**Terms of Reference**  
**Independent Final Evaluation of**  
**The Egypt Export Factory Monitoring Project**  
**September 2017**

<table>
<thead>
<tr>
<th>Title of project to be evaluated</th>
<th>Egypt Export Factory Monitoring Project</th>
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<tbody>
<tr>
<td>TC Code</td>
<td>EGY/11/06/USA</td>
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<tr>
<td>Administrative Unit responsible for administrating the project</td>
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<tr>
<td>Type of evaluation</td>
<td>Independent Final Evaluation</td>
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<tr>
<td>Evaluation Manager</td>
<td>Bernd Mueller, <a href="mailto:mueller@ilo.org">mueller@ilo.org</a></td>
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<tr>
<td>Geographical coverage</td>
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<tr>
<td>Donor</td>
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<td>Budget</td>
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<td>Acronym</td>
<td>Description</td>
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<tr>
<td>CTA</td>
<td>Chief Technical Advisor</td>
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<td>DWT</td>
<td>Decent Work Team</td>
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<tr>
<td>DAC</td>
<td>Development Assistance Committee</td>
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<td>Decent Work Agenda for Africa</td>
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<tr>
<td>EVAL</td>
<td>ILO Evaluation Office</td>
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<td>ETUF</td>
<td>Egyptian Trade Union Federation</td>
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<td>EDLC</td>
<td>Egyptian Democratic Labour Congress</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>MOMM</td>
<td>Ministry of Manpower and Migration</td>
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<td>OECD</td>
<td>Organisation for Economic Cooperation and Development</td>
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<td>PAC</td>
<td>Project Advisory Committee</td>
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<td>RMG</td>
<td>Ready-Made Garment</td>
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<td>ROAF</td>
<td>Regional Office for Africa</td>
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<td>USDOL</td>
<td>United States Department of Labour</td>
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1. Introduction & rationale for evaluation

*Egypt Export Factory Monitoring Project* (EEFMP) is a project aimed to contribute to the promotion of decent work in Egypt by supporting improved compliance to fundamental principles and rights at work, greater labour-management cooperation and higher levels of productivity. This 75-month initiative funded by the US Department of Labour (USDOL) and implemented by the International Labour Organization (ILO) focuses on improving outcomes for employers and workers in Egypt’s labour-intensive export sectors, particularly the ready-made garment (RMG), textiles and food processing sectors, which together represent a critical source of employment and growth for the Egyptian economy.

The independent final evaluation of the project is undertaken in line with the funding agreement between USDOL and the ILO and in accordance with the ILO Evaluation Policy adopted by the Governing Body in November 2005 and the Management Procedures and Guidelines for USDOL-ILO Cooperative Agreements.

The overall objective of the evaluation is to analyse the results achieved vis-à-vis the established objectives/outcomes, to identify lessons learnt for any future or follow-up projects of a similar nature, and to propose recommendations for improved delivery of quality outputs in similar future ILO and other related projects. More concretely, the evaluation is will assess the relevance, effectiveness, efficiency, sustainability, and impact of the *Egypt Export Factory Monitoring Project*. The evaluation provides an opportunity for taking stock, reflection, learning and sharing knowledge regarding the project’s implementation and operation.

2. Brief background on project and context

The project’s lifetime has been marked by political instability. In 2011, mass demonstrations against the “old regime” forced former president Hosni Mubarak to step down. This historical event was followed by very unstable transitional ministerial cabinets being reshuffled on average every six months until the first democratic elections took place in the country. Mohamed Morsi, a former leader of the Muslim Brotherhood, became the first democratically elected president of Egypt following the 40 year reign of President Mubarak. Only one year after his appointment, nation-wide demonstrations started requesting president Morsi to step down. Following his first anniversary as a president, Mohamed Morsi was removed from power by military forces in an attempt to defend national security. A transitional cabinet was appointed to ensure national duties until the next elections, but the whole cabinet resigned in early 2014, yet constituting another complete cabinet reshuffle. The next presidential elections took place on May 26-28, 2014. Former military chief Abdel Fattah el-Sisi became president of the country.

Both revolutions impacted the country economically and socially. The political instability severely impacted the country as it led to many violent clashes between the supporters of different
parties, causing important casualties on all sides. Consequently, foreign investment and tourism dropped drastically and the Egyptian Pound was severely devaluated. The socio-economical context combined with the absence of social dialogue resulted in many strikes that caused several companies to shut down.

