Dear colleagues,

ILO/Cairo is looking for a Cairo-based consultant to conduct the internal midterm evaluation of the project “UCCD-University Centers for Career Development” to take place between December 2020 and February 2021.

This is a 9 working days assignment.

Application deadline:  22 November 2020

**Evaluator profile**

**Qualifications**

* University Degree with minimum 5-7 years of experience in project /program evaluation.
* Conducting evaluations on social development project, especially in labour market and inclusiveness of people living with disabilities areas 5-7 years;
* Strong background in as Human Rights Based Approach programming and Results Based Management;
* Experience in facilitation of multi-stakeholders workshops
* Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
* Excellent analytical skills and communication skills;
* Demonstrated excellent report writing and oral skills in Arabic and good English level.

For further details about the evaluation, please see the attached ToR.

Candidates intending to submit an expression of interest must supply the following information:

1.         A description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).

3.         A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by the consultant applying (they can be highlighted in the CV).

4.         A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars (indicating also fees received for similar assignments in the last 2 years as a reference).

5.         A copy of the candidate’s curriculum vitae.

6.         A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated or a personal relationship with any ILO Officials who are engaged in the project.

7.         The names of two referees (including phone and email) who can be contacted.

8.         Two reports in which the evaluator has payed similar role for the position he is applying.

The deadline to submit expression of interest for undertaking the evaluation is 22 November 2020. Please send an e-mail with the subject header “Evaluation of UCCD project” to the Evaluation Manager) Heba Rashed ([rashedh@ilo.org](mailto:rashedh@ilo.org)); and copying Ricardo Furman ([furman@ilo.org](mailto:furman@ilo.org)).

Best,

Heba Rashed



Terms of Reference

Mid-Term Evaluation of the project

University Centers for Career Development (UCCD) Project

Version 8 November 2020

|  |  |
| --- | --- |
| Project Title | University Centers for Career Development (UCCD) |
| DC Symbol | EGY/17/02/AUE |
| Administrative Backstopping | Decent Work Team / Country Office Cairo |
| Technical Backstopping | Decent Work Team / Country Office Cairo |
| Donor | AUC/USAID |
| Project Budget | 2,224,619 USD |
| Duration of Project | 20 September 2017- 19 September 2021 |
| Timing of Evaluation | Mid-Term |
| Type of Evaluation | Internal |

**1. Project background**

In Egypt as in other countries, there is an important misalignment between the skills of the workforce and the actual (and future) needs of the economy. Part of the problem lies in the lack of appropriate information, or distorted perceptions, with the realities of the economy and of the labour market, that lead to poor choices being made in educational and professional career paths, in particular with regard to transitions from education to the world of work.

The University Centers for Career Development (UCCD) Project is a USAID-funded project managed by the American University in Cairo. It aims to establish 20 sustainable UCCDs in 12 Egyptian public universities in Upper Egypt, Delta and Greater Cairo over a four-year duration. The International Labour Organization has partnered with AUC aiming to enhance the capacity of already running UCCDs, increase the inclusiveness of UCCD services for students with disabilities and support the collection, analysis and dissemination of quantitative and qualitative labour market information relevant for career guidance and counselling.

The International Labour Organization’s contribution focused on three main areas:

1. Building capacity of UCCD staff on collecting, analyzing and disseminating labour market information
2. Supporting the regular conduct of university-level tracer studies, enterprise skills surveys and roundtables with employers to obtain quantitative and qualitative information about labour market insertion of graduates, satisfaction with graduates’ skills, workforce skill needs and recruitment needs
3. Enhancing the inclusiveness of UCCD services for students with disabilities

In terms of staffing, the project team joined in June 2018 (9 months after its official start date) led by the ILO Cairo’s project backstopper (the Employment specialist for North Africa) and the National Project Coordinator and they have ensured progress against the project’s objectives and expected results.

**Project alignment with the ILO Programme and Budget and SDGs**

This project contributed to the ILO Programme & Budget (P&B) 2018-19[[1]](#footnote-1), Outcome 1: Employment Promotion, Outcome 2: Skills Development in addition to the ILO P&B 2020-21, Outcome 5: Skills and lifelong learning to facilitate access and transition in the labour market, as well as the cross-cutting issues of disability inclusion and gender equality.

This project will also contribute to a number of Sustainable Development Goals (2015-2030), most prominently SDG 8.

**Project progress**

By Mid December 2020, the project will have completed the following key results:

1. **Building capacity of UCCD staff on collecting, analyzing and disseminating labour market information**

* A report on the “Labour market dynamics for university graduates 2009-2017” and the user-friendly brochure on “Labour Market Information for Education and Career Guidance” have bene developed. Moreover, the training on how to how to use and disseminate the brochure took place over two rounds for a total number of 32 UCCD staff.
* Two national trainings on LMI and enterprise surveys implementation has been delivered by an international expert for 36 UCCD Staff and two officials from MoHE Labour Market Observatory (LMO).
* Capacity of 2 MoHE LMO staff built to support UCCDs in collecting, analysing and disseminating LMI by their participation in the ITC online course on “Institutional capacity building for effective labour market information systems (LMIS)”.

