

**Strengthening Civil Society Capacity on Local Development, Governance, and  
Women Empowerment (Benea) Project**

**Terms of Reference**

**Baseline Study**



**CARE Egypt Foundation**

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## **CARE Egypt Foundation**

Care Egypt Foundation for Development is a civil institution registered in the Central Administration of Associations at the Ministry of Social Solidarity with the number “833 for the year 2018” and its address is 5 Asmaa Fahmy Street - Fifth Floor ( Plot No. 1 - Square Y ) Qesm 1st Nasser City, Cairo, Egypt, and that the institution is subject to the provisions of the law regulating the practice of civil work No. 149 of 2019.

CARE Egypt Foundation for Development is building on the legacy and expertise of CARE International in Egypt since 1954, by designing, implementing and managing development programs and projects aimed at helping the neediest communities in Egypt, by building strategic partnerships with the government sector, the private sector and the private sector, to help in Meeting the basic needs and improving the quality and standard of life in a sustainable manner and consistent with the culture, reality and the local and national context.

The Foundation focuses its interventions and designs its programs in the areas of economic and social empowerment of Egyptian women, developing and improving the educational environment, supporting the agricultural sector, especially small farmers, improving government performance and supporting confidence-building processes among development partners through the application of tools and methodologies for governance and social accountability, through investing energies and ideas And adopt Projects that are in line with the development and improvement of the economic and living conditions of these communities to deal with addressing the root causes of poverty.

The Foundation is also committed to strengthening the role of the local civil society by including it as a partner in all the Foundation's projects in a manner that ensures building its capabilities and enabling it to play the developmental role required in the government's sectoral and geographical development plans and programs.

The Foundation works on extracting the most important international experiences in all areas of development, and presenting them in the local and national contexts, in addition to working to shed light and disseminate local experiences at the global level, in order to benefit from global experiences and present Egyptian development models to interested and actors at the global level.

## **Cross Cutting Unit (CSU)**

CARE Egypt has its Cross-Cutting Strategies 2030 developed by CARE Egypt and applied as cross-cutting strategies across all of CARE’s programs. The three cross-cutting strategies are representing CARE’s commitment to be integrated in all of its projects or interventions. The most relevant strategy is CARE’s CSO Legitimacy strategy, which describes CARE Egypt’s commitment to strengthening the capacity of the Egyptian civil society through building their legitimacy in the local communities. The strategy vision is that Egyptian CSOs enjoy credibility and legitimacy among different stakeholders, particularly members and beneficiaries of its programs. Being conscious of their roles and characterized by transparency and integrity helps CSOs represent the interests of beneficiaries in decision- making and public policies. The second most relevant cross-cutting strategy is social accountability strategy, which promotes the importance of good governance and the use of social accountability and community monitoring to improve the quality of governmental services and government performance. The objective of this strategy is for CARE Egypt to become a pioneer in social accountability both nationally and

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regionally - in terms of theory/application, concepts/practices, by integrating social accountability in its programs and building partnerships and alliances that are interested in consolidating social accountability on both sides of supply and demand. This contributes to the formation of a societal culture based on accountability and increases opportunities for the Arab citizen to participate and monitor

**Project Brief:**

A strong Civil Society Organizations (CSOs) sector serves not only as a base to support the most vulnerable and marginalized people's basic needs and to build sustainable livelihoods and prosperous lives, but also to improve citizens' involvement in societal decisions beyond and outside of elections. The involvement and capacity building of civil society actors plays a vital role in the achievement of several sustainable development goals, and the themes of participatory democracy and good governance, peace, security, and human development. The CSO sector is the main vehicle and driving force for active change towards improving the social and economic conditions of Egypt's vulnerable and marginalized communities.