Improving labour market outcomes is a key priority. Egypt’s unemployment rate remains stubbornly high and has been negatively affected by the political turmoil. The Egyptian labour market is dogged by high levels of youth unemployment. At the same time, Egypt has one of the lowest rates of female labour market participation in the world (28%)\(^1\). The quality of employment on offer is also of concern: jobs are concentrated in low-productivity, non-tradable sectors of the economy. Approximately 35% of workers are thought to be engaged in the informal economy, which accounted for nearly 75% of jobs created between 1998 and 2006\(^2\).

In recent years, living standards have been eroded by double-digit inflation, with food price increases a particular problem. Despite progress on poverty reduction in recent years, there is still an estimated 15.4% of the population living on US$2 a day\(^3\). Labour market outcomes for the poor – who are concentrated in the informal economy – are closely correlated with low levels of education, with 41% of the workforce classified as illiterate or semi-illiterate. In 2011, Egypt was ranked 113\(^{th}\) out of 187 countries on the UNDP’s Human Development Index.

Political unrest linked to the 2011 Revolution spilled into the arena of industrial relations. In the three years leading up to the events of 2011 and during the same year, Egypt experienced a sharp rise in the number of strikes and other forms of workers’ protest. At the beginning of LOP there were no effective mechanisms for dialogue between employers and workers at the national, sectoral or enterprise levels that would provide a channel for addressing these tensions. Under the previous regime, there was little encouragement for social partnership approaches, and new structures have yet to develop under the new political system.

Egypt has ratified 63 ILO Conventions, including the eight core conventions set out in the ILO’s 1998 Declaration on the Fundamental Principles and Rights at Work. However, there is a pressing need to strengthen the tripartite constituents’ capacity and commitment to implement and enforce the rights and principles embodied in the core conventions. There are important legal and practical barriers to effective recognition of these rights at enterprise level within many sectors, including export industries. A key area of concern is the right to freedom of association and collective bargaining and the urgent need for legislative reform to bring Egypt’s trade union laws into conformity with Conventions 87 and 98.

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The textile and garment sectors represent the largest source of employment in the industrial sector, providing employment for around 1 million workers. The textile and garment industry is a particularly important source of employment for Egyptian women, who comprise 46% of the workforce. While the Egyptian textile and garment sectors enjoy certain advantages – including competitive energy costs, preferential access to key export markets and abundant labour supply – a number of factors continue to constrain its growth as a whole, including inefficiencies and low productivity levels. Contributing labour factors include:

- An acute shortage of trained workers and managers and little or no commitment to continuous training;
- Low productivity and poor human resource management;
- High levels of worker absenteeism and turnover, particularly in the RMG sub-sector; and
- Disruptions due to poor industrial relations, particularly in recent years.

The Egyptian Labour Inspectorate, which is part of the Ministry of Manpower and Migration, faces a number of challenges, which are not limited to its role in relation to export factories. According to the Ministry of Manpower, the main issues include inadequate budget, insufficient numbers of inspectors relative to the number of registered enterprises, inefficient targeting of inspections, lack of transportation, and low salaries. There is a tendency for private sector employers to regard inspections as of superficial importance, while unions do not see inspections as a means for promoting respect for worker rights.

The Egypt Export Factoring Monitoring Project is designed to contribute to the promotion of decent work in Egypt by supporting improved compliance with the fundamental principles and rights at work, stronger labour/management cooperation and higher levels of productivity and competitiveness. The project focuses on improving outcomes for workers and employers in Egypt’s labour-intensive export sectors. The project seeks to strengthen compliance with national legislation and build productivity within export factories by working through three parallel and complementary channels:

- Building the capacity of the national labour inspectorate;
- Supporting employers and their representatives to improve compliance, working conditions and productivity; and
- Building systems for labour-management cooperation and worker representation at factory and sectoral levels.

