

Call for Expression of Interest

Final independent evaluation of the “Jobs and Private Sector Development Project” for Rural Egypt

The Evaluation Office of the International Labour Organization (ILO/ ILO-EVAL) is seeking expressions of interest from a team of qualified consultants to conduct an independent final evaluation of the above project. The prospective candidates can apply either individually (for each role) or as a team, including as a company.

The duration of the assignment is estimated at a total of 39 working days for the team, being 20 working days for the team leader and 19 working days for the consultant based in Egypt.

Deadline: 4 November 2022, at 18h00 of South Africa Standard Time (SAST).

For more details see the ToRs below and [here](#) .

Interested candidates are required to supply the following information together with a Covering Letter:

1. Indication of which position(s) the candidate(s) apply
2. 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(s) applying (they can be highlighted in the CV)
4. A copy of the candidate's curriculum vitae
5. A statement confirming their availability to conduct this assignment,
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. A specific statement that the evaluation will comply with UN Norms and standards
8. The names of two referees (including phone and email) who can be contacted
9. Copies of two reports in which the evaluator has been the sole evaluator/ team leader/ team member in the last five years

10. A financial proposal indicating a daily professional fee expressed in US dollars. Note that fees must be commensurate with the consultants' qualifications and experience.

NOTE: Applications submitted without a fee/rate in US\$ will not be considered for evaluation.

The deadline for the submission of an expression of interest for this assignment is **4 November 2022, at 18h00 of South Africa Standard Time (SAST)**. Prospective candidates should send their expression of interest by email to the Evaluation Manager **Asfaw Kidanu** (kidanu@ilo.org), copying **Ricardo Furman** (furman@ilo.org), with a subject header "Evaluation of Jobs and Private Sector Development Project in Egypt".

Terms of Reference:
**Final independent evaluation of the Project “Jobs and Private
Sector Development Project for Rural Egypt”**

1. Key facts

Title of project being evaluated	Jobs and Private Sector Development in Rural Egypt
Project DC Code	EGY/17/06/NOR
Administrative Unit in the ILO responsible for administrating the project	ILO CO -Cairo
Technical Unit(s) in the ILO responsible for backstopping the project	SECTOR in collaboration with ENTERPRISE
Donor	The Government of Norway
Project implementation date	February 2019 – March 2023
Project budget	USD 3,787,400
P&B outcome (s) under evaluation	Outcome 5 (current Outcome 3): Decent work in the rural economy Outcome 4: Promoting sustainable enterprises
SDG(s) under evaluation	Goal 1, Target 1.2 Goal 2, Target 2.3 Goal 8, Target 8.2
Type and timing of evaluation	Independent Final Evaluation
Date of evaluation	Jan- March 2023
Evaluation manager	Asfaw Kidanu

2. Background information

Egypt achieved decent economic growth in the years preceding the financial crisis of 2007-08 reaching 7.1 per cent in previous two years¹. The economy, however, staggered and significantly slowed down following the 2011 revolution, with a high fiscal deficit and gross public debt (domestic and external) rising to nearly 100 per cent of GDP at the end of June 2013. This meant increased poverty headcount ratio², with nearly 25 per cent of the population living just above the poverty line and highly vulnerable and susceptible to falling back into poverty³. According to the World Food Programme, some 17 per cent of the country's population, suffer from food insecurity, majority being in the rural areas⁴.

The growing rate of Employment and under-employment were also serious concerns in the country, which was further compounded by the growing population. Of concern is also the education system did not produce the skills relevant to the market. These have increased pressures on the labour market, making it even more urgent for Egypt to undertake wide-ranging structural and policy reforms⁵.

The private sector in Egypt is still at its infancy with a relatively lower rate of firms entering market than other countries and is not able to absorb the growing job seekers entering the market every year. Access to financial and business development services are limited and makes it difficult for small enterprises to enter and compete in the higher value markets. Emerging enterprises particularly those in rural areas face multiple obstacles in entering local value chains, from unfriendly business environment, high transaction costs, to insufficient access to financial and other assets such as market infrastructure, increasingly demanding consumer and health standards.

The government of Egypt recognises the valuable contribution MSMEs and is implementing a wide-ranging policy and programmatic interventions to address the plight of the MSMEs as articulated in the economic reform agenda⁶. The government efforts are being supported/ complemented by a number of the multi/bi-lateral organizations including the ILO.

In this context the ILO has been implementing a number of development interventions in the country meant to create more and better jobs, marketable skills and business opportunities for vulnerable communities. The [ILO's Decent Work Agenda](#) was also of paramount importance in invigorating and shaping work under the government reform agenda to ensure a pro-poor orientation of quality employment creation, underpinned by social protection, good working conditions and social dialogue.

The project

The ILO is implementing the project dubbed '**Jobs and Private Sector Development in Rural Egypt**', with a financing from the Government of Norway with a budget of about USD3,8 million. The main objective of the programme is to leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs thereby contribute towards national effort in addressing the prevailing socio-economic changes faced by the target communities.

