with the discussion. If s/he does not consent to participate in the research, thank the interviewee for his/her time and stop the interview]

FINAL REPORT – LEAD Project Green Works Midterm Evaluation AND IMPACT ASSSESSMENT

A. General questions	
Thank you for participating in the interview. I would like to begin by asking you some general questions about your experience and participation in the program.	
Question	**Answer**
1. Can you briefly introduce yourself and your organization?	
2. What role does your organization play in the Green Works program?	

B. Job Creation	
Throughout this section, we will be asking you questions related to the jobs created under the Green Works program (GWP).	
Question	**Answer**
3. What activities has your organization taken towards creating jobs and employment opportunities for young people as part of the GWP?	
4. Has your organization provided training/capacity building and job placement support to unemployed youth? a. If so, please elaborate.	
5. In your opinion, what are the demands of the local economy in which your organization operates? a. To what extent do the skills/training provided by the GWP meet that demand?	
6. How many jobs and employment opportunities has your organization created as part of its participation in the Green Works program? a. How many of these jobs are for men/how many for women?	

Question	Answer
7. To what extent do you consider these jobs sustainable?	
8. Has your organization faced any particular challenges related to finding employment for females? a. If so, please elaborate.	

C. Support to Social Enterprises	
In this section, we will be asking questions related to the support your organization has provided to social enterprises under the Green Works program.	

Question	Answer
9. Has your organization provided accelerator support or grants to social enterprises as part of its participation in the GWP? a. If so, please elaborate. b.	
10. Has your organization provided training/capacity building support to social enterprises as part of its participation in the GWP? a. If so, please elaborate.	
11. How has the support provided by your organization enabled these local enterprises to grow or upscale?	
12. To your knowledge, has the support provided by your organization led to the creation of jobs for young people within these social enterprises?	

D. Green Economy	
Now we would like to ask some questions about your organization's perceptions of the green economy.	

Question	Answer
13. How would you describe the green economy in [country name]?	

Question	Answer
a. Does it have more low skilled opportunities, or has innovation in the sector become a driving force of employment?	
14. How has your organization targeted its support towards the green economy?	

E. Partnerships	

In this section, we will be discussing partnerships created as part of the Green Works program.

Question	Answer
15. Has your organization created or been a part of, any partnerships with other organizations as part of the GWP? a. If so, please elaborate.	
16. Has this partnership led to any activities or initiatives within the GWP? a. If so, please elaborate	

F. Support form Hivos and Overall	

Finally, we would like to gain insights on your experience working with Hivos, and overall impressions of the Green Works program so far.

Question	Answer
17. Has your organization received support from Hivos? a. If so, please elaborate?	
18. How satisfied are you with this support?	
19. Overall, to what extent to you believe the program contributes to job creation for young people in the green economy? By green economy, we mean jobs that contribute to preserving or restoring the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy, clean	

energy, waste management and energy efficiency.	
20. In your opinion, what are the key successes of the program?	
21. In your opinion, what are the key challenges?	
22. Based on your experiences, are there any lessons learned or recommendations that you think will be useful for the remainder of the program?	
23. Is there anything else you want to add?	

Thank you very much for your participation in this interview. Your answers will provide valuable insights to our assessment.	End time:

KII Guide – Investor Network

**Midterm Evaluation and Impact Assessment Study
of the LEAD Project Green Works**

Background information

Date of interview	
Name of interviewee	
State	
Gender	
Organization/Role	

Introduction

Hello. My name is ___ and I work with Voluntas, an independent, non-political advisory firm working across the Middle East and North Africa.

This interview is part of Midterm Evaluation and Impact Assessment Study of the LEAD Project Green Works. The project has the overall goal of contributing to the creation of economic opportunities for young women and men between the ages of 15 and 35 years in North Africa. The assessment aims to provide Hivos with evidence-based analysis reflecting the midterm impact of the Green Works program. Moreover, it seeks to provide a constructive review and recommendations for future interventions.

The purpose of this interview is to help inform the study with regards to your experiences, and your views on the achievements and challenges of the project. In addition to this discussion, the team is currently conducting interviews with Hivos staff members, alliance members, social enterprises, and Angel investors. This interview will take around 45 minutes to complete. Please note that this interview is anonymous, and your name will not be used in the reporting. You are free to withdraw at any stage of the interview and you are free to decline to answer any particular question without giving any reason.

Do you consent to participate in this interview?