The project has the following three main objectives and outputs:

Objective 1: To build specialist expertise in the national labour inspectorate to assess, monitor and report on working conditions in export factories

- Output 1.1: Organisational plan for the development of a specialist export factories programme within the labour inspectorate developed
Output 1.2: Internal procedures, training and mechanisms for operation of a specialized
inspection unit established
Output 1.3: A labour inspection database and reporting mechanisms developed
Output 1.4: Specialist programme operationalized and rolled-out in phases
Output 1.5: On-going support provided to the new inspection programme and its
functions
Output 1.6: Monitoring, review and evaluation processes put in place

Objective 2: To support export factories to improve productivity and working conditions

Output 2.1: Activities implemented to improve capacity of sectoral business
organisations to advise members on labour standards and productivity
Output 2.2: Training and support for factories on labour standards and productivity
provided
Output 2.3: Improved engagement between export factories and international buyers

Objective 3: To support the development of sound bipartite relations in export factories to
create an enabling environment for workers and their representatives

Output 3.1: Worker outreach programme to raise awareness of the legal rights, FPRW
and worker responsibilities developed
Output 3.2: Sound industrial relations at the factory level promoted
Output 3.3: Support provided for strengthening sectoral tripartite dialogue

Project management arrangement:

The project is administered in accordance with the FY2010 USDOL-ILO Management Procedures
and Guidelines. It is implemented and technically backstopped by the ILO Programme for the
Promotion of the Declaration on Fundamental Principles and Rights at Work (DECLARATION) in
Geneva, in close coordination with the ILO Office in Cairo, which handles all administrative and
financial arrangements.

The project is managed by an international Chief Technical Advisor (CTA) based in the project
office in Cairo and reports to the director of the ILO Decent Work Team (DWT) office in Cairo and
the Senior Declaration Officer in Geneva. The CTA is the principal staff responsible for the
administrative, operational and technical supervision and implementation of all project
interventions.

In order to facilitate smooth functioning of the project, and promote accountability and buy-in, a
Project Advisory Committee (PAC) was established. The PAC is composed of the following
representatives from the government and ILO social partners:
• 4 representatives from the Ministry of Manpower and Migration (MOMM) (head of the committee);
• 3 representatives of the relevant ministries (Ministry of Industry and Foreign Trade, Ministry of Investment and Ministry of Local Development);
• 3 representatives of the workers organizations to cover both Egyptian Trade Union Federation ETUF and The Egyptian Democratic Labour Congress EDLC; and
• 3 Representatives of employers organizations

3. Purpose, scope and clients of the evaluation

Purpose

The independent evaluation serves two main purposes:

i. To independently assess the results achieved of the project across the three objectives and 12 outputs; assessing final performance and delivery as per the foreseen targets and indicators of achievement; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities in Egypt;

ii. To provide strategic and operational recommendations as well as highlight lessons to improve performance and delivery for similar future projects

Scope

The independent evaluation will cover all the objectives and outputs of the Promoting Workers Rights and Competitiveness in Egyptian Export Industries project, with particular attention to synergies across the three closely related channels, namely building the capacity of the national labour inspectorate; supporting employers and their representatives to improve compliance, working conditions and productivity; and building systems for labour-management cooperation and worker representation at factory and sectoral levels. The evaluation will assess all key outputs that have been or were to be produced since the start of the project.

In particular, the evaluation will make recommendations regarding:

• Overall progress made towards achieving project objectives
• Guide ILO management on the performance of the project (including areas of success and/or challenges) and provide lessons learned for future projects of a similar nature
• Any potential shortcomings in project delivery and highlight them clearly together with any identified causes for such underperformance
• Internal and external factors that influenced project implementation and delivery
• The extent of government buy-in, support and participation in the project, as well as follow-up and uptake following project activities
• Level of buy-in, participation, follow-up and uptake of project activities by social partners
• Relevance of the project within national development priorities/frameworks (and evolving context), both on paper and as perceived by the tripartite stakeholders.
• Synergies with other relevant ILO and US government programmes and activities, as well as any other relevant initiatives by Egyptian constituents (tripartite).
• Knowledge management and sharing
• Results based measurement and impact assessment systems
• Systems for Risk analysis, assessment and monitoring
• Other specific recommendations to assess performance and the delivery of results for this and any similar future projects.

Evaluation users
The primary users of the evaluation are the USDOL as donor of the initiative, the government of Egypt as a recipient country, constituents and the ILO as implementer of the project as well as other relevant stakeholders. ILO offices and staff involved in the project (DWT Cairo, project staff, ILO departments at HQ – in particular ILO Programme for the Promotion of the Declaration on Fundamental Principles and Rights at Work (DECLARATION) and the Regional Office for Africa (ROAF) will use the findings of the report. Tripartite constituents and other parties involved in the execution of the project would use, as appropriate, the evaluation recommendations and lessons learnt.

