



Name of the project

**Strengthening Civil Society Capacity in Local Development,
Governance and Women Empowerment (BENAA)**

Terms of Reference

Consultancy title

Endline Evaluation Study for the BENAA Project



CARE Egypt Foundation (CEF):

CARE Egypt Foundation – an Egyptian non-profit foundation registered as an NGO at the Ministry of Social Solidarity -works to promote social and economic development in Egypt. CEF is affiliated with CARE International, a global humanitarian organization that operates in over 100 countries worldwide, that was established in 1954 and has been working in Egypt for over 60 years. CEF's mission is to empower marginalized communities and promote gender equality through a range of programs, including education, health, economic empowerment, and advocacy. It works closely with local communities, CSOs, government entities and international development partners to identify and address the needs and challenges faced by vulnerable groups, such as women, youth, and refugees. Some of the programs implemented by the CEF include providing access to quality education for girls and boys, supporting economic empowerment of women through vocational training and entrepreneurship programs, improving maternal and child health through community-based interventions, and advocating for the rights of females. CEF also responds to emergencies and provides humanitarian assistance to those affected by natural disasters and conflicts. CEF uses a human rights-based approach by focusing on the needs and priorities of communities it serves and empowering them to take ownership of their own development.

Civil Society Capacity Building Program:

The capacity building program for civil society organizations in Egypt aims to build the institutional capacities of Egyptian civil society organizations so they can be influential in the fields of development and respond to the needs of their community.

Program Vision: A vibrant and dynamic civil society capable of employing effective and scientific approaches to achieve sustainable changes in people's lives.

Strengthening Civil Society Capacity in Local Development, Governance and Women Empowerment (BENAA)

The "BENAA" Project, funded by the European Union, aims to enhance the capacity of civil society organizations (CSOs) to improve their understanding and performance in project implementation, with a focus on local development, governance, and women's empowerment. This will lead to improved contributions by CSOs to the Sustainable Development Goals, and to eliminating poverty and inequality among marginalized communities—especially women, youth, and persons with disabilities.

It is expected to achieve the following results :

- **Result 1:** Strengthening the capacity of 60 (intermediary) organizations in 4 governorates.
- **Result 2:** The 60 targeted CSOs will implement their own learning transfer initiatives with grassroots civil society organizations, women's groups, youth groups, and other community-based organizations.
- **Result 3:** CSOs successfully implemented 15 initiatives to improve local development, governance processes, and women's empowerment.



- **Direct beneficiaries:** 60 intermediary CSOs (900 staff members and board members, at least 40% are women).
- **Secondary beneficiaries:** 120 grassroots and community-based organizations. The trained organizations will transfer knowledge and awareness to these 120 organizations (600 staff members and board members, with at least 40% women).
- **Indirect beneficiaries:** 300,000 individuals, including 50% women and at least 5% persons with disabilities.

Objective of the Assignment:

CARE Egypt is commissioning an endline evaluation study. The purpose of this evaluation study is to assess the achievements compared to the baseline findings, the quality and the results of the action. From this perspective, evaluation should look for evidence of why, whether or how these results are achieved, identify factors driving or hindering progress and identify unintended outcome as a result of the project implementation. Evaluation should provide an understanding of the cause and effects links between inputs and activities, and outputs, outcomes and impacts. Evaluations should serve for accountability, decision making, learning and management purposes.

The overall objective of this endline evaluation is to measure the achievements of the BENAA project against the targets set in the Logical Framework (Logframe) and to assess the changes in institutional capacity of the 60 targeted intermediary CSOs since the baseline assessment

Specifically, the endline study will:

1. Measure the endline values for all impact, outcome, and output indicators as specified in the Logframe. For impact-level indicators, this will involve a desk review of relevant national and regional-level publications, including but not limited to: national and regional-level publications on sustainable development goals, Egypt Vision 2030 progress reports, Human Development Reports, NGOs index / Civil Society Organization index, and any other relevant policy documents that reflect CSOs' contribution to sustainable development goals and local governance processes in Egypt.
2. Re-administer the CARECAT institutional capacity assessment tool to the same 60 CSOs to enable them to do self-assessment¹ to measure changes in governance, strategic management, human resources, financial management, external relations, service delivery, monitoring & evaluation capacities and gender mainstreaming
3. Compare endline results with baseline data to determine the extent of progress achieved.
4. Assess the effectiveness, relevance, and sustainability of the capacity-building interventions.
5. Evaluate the results of the 60 learning transfer initiatives and the 19 capacity-building initiatives implemented by high-performing CSOs.