1. **Supporting the regular conduct of university-level tracer studies, enterprise skills surveys and roundtables with employers to obtain quantitative and qualitative information about labour market insertion of graduates, satisfaction with graduates’ skills, workforce skill needs and recruitment needs**

* Seven Enterprise Qualitative Skills Surveys were produced in 7 universities to understand the current and forthcoming recruitment needs and competency requirements and to identify opportunities for internships or traineeships.
* 139 volunteering students from 7 universities were trained on enterprise survey administration and data collection.
* Three rounds of SPSS and report writing training took place for a total of 18 UCCD staff from 6 universities.
* Fourteen Enterprise roundtables took place in 7 universities to strengthen partnerships and obtain additional relevant information on local labour markets (2 per 6 university and 1 in Aswan University, 1 in Menofia university )
* The project has leveraged on the latest technological advantages and developed a survey management system (SMS)to automate and facilitate the survey creation and results gathering processes, and then build informative reports based on collected data that will serve as basis for informative decision making. The system will facilitate the data entry process of the graduates and enterprise surveys. It will support the UCCD staff in collecting and disseminating labour market information.

1. **Enhancing the inclusiveness of UCCD services for students with disabilities**

* 5 National Disability Equality Training (DET) training have been delivered to 80 UCCDs.
* 15 Actions plans for enhancing disability inclusion of UCCD services were developed for 15 UCCD in 10 universities. Follow up on these action plan also took place in order to provide more technical support.
* 16 Physical accessibility assessments for UCCD premises have been conducted for 16 UCCD in 10 universities.

**2. Evaluation background**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. The UCCD project is subject to a Mid-term internal evaluation as per ILO evaluation policy and procedures..

ILO applies the evaluation criteria established by the OECD/DAC Evaluation Quality Standard[[2]](#footnote-2); and the UNEG Code of Conduct for Evaluation in the UN System[[3]](#footnote-3).

The present Terms of Reference have bene developed by the the project manager with technical support of the Regional M&E officer for ILO Africa for standard issues to be covered by a project MTIE facilitated by an external facilitator.

**3. Purposes and Scope, and clients of Evaluation**

1. Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by the target groups.
2. Identify the contributions of the project to, the SDGs, the countries UNDAF, the ILO objectives and CPOs and its synergy with other projects and programs
3. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively).
4. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
5. Asses the implementation efficiency of the project.
6. Review the strategies for outcomes’ sustainability and orientation to impact.
7. Identify lessons and potential good practices for the key stakeholders.
8. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

The mid-term evaluation has to cover the project duration from June 10th, 2018 to December 15th, 2020. The geographical analysis will cover activities conducted in the project’s target operating universities: Ein Shams, Alexandria, Mansoura, Menoufia, Sadat, Zagazig, Aswan, Beni Suef, Minya, Sohag..

The evaluation will discuss how the project is addressing its main issue and the ILO cross-cutting them gender and non-discrimination Moreover other relevant subject for all ILO projects to consider how are or not mainstreamed include social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

The evaluation should help to understand how and why the project has obtained or not the specific results from output to potential impacts.

The primary clients of the evaluation are the ILO constituents. These include UCCD staff in 15 operating centres in 10 Egyptian public universities and officials of MoHE Labour Market Observatory (LMO). Other relevant clients are the donor AUC/ USAID and ILO (i.e. Country Office Cairo, Decent Work team Cairo, and HQ Skills).

**4. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS**

1. **Review criteria**

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2017:

([https://www.ilo.org/wcmsp5/groups/public/---ed\_mas/-- eval/documents/publication/wcms\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--%20eval/documents/publication/wcms_571339.pdf))

The review will address the following ILO evaluation concerns;

* Relevance and strategic fit of the project;
* Validity of the project design;
* Project effectiveness;
* Efficiency of resource use;
* Sustainability of project outcomes;
* Impact orientation;
* Gender equality and non-discrimination

1. **Key Evaluation Questions**

The evaluator shall examine the following key issues:

1. **Relevance and strategic fit,**

* Is the project coherent with the Governments objectives, National Development Framework, beneficiaries’ needs, and does it support the outcomes outlined in ILO’s CPOs as well as the SDGs?
* How does the project complement and fit with other on-going ILO programmes and projects in the countries?
* Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.)?