4. Evaluation criteria and questions
The evaluation will cover the following evaluation criteria (in line with ILO evaluation policy guidelines):

A. Relevance and strategic fit,
B. Effectiveness of project implementation and management arrangements,
C. Efficiency of resource use and project set-up,
D. Impact orientation by the project set-up, and impacts achieved vis-à-vis defined objectives and outcomes
E. Sustainability and continuation of project-induced activities and impact beyond the project’s lifespan.

The evaluation shall followed a human-rights-based approach by promoting and protecting human rights. Including the HR perspective in evaluation means (i) addressing the process to people, (ii) setting tools and approaches appropriate for collecting data from them; (iii) set-up processes of broader involvement of stakeholders, and (iv) enhance access of the evaluation results to all stakeholders.

Furthermore, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. This 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

4 ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012
gender in the analysis and justification of project documents; (iii) the formulation of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and use of mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms\(^5\) and the Glossary of key terms in evaluation and results-based management developed by the OECD’s Development Assistance Committee (DAC).

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 indicators in the logical framework of the project.

**Key Evaluation Questions**

The evaluators shall examine the following key issues:

A. Relevance and strategic fit,
   1. Has the project taken into account the needs and priorities of tripartite stakeholders and beneficiaries in Egypt?
   2. In hindsight, was the project design realistic and purposeful towards achieving its objectives? Was the project design logical?

B. Effectiveness of project implementation and management arrangements
   3. To what extent has each of the expected three project objectives and their related outputs been achieved? Please suitably disaggregate this analysis by gender, geographic area, sector and project component.
   4. To what extent did the project “pass” its own logic model test? Were the development hypotheses underpinning the logical framework supported or unsupported based on project performance data?
   5. Has the project successfully built or strengthened an enabling environment for better working conditions in Egypt’s export industries (laws, policies, people's attitudes, etc.)?
   6. What, if any, adverse effects resulting from the project (on beneficiaries, affected communities, institutions, or other) have been identified or perceived?
   7. Has the project’s resource use, backstopping, and management/governance arrangements improved towards achievement of the project goals following the shortcomings identified by the interim evaluation?
   8. Have the recommendations of the Independent Interim Evaluation been taken into account and implemented? (please address them one by one)

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\(^5\) ST/SGB/2000 Regulation and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation
C. Efficiency of resource use

9. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?

10. Have the project’s activities/operations been implemented in time as defined by the project’s original (and subsequent) work plans?

11. Have the various budget resources allocated to the implementation of activities been adhered to and efficiently used?

D. Impact orientation by the project set-up, and impacts achieved vis-à-vis defined objectives and outcomes

12. Has the project contributed to achieving the proposed impacts?

13. Have the target indicators across the various objectives and outputs been effectively measured and achieved?

14. To what extent can potential improvements in working conditions for workers (especially women) in Egypt’s export industries be attributed to the activities of the project?

15. Has the project contributed to a significant change in practices, perceptions, governance or enabling environment in export industries?

16. Has the project successfully managed and shared any generated knowledge with relevant internal and external stakeholders?

E. Sustainability and continuation of project-induced activities and impact beyond the project’s lifespan.

17. Has an effective risk analysis, assessment, and monitoring system been established and implemented?

18. Assess whether project outcomes have been achieved in a sustainable manner that enable continuing benefits beyond the project’s lifespan?

19. Are project beneficiaries likely to continue to feel improved conditions after the project closeout?

20. Has an effective and realistic exit strategy been developed and implemented?

21. To what extent will national institutions and implementing partners be likely to continue the project activities/initiatives or carry forward its results without external funding or support?

5. Methodology

The evaluation will take a mixed methods approach, combining quantitative and qualitative research methods. Inter alia, it will incorporate a desk review and field visits to the project sites in Egypt for consultations with ILO management and staff, constituents, as well as other relevant implementing partners, beneficiaries and other key stakeholders. Consultations with relevant
units and officials in Washington, D.C. and Geneva will be done and the method for doing so will be decided by the evaluation team in consultation with the evaluation manager. The independent evaluation team will review inputs by all ILO and non-ILO stakeholders involved in the project, from project staff, constituents and a range of partners from the private and public sectors as well as civil society. The evaluation team will seek to apply a variety of evaluation techniques – desk review, statistical analysis of available data, key informant interviews, focus group discussions, field visits, informed judgments, and scoring, ranking or other rating techniques.