¹ In 2006-2007, Egypt's real rate of growth reached 7.1 per cent, which was the upper bound of the expected range of growth rates for countries with Egypt's characteristics. Nathan Associates: *Egypt Economic Performance Appraisal*, April 2008, p. 5.

² <http://www.eg.undp.org/content/egypt/en/home/countryinfo/>.

³ IFAD: *Investing in rural people in Egypt*, Rome, November 2014.

⁴ <http://www.egyptindependent.com/news/278-percent-egyptian-population-lives-below-poverty-line-capmas>

⁵ CPMAS: *Labour Force Sample Survey: Aggregate Data Bulletin*, 2015.

⁶ World Bank: *Promoting Poverty Reduction and Shared Prosperity: A Systematic Country Diagnostic*, September 2015

The Immediate objectives of the project are:

- 1) Increased awareness and capacity of stakeholders to address opportunities and challenges for the promotion of decent jobs in specific economic sectors in rural Egypt
- 2) Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt
- 3) MSMEs enabled/upgraded to contribute to targeted (sub-) sectors /value chains development interventions in rural Egypt by gaining access to necessary business development services and financial services

The anticipated benefits and key indicators of success include:

- increased private sector investment in rural Egypt for the promotion of employment particularly for youth;
- improved capacity of investors to identify and recruit potential suppliers;
- increased opportunities for rural MSMEs and small-scale producers to be integrated in supply chains;
- strengthened capacity of private sector investors to identify and develop human resources for their investment;
- improved access to financial and non-financial services for MSMEs and small-scale producers or farmers and
- upgraded skills of rural youth for employment.

The project is implemented based on a two-pronged strategy, combining an *institutional development component* with a *direct support component*. The project formally started in September 2017, however, the project officially entered into force on 19 February 2019.

The project is run by a Project Management Team (PMT) comprising of ILO technical experts and admin staff led by the Chief Technical Advisor (CTA).

The project has reported as key results by September 2022 the following ones:

- Engaging sector-specific stakeholders, along the implementation of the project's value chain interventions across the three targeted sectors, the dairy, white goods and ready-made garments sectors. Stakeholders included key industry actors from the sectoral chambers and private-sector lead firms.
- Promoting decent work and improving the livelihoods of more than 400 of dairy farmers in targeted rural communities in Gharbiya, by facilitating the provision of a package of capacity building incorporating technical, business management, and financial knowledge and skills that can render their dairy-based microenterprises sustainable income-generating activities.
- The EYE RAWABET project has joined forces with two other ILO projects, ILO Better Work Egypt Programme (BWEG) and Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa Project (ACCEL Africa), to create more decent jobs, through supporting the Ready-made garment (RMG) sector in Egypt.
- In the white good sector, the project has engaged two lead firms and their suppliers' factories in both Sharkia and Qalioubia Governorates to implement ILO's enhancement programs.
- Building the capacities of more than 250 of Forsa beneficiaries in Asyut to enhance their business management and employability skills to contribute to their economic empowerment providing them with decent work opportunities to enable them graduate from conditional cash-transfer program.
- Supporting Hayah karima National Initiative in Gharbiya Governorate, the project supported the installation of 48 biogas units for 48 farmer household in Zefta district in Al-Gharbiya. Along the installation of the biogas units, technical and business management support were

provided to a team of 8 entrepreneurs from Al-Gharbiya governorate to prepare them for starting their businesses in the field of bioenergy and environmentally friendly innovative solutions.

Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget between 1 and USD 5 million + must have to go through one internal and one independent evaluations. The project internal mid-term evaluation took place from January-February 2020.⁷

The final independent evaluation will be managed by an ILO staff in process of certifications as evaluation manager and conducted by independent evaluators.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

The evaluation shall 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”; and Checklist 5 “Preparing the evaluation report”.

3. Purpose, objectives, and scope of the evaluation

Purpose:

The overall purpose of the independent I evaluation is to promote accountability and strengthen learning among the ILO and key stakeholders. The specific objectives of the evaluation are to:

- Establish the relevance of the projects design and implementation strategies in relation to the national (Egyptian), ILO and UN priorities and approaches, i.e., strategic fit to the sustainable development goals (SDGs), the country’s United Nations Partnership Development Framework (UNPDF), the ILO objectives and Country Programme Outcomes (CPOs) and its synergy with other projects and programs.
- Assess the extent to which the projects have achieved its stated objective and expected results regarding building the capacity emerging MSMEs, youth and women;
- Identify the supporting factors and constraints that have led to them, including implementation modalities chosen;
- Identify unexpected positive and negative results of the projects;
- Assess the extent to which the projects outcomes will be sustainable;
- Assess the implementation efficiency in terms of financial, human, etc. resources;
- Provide recommendations to key national projects stakeholders, ILO and the donor to promote sustainability and support further development of the project outcomes and towards similar interventions in the region;
- Identify lessons learned and good practices to inform the key stakeholders for future similar interventions.