¹ Which was the same methodology that followed at the baseline level.



6. Provide actionable recommendations for future civil society capacity-building programming in Egypt, with clear differentiation by end user. The primary end users of the evaluation report are:
- **CARE Egypt Foundation (CEF):** Project management and MEAL teams for internal learning, adaptive management, and future program design
 - **European Union (donor):** For accountability, reporting, and informed decision-making on future funding
 - **The 60 intermediary CSOs:** To understand their progress, identify areas for continued improvement, and strengthen their institutional capacity
 - **Grassroots organizations:** To benefit from lessons learned and improved capacity-building approaches in the future
 - **Ministry of Social Solidarity and local government authorities:** To inform policy and support for civil society capacity-building initiatives in Egypt
 - **Other international and local NGOs working in civil society strengthening:** To learn from BENAA's experiences and apply best practices

Scope of Work and Deliverables:

Scope of Work:

The consultant/consulting firm will be responsible for the following tasks:

1. Inception Phase:

- Review all project documents including the Logframe, baseline report (CARECAT results for 60 CSOs), capacity-building plans, learning initiatives reports, and project progress reports.
- Refine the CARECAT tool as needed for endline application (ensuring comparability with baseline).
- Develop a detailed endline evaluation methodology and data collection tools (surveys, KII guides, FGD guides) in both Arabic and English.
- Submit an Inception Report for CARE Egypt approval.

2. Data Collection Phase:

- Re-administer the CARECAT institutional capacity assessment to all 60 intermediary CSOs.
- Conduct surveys and interviews with CSOs to measure all Logframe indicators.
- Collect data from a **randomly selected representative sample** of grassroots/community-based organizations (up to 120 total). Given time and resource constraints within the 40-day timeline, it is not feasible to reach all 120 grassroots organizations. A statistically representative sample (e.g., 95% confidence level, 5% margin of error) will be drawn from the total population of 120 grassroots organizations, disaggregated by governorate and by intermediary CSO partner. The sampling strategy and sample size calculation must be clearly justified in the Inception Report.
- Conduct KIIs and FGDs with stakeholders and beneficiaries.



- Ensure gender-disaggregated data collection and disaggregation by governorate.

3. Analysis Phase:

- Conduct comparative analysis between baseline and endline CARECAT scores.
- Analyze progress against all Logframe indicators.
- Identify success factors, challenges, and lessons learned.
- Disaggregate all findings by governorate to allow comparison across Fayoum, Beni Suef, Luxor, and Aswan, as well as by sex, age, and disability status.

4. Reporting Phase:

- Prepare a draft endline evaluation report in English.
- Present preliminary findings to CARE Egypt for validation.
- The final report shall present findings disaggregated by governorate, with separate analysis for each of the four governorates (Fayoum, Beni Suef, Luxor, Aswan) to highlight variations in performance and impact across locations
- Submit a final endline report in English and Arabic.

Deliverables:

#	Deliverable	Day (from start date)
1	Inception Report (English) – including methodology, tools, and work plan. The report shall not exceed 30 pages (excluding annexes) and must include: <ul style="list-style-type: none">○ Detailed evaluation methodology (sampling strategy, data collection methods, analysis plan)○ Finalized data collection tools (surveys, KII guides, FGD guides) in English and Arabic○ Detailed work plan and timeline for the 40-day assignment○ A mapping matrix linking each data collection tool to the specific Logframe indicators (impact, outcome, and output) it is designed to measure. The matrix shall include:<ul style="list-style-type: none">▪ Logframe indicator number and description▪ Baseline value (where available)▪ Target value▪ Data collection tool(s) used to measure the indicator▪ Source of data (intermediary CSO, grassroots organization, document review, etc.)▪ Method of analysis (quantitative or qualitative)	
2	Raw endline dataset (Excel) – CARECAT results and survey data	
3	Draft Endline Report (English) shall not exceed 30 - 40 pages (excluding annexes)	
4	Validation presentation (PowerPoint)	



Methodology:

The consultant shall propose a mixed-methods approach that includes, at a minimum:

1. Quantitative Component:

- CARECAT Institutional Assessment: Re-administration of the same CARECAT tool to the same 60 intermediary CSOs.
- Structured Surveys: Administered to CSO representatives and grassroots organizations.
- Comparison Analysis: Baseline vs endline statistical comparison.

