



International  
Labour  
Organization

# Food sector promotion for urban refugees in Egypt

Project proposal

**INTERNATIONAL LABOUR ORGANIZATION  
TECHNICAL COOPERATION**

**PROJECT DOCUMENT TEMPLATE (PRODOC)**

**Cover page**

**XB Symbol:**

**Project title:** Food sector promotion for urban refugees in Egypt

**Country:** Egypt

**P&B Outcome:** Outcome 3

**DWCP Outcome:** GLO153 “Sustainable Enterprises: a global product for crisis recovery, income and employment generation”

**Technical field:** Enterprises

**Administrative unit:** ILO Cairo

**ILO Responsible Official:** Peter van Rooij, Director ILO Cairo

**Technical Backstopping Unit:** ILO HQ ENT/SME

**External Implementing Partners:** UNHCR Cairo, UNHCR HQ

**Time frame:** 3 years

**Budget requested:** USD 2.5 million

**Evaluation requirements:** Annual reviews, independent mid-term and independent final evaluation

## EXECUTIVE SUMMARY

Following a value chain analysis in Egypt's food sector in partnership with UNHCR, the ILO will carry out a sectoral development project in Egypt that aims to improve the livelihoods of Syrian refugees in large urban settlements. The objective of the project is to promote self-reliance and generate employment for asylum-seekers and refugees living in Egypt by improving enhancing business development and financial services and improving overall market access in urban sectors in greater Cairo, Alexandria and Damietta. The ILO will use a combination of a market systems approach with direct support to refugees, adapting its Value Chain Development (VCD) methodology to the refugee context in Egypt. By the end of the project, the ILO intends to demonstrate positive improvements in the livelihoods of vulnerable groups through increased employment and income. The project will also produce an intervention model for using VCD for vulnerable populations to be used in future projects.

## 1. BACKGROUND AND JUSTIFICATION

### • Problem Analysis

Egypt remains a transit and destination country for refugees and asylum-seekers, in particular Eritrean, Ethiopian, Iraqi, Somali, Sudanese and Syrian refugees, as well as Palestinians fleeing from the Syrian Arab Republic (Syria). The crisis in Syria that has been ongoing since 2011 has resulted in the arrival of large numbers of Syrians in Egypt. By the end of September 2013, UNHCR had registered more than 120,000 Syrians hosted mainly in urban areas throughout Egypt. UNHCR estimates that as of January 1 2014 there were approximately 145,000 Syrian refugees, which will increase by 250,000 by the end of year. According to the Livelihood survey conducted by UNHCR in 2009, about 40% of refugees and asylum seekers living in Cairo are poor and spend less than 400 LE per month. Moreover, 20% of them are considered extremely poor as they spend less than 200 LE per month. This group faces major difficulties in attaining work permits since it is a pre-requisite to prove that they are uniquely qualified and their work cannot be performed by a local. In addition to that, the hiring of foreigners in any enterprise is limited by a specific ratio of foreigners to Egyptian nationals.

### *Pilot project with UNHCR in 2014:*

In order to explore potential areas of intervention, UNHCR funded an initial pilot project to select and analyze a sub-sector that would be especially relevant for employment creation in the refugee population. This initial sector selection and value chain analysis (VCA) project was conducted by the ILO in the first months of 2014 and aimed at identifying a sub-sector and the key underlying constraints to further growth and employment creation in the sector. It also aimed at trying to identify interventions that would not only support refugees, but enhance the co-existence between Syrian refugees and members of the hosting community through contributing to local development in Egypt.

The pilot project spent one month on an assessment of several sub-sectors to determine the sector most capable of absorbing refugee labour and one month conducting a value chain analysis of the selected sector. Based on expert interviews and UNHCR refugee databases, three sectors were identified as having potential for labour absorption: furniture production, the ready-made garment sector and the foodservice sector (including restaurants, food stands and input supply). The consultant team submitted a report to UNHCR and ILO comparing 3 sectors with the largest presence of refugees. After comparing key indicators (including overall employment numbers, current refugee employment, growth potential and absorption capacity of refugee labor), the food services sector was selected as having the greatest potential for employment creation.