Scope:

⁷ Full report at: <http://www.ilo.org/evalinfo/product/download.do?type=document&id=22412>

The evaluation will cover the whole implementation of the project, namely from September 2017 to the end of March 2023, assessing all the results and key outputs that have been produced in this period. The geographical scope will be in line with the setup of the project at the national and local levels and covers all the governorate as well as the targeted value chains.

For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

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

Clients:

The primary users of the evaluation are the Government of Egypt represented by the key line ministries including the Ministry of International Cooperation. Other users include, the project implementing partners namely

- Federation of Egyptian Industries (FEI)
- Chambers of Industry and Commerce
- Business and investors associations
- MSME development projects and agencies
- Financial and non-financial service providers
- Central Bank of Egypt
- Local Government entities
- Ministry of Manpower

In addition, the evaluation shall also be of interest to other ILO tripartite constituents, Technical and administrative back-stoppers in the DWT/CO Cairo, ROAF and relevant units in HQ (SECTOR, Enterprise, etc.), and PARDEV.

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will cover the following evaluation criteria in line with the DAC criteria, UNEG guidelines and ILO evaluation policy guidelines:

- Relevance
- Coherence
- Effectiveness
- Efficiency
- Impact orientation
- Sustainability

The evaluation should consider key evaluations dimensions including Human rights (HR), the SDGs (relevant SDGs and indicators and the principle of “no one left behind”) and ILO cross-cutting themes such the Gender and non-discrimination (i.e., people with disabilities), Social dialogue and tripartism, International Labour Standards and Just transition to environmental sustainability.

The HR perspective in the evaluation means (i) linking the process to people, (ii) setting tools and approaches appropriate for collecting data; (iii) set-up processes of broader involvement of stakeholders, and (iv) enhance access of the evaluation results and process to all stakeholders.

A gender equality perspective implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis; (iii) the analysis of gender-sensitive strategies and objectives and gender-specific indicators addressing strategic and operational needs of women.

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the mainly, but not only, indicators in the logical framework of the project.

The list of questions presented below should be reviewed and adjusted during the preparation of the Inception report. It should reflect the dimensions and cross-cutting themes presented above. Any adjustment should be approved as part of the approval of the inception report by the Evaluation manager.

[Key Evaluation Questions](#)

The evaluator shall examine the following key issues:

1. Relevance

- To what extent has the project taken into account the needs and priorities of tripartite stakeholders and beneficiaries (i.e., local communities, SMES, youth and women) identified in the project document?
- How were ILO constituents and other project' stakeholders involved in the formulation and implementation the project?

2. Coherence (internal and external)

- Is the project aligned with national and international development frameworks including the National Development Plan, United Nations Partnership Development Framework (UNPDF), ILO Country Programme Outcomes (CPOs),) and SDG and their targets?
- How well does the project outcome contribute towards the economic reform agenda of the Government including the three pillars of private-sector-led job creation, spatial integration, and inclusion?
- How well the project complements and fit with other ongoing ILO, UN agencies and government projects, interventions, and programmes in the country?
- Was the project design (implicit or explicit Theory of Change, implementation modalities, resource allocation, etc.,) realistic and purposeful towards achieving its objectives?
- To what extent the project has specific targets for intended beneficiaries (women, youth, SMMEs, and local communities in an equitable manner)?

3. Effectiveness

- To what extent did the project achieve its outputs and outcomes by end of the project period?
- Have unexpected positive or negative results (outputs and outcomes) were developed by or as a consequence of the project intervention?
- What were the main internal and external factors that influenced the achievement or non-achievement of project outcomes?
- How effectively does the project covered the targeted geographical areas (Governorates) and value chains?
- How effective were the backstopping support provided by ILO DWT-Cairo, and Sector and Enterprise units at the HQ?

4. Efficiency of resources use

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to achieve the projects objectives? In general, did the results achieve justify the costs? Could the same results be attained with fewer resources?
 - Were goods, service and works delivered on a timely manner? If not, what were the bottlenecks encountered?
 - How effectively has the project implemented its monitoring and evaluation strategy? To what extent that this contribute to accountability, management and learning?
5. Impact orientation by the project set-up, and impacts achieved vis-à-vis defined objectives and outcomes
- Has the project contributed to achieving the proposed impacts? Is the programme strategy and programme management steering towards impact?
 - Did the project make any significant contribution to gender related concerns within the realm of MSME and value chain development?
 - Has the project contributed to a significant change in practices, perceptions, technical capacity at local and national levels, governance or enabling environment?
6. Sustainability of projects outcomes and impacts beyond the project's lifespan.
- Has an effective and realistic exit strategy been developed and implemented?
 - Have the project outcomes been achieved in a sustainable manner that enable continuing benefits to the target groups beyond the project's lifespan?
 - To what extent will national institutions and implementing partners will be willing/able to continue the project results without external funding or support?
 - Are project beneficiaries likely to continue to feel improved conditions or access improved BDS after the project closeout?
7. General
- To what extend have the recommendations of the mid-term evaluation been taken into account and implemented, if not why?