2. Qualitative Component:

- Key Informant Interviews (KIIs): With CARE Egypt staff, selected CSO directors, and local authorities.
- Focus Group Discussions (FGDs): With CSO staff, grassroots members, women's groups, youth groups, and persons with disabilities.
- Case Studies: 4-6 success stories.

3. Document Review: Project documents, baseline report, capacity-building plans, learning initiatives reports.

4. Sampling:

- **Intermediary CSOs:** All 60 (census) for CARECAT reassessment.
- **Grassroots Organizations:** A randomly selected representative sample drawn from the total population of 120 grassroots organizations. Sample size calculation (e.g., 95% confidence level, 5% margin of error) and stratification by governorate and intermediary CSO partner must be justified in the Inception Report.
- **Indirect Beneficiaries:** Representative sample as feasible within the 40-day timeline (to be proposed in the Inception Report with justification for sample size and methodology).

5. Gender and Inclusion Lens:

- Gender-sensitive tools and methods.
- Disaggregate all data by governorate (Fayoum, Beni Suef, Luxor, and Aswan), sex, age, and disability status as a minimum. Where feasible and relevant, additional disaggregation by type of CSO (intermediary vs grassroots) and rural vs urban location should also be considered.

6. Use of Artificial Intelligence (AI):

- The consultant/consulting firm is permitted to use Artificial Intelligence (AI) tools to support the endline study, including but not limited to:
- Literature and document review summarization
- Data processing and cleaning
- Preliminary data analysis and pattern recognition
- Drafting assistance and language editing



- Transcription and translation support

However, the following conditions apply:

1. **Transparency:** Any use of AI tools must be clearly disclosed in the Inception Report, specifying which tools were used and for which purposes.
2. **Human oversight:** All AI-generated outputs, including analysis, findings, conclusions, and recommendations, must be reviewed, validated, and finalized by the consultant's team. The consultant remains fully responsible for the accuracy, validity, and quality of all deliverables.
3. **Data privacy:** No raw data containing personal or sensitive information (including names, contact details, or identifiable beneficiary information) shall be uploaded to any third-party AI platform. Only anonymized and aggregated data may be used with AI tools.
4. **Originality:** The final report must reflect the consultant's own analysis and interpretation. AI shall not be used to generate fabricated data, false findings, or misleading content.
5. **Citation:** Any AI-generated content (e.g., definitions, frameworks, or text) included in the report must be properly cited as AI-assisted.

Failure to comply with these conditions may result in rejection of deliverables or termination of the contract.

Consultant's Qualifications:

The consultant/consulting firm must demonstrate:

1. Experience:

- Minimum 10 years of experience in conducting endline/evaluation studies for international development projects, preferably in Egypt.
- Proven experience in civil society capacity-building projects and institutional assessment.
- Previous experience using CARECAT or similar institutional assessment tools is highly desirable.

2. Technical Expertise:

- Strong quantitative and qualitative data collection and analysis skills.
- Proficiency in statistical software (SPSS, STATA, R, or similar).
- Knowledge of local development, governance, and women's empowerment issues in Egypt.

3. Team Composition:

- Team Leader with Master's or PhD in social sciences, development studies, or related field.
- M&E Specialist with demonstrated experience in indicator-based evaluations.
- Field researchers (at least 50% women) fluent in Arabic.



- Gender specialist (desirable).
- 4. **Language:**
 - Fluency in Arabic and English (both written and spoken) is required.
- 5. **Other:**
 - Registered entity in Egypt (for firms).
 - Ability to travel to the four governorates (Fayoum, Beni Suef, Luxor, Aswan).

Consultancy Level of Effort

A total of **40 working days** is foreseen for this assignment including preparation, data collection, analysis, and reporting.