Consultants then conducted a value chain analysis as well as focus group interviews with refugees in Cairo Alexandria and Damietta for a more in-depth assessment of the value chain and the constraints and opportunities therein. This included meeting with several key actors in the food market system, holding focus group discussions, a validation workshop, and a final report with intervention recommendations. Further work concluded by identifying interventions and quick wins that would best create market opportunities to improve the livelihoods of refugees in a relatively short time-frame. Five initiatives (as described below) were identified as having potential to

increase labour absorption in the food and restaurant services sector and to increase the enterprise creation by refugees.

Due to the difficult labour market situation in Egypt and in order to enhance the chances of integrating labour in the food sector an approach was taken that combines a sectoral approach (benefitting the sector as a whole including Egyptian labour) with specific interventions that could increase the employability of refugees.

- **ILO Capacity**

*Global Experience:*

ILO's comparative advantage lies in its wealth of enterprise development and training tools that support opportunities for the creation of "more and better jobs" at the bottom of the pyramid. ILO has applied these tools in rebuilding local economies in the conflict-affected and post-crisis context of 58 countries. Many of these are highly replicable with a full set of operational guides and training materials to generate national capacity of trainers and master trainers. A good example is the Start and Improve Your Business (SIYB) programme. It has trained nearly 6 million people to start and improve their micro businesses in more than 100 countries with 200 Master Trainers, 2,500 partner organizations and 17,000 local trainers mostly residing in developing countries.

Another example is the ILO's work in VCD, which has been proven to contribute to job creation at the scale of several thousand per value chain, typically those of agriculture and agro-industries in developing economies involving poor farmers and micro enterprises. The step-by-step participatory assessment of local economy and key value chains reveals underlying constraints and opportunities to economic growth, typically produces a collectively agreed upon strategy within a 2-3 months period and helps local stakeholders move from quick-wins to medium to long-term programs for making improvements along the entire value chain. The ILO has fit this into a market systems framework and one of the most successful projects was the SIDA-funded project Enterprise for Pro-Poor Growth (Enter-Growth) in Sri Lanka. Most recently, the ILO has conducted a cross-country agriculture value chain study covering Afghanistan, Iran and Pakistan to analyze key agriculture products and proposed dynamic strategies to better respond to the rapidly shifting competitiveness at different locations in Afghanistan, including the Northern provinces (final report forthcoming). The ILO is currently implementing 11 large VCD projects with an overall budget of more than USD 60 million in addition to larger apparel sector initiatives (notably the IFC/ILO Better Work programme) and training programmes aimed at SMEs in global supply chains (notably SCORE with a USD 20 million budget in 8 countries).

While its application of value chain development principles to the realities of refugee populations is relatively new, the ILO has developed a strong project partnership with UNHCR and committed to running a pilot series of value chain analyses to explore potential areas of intervention. Two VCAs have been completed – in Egypt and in Costa Rica – and two more – in Zambia and Mozambique – are planned for 2016. Similar partnerships for refugee livelihoods are being executed by the ILO with support of the ENTERPRISES department in close collaboration with the UNHCR in Turkey and the Democratic Republic of Congo.

Additionally, a new global action research project, Market Development for Decent Work – 'The Lab', run out of the ILO's Small and Medium Enterprises Unit, provides support to selected projects to deepen their understanding and focus on the systemic constraints inhibiting decent job creation in economic sectors, and to more rigorously measure impact on jobs. Through this project there are several potential areas for collaboration, and it is believed that the Road to Jobs project will benefit from partnering with this initiative .

Finally the ILO brings in its International Training Centre with wide and expanding experience in capacity building for value chain development with a market systems approach. This includes distance ([www.itcilo.org/marketdev](http://www.itcilo.org/marketdev)) and face-to-face training courses that in the past 6 years have reached over a 1000 practitioners in more than 50 countries.