	Yes
	No

[If the interviewee agrees to participate, please continue with the discussion. If s/he does not consent to participate in the research, thank the interviewee for his/her time and stop the interview]

FINAL REPORT – LEAD Project Green Works Midterm Evaluation AND IMPACT ASSSESSMENT

A. General questions	
Thank you for participating in the interview. I would like to begin by asking you some general questions about your experience and participation in the program.	
Question	**Answer**
1. Can you briefly introduce yourself and your organization?	
2. What role does your organization play in the Green Works program?	
B. Investment support	
Throughout this section, we will be asking you questions related to your investment as part of the Green Works program.	
Question	**Answer**
3. Has your organization contributed investment support to start-ups working in the green economy? By green economy, we mean jobs that contribute to preserving or restoring the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy, clean energy, waste management and energy efficiency. a. If so, please elaborate	
4. What factors led your organization to contribute investment support to start-ups working in the green economy?	
5. What impact do you believe this investment support has had on the start-ups?	
6. In general, what does your organization look for when deciding to invest in a particular company/ program/ organization that's working in the green economy? a. Do you consider the social impact when making	

investment decisions? If so, please elaborate	
b. To what extent does gender impact your organization's investment decisions?	
c. Are female-led businesses attractive to investors? Please elaborate.	

C. Green Economy	

Now we would like to ask some questions about your organization's perceptions of the green economy.

Question	Answer
7. How would you describe the green economy in [country name]? a. Does it have more low skilled opportunities, or has innovation in the sector become a driving force of employment?	
8. Are the social enterprises in the green economy in [name country] attractive for investors? a. Please elaborate.	

9. Is the green economy considered a profitable or lucrative sector to investors?
     a. What elements impact/ impede this profitability?
     b. in what ways is investing in this sector different from investing in other sectors?
     c. What can Hivos do to increase this profitability?	

10. How do you see the growth aspect of the green employment market? a. Do you see it as scalable in [country name]?	

b. How does that impact your organization?	

11. Do you believe that social enterprises are scalable in the green economy?
 	
    a. What motivates your organization to invest in social enterprises working in the green economy?
 	
    b. Do you have a criteria for investing in them?	

12. What additional measures could be taken in order to incentivize investors to continue investing in the green economy?	

D. Matching fund	
In this section, we will be discussing the matching fund.	

Question	Answer
13. What are your organizations' impressions of the Matching fund tool?	
14. What impact did the matching fund tool have on your organization's investment in the green economy?	
15. Do you think the matching fund is changing behaviors related to investment in the green economy?	
16. Do you think this change in behaviors is sustainable after the matching fund is depleted?	

E. Overall impressions of the program	
Finally, we would like to gain insights on your experience working with Hivos, and overall impressions of the Green Works program so far.	

Question	Answer
17. Overall, to what extent do you believe the program contributes to job creation for young people in the green economy?	

18. In your opinion, what are the key successes of the program?	
19. In your opinion, what are the key challenges?	
20. Based on your experiences, are there any lessons learned or recommendations that you think will be useful for the remainder of the program?	
21. Is there anything else you want to add?	

Thank you very much for your participation in this interview. Your answers will provide valuable insights to our assessment.	End time:

KII Guide – Social Enterprises

**Midterm Evaluation and Impact Assessment Study
of the LEAD Project Green Works**

Background information

Date of interview	
Name of interviewee	
Country	
Gender	
Organization/Role	

Introduction

Hello. My name is ___ and I work with Voluntas, an independent, non-political advisory firm working across the Middle East and North Africa.

This interview is part of Midterm Evaluation and Impact Assessment Study of the LEAD Project Green Works. The project has the overall goal of contributing to the creation of economic opportunities for young women and men between the ages of 15 and 35 years in North Africa. The assessment aims to provide Hivos with evidence-based analysis reflecting the midterm impact of the Green Works program. Moreover, it seeks to provide a constructive review and recommendations for future interventions.

The purpose of this interview is to help inform the study with regards to your experiences, and your views on the achievements and challenges of the project. In addition to this discussion, the team is currently conducting interviews with Hivos staff members, alliance members, social enterprises, and Angel investors.

This interview will take around 45 minutes to complete. Please note that this interview is anonymous, and your name will not be used in the reporting. You are free to withdraw at any stage of the interview and you are free to decline to answer any particular question without giving any reason.

Do you consent to participate in this interview?

	Yes
	No

[If the interviewee agrees to participate, please continue with the discussion. If s/he does not consent to participate in the research, thank the interviewee for his/her time and stop the interview]

A. General questions	
Thank you for participating in the interview. I would like to begin by asking you some general questions about your experience and participation in the program.	
Question	**Answer**
1. Can you briefly introduce yourself and your organization?	
2. What role does your organization play in the Green Works program?	
3. Which alliance member(s) have you been working with as part of the Green Works Program? 　　a. What can you tell us about your partnership with this alliance member?	
B. Support Received	
Throughout this section, we will be asking you questions related to the support you received as part of the Green Works program.	
Question	**Answer**
4. Has your organization received support from Alliance Members as part of the Green Works program? 　　a. If so, please elaborate	
5. Has your organization received training/capacity building support as part of the Green Works program? 　　a. If so, please elaborate	
6. Has your organization received financial support (grants, accelerator support, etc.) from Alliance Members? 　　a. If so, please elaborate.	