Specific Tasks, Outputs and Time Frame

Tasks	Outputs	No. Days/ Time Frame
Desk review, methodology design, tool development, and Inception Report	Inception Report and approved tools	
Data collection (fieldwork) in 4 governorates	Completed CARECAT assessments (60), surveys, KIIs, FGDs	
Data cleaning, analysis (quantitative & qualitative)	Raw dataset, preliminary analysis	
Draft report writing and validation presentation	Draft Endline Report (English) and presentation	
Finalization of report based on feedback	Final Endline Report (English and Arabic)	
Total		40

Execution of Assignment:

Consultancy start and end date: **[From July 1st to end of August , 31st, 2026]]**

Coordination and Reporting:

The Consultant /Consulting firm will report on progress to **[CARE Egypt Bena Project Manager]** who shall within 5 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. **The consultant will coordinate closely with CARE Egypt's MEAL team throughout the assignment.** Field staff will coordinate as needed the field tasks during the field visits and data collection phase.



Submission of Documents: Technical and Financial Offer

Interested consultants/consulting firms are requested to submit a **technical offer** and a **financial offer** separately. Offers must be submitted no later than **[Insert Deadline Date]** .

Submission email: [Insert submission email address]

Subject line: BENAA Endline Study – [Consultant/Firm Name] – Technical Offer / Financial Offer

Please note:

- Technical and financial offers must be submitted as **two separate PDF files** in the same email.
- Late submissions will not be considered.

A. Technical Offer – Required Contents

The technical offer shall not exceed **30 pages** (excluding annexes) and must address the following criteria in detail:

1. Evaluation Design and Alignment with TOR (maximum 8 pages)

The offer must demonstrate a clear understanding of the TOR and include:

Sub-criteria	What to include
Type of evaluation	Specify the evaluation type (e.g., mixed-methods, quasi-experimental, pre-post comparison design). Justify why this design is appropriate for BENAA.
Methods to be used	Detail the quantitative and qualitative methods (CARECAT reassessment, surveys, KIIs, FGDs, document review, case studies).
Main focus of the evaluation	Specify which OECD-DAC criteria will be covered (relevance, effectiveness, efficiency, impact, sustainability) and how.
Actors involved and their roles	Identify key stakeholders (CARE Egypt, 60 CSOs, grassroots organizations, beneficiaries, local authorities) and how they will be engaged.



Alignment with evaluation questions	Demonstrate how the proposed methodology will answer all evaluation questions derived from the Logframe indicators.
Measurement of all indicators	Provide the mapping matrix linking each Logframe indicator (impact, outcome, output) to data collection tools, sources, and disaggregation levels (governorate, sex, age, disability).
Unintended outcomes and learning	Describe how the evaluation will capture unintended outcomes, failures, and lessons learned – not just successes.
Limitations	Acknowledge the limitations of the proposed evaluation design and how they will be mitigated.
Gender and inclusion focus	Explain how the evaluation will examine differential impacts on women, girls, men, boys, youth, and persons with disabilities.

2. Primary Data Collection (maximum 5 pages)

Sub-criteria	What to include
Sampling method	Provide detailed sampling strategy for: (a) grassroots organizations (random sample, 95% confidence level, 5% margin of error, stratified by governorate and intermediary CSO), and (b) indirect beneficiaries (sample size justification).
Data collection tools	Include draft versions of surveys, KII guides, FGD guides (can be placed in annex).
Ethical considerations	Describe informed consent process, confidentiality protocols, data protection, and safeguarding measures for vulnerable groups (women, youth, persons with disabilities).
Fieldwork plan	Outline how data will be collected across 4 governorates within 18 days, including team size, enumerator training, and daily targets.

3. Secondary Data Collection (maximum 2 pages)



Sub-criteria	What to include
Sources identified	List all secondary sources to be reviewed: project documents, baseline CARECAT data, Logframe, capacity-building plans, learning initiatives reports, Community of Practice logs, plus impact-level sources (national publications, Human Development Reports, NGO index, Egypt Vision 2030 reports).

4. Deliverables and Dissemination of Results (maximum 2 pages)

Sub-criteria	What to include
Commitment to deliverables	Confirm ability to deliver all 5 deliverables within 40-day timeline (Inception Report, raw dataset, draft report, validation presentation, final report in EN/AR).
CARE report template	Acknowledge that the final report must follow CARE Egypt's template and quality criteria for evaluation reports.
Data ownership	Accept that CARE Egypt will have full ownership of all final datasets. Commit to sharing raw data (Excel/SPSS) and cleaned datasets in formats accepted by CARE Egypt.
Dissemination options	Propose additional dissemination options (e.g., stakeholder workshop, policy brief, infographic summary) if applicable.