*Egypt:*

In addition to the ILO's extensive global experience, the ILO has also developed a wealth of knowledge and experience from its field projects in Egypt. Decent Jobs for Egypt's Young People (DJEP), a 10 mi. US\$ project funded by Canada currently uses the ILO's enterprise development tools, such as value chain development and SIYB to stimulate decent employment opportunities for men and women, particularly for youth and other vulnerable groups. As mentioned above, the pilot project with UNHCR for refugees and asylum-seekers in Egypt has also contributed to the ILO's knowledge of the local refugee context. The ILO office in Cairo also counts on an

expanding network of partner institutions and networks, including SIYB trainers that could provide inputs for the proposed project.

- **Target Groups and Partners**

Direct recipients will be various implementing partners in the target regions and within the food sector value chain, particularly service providers identified as playing a key role in promoting enterprise development and decent work for the target group.

Ultimate beneficiaries will be **vulnerable men and women working in Egypt's food sector**. By not focusing exclusively on Syrians refugees, the project can show that the interventions are contributing to overall growth of the food services sector in major urban centres in Egypt with shared benefits.

The project aims to reach at least 5,000 market actors out of which at least 50% refugees and 30% women within Greater Cairo, Alexandria, and Damietta with a focus on areas with a high population of Syrian refugees and asylum-seekers.

Local partners already identified as playing a role in supporting the project could include Catholic Relief Services (CRS), an international humanitarian agency with whom UNHCR initiated the "Graduation Model" assistance program that links cash assistance with training for vulnerable groups (in Egypt refugees and asylum-seekers are specifically targeted); and Tadamon Association, a nongovernment organization created by members of the Syrian community based in the 6th of October district of Cairo to support the Syrian Refugee community. CRS and Tadamon were both identified as key potential partner organizations during the value chain analysis and will play an important role in helping to create and facilitate relevant networks in the implementation phase.

Other identified partners include the following:

- Database developer: AHCC (Advanced Horizon Computer Consulting)
- Consultant: Archer Consulting
- Possible partnering call center: Ecco Centres
- SIYB trainer Network
- Local specialized marketing firm: Else Cairo
- Egyptian SYB trainers with support from the project

## 2. STRATEGY AND LOGICAL FRAMEWORK

### 2.1 Description of the Project Strategy

The project strategy builds on the following principles and findings:

- **VCD for refugees – built on VCA findings:** The project will build on the research findings already identified during the value chain analysis. Five initiatives were proposed that would potentially address the underlying constraints of the food services sector in Egypt while simultaneously contributing to a better livelihood for Syrian refugees working in the sector. These initiatives provide a platform for starting points for implementation as well as available partner organizations (see narrative following the logframe below).
- **Systemic approach:** The conventional business development approach focuses on individual persons and enterprises, which constrains the level of outreach. Compared to this, the systemic approach intends to address *underlying constraints* in the market system so that a large number of enterprises and individuals in the upstream and downstream chain can benefit from the improvements. Within the specific context of refugee populations, the extent to which underlying constraints can be addressed are limited; however, using an approach which aims to transform market systems is more likely to lead to long-term results than singular quick-fix solutions.
- **Focus on sector promotion versus only Syrian refugees:** By including Egyptians working in the sector, the project can show that the interventions are contributing to overall growth of the food services sector in major urban centres in Egypt with shared benefits.
- **But complemented by support to institutions that lend direct support to refugees.** As refugees are in a context in which social and financial capital are low, interventions that build the capacity of individuals

making skills and business management competencies available directly to this population is a needed complement to a market systems approach. While the systemic approach should make the overall food-sector better able to absorb labour, these interventions will enhance the supply side of qualified labour and start-up enterprises.

- **Gender sensitive:** The project will also apply good practices in pro-poor, gender sensitive enterprise development as currently emerging globally.

The project will achieve its goals by building on the experience of lessons learned and approaches of ILO VCD projects in Egypt, Zambia, East Timor, South Africa, Sri Lanka and other countries, as well as the more recent findings from the UNHCR-ILO pilot projects in Egypt and Costa Rica.

- Within the context of vulnerable populations such as refugees and asylum-seekers, extra precaution should be taken when engaging with other stakeholders to ensure that the security of the target group isn't jeopardized. For instance, in Egypt, due to the political nature of the former government and religious affiliations, perceptions of Syrian refugees became increasingly negative. The objective of the project therefore was recognized as the promotion of the food sector as a whole..
- Using a participatory approach in which the target group is involved from the planning phase is crucial for ensuring that stakeholders will take ownership of activities once the project lifetime is over.
- Projects with a facilitative approach require some time to make it understood among the local stakeholders who are accustomed to the classic approach of "the project does everything with project funds." The mobilization of the experienced facilitators is essential.