1. **Validity of intervention design**

* Is the project realistic (in terms of expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
* To what extent has the project integrated ILO cross cutting themes in the design?
* Has the project a Theory of change comprehensive, integrate external factors and is based on systemic analysis?

1. **Effectiveness:**

* What progress has been made towards achieving the overall project objectives/outcomes?
* Has the management and governance structure put in place worked strategically with all key stakeholders and partners, ILO and the donor to achieve project goals and objectives?
* Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management?
* To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project have addressed this influence and is ready to adapt to changes for at least some time from now-on?
* Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

1. **Efficiency of resource use**

* Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures taken to work towards achievement of project outcomes and impact?
* Are the project’s activities/operations in line with the schedule of activities as defined by the Project team and work plans?
* How efficient was the Project in utilizing project resources to deliver the planned results?
* To what extent did the project leverage resources to promote gender equality and nondiscrimination; and inclusion of people with disability?

1. **Impact orientation and sustainability**

* To which extent the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)
* Does the project developed and implement an exit strategy?
* How has the sustainability approach of the project been affected/could be affected by the Covid19 situation in context of the national responses?

**5. Evaluation Methodology**

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020).

The evaluator will facilitate a discussion among key stakeholders to answer the questions above through a desk review of the project documentation bilateral consultations and a workshop to synthesize the views of the stakeholders on the project in the different evaluation criteria. . The evaluator will be supported by the project team. The key steps will comprise:

1. Desk review of all relevant documents and preparation an inception report for the evaluation process including the programme and methodology of the workshop and the outline of the evaluation report.

Desk review, including the following information sources:

* Project documents (logframe, budget, implementation plan, etc.)
* Progress reports and outputs
* Research and studies conducted by the Project
* Project finance documents and records
* All other relevant document from the project

1. Carry out bilateral consultations with key stakeholders and the donor :
   1. Project team
   2. Some of UCCD staff in selected universities
   3. Head of MoHE LMO
   4. Consultants and Experts who worked with the project
   5. Donor
2. Plan and facilitate a one-day workshop with key stakeholders (preferable face-to-face) to discuss the evaluation questions and identify lessons, good practices an recommendations
3. Develop a report based on desk review and the workshop discussion
4. Final evaluation report.

**6. Main deliverables**

The Inception report should be written in English, the workshop can be fully conducted in Arabic and the report at draft and final version should be in English with Executive summary in Arabic and English

1. An inception report (not more than 20 pages excluding the annexes) - upon the review of available documents and an initial discussion with the project management and the donor (EVAL Guidelines –Checklist 3) will be developed. The inception report will:

* Describe the conceptual framework that will be used to undertake the evaluation;
* Elaborate the methodology proposed in the TOR with changes as required;
* Set out in some detail the data required to answer the evaluation questions, including desk review documentation and stakeholders to participate in the pre-workshop interviews and in the workshop,(emphasizing triangulation as much as possible)
* Selection criteria for individuals for interviews and participation in the stakeholders workshop ( as much as possible should include men and women);
* Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
* Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
* Set out the agenda for the stakeholders workshop;
* Set out outline for the final evaluation report;
* Interview guides and other data collection tools

The Inception report should be approved by the Evaluation manager before proceeding with the field work.

1. Agenda of the workshop, considering .The evaluator will set the agenda for the meeting. The presentation should provide a brief review of key results for each evaluation criteria. The workshop will be technically organized by the evaluation team with the logistic support of the project.

If the COVID 20 situation requires the workshop should be conducted virtually with all logistic efforts to be supported by the project.

1. First draft of Evaluation Report in English: the report should be no longer than 30 pages excluding annexes. The Evaluation Manger holds the responsibility of approving this draft. The draft review (as per EVAL Checklists 5 and 6) report will be shared with all relevant stakeholders and a request for comments will be asked within two weeks.
2. Cover page with key project and evaluation data
3. Executive Summary
4. Acronyms
5. Context and description of the project including reported results
6. Purpose, scope and clients of the evaluation
7. Methodology and limitations
8. Findings (this section’s content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
9. Conclusions
10. Recommendations (i.e. for the different key stakeholders), indicating per each one priority, timeframe and level of resources required
11. Lessons learned and good practices
12. Annexes:

- TOR

- List of people interviewed

- List participants in the workshop

- Schedule of work

- Documents examined

- Lessons learned and good practices (under EVAL formats)

- Others

1. Final version of the evaluation report incorporating comments received from ILO and other key stakeholders. Any identified lessons learnt and good practices will also need to have standard annex templates (one lesson learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.

The final version is subjected to final review by EVAL (after initial approval by the Evaluation manager/Regional evaluation officer)

1. Executive summary in ILO EVAL template

**7. Management arrangements and work plan**

**Evaluation Manager**

Evaluation Manager: the evaluation will be managed by Heba Rashed (rashed@ilo.org) and the evaluator should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Office in Cairo.