Egypt's civil society capacity grew from 37,500 registered NGOs in 2012 to 50,571 in 2019, to 52,500 registered NGOs in 2021. However, the increase in NGOs number and funding is not necessarily matched with an increased impact on targeted beneficiaries and the broader community. Research and publications show that by the mid-1990s, Egypt boasted the largest CSO community in the southern global community, including the Arab world. However, at the same point in time, approximately a quarter of the NGOs registered with the Ministry of Social Affairs were in fact inactive. In addition, despite the large number of CSOs in the country, a fifth of Egypt's population lives in poverty.<sup>1</sup>

In reality, current and future CSOs developmental role in Egyptian communities is facing challenges due to their fragile capabilities and their weak influence in their communities. The problem that was described by LaTowsky, Robert J. in his paper "Egypt's NGO Sector" back in (1997) is still the apparent in 2022. LaTowsky's extensive study of Egypt's NGO sector in the past few years makes clear that "lack of financial resources" is not a chief impediment nor are the current laws governing the sector.<sup>2</sup> Even regulatory reform - while recommended on specific points - would not itself significantly strengthen the capacities of Egypt's NGO sector to support specific target groups and catalyse community self-help initiatives. Rather, the sector's priority needs are enhanced leadership, management development, outreach, new program models, mutual support and community organizing. There are many organizations that are keenly interested to develop and emulate such success; they are hungry for appropriate and effective new program models that address priority needs and publicly valued services. However, there are presently very few resources or organizations to support them. Their needs would be best served by periodic but sustained technical assistance and a consultative approach to management support in the context of specific program implementation over several years.

**The Strengthening Civil Society Capacity on Local Development, Governance, and Women Empowerment (*Bena*) project concept is to improve the internal CSOs organizations'**

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<sup>1</sup> James G. McGann, The International Journal of Not-for-Profit Law, <https://www.icnl.org/resources/research/ijnl/pushback-against-ngos-in-egypt>.

<sup>2</sup> LaTowsky, Robert J. Egypt's NGO Sector. (1997) A Briefing Paper. Education for Development Occasional Papers Series 1, Number 4.

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capacity and capability for enhancing their understanding, performance in project implementation and provide them with needed tools regarding the local development , governance and Women's empowerment , ensuring more involvement in the local development process and to promote governance and women's rights, which will lead to better CSOs contribution to SDGs in the country and to end poverty and inequality among the less advantaged communities, with particular focus on women, youth and people with disabilities. The project will aim to transfer the main target group (CSOs) to learning organizations and hub for excellency in their area of technical focus. The proposed process for capacity building will ensures the sustainable involvement of all stakeholders and focus on two priority areas: local development and governance, and women rights and empowerment.

The project will work in four governorates out of these five identified governorates: **Beni Suef, Fayoum, Luxor, Aswan and South Sinai.**

**Overall objective:**

Civil Society Organisations are effectively contributing in improving the local governance process and achieving the sustainable development goals in Egypt.

**Objective of the Assignment:**

CARE Egypt is seeking the services of a professional consultant in the field of monitoring and evaluation to conduct a baseline study for the project. The purpose of this assignment is to provide a comprehensive analysis that serves as a guiding document for all M&E activities throughout the project's duration. The baseline study will act as a reference point against which future analyses and interventions will be compared.

**Main Objectives of the Baseline Study:**

- Assess the internal and external factors that may impact the project: The baseline study will evaluate the contextual factors, including social, economic, and political aspects, that could influence the project's implementation and outcomes. This assessment will provide insights into potential challenges, opportunities, and risks that may arise during project implementation.
- Generate recommendations for project implementation: The baseline study will identify key areas for improvement and generate recommendations that will inform the implementation of project activities. These recommendations will be based on an in-depth analysis of the baseline findings and will support effective decision-making and strategic planning.
- Measure the baseline values of project indicators: The study will establish the initial values for the project's indicators, which are aligned with the overall objective and expected outcomes. By measuring these baseline values, the study will provide a benchmark against which future progress and impact can be measured and evaluated.

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Develop criteria or indicators to assess the extent of target group benefit: The baseline study will develop criteria or indicators that specifically measure the extent to which the target groups benefit from the project's activities. This will involve assessing the distribution of project benefits among different groups.

**In addition to the main objectives mentioned above, it is crucial to incorporate a gender analysis into the baseline study. Gender analysis will help CARE Egypt to understand the gender dynamics within the project context and ensure that the project activities and outcomes are inclusive and responsive to the specific needs and roles of women, men, girls, and boys.**

The gender analysis within the baseline study should aim to achieve the following objectives:

- Assess gender roles and responsibilities
- Identify gender-specific needs and vulnerabilities.
- Examine gender-related barriers.
- Ensure gender-responsive indicators.
- Integrate gender equality into recommendations.

By integrating gender analysis into the baseline study, CARE Egypt will be able to design and implement more targeted and effective interventions that address the specific needs and priorities of different gender groups, leading to more sustainable and impactful outcomes.

