

Terms of Reference (ToR) - Final Evaluation for the International Youth Foundation's Egypt@Work Program

I. Project to be Reviewed

Project Name	International Youth Foundation's Egypt@Work Program
Project Location	Egypt
Project Budget	\$5M
Project Start	December 2010
Program Goal	Provide integrated training and job placement services to 10,000 disadvantaged youth.
Implementing Agency and Partners	International Youth Foundation
Evaluation Type	Mid-term Evaluation
Evaluation Budget	\$65,000
Evaluation timeframe	November 1, 2014 to February 28, 2015
Report deadline	February 28, 2015

II. About the International Youth Foundation

Founded in 1990, the International Youth Foundation (IYF) is a global leader in youth development focused on education, employment and citizenship. IYF operates on the belief that young people who are educated, productive and engaged citizens can solve the world's toughest problems. Its programs are delivered through its network of 175 partner organizations in more than 78 countries. Over the past 20 years, IYF programs have benefited over 12 million young people around the world.

In 2007, IYF was awarded USAID's Global Development Alliance Excellence Award for their flagship youth employability program in Latin America, *entra21*. The World Bank selected IYF as its secretariat for the Bank-funded *Promoting Youth Employment and Employability* initiative, which is designed to test and disseminate proven practices on youth employment programs, with a focus on Sub-Saharan Africa, the Middle East and North Africa.

III. Background

Egypt@Work is a partnership between the International Youth Foundation, The MasterCard Foundation and Nahdet El Mahrousa that aims to provide 10,000 disadvantaged youth with the skills, knowledge and opportunities needed to find and maintain employment or start new enterprises. The program also facilitates job placement and access to financing to support those on the entrepreneurship track.



The four-year initiative officially launched in Egypt in August 2011 targets youth who are unemployed, underemployed, employed in poor-quality jobs, at risk of becoming unemployed, out-of-school, or at risk of dropping out of school. In Egypt, at least 90 percent of the unemployed are between 15 and 29 years of age, despite the fact that this generation of young people is the best educated in Egypt's history.¹ While the official youth unemployment rate stands at 34 percent, the unemployment rate for young women is three times that of young men and more than five times the overall unemployment rate. The largest employer, the public sector, is shrinking. Young people, especially disadvantaged youth and young women, do not have access to relevant training to obtain jobs in the private sector, and are often forced into low-skill jobs in informal economy.

Given IYF's successful prior employability work in Egypt, the Egypt@Work partnership is intended to enable IYF to expand its work in Egypt by adapting its model for scaling in Africa. These efforts will work to build alliances between sectors and assist local organizations with capacity building, technical assistance services, and on-the-ground implementation of activities. There is also a particular intentional focus on ensuring programs will be responsive to market demands and informed by youth workforce assessments as well as by ongoing input from the private and public sectors.

IV. Purpose of the Evaluation

Under this assignment, the partners of E@W are seeking the services of qualified evaluator(s) to conduct a Final Evaluation. The consultant(s) will assess the project performance in consultation with the main stakeholders, identify and describe the main lessons learned and suggest specific takeaways to inform future work.

The main objective of this evaluation is to provide all relevant stakeholders, including IYF and The MasterCard Foundation (MCF), with an independent review of the project. This includes assessing the overall results from program inception to conclusion. It will build on findings from the E@W's midterm evaluation and also assess alterations made as a result of midterm findings.

The findings from this review will inform MCF's work in youth learning and economic opportunities for young people and IYF's work in Egypt and globally. The identification of transferable lessons will be pertinent.

V. Audience of the Evaluation Findings

The primary audiences for the evaluation are IYF, MCF, and Nahdet El Mahrousa. The review will also benefit other stakeholders, including the beneficiaries of the work of IYF and its partners.

VI. Evaluation Scope

Under this scope of work, the consultant will undertake the evaluation in the following three phases:

Phase 1: Inception Phase / Document and Background Review

The evaluator(s) will conduct desktop review of E@W documents in order to gain a fuller understanding of the program's achievements and lessons learned thus far in the implementation cycle. This

¹ "School-to-work Transition: Evidence from Egypt", El Zanaty and Associates, Geneva: International Labour Organization, 2007.

background research period should last one week and be completed prior to the field research.