As mentioned above, the project has the added advantage of being able to build on the results of the VCA conducted in Egypt's food sector with a specific focus on Syrian refugees and asylum-seekers in the past year. The underlying constraints identified in the VCA justify the current need for the interventions outlined in this project proposal, and the project will make use of the existing project partnerships.

## 2.3 The Logical Framework

**2.3.1 Development objective:** More and better jobs for men and women in Egypt's food sector contributes to improved livelihoods and poverty reduction

### 2.3.2 Immediate objectives/outcomes:

**Outcome 1:** Increased labour absorption potential of Egypt's food sector through enterprise growth

**Outcome 2:** Increased market access for vulnerable entrepreneurs with a focus on women

**Outcome 3:** Development practitioners more knowledgeable about using VCD as a tool for improving livelihoods of vulnerable populations

### 2.3.3 Outputs and activities:

**Output 1.1.** Market information more accessible to disadvantaged men and women in the food sector

Activity 1.1.1: Information database set up to increase access to market information

**Output 1.2.** Food sector enterprises capacitated to meet greater demand for Syrian food through home delivery service

Activity 1.2.1: Call center for home food delivery established to meet specific demand for Syrian food products/services

**Output 1.3.** Increased awareness of available food sector products and services

Activity 1.3.1: Develop marketing course and materials for food sector stands and restaurants

**Output 1.4.** Food sector entrepreneurs capacitated in business start-up

Activity 1.4.1: Food sector start-up package developed

**Output 2.1.** Disadvantaged women in the food sector have better market access

Activity 2.1.1: Market access of food products from women-owned, home-based enterprises to markets improved

**Output 2.2** BDS and training providers strengthened to provide support services in the are of skills and business management training

**Output 3.1.** Intervention model for VCD for refugees tool accessible to other development practitioners

Activity 3.1.1: Intervention model developed

#### **2.3.4 Indicators:**

Impact level:

Net additional income realized by target group as a result of the project

Net additional employment created and sustained as a result of the project

Percentage of beneficiaries from disadvantaged/vulnerable population groups

Outcome level:

1: Number of enterprises and start-ups accessing new/improved goods and services as a result of the project

Number of sectors where there is evidence of copying or crowding-in as a result of the project

2: Number of new and existing women-owned, home-based enterprises with greater market access

3: Development practitioners more knowledgeable about using VCD as a tool for improving livelihoods of vulnerable populations

Output level:

1.1 Information database set-up (y/n)

Number of enterprises and start-ups using database

Number of enterprises and start-ups benefitting from use of database (target: 1000)

1.2 Business model for MSE specific delivery services developed (y/n)

Business model pilot-tested (y/n)

Number of enterprises participating in pilot in each location (target: 20 in each location)

Number of enterprises benefitting from increased service provision

Scaling up plan developed (y/n)

Number of enterprises participating

1.3 Marketing SIYB module adapted (y/n)

Number of enterprises trained (target: 100)

Number of enterprises who have hired new personnel (target: 25 after 6 months)

1.4 Training package developed (y/n)

Number of potential start-ups trained (target: 200)

Number of new businesses started post-training

- Number of people employed by new businesses post-training (target: 50 businesses with at least 2 people after 6 months)
- 2.1 Production network for women-owned, home-based enterprises established (y/n)
  - 2.2 Reliable transport channels identified (y/n)
  - 2.3 Number of households using identified transport channels (target: at least 20 after 6 months)
  - 2.4 Potential for formation of business associations analyzed (y/n)
  - 3.1 Intervention model developed (y/n)
  - 3.2 Intervention model published (y/n)

**Note on the log frame:** the current log frame is a draft will be further refined and improved once project planning is initiated. A full fledged log-frame will be submitted again after the initial 4 months of project operation.