5. Methodology

The evaluation will be carried out through a mix methods approach including quantitative and qualitative dimensions. The specific development of the evaluation methodology will be defined in consultation between the evaluation team and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluation team.

During the data collection process, the evaluation team will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other.

For required quality control of the whole process, the evaluator/ evaluation team will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists available in the Annex II.

The evaluation team is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

The evaluation will be implemented through a consultative and transparent approach and made use of the following methods and tools:

- Desk review of country and ILO policy documents, project documents, progress reports, and other to be provided by the project and on request of the evaluator
- Semi-structured interviews with key informants and stakeholders;

- Focus discussions with beneficiaries i.e., representatives of MSMEs, women, youth and people with disabilities, as well as other relevant stakeholders as appropriate;
- Direct observation during field visits;
- A workshop on preliminary findings, conclusions, and recommendations with all key stakeholders at the end of the field work, including tripartite partners, implementation agencies, ILO relevant officers and donors

Inception phase

A desk review will analyze project documentation including the project document, approved logframe, implementation plan, annual reports project deliverables and other relevant documents. The evaluator will also review other documentation including NDPs, DWCP, UNSDCF, and relevant sector reports. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions.

The evaluator will have a first methodological briefing with the evaluation manager, and after that, another two meeting. A preliminary meeting with the project team to plan the data collection and understand project expectations, and another one with the donor for learning and manage the expectations too.

This will be reflected in the Inception report that will translate the TORs in an operational work plan. The Inception report will be reviewed and approved by the evaluation manager prior to the field work phase.

Due to factors beyond the control of the project team, the team leader, if he/she is not local consultant, will only be able to interact with national stakeholders virtually with a limited face-to face interaction. The virtual interaction will be conducted in coordination with the team member. However, the team leader will do a mission to Cairo for few days (in principle 3 days) to complete interviews with the project team members, the CO Direct and national stakeholders as much as possible, in addition to leading the stakeholders' workshop and present preliminary results. The final programme of her/his visit will be integrated in the Inception report.

Data collection phase

Interviews

The evaluator will undertake group and/or individual interviews with selected stakeholders including the ILO staff of technical units and field technical specialist who are involved in the management and implementation of the project. A first meeting will be held with the ILO Director of DWT/CO Cairo, backstopping Specialists, the evaluation manager and with the Project Team. After that, the evaluator will meet relevant stakeholders including members of various committees and technical working groups involved in the project, as well as project beneficiaries to undertake more in-depth reviews of the respective national strategies and the delivery of outputs of the respective objectives of the project. An indicative list of persons to be interviewed will be developed by the evaluator in consultation with the project management (CTA). This will include, but not limited to:

- ILO DWT/CO-Cairo
- ILO HQ staff: SECTOR and Enterprise
- ILO technical backstopping staff at DWT Cairo
- ILO Project team
- ILO constituent partners

- Project beneficiaries
- Project Coordination and monitoring partners (PSC, CLO, etc.)
- Ministry of Investment and International Cooperation
- Ministry of Trade and Industry through its affiliated “Medium, Small and Micro Enterprise (MSMEs) Development” Agency (MSMEDA).
- Local government entities
- Chambers of Industry and Commerce
- MSME development projects and agencies
- Central Bank of Egypt

Field Visits

The evaluation team shall undertake visits to Cairo and selected regional Coordination offices in various Governorates, selected project sites to interview implementing partners and key stakeholders. The field visits will be conducted by the team member with a virtual participation of the team leader when it is feasible.

The selection of the field visit locations should be based on criteria to be defined by the evaluator and the project team. Some criteria to consider may include:

- Locations with successful and less or unsuccessful results (from the perception of key stakeholders and the progress reports). The rationale is that extreme cases, at some extent, are more helpful than averages for understanding how process worked and results have been obtained;
- Locations that have been identified as providing particular good practices or bringing out particular key issues as identified by the desk review and initial discussions;
- Locations next to and not so close to main roads (accessibility).

Presentation of preliminary evaluation results in a workshop

A Stakeholders workshop will be organized in at the end of the field work in Cairo, Egypt to present findings and complete data gaps with key stakeholders, ILO staff and representatives of the donor.

The evaluation team will be responsible for organizing the workshop. The identification of the participants of the workshop and logistics will be the responsibility of the project team in consultation with the evaluation team leader. The workshop shall be organized hybrid mode (physical & virtual) to accommodate as many stakeholders as possible.

After the workshop, the evaluator will have a debriefing session with the ILO Director of DWT/CO - Cairo and the project team.

Development of the evaluation report

The evaluator will develop an evaluation report in a draft and final version. The evaluator will submit the first draft of the report to the evaluation manager, who after a methodological review and adjustments by the evaluator if needed, will circulate it to the backstopping units, the donor, the key national partners, and relevant stakeholders for comment. The evaluation manager will collect the feedback on the first draft, consolidate and submit it to the evaluator that will incorporate the feedback as appropriate, and send the final report to the evaluation manager.