These project documents and other relevant data collected by the project and its partners will be provided to the evaluator(s) prior to the start of the background review phase and should include (but not be limited to) the following:

- E@W project documents, including the approved results framework, approved Annual Implementation Plans, quarterly and annual progress reports, etc.;
- Implementing partners monitoring and evaluation documents;
- E@W's Performance Monitoring Plan (PMP), baseline capacity assessment documents, and program data collected during implementation;
- The Midterm Evaluation Report and IYF's Management Response to the findings;
- Other donor-produced data/reporting that is relevant to this evaluation;
- Other documents relevant to the evaluation.

Following the document review, the evaluator(s) will develop an inception report, consisting of: a detailed workplan for conducting the evaluation study, a final list of evaluation questions based on the questions listed in section 4 below; a detailed methodological approach including a list of how these questions will be addressed, what research tools and methods will be used and why, and potential challenges to effective use of the research tools and methods (limits of the methodology). The workplan should also include a detailed timeline for conducting the research and clearly identify the support needed from the E@W team, including a list of proposed site visits and/or data requested. This workplan must be submitted at the end of the document review period for review and approval by IYF and MCF prior to the fieldwork portion of the evaluation.

Phase Two: Field-based Data Collection and Analysis

- ***Conduct quantitative and qualitative field research in Egypt.*** E@W will support the consultants by providing needed information, including existing PMP data, points of contact, etc. The evaluator(s) are encouraged to meet extensively with E@W partner staff, youth, trainers, and employers during this data collection period. At the end of data collection in Egypt, the evaluator will be expected to conduct a debriefing with in-country stakeholders before departure.

Phase Three: Reporting the Evaluation Findings

- ***Presentation of preliminary findings and recommendations*** to MCF representatives, IYF and other stakeholders, by phone or Skype as requested.
- ***Draft evaluation report.*** The draft report should correspond to the outline and methodology described in the approved evaluation workplan. This data collection and analysis phase should be conducted over a period of two weeks.
- ***Produce a final version of the evaluation study,*** accounting for comments received from IYF, MCF, and other stakeholders as requested.

VII. Key Learning Questions

To guide the review scope, the reviewer will seek to respond to the following questions, which will be refined and agreed to by IYF, MCF, and the evaluator(s) as part of the review. Consideration of the Development Assistance Committee (DAC) Criteria, as laid out in the Principles for Evaluation of Development Assistance focused on relevance, effectiveness, efficiency, impact and sustainability should be taken into account when evaluating this program.

To achieve the above objectives the final evaluation is to address the following key questions:

Effectiveness/Impact:

- What were the results achieved by the Egypt@Work program? How has E@W affected youths' employment and entrepreneurship opportunities?
- What planned results were not achieved, and why?
- Were there any unintended or unexpected results (positive or negative)? What opportunities arose and which ones were taken advantage of? Why or why not? Did such decisions seem to be sound?
- What is the employment and job retention rates among youth graduates?

Efficiency:

- How was the pace of implementation? Was it on track, behind, or ahead? Why?
- Were there any external/internal factors that influenced (negatively/positively) the program's implementation? Any problems or bottlenecks encountered? What were they?

Relevance:

- Were there any segments of the target population who were underserved or overlooked by the Egypt@Work program? Why? Was this justifiable?

Sustainability:

- What aspects of the Egypt@Work program appear to be sustainable and which are not after funding ceases?
- What is the likelihood that project outcomes will sustainable after the project ends? (sustainability of outcomes)
- To what extent have capacity building efforts been successful? How will this bear on operational sustainability after the project ends? What are implementing partners' plans after the project concludes, particularly vis-à-vis the Passport to Success and Build Your Business curricula?
- What has been the response of private sector actors/ employers to the program? What has been the government's response to and uptake of the initiative?
- Once the program concludes, what will be left behind?

Lessons Learned:

- If the Egypt@Work program was to be continued or replicated, what are the recommended modifications (programmatic and/or operational areas/activities) and why?
- What are the main lessons learned/findings to date (positive and negative) that should be transferred to future youth employability programs?



Finally, where appropriate, the evaluation will also seek to answer some of key questions which drive The MasterCard Foundation's learning agenda around economic opportunities for youth:

- What do different segments of youth need most to be successful and fulfilled economically?
- Which components and in which combinations are required for a sustainable and scalable holistic EOY intervention model?
- What are key private employer needs for entry-level labour across priority sectors and where are the most critical pockets of youth-appropriate entrepreneurial opportunity?
- Does the holistic EOY model effectively change the long-run economic trajectory of participants?
- What specific policies, infrastructure, technology and private sector environments are most successful in supporting youth economic opportunity?