**Scope of work:**

Below is the list of Objectives and indicators intended to be measured by the baseline study (all disaggregated by gender, nationality, age, location and disability if existed), The consultant will review the logframe to identify any additional indicators needed for measurement in the baseline.

**Overall Objective:** Civil Society Organisations are effectively contributing in improving the local governance process and achieving the sustainable development goals in Egypt.

**Ind 1:** CSOs contribution to realization of Sustainable development goals in Egypt is increased aligned with Egypt vision 2030

**Ind 2:** CSOs effectiveness in improving the local governance processes in Egypt is increased.

**Objective 1: Strengthen the capacity of 60 Umbrella (intermediary) Civi Society Organization (CSOs) in 4 Governorates in Egypt.**

**Ind.:** 1.1 # and % of CSOs who develop, revise and/or implement policies / strategies / laws / regulations / procedures disaggregated by location, type and solution type (digitalized or not).

**Ind.:** 1.2 % and # of CSOs that scored higher in the governance assessment disaggregated by location.

**Ind:** 1.3 # and % Of CSOs capable of developing and/or implementing long- term strategies/ programs that address needs of marginalised citizens specially women, girls and youth.

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**Objective 2: 60-targeted umbrella CSOs will implement their learning transfer Projects with grassroots CSOs, women groups, youth groups, disabled groups, and other community-based CSOs**

**Ind.:** 2.1 # Of CSOs that increased ability (skills, financial resources) to deliver the learning Projects disaggregated by location.

**Ind.:** 2.3 % of formal/ informal groups and/or grassroots organization that make changes in their structure and/or system and/or ways of interventions after the learning Projects disaggregated by the change and type of the organization

**Objective 3: CSOs successfully implemented 15 Projects for improving the local development and governance process, and women empowerment.**

**Ind.:** 3.1 Number of consultation /coordination's meetings/ events conducted by CSOs with other actors throughout the Projects (Other actors include peer CSOs, local authorities, private sector, media)

**Methodology:**

The consultant will include in his proposal a detailed methodology that should include using a mixed-methods approach **including Randomized Controlled Trials (RCTs)**, in addressing aforementioned questions.

Additionally, research tools will be designed by the consultant and reviewed by the MEAL Officer and the Project Manger. All questions will reflect indicators in the project's M&E system. These indicators, which all have proposed tools and means of verification for measurement are gender sensitive and disaggregated by gender, nationality, age and location.

Upon starting the assignment, the Consultant will receive all M&E documents to the project (logical framework, M&E plan, etc.), as well as the project description document.

**Main tasks:**

- Meet with the project's Manager, and the monitoring and evaluation officer to further discuss and agree on the methodology and approach proposed by the evaluator in his/her proposal, collect needed information on the project, and set a time plan including milestones and reporting management with the consultant.
- Review the project's documents including the proposal and the logical framework;
- Implement thorough desk review and combine analytically all the gathered information, and submit a work plan.
- Develop data collection tools.
- Provide and train a team of enumerators on the implementation of the tools.
- Plan and coordinate field visits with the assistance of the project team for applying the tools and meeting with relevant recipients.
- Analyze results of the study.
- Develop final report.

**Deliverables:**

- Inception Report: The inception report will be delivered to CARE after the initial meeting

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and desk review have taken place. The report should include the objectives of the study, a detailed plan of how the baseline study will be carried out describing research methodology, qualitative and quantitative survey, proposed guiding questions for semi-structured interviews, focus group discussion or other approaches, and proposing the draft data collection questionnaires. The inception report should also provide a clear matrix of roles and responsibilities indicating the persons involved in the study and their roles, the key internal and external stakeholders to be involved, a detailed work plan and timeline including the number of days and persons involved. It should also summarize the preliminary findings and any preliminary hypotheses resulting from the desk review and explain the process for obtaining the participants' consent and any necessary government permissions. A detailed work plan and data quality assessment should be annexed to the report.

The main text of the inception report should not exceed 10 pages. The inception report should be delivered in English, and the suggested tools should be delivered in Arabic.

- Draft the baseline study and submit an initial draft.
- Submit a complete final report to CARE in addition to a short guidance note on how to use the data collection tools, and design a PPT that summarizes the whole process and results as well as conduct the presentation to CARE Egypt staff. (Final report must be in English and not exceed 25 pages).