The evaluation team leader will be responsible for completing the draft evaluation report, to be submitted to the evaluation manager, and subsequently shared with all relevant stakeholders for feedback. Comments will be requested by the evaluation team leader within a specified timeframe (not more than 12 working days). The conclusions and recommendations of the evaluation team will be presented in a stakeholder validation workshop to be conducted in Cairo upon completion of the fieldwork. The participants will be determined by the evaluation team in consultation with the evaluation managers and USDOL and ILO officials involved in the project’s management etc. Following the feedback provided during the validation workshop, the evaluation team will be expected to finalise the report and submit to the evaluation manager without unreasonable delay (maximum 10 working days).

The various methodological elements of the evaluation are each discussed below:

**Desk review**

The evaluators will carry out an initial desk review to analyse project and other documentation including the Cooperative Agreement, approved log-frame, annual and quarterly reports provided by the project management and Field and HQ backstopping officers, as well as any monitoring & evaluation data provided by the project team. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions, to be reflected in an evaluation matrix to be included as part of the inception report. This will guide the final evaluation instruments which should be finalized in consultation with the evaluation manager.

**Interviews with ILO and USDOL staff**

The evaluation team will undertake group and/or individual discussions with project staff in Egypt. The evaluation team will also interview key staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the project in ILO DWT Cairo, and ILO HQ. The evaluation team will also interview the USDOL project manager and other relevant staff if necessary.

**Interviews with Tripartite Stakeholders in Cairo**

A first meeting will be held with the ILO Director of DWT Cairo Office, the evaluation manager, and with the Project Team. After that, the evaluation team will meet relevant stakeholders including members of the PAC and technical working group, 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 evaluation team in consultation with the project management (CTA) and subject to approval by the ILO Evaluation Manager upon further discussion.

**Visit to export companies and workers affected by project activities**

The Evaluation Team will visit a significant number of export companies that may have been affected (positively or negatively) from project activities, in order to assess the effects of project action on enterprises’ HRM systems, compliance with labour standards, increase in productivity and improvement of social dialogue. (a minimum of 20% of targeted companies should be visited).

Separate interviews and/or focus groups should be conducted with a number of workers of each of the visited companies, to assess their perceptions and feelings about possible changes in working conditions. Interviews with workers must be conducted at a neutral setting (ideally away from the workplace), with no other company employees or managers present during the interview. Due cognisance and respect must be paid to the power relations experienced among workers (e.g. men/women, old/young, junior/senior positions), and interviews should be held in a setting that allows interview partners to speak freely and with full anonymity.

**Debriefing to ILO Staff in Cairo**

At the end of the data collection the evaluation team will make a debriefing to the ILO Director of DWT Cairo Office, the evaluation manager, and the project team.

**Stakeholder Validation Workshop**

Additionally, a stakeholder workshop will take place in November 2017. This meeting will be conducted by the Evaluation Team to provide feedback on initial evaluation results. It will bring together a wide range of stakeholders. The agenda of the meeting and list of participants will be determined by the Evaluation Team in consultation with the evaluation manager. Logistical support will be provided by the project team.

The stakeholder workshop will be used to present the major preliminary findings and emerging issues, solicit recommendations, and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The presentation will concentrate on good practices identified at the time of the evaluation, lessons learned and remaining gaps as identified by all the stakeholders. The presentation in the workshop will be constructive in format and will not dwell on personal or small project details.

**6. Expected Outputs/ Deliverables**

1. Inception report (with detailed work plan, data collection instruments, definition of responsibilities of evaluation team members)
2. A concise draft Evaluation Report (maximum 35 pages without annexes) as per the following proposed structure:
   - Cover page with key project and evaluation data
3. Participation, presentation of findings and rapporteur duties at a stakeholder validation workshop
4. A concise final draft Evaluation Report in line with the above requirements
5. Evaluation Summary, Lessons learned and best practices using the ILO template and any additional requirements of USDOL.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the ILO evaluation manager in electronic version compatible with Word for Windows.