We acknowledge that it may not be possible to answer all of the questions within each area above, and will rely on the evaluators to assess the feasibility of responding to questions based on the availability of data and other considerations, including developing an evaluation matrix with key questions, sub-questions, data sources and suggested methodology for collection of the data. We also would expect the consultant's proposal and/or inception report to include any additional questions that they feel are particularly relevant to this evaluation.

VIII. Method

This review will assess E@W's program performance and success in addressing midterm review findings, as well as ability to make institutional changes to local implementing partners work and find avenues to sustain the investment made by MCF in Egypt. We seek the most robust evaluation approach that is appropriate for the scope of the project, resources, and audience. Evidence gathered will be from both primary (interviews, focus groups, etc.) and secondary (project documents, etc.) sources using both qualitative and quantitative data. We are particularly interested in approaches to elevate youth's voices and meaningfully engage program participants throughout the evaluation process. It is expected that consultation and data collection with a sample of youth who have participated in the program will be an integral part of the evaluation.

Interviews with program stakeholders should include partner staff, youth beneficiaries, and external partners, including employers and other private sector actors, MCF staff, IYF staff, and others as identified by the evaluator and listed in the approved evaluation workplan. Active and open participation by all program stakeholders in the evaluation should be maintained at all times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives. All data must be disaggregated by sex and other demographics as appropriate. E@W suggests that the consultant(s) visit Cairo, Assiut, Menia, and Beni Suef.

IX. Key Activities and Deliverables

The assignment will start upon signature of the contract or an otherwise agreed upon date. The evaluator(s) will deliver the following products to complete the assignment:

- Draft work plan due within 10 days of signing the contract. E@W will provide comments to the contractor within one calendar week of receipt of the draft work plan. The final work plan will be approved within one week of receiving E@W comments on the draft plan.
- A briefing to IYF mid-way through the evaluation and a final briefing for IYF, MCF and other invited guests on the draft study (timing to be determined in consultation with IYF) after completing field work.

- Draft evaluation report that answers the research questions identified in the approved evaluation workplan.
- Final version of the evaluation, accounting for comments and feedback received from IYF and MCF on the draft evaluation report (due within three weeks of completion of the final briefing session).

The table below provides additional detail and should be modified based on the evaluator's proposed plan. Final dates will be agreed upon by the evaluation team in partnership with IYF and MCF.

Key Activities/Deliverables	Effort (# of Days)	Dates
Launch Meeting (Call) and Regular Updates (ongoing) with the IYF and The MasterCard Foundation jointly: A calendar of events/meetings will be drafted and circulate by the evaluator(s) to coordinate all key stakeholders. Calls/meetings will be facilitated by the evaluator(s) and will include a pre-meeting agenda and post-meeting notes when appropriate.	1	November 7, 2014
Desk Review and Work Plan Development: Desk Review / Preliminary Background Review (over 2 weeks). This should include a review of all relevant programmatic documentation.	4	November 7-21, 2014
Evaluation Work Plan/Inception Report: This will include a specific outline of the evaluation, finalized learning questions; it will identify sampling, timing data collection, quality control measurements and methodology.	5	November 24, 2014
Field Visit in Egypt: including in-country debriefing, field visits, attendance of partner meeting in Cairo, presentation of initial findings and travel – 2 weeks	12	Early to mid-December, 2014
Preliminary Presentation of Findings: Presentation of results in order to provide IYF and MCF an opportunity to discuss feedback.	1	January 7, 2015
Draft Report: This should include all preliminary analysis, raw data, and findings outlined as per the requirement. IYF and The MasterCard Foundation will provide feedback within 10 to 14 days of receiving the draft report at a formal meeting.	15	January 25, 2015
Final Report: This should include the final evaluation including all incorporated recommendations, all supporting tables and graphs, photographs and appendices.	8	February 28, 2015
Total Days:	45	

X. Reporting

The selected consultant will report to E@W's Project Director, based in the United States. The evaluation work plan should contain the following sections, to be agreed and finalized with the evaluator, IYF and the Foundation:

- Overview of project
- Purpose of the Final Evaluation
- Recommendations or modifications related to the proposed learning questions
- Roles and responsibilities for the evaluation as related to the evaluator(s)
- Proposed evaluation approach including methods for data collection and analysis
- Measurements for quality control of the data collection
- Proposed and updated evaluation framework and timeframe
- Proposed and updated budget
- Reporting timelines (to MCF and IYF)
- A draft schedule of meetings/briefing plan which would include regular teleconferences with key MCF and IYF points of contact to check progress and provide updates so that all parties are informed through all phases of the evaluation.