At the end, after EVAL/ILO approval, the evaluation report will be submitted to the key stakeholders by the Country Office and uploaded in the EVAL public repository of evaluation reports (e-discovery).

6. Main deliverables

The evaluator will be responsible for the following deliverables:

1. Inception report (with detailed work plan and data collection instruments) following ILO EVAL Checklist 3, the report, in English, should include:
 - Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above;
 - Guide questions for questionnaires and focus group discussions;
 - Detailed fieldwork plan for the three regions should be developed in consultation with the Evaluation Manager and project team;
 - Agenda for the stakeholders' workshop;
 - The proposed report outline.
2. A draft and a final versions of evaluation report in English with Executive Summary in English and Arabic (maximum 30 pages plus annexes) as per the following proposed structure:
 - Cover page with key project and evaluation data
 - Executive Summary
 - Acronyms
 - Description of the project
 - Purpose, scope and clients of the evaluation
 - Methodology and limitations
 - Clearly identified findings for each criterion or per objective
 - Conclusions
 - Recommendations (i.e., for the different key stakeholders)
 - Lessons learned and good practices
 - Annexes:
 - TOR
 - Evaluation matrix
 - List of people interviewed
 - Schedule of the field work
 - Documents reviewed
 - Data collection tools
 - Lessons learned
 - Emerging good practices
 - Table with the status achieved of project indicators targets and a brief comment per indicator
3. ILO template Evaluation Executive summary (English).

All reports, including drafts, will be written in English. In addition, the consultants will prepare an Executive summary of the evaluation report in Arabic.

Ownership of data from the evaluation rests jointly with the ILO and the evaluator. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7. Management arrangements and work plan (including timeframe)

The evaluation team leader will report to the evaluation manager **Mr. Asfaw Kidanu**, with whom he/she should discuss any technical and methodological matters. The evaluation manager will supervise the evaluator with the oversight of the Regional Senior Monitoring and Evaluation Officer. The final approval of the report will be done by EVAL.

The **evaluation** will be carried out with full logistical and administrative support of the project and ILO DWT/CO-Cairo.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows. The first draft of the report will be circulated for a review by the relevant stakeholders and submit their comments in two weeks period. The evaluation manager will consolidate comments from stakeholders and present it to the evaluator for integration into the final reports as appropriate. For comments that are not incorporated in the report, the consultant is expected to document reason(s) why these are left out.

It is expected that the work will be carried out over a period of **8 weeks from Mid-January 2023**, according to the below timetable. The evaluation will be conducted by a consultant team comprising of an international lead consultant (team leader) and a team member (based in Egypt) and is estimated to take a total of 39 working days as indicated in the workplan below:

Tentative Work plan

Activity and/or output	Description	Responsible	Number of worker-days		Tentative dates
			Team leader	Team members	
Development of ToRs and circulation among stakeholders for finalization		Evaluation manager (EM)	0	0	15 Oct 2022
Call for EoI dissemination and evaluation team selection		EM	0	0	15 Oct 2022
Briefing with the evaluation manager and Desk review	Review the core set of project documents. Request any additional documentation required	Evaluation team (ET) and EM	5	3	16-27 Jan 2023
Startup discussion	Virtual meetings with the project team and CO Director and the donor	ET			
Inception Report	An operationalization of the ToRs	ET			
Interviews with stakeholders and filed work	Virtual and face-to face interviews with the stakeholders identified during the inception phase.	ET (with the project support)	7	10	29 Jan - 8 Feb 2023

	Visits to project sites on interventions stakeholders Egypt.				
Presentation of preliminary findings workshop	Face-to-face/ virtual workshop	ET (with the project support)	1	1	9 Feb, 2023
Development of the draft report	A report addressing the evaluation questions.	ET	5	3	13-22 Feb 2023
Draft report circulated by Evaluation Manager to stakeholders for comments	Evaluation manager does a methodological review, circulate the report and consolidate the feedback of the stakeholders to the evaluator	EM	0	0	23 Feb – 10 Mar 2023
Finalize evaluation report and submit to evaluation manager	The evaluator incorporates the feedback from stakeholders and submits to the manager the final text of the evaluation report and the Evaluation Summary, for the review and final approval by EVAL	ET	2	2	13-14 Mar 2023
Total			20	19	

8. Profile of the evaluation team

An independent evaluation team will be comprised of two experts including a Team Leader and a Team Member. The Team Leader will conduct his work mostly virtually with limited physical presence. He/she will be assisted by a local Team Member for field visits. The following is an indicative summary of responsibilities of the respective evaluation team members:

Evaluation team leader responsibilities
<ul style="list-style-type: none"> a. Briefing with ILO/ Evaluation Manager b. Desk review of programme and related documents c. Preliminary discussions with the CO Directors, Project Team and related officials d. Development of the Inception report including the evaluation instruments e. Undertake virtual and some face-to-face interviews with selected stakeholders f. Facilitating of the presentation of preliminary findings workshop g. Development of the draft evaluation report h. Development of the final evaluation report i.