---

## **Narrative**

The following describes the activities involved in each output in further detail:

### **Output 1.1. Market information more accessible to disadvantaged men and women in the food sector**

#### **Set up an information database**

As was indicated in the VCA report, a lack of communication between stakeholders is contributing to a weak flow of market information, particularly regarding reputable suppliers, legal procedures, food safety standards, licensing, etc. It was agreed at the stakeholder workshop that having a central place to access this information, as well as better information about available relevant business development services and their provider contact information, would be particularly beneficial to entrepreneurs and start-up enterprises. As indicated in the intervention concept note on BDS, essential partners include a company or agency to set up a database with relevant information for the target group, an organization to maintain and manage the database, and a consultant to oversee its set up and develop a strategy for launching its use into the market. Certain challenges should be expected around monitoring its use by (and benefit to) the target group and around maintaining the database sustainably. The project, therefore, should work closely with the host organization and database developer to address such issues.

*Development partners:* Database developer: AHCC (Advanced Horizon Computer Consulting)

Possible host organization: Tadamon, a Syrian NGO working in the community

*Result targeted:* At least 1000 enterprises and start-ups have accessed and benefitted from better information services

### **Output 1.2. Food sector enterprises capacitated to meet greater demand for Syrian food through home delivery service**

#### **Establish a call center for home delivery**

A call center is recommended to address the lack of delivery services. Surveys from consumers indicated that home delivery services would increase the demand for restaurant meals and prepared foods. Partnering with delivery service companies may help to address this issue. It is however not sure whether such a service can be sustained by existing small players and whether a viable business model for this service can be established. The project will further investigate the potential viability of such a partnership, or if it would be better for restaurant owners and prepared food producers to incorporate this capacity within their own set of services.

*Development partners:* Consultant: Archer Consulting

Possible partnering call center: Ecco Centres

*Result:* A business model for MSE specific delivery services set up has been developed and pilot tested with at least 20 enterprises in each project location. Market-up-scale plan is developed and tested

### **Output 1.3. Increased awareness of available food sector products and services**

#### **Develop a short marketing course and materials for food sector stands and restaurants**

To address the particular demand for effective marketing and promotion of products and services, it is suggested to hold an IYB short course, based on the marketing module and adapted to the needs of the target group. IYB is an ILO-developed business management course that would pair certified trainers with local marketing specialists to train business owners on how to market their particular products and services. IYB could be delivered in a single day, and as the ILO Cairo office has experience in delivering this training package in the region, it would be relatively simple to implement. This intervention will be paired with efforts to identify suitable skills in the existing refugee population and encouraging restaurants to hire personnel out of that pool by providing information about existing skills and availability.

A key challenge for this intervention will be to gauge the demand for and ensure financial contributions by the enterprise target group.

*Development partners:* IYB in Egypt: Kholoud/Magdy (ILO Cairo), SIYB trainer Network

Local specialized marketing firm: Else Cairo

*Result:* marketing module adapted. At least 100 existing enterprises have gone through training, 25 of which have hired new personnel up to 6 months after intervention

#### **Output 1.4. Food sector entrepreneurs capacitated in business start-up**

##### **Develop a specific food sector start-up package**

To address the particular need for further job creation by refugees, it is recommended to develop a specific start-up package for food sector businesses. This would be based on ILOs Start your Business Package with added specific research on the food sector and a selection tool for participants wanting to join the training and follow-up services. The training would be developed with a strong focus on cost-effectiveness and sector adaptation.

*Development partners:* CRS and Egyptian SYB trainers with support from the project

*Result:* Adapted training package developed and at least 200 potential start-ups trained. 50 businesses with at least 2 people have been started after 6 months

#### **Output 2.1. Disadvantaged women in the food sector have better market access**

##### **Support market reach and joint action of food micro businesses and home-based enterprises for women**

A substantial number of Syrian women are involved in home production of food and ready-made meals. Focus group discussions revealed that women prefer to work at home so as to avoid being hassled at work and on the streets, as well as long commutes, and home production of food products thus presents a possible alternative. Supporting the further development of these women-owned, home-based enterprises through reliable services, including marketing, in-kind support for basic equipment, and a means of forming a stronger producer network would not only contribute to further market inclusion for refugees, but would also contribute to gender equality through increased opportunities for women. But also more generally, the food market systems lacks business organizations and information exchange. The project would do more in-depth surveys with interested enterprises, determine potential buy-in and willingness to organize and establishing possible trusted supply channels and TNA, analyze available financial and business service instruments for women, and identify potential business models for service provision.