All original datasets/ raw data and questionnaires used must be handed to CARE by the end of the assignment. For any use of the produced materials/reports/documents, other than for the purpose of the project and CARE, the consultant must receive a formal approval from CARE in writing.

### **Consultant's Qualifications:**

#### **Technical Requirements**

- Strong knowledge of the Egyptian civil society organizations status, challenges, trends, and capacity development requirements and approaches.
- Master's Degree (or equivalent experience) in international development field and/or research fields
- Working experience with international organizations
- Demonstrated writing and oral communication skills
- Ability to establish priorities in a time-sensitive environment, and meet deadlines with strong attention to detail and quality
- Specific expertise in research and monitoring and evaluation in Egypt
- Previous work experience in baseline studies and project evaluations

#### **Competencies Required**

##### **1. Situation Awareness**

- Be familiar with existing relevant sectoral programming in the country and/or region
- Be aware of context, humanitarian situation and cultural practices in target communities

##### **2. Design and Writing**

- Work collaboratively within tight time constraints
- Identify information gaps blocking the completion of the research and secure the necessary information to complete.

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### **Key Internal Contacts**

- Cross-cutting strengthening unit, Bena Project.

### **Reporting lines**

- Reports to Bena's project manager.

### **Core Competencies**

- **People Skills:** Ability to work independently and as a team player who demonstrates leadership skills.
- **Communication Skills:** Well developed written and oral communication skills. Able to communicate clearly and sensitively with internal and external stakeholders as a representative of CARE. This includes effective negotiation and representation skills.
- **Integrity:** Works with trustworthiness and integrity and has a clear commitment to CARE's core values and humanitarian principles.
- **Resilience/Adaptability and flexibility:** Ability to operate effectively under extreme circumstances including stress, high security risks and harsh living conditions. Works and lives with a flexible, adaptable and resilient manner.
- **Awareness and sensitivity of self and others:** Demonstrates awareness and sensitivity to gender and diversity. Have experience and the ability to live and work in diverse cultural contexts in a culturally appropriate manner. Has a capacity to make accurate self-assessment particularly in high stress and high security contexts.
- **Work style:** Is well planned and organized even within a fluid working environment and has a capacity for Project and decision making with competent analytical and problem solving skills.
- **Knowledge and skills:** knowledge of CARE policies and procedures, Sphere and the Red Cross/NGO Code of Conduct. Requires general finance, administration, information management and telecommunication skills and proficiency in information technology/ computer skills.

### **Consultancy Level of Effort**

Around 10 working days is foreseen for this assignment including preparation and reports.

### **Execution of Assignment:**

Consultancy start and end date: From 15 June 2023 to 15 July 2023

### **Coordination and Reporting:**

The Consultant will report on progress to the Project Manager of the action, who shall within 7 working days of receipt notify the Consultant of its decision concerning the documents or reports received, giving reasons should s/he reject the reports or documents, or request amendments.

### **Conditions of Implementation:**

Interested applicants should submit the following documents in their offers:

1. **Technical Proposal.**
  - i. A brief statement in understanding of the assignment, and general approach to it.
  - ii. A brief description of the methodology proposed to be used in the assignment, including data analysis techniques for surveys and focus group discussions.
  - iii. A capabilities statement of the consultant organization and/or brief description of relevant (similar) consultancies that would qualify for this assignment. This



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- statement should be included as a separate annex, in addition to the five-page proposal.
- iv. A work sample of a previous baseline study assignment with a similar scope
  - v. Consultant CV
  - vi. It should indicate a complete list of deliverables and a proposed time-frame.
2. **Financial Proposal**: The financial proposal should include a breakdown of the cost elements to assist in determining the rationale of the given rates. CARE will withhold applicable taxes and deposit the funds with the applicable for tax authorities under this agreement

**The evaluation will be based on the following criteria according to the submitted documents:**

<b><u>Evaluation type</u></b>	<b><u>Percentage</u></b>
Qualifications	10%
Service proposed (Methodology of work and expected results)	35%
Experience (CV/ profile should be included)	20%
Timeframe & commitment	10%
Financial Evaluation	25%

*P.S. applications rated less than 40% in the technical evaluation will be excluded.*

**Payment Schedule:**

All payment should be linked with deliverables.