Evaluation team member responsibilities
<ul style="list-style-type: none"> a. Briefing with ILO/ Evaluation Manager b. Support the desk review of programme and other related documents c. Participate in the preliminary engagement with the CO and project staff d. Participate in the development of an inception report e. Organise and take part in virtual and field interviews with stakeholders jointly with the team leader f. Participate in the presentation of preliminary findings in the stakeholders' workshop g. Provide inputs in compiling information for the draft and final evaluation report versions

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| h. Develop the executive summary of the evaluation report in Arabic (translation from the English version) |
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The evaluation team will be selected on the basis of proven evaluation experience and meeting the following criteria:

Team leader

- Advanced degree in social sciences, Business Administration, Economics, or related graduate qualifications.
- A minimum of 7 years of professional experience specifically in evaluating international country development initiatives, including UN projects as sole evaluator or team leader (specific experience in rural development, sectoral and market system with a focus on employment promotion, enterprise development and skills development will be an asset).
- Proven experience with logical framework. Theory of change, gender analysis and other strategic planning approaches.
- Experience in qualitative and quantitative data collection and analysis, including survey design.
- A good understanding of ILO mandate and tripartite structure and the UN system.
- Experience in facilitating workshops for evaluation findings.
- Work experience in MENA region and especially Egypt will be an asset.
- Fluency in English, Arabic knowledge would be an asset.
- Excellent communication and interpersonal skills:
- Demonstrated ability to deliver quality results within strict deadlines
- Have no previous or current involvement – or offers of prospective employment – with the ILO project or programme being evaluated
- Have no personal links to the people involved in managing the project/programme (not a family member, friend, or close former colleague)

Team member Evaluation Consultant

- University degree in social sciences or related graduate qualifications.
- A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research as team member in Egypt (i.e., data collection and analysis).
- Experience and knowledge on rural development, sectoral and market system with a focus on employment promotion, enterprise development and skills development will be an asset.
- Proven experience with logical framework approaches and other strategic planning approaches, results-based M&E methods and approaches (including quantitative and qualitative), information analysis and report writing.
- Knowledge and experience relating to the UN and ILO systems and their mandates would be desirable.
- Excellent communication and interpersonal skills.
- Demonstrated ability to deliver quality results within strict deadlines.
- Fluent in spoken and written English and Arabic.
- Have no previous or current involvement – or offers of prospective employment – with the ILO project or programme being evaluated

- Have no personal links to the people involved in managing the project/programme (not a family member, friend or close former colleague)

9. Legal and ethical matters

The final evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure maximum freedom of expression of the implementing partners and stakeholders, the project staff will generally not be present during interviews. However, programme staff may need to make introductions whenever necessary, to facilitate the final evaluation process. The evaluator will follow the standard Code of Conduct which should be carefully read and signed.

10. Budget

A budget under the full control of the evaluation manager will cover:

For the evaluator/ evaluation team:

- Fees for 20 days for the team member
- Fees for the 19 days for the team member
- DSA and travel as per ILO regulations

For the evaluation exercise as a whole:

- Interpretation and translation
- Field visit logistics-
- Stakeholders' workshop
- Any other miscellaneous costs

Annex 1: Relevant documents and tools on the ILO Evaluation Policy

1. [Code of conduct form](#) (to be signed by the evaluator)
2. Checklist No. 3 [Writing the inception report](#)
3. Checklist 5 [Preparing the evaluation report](#)
4. Checklist 6 [Rating the quality of evaluation report](#)
5. Guidance note 7 [Stakeholders participation in the ILO evaluation](#)
6. Guidance note 4 [Integrating gender equality in M&E of projects](#)
7. [Template for lessons learned](#)
8. [Template for Emerging Good Practices](#)
9. [Template for evaluation title page](#)
10. [Template for evaluation summary](#)
11. [Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation](#)

ANNEX 2: Project Logframe

Development objective		Leveraging private sector investment in the rural economy of Egypt and supporting entrepreneurship and skills development in rural communities particularly for youth, including small-scale producers and entrepreneurs.			
Outcomes and Outputs	Main activities		Indicators	Targets/milestones	Means of Verification
Outcome 1: Strengthened capacity of stakeholders to make informed decisions about addressing opportunities and challenges for the promotion of decent jobs in specific economic sub-sectors in rural Egypt			<ul style="list-style-type: none"> Private investors and workers in selected sub-sectors report improvements with respect to their ability to develop their businesses and promote decent jobs opportunities 	<ul style="list-style-type: none"> Opportunities and challenges for the promotion of decent jobs are identified in two sub-sectors 	<ul style="list-style-type: none"> Interviews with national and local partners and beneficiaries Project progress reports Project evaluations Tools developed and adapted (and translated as needed)
Output 1.1: Priority sub-sectors/value chains identified in consultation with government and national partners	1.1.1	Conduct initial consultation meetings, during the inception phase, engaging relevant stakeholders and national counterparts to support the identification of sub-sectors/ value chains, based on their growth, productivity and employability potential and where technical support can be provided.	<ul style="list-style-type: none"> Number of consultations held Conclusions / recommendations reached Market system assessments for the pre-selected sub-sectors conducted 	<ul style="list-style-type: none"> Initial and follow-up consultations are held leading to the identification of at least two sub-sectors/ value chains to be targeted by for support(one in the first year and second one in the second year) At least two market system assessments conducted 	<ul style="list-style-type: none"> Reports and minutes of consultative meetings
	1.1.2	Conduct rapid market assessments for the sectors identified during the initial technical consultations with			