7. Has the support provided through the GWP enabled your organization to grow or upscale? Please elaborate. a. If not, why not?	

8. Do you believe your organization is attractive to investors?
    a. If yes, what actions could be done to sustain this?
    b. If no, what can be done by Hivos and the alliance members to improve this?	

C. Job creation	
In this last section, we will be asking questions related to job creation under the Green Works program	

Question	Answer

9. Has the support provided through the GWP enabled your organization to maintain current jobs or create new jobs for young people?
    a. If yes, how many jobs? (male/female)
    b. To what extent do you consider these jobs sustainable?
    c. Has your organization faced any particular challenges related to creating jobs for females?	

10. If your organization has not been able to maintain or create jobs, why not?	
11. Overall, what challenges does your organization face in creating jobs for young people?	

D. Green Economy	
Now we would like to ask some questions about your organization's perceptions of the green economy.	

Question	Answer

Question	Answer
12. How would you describe the green economy in [country name]? a. Does it have more low skilled opportunities, or has innovation in the sector become a driving force of employment?	
13. Do you consider your organization part of the green economy? a. If so, please elaborate.	
14. How do you measure the impact of your organization on the green economy?	

E. Partnerships	
In this section, we will be discussing partnerships created as part of the Green Works program.	

Question	Answer
15. Has your organization created or been a part of any partnerships with other organizations as part of the GWP? a. If so, please elaborate	

F. Support form Hivos and Overall	
Finally, we would like to gain insights on your experience working with Hivos, and overall impressions of the Green Works program so far.	

Question	Answer
16. Has your organization received support from Hivos? b. If so, please elaborate?	
17. How satisfied are you with this support?	
18. Overall, to what extent do you believe the program contributes to job creation for young people in the green economy? By green economy, we mean jobs that contribute to preserving or restoring the environment, be they in traditional sectors	

such as manufacturing and construction, or in new, emerging green sectors such as renewable energy, clean energy, waste management and energy efficiency.	
19. In your opinion, what are the key successes of the program?	
20. In your opinion, what are the key challenges?	
21. Based on your experiences, are there any lessons learned or recommendations that you think will be useful for the remainder of the program?	
22. Is there anything else you want to add?	

Thank you very much for your participation in this interview. Your answers will provide valuable insights to our assessment.	End time:

Survey Guide – Beneficiaries of the training and placement			
Dimensions	#	Question	Answer options
Consent		Hello. My name is _____ and I work for [Data collection partner]: a company specialized in research on collecting data in [the country]. Together with our partner Voluntas, we have been contracted by Hivos to carry out a midterm Evaluation and Impact Assessment Study of the LEAD Project Green Works. The project has the overall goal of contributing to the creation of economic opportunities for young women and men between the ages of 15 and 35 years in North Africa. The evaluation aims to provide Hivos with evidence-based analysis reflecting the midterm impact of the Green Works program. Moreover, it seeks to provide a constructive review and recommendations for future interventions.	
		This interview will take around 10 minutes to complete. You are not obligated to participate in the survey and you will not be penalized if you decline to participate. If you agree to participate, please note that you are free to withdraw at any stage and that you can decline to answer any particular question without reason. All answers and information provided during this interview are anonymous and will not be referenced to you as an individual. Please be informed that there is no financial compensation in return for your participation in the survey.	
	0	Do you consent to participate to the survey?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
Gender	1	What is your gender?	1- Male 2- Female 3- Other 96- I don't know 97- Prefer not to answer

Nationality	2	What country are you from?	1- Algeria 2- Egypt 3- Tunisia 4- Other 96 - I don't know 97 - Prefer not to answer
Age	3	How old are you?	[Number]
Education and employment	4	What is your level of education?	1- Primary 2- Secondary 3- High school 4- Bachelor 5- Masters 6- Vocational training 7- Other 96 - I don't know 97 - Prefer not to answer
	5	Have you previously experienced difficulty finding or maintaining a job?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
Green Works program	6	Have you received support to find a job from any of the following organizations?	1- Sylabs 2- Nahdet el Mahrousa 3 - Education for Employment (EFE) 4 - Fondation Tunisie pour le développement / Elife 11- Other, please specify : 96 - I don't know 97 - Prefer not to answer

	7	What type of support did you receive from this organization?	1- Training/skills development 2- Networking 3- Job placement 4- Grant money 5- Other: Please specify 96 - I don't know 97 - Prefer not to answer
	8	If you received training, what type of training did you receive?	[Enter type of training received]
	9	Did you participate in an employment event organized by the organization?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
	10	Did you get a job as a result of the support you received from the organization?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
	11	Are you still employed in that job?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
	12	Why are you no longer employed in the job you got as a result of the support received?	1- The contract ended 2- The job did not meet my expectations so I resigned 3- I found a better work opportunity 4- I was let go 5- Other: please specify 96- I don't know 97- Prefer not to answer