5. Evaluation Plan with Key Activities (maximum 3 pages)

Sub-criteria	What to include
Manageable work plan	Provide a detailed Gantt chart showing all activities, milestones, and deliverables within the 40-working-day timeframe. Ensure realistic sequencing and resource allocation.
Responsibilities	Clearly assign responsibilities for each activity to specific team members.



Risk management	Identify potential risks (access to CSOs, security in certain governorates, low response rates) and mitigation measures.
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6. Evaluation Team (maximum 5 pages + CVs)

Sub-criteria	What to include
Team composition	List all proposed team members with their roles: Team Leader, M&E Specialist, Gender Specialist, Data Analyst, Field Enumerators (at least 50% women), Translator.
Qualifications and experience	Provide CVs (max 3 pages per person) demonstrating relevant experience in endline evaluations, civil society capacity building, CARECAT or similar tools, and work in Egypt.
Experience with similar assignments	Include at least 3 examples of similar evaluations conducted in the past 5 years, preferably for international donors (EU, USAID, etc.).
References	Provide contact information (name, title, email, phone) for at least 2 reference clients.
Availability	Confirm all team members are available for the full 40-day assignment duration.

7. Past Performance and Company Profile (maximum 3 pages)

Sub-criteria	What to include
Company/profile	Brief overview of the firm/consultant, legal registration status in Egypt, and years of operation.
Relevant experience	Summarize past evaluations, especially those using mixed methods and institutional assessment tools.

B. Financial Offer – Required Contents and Standard Table



The financial offer must include a **detailed breakdown of all costs** using the standard table below. Lump sum offers without detailed breakdown will be considered incomplete and may be disqualified.

Important Notes:

- All costs must be in **Egyptian Pounds (EGP)** – specify currency.
- All costs must be **all-inclusive** (including taxes, fees, travel, accommodation, per diems, communication, translation, report printing, etc.).
- The financial offer must be valid for a minimum of **90 days** from the submission deadline.
- The consultant/firm is responsible for any tax obligations as per Egyptian law **Standard Financial Offer Table:**

C. Evaluation Criteria for Selection

Proposals will be evaluated using a **combined technical and financial scoring method** based on the criteria below.

Technical Evaluation Criteria (70% of total score – minimum 70% required to pass):

Criteria	Sub-criteria	Weight
Evaluation design and alignment with TOR (25%)	Type of evaluation, methods, focus, actors, alignment with questions, indicator measurement, unintended outcomes, limitations, gender focus	25%
Primary and secondary data collection (15%)	Sampling method, tools, ethical considerations, secondary sources identified	15%
Deliverables and dissemination (10%)	Commitment to deliverables, CARE template, data ownership, dissemination options	10%
Evaluation plan and timeframe (10%)	Manageable work plan, clear responsibilities, risk management	10%



Evaluation team (20%)	Composition, qualifications, experience with similar assignments, references, availability, gender balance of team	20%
Past performance and company profile (10%)	Relevant experience, legal registration, past performance	10%
Budget justification (10%)	Budget is realistic and aligned with proposed activities (assessed in technical offer before financial score)	10%
Total Technical Score		100%

Financial Evaluation Criteria (30% of total score):

Criteria	Weight
Financial Offer (30%) – Lowest priced technically compliant offer receives maximum score; other offers receive inversely proportional scores	

Final Combined Score:

Component	Weight
Technical Score (must achieve minimum 70%)	70%
Financial Score	30%
Total	100%

D. General Conditions for Submission

- Consultants/firms must be legally registered to operate in Egypt (for firms) or provide proof of eligibility (for individuals).
- CARE Egypt is not obliged to accept the lowest bid.
- Offers must remain valid for 90 days from the submission deadline.



- Any conflict of interest (e.g., previous involvement in BENAA project implementation) must be disclosed in the technical offer.
- For any inquiries, please send an email to: **[Insert inquiries email]** at least 7 days before the submission deadline.