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	<p>a view to better identify their potential for value addition and to generate opportunities for employment creation and growth.</p> <p>1.1.3 Hold technical consultations with the national stakeholders to agree on priorities and projected interventions, taking into account the results of the assessments.</p>				
<p>Output 1.2:</p> <p>Lead firms implement enterprise-level action to improve growth and/or employment in priority (sub-) sectors/ value chains</p>	<p>1.2.1 Identify and partner with established lead firms operating within the selected (sub-) sectors / value chains and secure their commitment to participate in the project in collaboration with relevant industrial chambers and the Federation of Egyptian Industries.</p> <p>1.2.2 In partnership with lead firms and relevant value chain stakeholders, develop models of interventions that address the identified constraints and gaps within the selected sub-sectors / value chains and elaborate plans for effectively rolling them out.</p> <p>1.2.3 In partnership with the lead firms, identify and engage with existing and prospective MSMEs to enhance their</p>	<ul style="list-style-type: none"> ▪ Number of agreements reached with lead firms for their participation in the project ▪ Detailed intervention models developed ▪ Number of MSMEs identified for technical support 	<ul style="list-style-type: none"> ▪ At least 1 to 2 lead firms engaged per sector/VC ▪ At least 2 intervention models developed ▪ At least 30 MSMEs identified for upgrading intervention 	<ul style="list-style-type: none"> ▪ Project progress reports ▪ Intervention models/ plans of action targeting specific sub-sectors 	

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	<p>contribution to and integration in the value chains.</p> <p>1.2.4 Support relevant public and private institutions, in particular the Federation of the Egyptian Industries and the relevant chambers, to manage and replicate these interventions for other sub-sectors/ value chains.</p>				
<p>Output 1.3:</p> <p>Relevant stakeholders are capacitated to engage effectively in the development of specific (sub-) sectors / value chains</p>	<p>1.3.1 Raise awareness and build the capacities of public and private stakeholders on best practices in SME and value chain development.</p> <p>1.3.2 In partnership with ILO International Training Center (ITC), support the organization of the Academy on Rural Development to offer tools and training packages to project' stakeholders (government officials, representatives of employers' and workers' organizations, universities and civil society organizations) to promote productive employment and decent work in the rural economy.</p> <p>1.3.3 Partner with relevant national and international stakeholders to promote value chain development, youth employment and entrepreneurship through conferences, public awareness campaigns and relevant</p>	<ul style="list-style-type: none"> Number of men and women trained Number of training tools or other knowledge products developed or adopted to the project/country context Number of conferences and events organized 	<ul style="list-style-type: none"> 500 men and women received training At least 1-2 ILO training tools adapted to the Egyptian context At least 1-2 conference/event organized on entrepreneurship and value chain development per year 	<ul style="list-style-type: none"> Project progress report Knowledge products and tools developed and adapted (and translated as needed) 	

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	training and knowledge products.				
Outcome 2: Decent work opportunities promoted along selected (sub) sector/value-chains in rural Egypt		<ul style="list-style-type: none"> Number of value chains upgraded, including evidence of improvement of relevant skills and demonstrated improvements in working conditions 	<ul style="list-style-type: none"> Opportunities and challenges for the promotion of decent jobs are addressed in two sub-sectors 	<ul style="list-style-type: none"> Project progress report Evaluation report 	
Output 2.1: Support to SMEs along selected (sub-) sectors/value chains provided to increase productivity and improve working conditions	2.1.1 Provide business management and skills development (training and advisory services) to SMEs/suppliers to increase productivity (marketing, human resource development, financing, etc.).	<ul style="list-style-type: none"> Number of SMEs/suppliers receiving training/advisory services on business management productivity and working conditions 	<ul style="list-style-type: none"> 10 SMEs receiving technical support 	<ul style="list-style-type: none"> Pre- and post-project skills surveys 	
	2.1.2 In coordination with relevant specialized technical organizations, deliver sector-specific/tailored technical training to existing SMEs and suppliers integrated in the targeted sub-sectors/value chains.	<ul style="list-style-type: none"> % of SMEs/suppliers with improved knowledge and skills. Number of training programmes conducted 	<ul style="list-style-type: none"> 5 training programmes conducted 150 men and women received training 	<ul style="list-style-type: none"> Trainings logs (curricula, list of participants, etc.) Project progress report(s) and mid-term evaluation Interviews with ToT and local institutions 	
	2.1.3 In cooperation with relevant stakeholders, implement relevant ILO training tools including provision of training and advisory on social and labour compliance (including OSH and good	<ul style="list-style-type: none"> Number of men and women who received training 			