*Development partners:* Tadamon Association

*Result:* Production network for women-owned home-based enterprises established and reliable transport channels identified and used by at least 20 households after 6 months; possibilities of creating business associations and cooperatives have been shared and analyzed by local businesses and home base enterprises.

#### **Output 2.2 BDS and training providers strengthened to provide support services in the areas of skills and business management training.**

This component will complement the sectoral approach by ensuring service delivery to refugees by local partner institutions. The project will not directly deliver training to refugees but will provide help in analyzing training needs, finding financing for direct support to refugees and providing assistance in determining the right service mix of service providers. The idea is to build up capacity within local service providers of training and management training services to better respond to the demand of refugees with a strong focus on women. The project will support pilot implementation and build on those partners that perform best in achieving impact.

*Result:* at least 15 BDS and training providers per urban location reach out to at least 1000 refugees with training services adapted to market demand

### **Output 3.1**

Intervention model developed: the project intends to develop a new way of intervening in favour of employment creation of refugees, combining a market development approach with more traditional training and skills upgrading. One output of the project will be an intervention model that can also be applied in other countries.

## **3. INSTITUTIONAL FRAMEWORK AND MANAGEMENT ARRANGEMENTS**

### **3.1 Institutional Framework**

The ILO will serve as the main implementing agency with support provided by UNHCR. Local level partners, including vulnerable population organizations (like CRS and Tadamon), various service providers and firms, and socially responsible financial service providers will play a key role in creating and participating in outreach networks. Exact roles will be defined at the beginning of the project. To the extent possible, the particular roles government agencies and workers' and employers' organizations will be explored, but with particular consideration given to the sensitive nature of working with refugee populations.

### **3.2 Management Arrangements**

#### *Management structure*

The project will be based in ILO Cairo. It will have a steering committee with representatives from both the ILO and UNHCR staff from the local offices. The project team will consist of an International project officer that will work under direct guidance of the Enterprise Specialist in ILO Cairo, it will furthermore include a National Project Coordinator who would ideally be a food sector expert and have experience in VCD; and a Program Assistant. Core expertise in Value Chain and market development will be provided by ENT/SME at ILO HQ.

Various experts, appropriate consultants (international and national) will be hired to support the team within each of the project components. International expertise will be mobilized to build national expertise so that the national capacity is built and able to replicate it. The types of expertise mobilized in this manner include: market systems development/LED/VCD, financial literacy, entrepreneurship, and gender and vulnerable groups.

ILO HQ will also be available to oversee activities and support in interviewing and contracting the NPC, identifying potential consultants, writing ToRs, and completing missions to Egypt.

#### *Roles and responsibilities*

The project team will report to the ILO technical backstopping officer in the ILO Cairo Office and work closely with the programming staff thereof. They will follow the technical guidance provided by the Enterprises Department of the ILO (in particular it's SME Unit) in close coordination with UNHCR as well as other relevant technical units of the ILO.

#### *Implementation oversight and reporting*

The project will be implemented under the overall guidance of the Director in ILO Cairo. The ILO office in Cairo will report on the project progress on a yearly basis to the donor through the Partnership and Field Support (PARDEV) of the ILO headquarters.

#### *Capacity of the external offices*

Given that the project team will manage day-to-day activities of the project along with partners and consultants, the role of the country office will be mainly in the areas of consultation with the tripartite partners and establishing linkages to other government ministries, development agencies and programmes. The latter represents on-going regular activities and thus evidently manageable by the country offices.

Technical backstopping will be provided by the Enterprises Department through its Small and Medium Enterprises Unit in coordination with the relevant technical departments in UNHCR.

#### 4. SUSTAINABILITY

##### *Level of ownership by the target groups and stakeholders*

The value chain and LED tools of the ILO are known to build strong ownership by the local population and a broad range of stakeholders through their active involvement in the assessment, planning and implementation process of the project.