	13	When did this employment end?	1- 1 to 3 months ago 2- 3 to 6 months ago 3- 6 to 9 months ago 4- 9 months to a year 5- More than a year 6- More than 2 years 96- I don't know 97- Prefer not to answer
	14	What type of employment arrangement do you have?	1- Full-time 2- Part-time 96- I don't know 97- Prefer not to answer
	15	What is the name of your current employer?	[Enter name of employer]
	16	What sector does your employer work in?	[Enter sector]
	17	What is the expected duration of your employment?	1- 1 to 3 months 2- 3 to 6 months 3- 6 to 9 months 4- 9 months to a year 5- More than a year 6- More than 2 years 7- Indefinite 96- I don't know 97- Prefer not to answer

	18	Green jobs are defined as jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy, clean energy, waste management and energy efficiency. Do you consider your current job as a green job?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
	19	Is your current job / sector a suitable industry for women to work in?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
	20	Do you consider your current job sustainable?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
Satisfaction with program	21	Are you satisfied with the support you received to find a job?	1- Very satisfied 2- Satisfied 3- Neutral 4- Unsatisfied 5- Very unsatisfied 96- I don't know 97- Prefer not to answer

Survey Guide – Beneficiaries of the training and placement			
Dimensions	#	Question	Answer options
Consent		Hello. My name is _____ and I work for [Data collection partner]: a company specialized in research on collecting data in [the country]. Together with our partner Voluntas, we have been contracted by Hivos to carry out a midterm Evaluation and Impact Assessment Study of the LEAD Project Green Works. The project has the overall goal of contributing to the creation of economic opportunities for young women and men between the ages of 15 and 35 years in North Africa. The evaluation aims to provide Hivos with evidence-based analysis reflecting the midterm impact of the Green Works program. Moreover, it seeks to provide a constructive review and recommendations for future interventions.	
		This interview will take around 10 minutes to complete. You are not obligated to participate in the survey and you will not be penalized if you decline to participate. If you agree to participate, please note that you are free to withdraw at any stage and that you can decline to answer any particular question without reason. All answers and information provided during this interview are anonymous and will not be referenced to you as an individual. Please be informed that there is no financial compensation in return for your participation in the survey.	
	0	Do you consent to participate to the survey?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
Gender	1	What is your gender?	1- Male 2- Female 3- Other 96- I don't know 97- Prefer not to answer

Nationality	2	What country are you from?	1- Algeria 2- Egypt 3- Tunisia 4- Other, please specify: 96 - I don't know 97 - Prefer not to answer
Green Works program	3	What sector are you operating in?	1- Agritech 2- Renewable energies 3- Waste management and recycling 4- Food value chain 5- Other, please specify : 96- I don't know 97- Prefer not to answer
	4	What type of support did you receive from the Green Works program (GWP)?	1- Grant money 2- Accelerator services 3- Access to finance trajectory 4- Matching Fund 5- Other: Please specify 96 -I don't know 97 - Prefer not to answer
	5	Did you receive support from an Alliance member?	1- Yes 2- No 96- I don't know 97- Prefer not to answer

	6	Which alliance member/organization did you receive support from?	1- Sylabs 2- AFC Industry 3- Nahdet el Mahrousa 4- Cleantech Arabia 5- M3mal 6- Changelabs 7- Cloud 8- Flat 6 Labs 9- Impact Partner 10- Education for Employment 11- Tunisian Center for Social Entrepreneurship 12- Fondation Tunisie pour le développement / Elife 13- El Space 14- Other, please specify : 96 - I don't know 97 - Prefer not to answer
Jobs	7	How many employees did your organization have prior to the GWP?	[Number]
	8	Did the support received from the GWP help you sustain these jobs?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
	9	How many jobs were you able to sustain?	[Number]
	10	Did the support received from the GWP enable you to create new jobs?	1- Yes 2- No 96- I don't know 97- Prefer not to answer

	11	If yes, how many?	[Number]
	12	How many of them are full-time?	[Number]
	13	How many of them are part-time?	[Number]
	14	How many of these new jobs were given to women?	[Number]
	15	Do you consider the jobs created to be sustainable?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
Investments	16	Did you receive any other support outside of the GWP?	1- Yes 2- No 96- I don't know 97- Prefer not to answer
Satisfaction with program	17	Are you satisfied with the support received by Hivos or one of its alliance members?	1- Very satisfied 2- Satisfied 3- Neutral 4- Unsatisfied 5- Very unsatisfied 96- I don't know 97- Prefer not to answer