The first draft of the report will be circulated to ILO and USDOL for an initial review, which serves to identify potentially sensitive information and/or inaccuracies in the report. Comments from stakeholders will be consolidated and incorporated into the final reports as appropriate, and the Lead Evaluator will provide a response to the evaluation manager, in the form of a comment matrix, including explanations as to how comments were addressed or why any comments might not have been incorporated. It is expected that all comments and stakeholder feedback will be duly addressed in some form.

While the substantive content of the findings, conclusions, and recommendations of the report shall be determined by the Evaluation Team, the report is subject to final approval by ILO (in consultation with USDOL M&E coordinator) in terms of whether or not the report meets the conditions of the TOR. All reports, including drafts, will be written in English.

7. Management arrangements, work plan & time frame

Composition evaluation team

This is an independent external evaluation, in which the grantee (ILO) will appoint an evaluation manager and the members of the Evaluation Team.
The ILO has appointed as evaluation manager for this evaluation Mr Bernd Mueller (DWT/CO Pretoria).

The evaluation team will consist of one lead evaluation consultant (team leader) and one supporting evaluation consultant (both yet to be identified).

The consultants will work together to collect the data and draft the initial report. The team leader will be responsible for resolving any outstanding disagreements that may arise between the evaluators as well as working closely with the ILO evaluation manager as needed to produce and submit one evaluation report in accordance with the deliverable schedule and contract specifications. The consultants will be highly qualified senior evaluation specialists with extensive experience in project/programme evaluations and ideally also the subject matter in question: improvement in productivity and working conditions. The evaluation team, in consultation with the ILO evaluation manager, will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.

**Evaluation Manager**

The evaluation team will exclusively report to the evaluation manager, Mr Bernd Mueller (ILO DWT/CO Pretoria, mueller@ilo.org) and should only discuss and resolve any technical and methodological matters with him. Further backstopping may be provided by the regional Monitoring and Evaluation Officer, Mr Gugsa Farice, as well as the evaluation coordinator at ILO-EVAL in Geneva (Ms. Naomi Asukai) as appropriate, should issues arise. The evaluation will be carried out with full logistical support and services of the project, with the administrative support of the ILO DWT Office in Cairo.

**Ethical Considerations and Confidentiality**

The 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 a maximum freedom of expression of the implementing partners, stakeholders, communities, and implementing partner staff will generally not be present during interviews. However, implementing partner staff may accompany the evaluator to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the evaluator to observe the interaction between the implementing partner staff and the interviewees. Any personnel linked to the project or ILO DWT/CO Cairo must leave the premise before the interview proper commences, and interview partners must be assured of full anonymity and confidentiality of their responses at the beginning of the interview. They must be provided with sufficient space to ask any questions they may have, and must be provided with answers to their satisfaction before commencing the interview.

**Work plan & Time Frame**

The total duration of the evaluation process (excluding preparation and finalisation) is estimated to be 40 working days over a 9 weeks period from 16 October 2017 – 15 December 2017. The
field visits and data collection shall not commence before 1 November 2017. The independent consultants will spend at least 12 work days in Egypt.

**Evaluation Phases**

The evaluation is foreseen to be undertaken in the following main phases and time period aiming for submission of the final evaluation report to the donor no later than 7 September 2015.