##### *Sustainability measures*

- Sustainability is the central pillar of the market development approach. Instead of ‘pushing’ change, the project will adopt a ‘pulling’ approach, incentivising and capacitating permanent market players to change the way they do business to the benefit of the target group. In this way, the project will work with local partners to allow them to ‘own’ the development process, giving greater ownership and thus enhancing sustainability.
- Once the impact of the project interventions is demonstrated at the local level, the local stakeholders participating in the local level forum can continue implementing the activities. The chance of this scenario is high because the project will tap their own technical and financial resources without relying much on additional resources of the project.
- The national level stakeholders are expected to replicate the model when the impact of the above are made clear and effectively disseminated. Dissemination of good practices and tools out of the project experience is an important part of the sustainability strategy.

#### 5. MONITORING AND EVALUATION

The project will establish a robust Monitoring and Results Measurement System to both ‘prove’ project impact and ‘improve’ performance. This will involve generating timely and relevant information on performance which can be used to inform and adjust intervention strategies. This will ensure that the flexible approach to implementation is evidence-based, and constant checks are made on the ‘market response’ to any new ways of working being introduced. This will be led by a dedicated Monitoring and Evaluation consultant, who will ensure that good internal monitoring and results measurement is mainstreamed throughout the project team, and takes place in accordance with the good practice standards set out by the DCED.

ILO will work with the national level tripartite constituents and other relevant stakeholders for effective reporting, monitoring of the project and ensure its conformity referring to the current regulations and requirements of the country and of the donor. The ILO undertakes both technical and financial review of the project at different stages of its execution.

During the inception phase, the project goals and objective, project’s work plan as well as activities and indicators against which the project activities will be defined and will be agreed upon with the constituents and key stakeholders.

The ILO will issue progress reports on an annual basis. The technical sections of these reports will feature the status of project implementation and the achievements according to the set indicators and targets. The financial sections will summarize the financial commitments and expenditures of the project following the project budget approved. These reports will specify any problems encountered and propose corrective actions if needed.

The project will also be subject to the independent mid-term and final evaluations which will be conducted with the three per cent of the overall budget of the project as per the ILO rules. The mid-term evaluation will take place between months 18 and 24, and the final evaluation four months before the scheduled termination date of the project. The purpose of these reviews is to assess the progress of the project achieved against the objectives and the performance indicators adopted, and to identify and address any major obstacles that may arise. The terms of reference for the reviews should be prepared at least three months before the scheduled timing of reviews by the evaluation coordinator of the ILO to be appointed by the Director of the DWT-Cairo and the evaluation coordination unit of the regional office in Beirut.

The final report of the project should be prepared by the International Project Coordinator in close collaboration with the national constituents and key stakeholders and submitted to the Donor at the end of the project.

## 6. BUDGET

The following budget is a very rough estimate. Once a project document is formulated jointly by ILO and UNHCR, the scale of activities are agreed upon, and initial partners are engaged, a more precise budget can be constructed. All costs are expressed in US dollars for a 3 year project in 3 locations.

Budget Item	Unit cost (USD)	# of units		Total cost (USD)
Information database component (including partner agency)				80,000
Call center component (including partner agency)				120,000
Training program and start-up package components (including partner agency)				140,000
Home-based enterprises for women component (including partner agency)				150,000
International project coordinator (VCD and BDS expert) (30 months)	16,000	24	months	384,000
National Project Coordinator, food sector expert (NOB)	6,000	32	months	192,000
Programme assistant	3,000	32	months	96,000
Part time International consultants				150,000
Missions from HQ				15,000
National consultants				100,000
Staff time for HQ support	16,000	6	months	96,000
Training and Seminars (roll-out of tools mentioned above)				500,000
Office space for NPC (at 1000/month)	1,000	36	months	36,000
Equipment				20,000
Sundries	1,000	36	months	36,000
<b>Subtotal</b>				<b>2,115,000</b>
Monitoring and Evaluation (3%)				63,450
Security				63,450
Overhead Costs (13%)				274,950
<b>Total</b>				<b>2,516,850</b>