The final report should include an executive summary that concisely states the most relevant findings and recommendations, as well as the following sections:

- Table of Contents
- Executive Summary (a summary of the purpose, project background, main evaluation questions answered, methods, findings, conclusions and recommendations of the evaluation).
- Introduction that describes the purpose of the evaluation and the target audience.
- Background - BRIEF overview of the project; project strategy and activities implemented to address the identified development problem
- Methodology- a description of methodology used, including constraints, gaps and limitations that affected evaluation.
- Findings- specific to the purpose of the evaluation and specific questions asked, but making sure they cover project relevance, efficiency, effectiveness, achievements of project activities, challenges faced and the way IYF addressed them.
- Conclusions and recommendations that highlight both contextualized successes to replicate and contextualized issues to avoid in the future
- Annexes- TOR, itinerary, list of people interviewed, list of documents reviewed, instruments used in data collection, section specifically addressing learning for MCF, etc.

XI. Profile of the Evaluator (s)

The evaluator(s) must demonstrate:

- Experience and expertise in workforce development, youth empowerment and organizational development in developing countries
- Ability to facilitate and relate to stakeholders at multiple levels (e.g., MasterCard Foundation and IYF staff, field participants, etc.)
- Experience collecting and analyzing field data, including focus groups and semi-structured interviews
- Proven ability to use quantitative, qualitative, and mixed evaluation research methods
- Fluency in written and spoken English and Arabic (requirement)
- Prior experience with donor-funded projects in the region

- Familiarity with Egyptian culture and social context
- Strong writing skills

Teams comprised of a combination of international and locally-based evaluators highly suggested.

XII. Submission of Proposals and Review Criteria of Proposals

Evaluators meeting the above criteria are invited to apply by submitting a short methodological note by email to The MasterCard Foundation at: shoffman@mastercardfdn.org by **5:00pm ET on Monday October 13, 2014**. If you intend to submit a proposal, we ask that you please send an emailed expression of interest by **October 3, 2014**.

The short methodological note should consist of:

- A cover letter
- Corporate capability statement
- Overview of experience in evaluating similar types of programs, as well as experience in the relevant geographies
- The Consultant(s) understanding of the TOR
- The short note on evaluation design, including high-level sampling approach, data collection techniques and methodologies
- CVs of the evaluation team members, outlining previous evaluation experience and accomplishments
- A proposed activities schedule/work plan with time frame
- Two recent examples of similar evaluation report written by the consulting firm
- Financial proposal detailing consultant(s) itemized fees, data collection and administrative costs.

ANNEX 1: DAC PRINCIPLES FOR EVALUATION OF DEVELOPMENT ASSISTANCE

The following principles have been agreed upon by the OECD Donor Assistance Committee as relevant for evaluating international development projects. The MasterCard Foundation endorses these principles as a useful way to frame and organize evaluations. Note that for mid-term evaluations, some principles and related evaluation questions may not apply. For instance, impact and sustainability are often not discernible at project mid-term; it may be more realistic to gauge progress towards outcomes and plans for sustainability as indications of progress in these areas at project mid-course.

Relevance: The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor. In evaluating the relevance of a program or a project, it is useful to consider the following questions:

- To what extent are the objectives of the program still valid?
- Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the program consistent with the intended impacts and effects?

Effectiveness: A measure of the extent to which an aid activity attains its objectives. In evaluating the effectiveness of a program or a project, it is useful to consider the following questions:

- To what extent were the objectives achieved / are likely to be achieved?
- What were the major factors influencing the achievement/non-achievement of the objectives?

Efficiency: Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. When evaluating the efficiency of a program or a project, it is useful to consider the following questions:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the program or project implemented in the most efficient way compared to alternatives?

Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions. When evaluating the impact of a program or a project, it is useful to consider the following questions:

- What has happened as a result of the program or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

Sustainability: Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. When evaluating the sustainability of a program or a project, it is useful to consider the following questions:

- To what extent did the benefits of a program or project continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the program or project?

Sources

The DAC Principles for the Evaluation of Development Assistance, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the Glossary of Evaluation and Results Based Management (RBM) Terms, OECD (2000).