The evaluation manager is responsible for completing the following specific tasks:

* Draft and finalize the evaluation TOR with inputs from key stakeholders;
* Develop the Call for expression of interest and select the independent evaluator in coordination with the Regional M&E officer for ILO Africa;

**Evaluator responsibilities**

|  |
| --- |
| 1. Desk review of programme documents 2. Briefing with ILO/ Evaluation Manager 3. Development of the Inception report including the evaluation instrument 4. Interviews with the project manager, the donor and the key stakeholders (4-5) 5. Facilitate the virtual stakeholders' workshop 6. Draft evaluation report 7. Finalise evaluation report |

**Evaluator profile**

**Qualifications**

* University Degree with minimum 5-7 years of experience in project /program evaluation.
* Conducting evaluations on social development project, especially in labour market and inclusiveness of people living with disabilities areas 5-7 years;
* Strong background in as Human Rights Based Approach programming and Results Based Management;
* Experience in facilitation of multi-stakeholders workshops
* Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
* Excellent analytical skills and communication skills;
* Demonstrated excellent report writing and oral skills in Arabic and good English level.

**The tasks of the Project:**

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The projects will ensure that all relevant documentations are up to date and easily accessible (in electronic form in a space such as Google Drive) by the evaluator from the first day of the contract (desk review phase).

**Evaluation Timetable and Schedule**

The internal MTE will be conducted in December 2020-February 2021.

|  |  |  |  |
| --- | --- | --- | --- |
| **List of Tasks** | **Responsible** | **Number of evaluation team working days** | **Time line (Tentative dates to be adjusted)** |
| Development of the ToRs draft | Evaluation manager | 0 | 5 Nov. 2020 |
| Share the draft TOR for comments with key stakeholders | Evaluation manager | 0 | 9-20 November |
| Selection of the consultant and contract signing (Call for EoI, selection and contracting) | Evaluation manager | 0 | 9 Nov- 15 Dec |
| Briefing with the evaluation manager, desk review of project documents, and development and submission of the Inception report | Evaluator | 4 | 15 Dec.- 5 Jan. |
| Feedback and approval of the inception report | Evaluation manager | 0 | 10 Jan. 2021 |
| Workshop with stakeholders | Evaluator | 1 | 20 Jan. 2021 |
| Consolidation of data and information from the desk review and the workshop for the preparation of the draft report | Evaluator | 3 | 20-25 Jan. 2021 |
| Review of the Zero Draft evaluation report | Evaluation manager | 0 | 25-31 Jan. 2021 |
| Circulate draft report among key  stakeholders including the donor | Evaluation manager | 0 | 1-7 Feb 2021 |
| Consolidate feedback for sharing with the evaluator | Evaluation manager | 0 | 7-15 Feb 2021 |
| Finalize the report and submit to the evaluation manager | Evaluator | 1 | 15 Feb 2021 |
| Review for approval by the evaluation manager, Regional M&E officer and reviewed by EVAL | Evaluation manager, Regional M&E officer, and EVAL | 0 | 21 Feb 2021 |
| Total days |  | 9 |  |

**Resources**

Estimated resource requirements at this point:

* Evaluator honorarium for 9 days
* Stakeholders’ workshop
* Translation of draft and final report from Arabic to English (if necessary)

**ANNEXES**

**RELEVANT POLICIES AND GUIDELINES**

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed.

http://www.ilo.ch/eval/Evaluationpolicy/WCMS\_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS\_206205/lang--en/index.htm

Checklist No. 3: Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS\_165972/lang--en/index.htm

Checklist 5: preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS\_165967/lang--en/index.htm

Checklist 6: rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS\_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS\_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS\_206159/lang--en/index.htm

Guidance note 7: Stakeholders participation in the ILO evaluation

https://www.ilo.org/global/docs/WCMS\_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS\_165986/lang--en/index.htm

Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS\_166357/lang--en/index.htm

Template for evaluation summary

http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc

UNEG Ethical Guidelines for Evaluation

http://www.unevaluation.org/document/download/548

1. The ILO Programme and Budget (P&B) of the Organization sets out the strategic objectives and expected outcomes for the Organization’s work and is approved every two years by the International Labour Conference. The P &B specifies the strategies the ILO will implement to achieve results over the biennium, alongside the capacities and the resources required to deliver those results. The ILO’s biennial programme of work is delivered in member States mainly through Decent Work Country Programmes (DWCP) and through Development Cooperation programmes [↑](#footnote-ref-1)
2. http://www.oecd.org/dac/evaluation/qualitystandardsfordevelopmentevaluation.htm [↑](#footnote-ref-2)
3. http://www.unevaluation.org/document/detail/100 [↑](#footnote-ref-3)