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	management-workers relations).				
Output 2.2: Training for employment implemented based on the needs of targeted (sub-) sectors/ supply chains	2.2.1 Design, facilitate and implement tailored vocational (soft skills) and technical training for employment programmes, based on ILO tools, relevant to job requirements and derived from the needs of lead firms operating in the selected sector/value chains.	<ul style="list-style-type: none"> Number of training programmes developed Number of men and women who received training 	<ul style="list-style-type: none"> At least 2 training programmes developed 750 youth trained 	<ul style="list-style-type: none"> Pre- and post-project skills surveys Trainings logs (curricula, list of participants, etc.) Project progress report(s) and mid-term evaluation 	
	2.2.2 Conduct trainings on labour standards, social responsibility, work ethics, safety and health, and other relevant issues based on needs assessments and using ILO tools, for jobseekers and employers' different level of management.	<ul style="list-style-type: none"> Number of men and women employed in the selected sectors 	<ul style="list-style-type: none"> 500 women and men accessing decent work opportunities 	<ul style="list-style-type: none"> Interviews with ToT and local institutions 	
	2.2.3 Provide support to MSMEs in the placement process to ensure decent working conditions are in place.				
	2.2.4 Conduct follow-up surveys on job satisfaction and stability.				

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Outcome 3: Emerging MSMEs/small-scale producers supported/scaled up in rural Egypt to contribute to local economic development (LED) and to promote decent employment opportunities			<ul style="list-style-type: none"> A number of new MSMEs/small-scale producers effectively engaged in priority rural sub-sectors A number of key national employment-rich initiatives/interventions supported/scaled up in rural areas 	<ul style="list-style-type: none"> 70 new MSMEs/small-scale producers effectively engaged in priority rural sub-sectors At least 2 initiatives supported/scaled up 	
Output 3.1: Capacities of emerging MSMEs/small-scale producers enhanced to enable them to participate in the selected sub-Sectors/value chain	3.1.1	Facilitate business linkages between MSMEs within the targeted (sub-) sectors/value chains.	<ul style="list-style-type: none"> Number of new MSMEs/small-scale producers successfully integrated in targeted value chains 	<ul style="list-style-type: none"> 20 new MSMEs supported to join the value chain. 	<ul style="list-style-type: none"> Business registration records Pre- and post-project skills surveys
	3.1.2	Facilitate and support linkages between MSMEs/small-scale producers operating in targeted (sub-) sectors/clusters and business development and financial services providers.	<ul style="list-style-type: none"> Number of MSMEs/ small-scale producers with access to BDS through BDS providers 	<ul style="list-style-type: none"> Access to BDS through BDS providers facilitated for at least 20 MSMEs/small-scale producers 	<ul style="list-style-type: none"> Trainings logs (curricula, list of participants, etc.)
Output 3.2: MSME and entrepreneurship development initiatives/programmes in rural areas are promoted/scaled up	3.2.1	Support NGOs and relevant service providers to implement the designated national pro-poor employment interventions in rural areas (e.g. Forsa, Your Factory in Your Village).	<ul style="list-style-type: none"> Number of national initiatives supported 	<ul style="list-style-type: none"> At least 1 national initiatives supported 	<ul style="list-style-type: none"> Employment contracts/ business registration records
	3.2.2	Support and scale up LED interventions aiming at promoting decent work opportunities for farmers and small-scale	<ul style="list-style-type: none"> Number of LED interventions scaled up/ supported Number of jobs created as 	<ul style="list-style-type: none"> At least 1 intervention supported/scaled up 200 direct employment 	<ul style="list-style-type: none"> Project progress report(s) and mid-term evaluation Trainings logs (curricula, list of

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	producers in priority rural sub-sectors.	a result of project's contribution to the LED intervention	opportunities created	participants, etc.)	
3.2.3	In partnership with key stakeholders, provide basic and advanced access to entrepreneurship awareness/training and referral to key services, namely SIYB, GET Ahead.	<ul style="list-style-type: none"> Number of young men and women receiving entrepreneurship awareness/training No of businesses registered as a result of the training 	<ul style="list-style-type: none"> 500 young men and women receive training on entrepreneurship 50 businesses registered 20 staff members of BDS providers trained 20 staff members of MFI/ financial services providers trained 	<ul style="list-style-type: none"> Trainings logs (curricula, list of participants, etc.) Business registration records 	
3.2.4	Identify and capacitate business development service (non-financial) and financial service providers using relevant ILO training materials to better serve the MSMEs.	<ul style="list-style-type: none"> Number of local BDS and financial services providers received training 	<ul style="list-style-type: none"> 3 winning teams and at least 3 MSMEs created through the contest and provided with grants 		
3.2.5	Organize a contest for young entrepreneurs on innovative initiatives linked to key rural development initiatives.	<ul style="list-style-type: none"> Number of MSMEs created, based on the contest and with the project grants 			