<table>
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<tr>
<th>Phase</th>
<th>Tasks</th>
<th>Responsible Person</th>
<th>Deadline</th>
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<tr>
<td>I</td>
<td>Preparation of TOR incl stakeholder inputs</td>
<td>Evaluation manager</td>
<td>6 October</td>
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<tr>
<td>II</td>
<td>Identification of independent lead and supporting evaluators</td>
<td>Evaluation manager</td>
<td>29 October</td>
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<td></td>
<td>Entering contracts and preparation of budgets and logistics</td>
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<td>III</td>
<td>Telephone briefing with evaluation manager</td>
<td>Evaluators</td>
<td>15 November</td>
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<td></td>
<td>Desk review of project and related documents</td>
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<td></td>
<td>Inception report, including evaluation matrix</td>
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<td></td>
<td>Evaluation instruments designed based on desk review</td>
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<tr>
<td>IV</td>
<td>Consultations with Project staff/management in Egypt</td>
<td>Evaluation team with logistical support by the Project</td>
<td>w/c 16 November</td>
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<td></td>
<td>Consultations with ILO HQ Units</td>
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<td>Consultations with relevant USDOL Officials</td>
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<td>Consultations with US Embassy in Cairo (?)</td>
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<td>Consultations with stakeholders</td>
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<td>Visit to sample of export enterprises that worked with the project</td>
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<td>Debriefing and presentation of preliminary findings</td>
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<td>V</td>
<td>Elaboration of draft report</td>
<td>Evaluation team</td>
<td>24 November</td>
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<td></td>
<td>Draft evaluation report submitted to ILO Evaluation Manager for quality &amp; completeness review</td>
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<tr>
<td>VI</td>
<td>Circulate draft evaluation report to key stakeholders</td>
<td>Evaluation manager, Evaluation Team, (logistical support by project team)</td>
<td>Circulate: 30 November Validation Workshop: 7 December</td>
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<td></td>
<td>Hold stakeholder validation workshop</td>
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<tr>
<td>VII</td>
<td>Consolidate comments of stakeholders and send to evaluation team leader</td>
<td>Evaluation team</td>
<td>15 December</td>
</tr>
<tr>
<td></td>
<td>Finalize the report. Provide explanation on comments that were not included</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VIII</td>
<td>Approval of report by EVAL (in consultation with USDOL M&amp;E Coordinator)</td>
<td>EVAL</td>
<td>22 December</td>
</tr>
<tr>
<td>IX</td>
<td>Final copy edited, 508-compliant Report send to USDOL, grantee and stakeholders</td>
<td>Evaluation manager</td>
<td>31 December</td>
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</tbody>
</table>
For this independent evaluation, the final report and submission procedure will be followed:

- The evaluation team leader will submit a draft evaluation report to the evaluation manager.
- ILO Evaluation Manager will carry out a review to ensure quality and completeness of report and highlight any issue to be addressed by the evaluators if needed.
- The evaluation manager will then forward a copy to all key stakeholders, incl at USDOL and ILO for comment and factual correction. A validation stakeholder workshop will be held to collate all comments and provide a suitable forum for all feedback to be voiced. The evaluation team leader will act as main rapporteur at the workshop.
- The evaluation manager will consolidate the comments and send these to the evaluation team.
- The evaluation team leader will finalize the report incorporating any comments deemed appropriate and providing a comment matrix explaining how the comments were addressed and why any comments might not have been incorporated.
- The evaluation team leader will submit the final report and comment matrix to the ILO evaluation manager.
- The ILO evaluation manager will forward the evaluation report and comment matrix to EVAL and USDOL M&E Coordinator for review. If questions or concerns remain about how comments were or were not addressed, EVAL or USDOL may raise these with the Evaluation Manager, who may request further explanation or response from the Evaluation Team Leader, who will have full discretion as to whether or not to revise the report on the basis of EVAL or USDOL input.
- Once the team leader has affirmed that the report is final and has taken into account all comments received within the timeframe requested, the Evaluation Manager will conduct a final review of the report and confirm its final status (or resend to the evaluation team leader for further amendments as needed).
- The evaluation manger will send the final report to USDOL, EVAL and PARDEV for packaging/formatting as well as formal approval as required per the Cooperative funding agreement and MPGs.
- Following full approval from all sides and final formatting, the ILO evaluation manager officially forwards the approved evaluation report to PARDEV, USDOL, and other stakeholders as appropriate.

8. Key qualifications and experience of the Evaluation Team

The lead evaluation consultant should have the following qualifications:

- Master degree in Business Management, Economics, law or related graduate qualifications
• A minimum of 10 years of professional experience specifically in evaluating international development initiatives in the area of decent work, productivity, working conditions and management of development programmes, preferably in Egypt.
• Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
• Knowledge and experience of the UN System.
• Understanding of the development context of the project country (Egypt) would be a clear advantage.
• Excellent communication, analytical and interview skills (in English).
• Excellent report writing skills (in English).
• Demonstrated ability to deliver quality results within strict deadlines.
• Arabic language skills

The **supporting evaluation consultant** should have the following qualifications:

• Bachelor degree in Business Management, Economics, law or related graduate qualifications
• A minimum of 5 years of professional experience specifically in evaluating international development initiatives in the area of decent work, productivity, working conditions and management of development programmes, preferably in Egypt.
• Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
• Knowledge and experience of the UN System.
• Understanding of the development context of the project country (Egypt) would be a clear advantage.
• Excellent communication, analytical and interview skills.
• Advanced report writing skills.
• Demonstrated ability to deliver quality results within strict deadlines.
• Fluent in Arabic and English