



**Centre for Environment and Development
for the Arab Region and Europe**

Terms of Reference

Assignment Title:	Market Assessment and Private Sector Engagement
Organization:	Centre for Environment and Development for the Arab Region and Europe (CEDARE)
Duty Station:	Atfih District, Giza Governorate, Egypt (field-based with remote work as needed)
Duration:	Short-term consultancy (2 months estimated from the contract signature)
Eligible Applicants:	Qualified Consultancy Firms

1. Background

CEDARE is implementing the project “Promoting Economic Independence and Community Resilience through Climate-smart Agriculture and Innovative Technologies (Smart Villages Project) funded by Drosos Foundation in the villages of Soul and Al-Brombl, Atfih District, Giza Governorate. The project aims to strengthen the economic resilience and livelihood opportunities of women and youth through climate-smart agriculture, digital innovation, entrepreneurship, and market-oriented local development.

As part of the project, CEDARE intends to support the establishment and/or strengthening of 20 small and micro businesses and income-generating activities (IGAs) led by women and youth. To ensure that these enterprises are demand-driven, commercially viable, linked to existing agricultural value chains, and supported by capable local institutions and private-sector partners, Smart Villages Project seeks the services of a qualified consultancy firm with a multidisciplinary team to undertake a comprehensive market assessment, agricultural value chain analysis, and private sector engagement assignment.

The study will generate practical evidence to guide the selection, design, incubation, financing, and market linkage of sustainable agricultural and semi-agricultural (indirectly linked to agriculture activities) IGAs in the two target villages.

2. Position Overview

The selected consultancy firm will assess local market conditions, existing and potential agricultural value chains, viable small and micro businesses opportunities, private-sector actors, support services, financing options, and the capacity of local NGOs to host and operate business incubation or economic empowerment unit that supports group collaborative IGAs. The assignment will combine desk review, field research, market and value chain analysis, stakeholder mapping, business feasibility screening, and validation with CEDARE and relevant stakeholders. The firm is expected to mobilize a multidisciplinary team with complementary expertise in market research, agricultural value chains, enterprise development, private sector engagement, finance, and institutional capacity assessment.

The study should move beyond a general listing of livelihood options and provide an evidence-based, ranked portfolio of business models that are suitable for women and youth, responsive to local demand, financially and operationally feasible, Environmentally oriented, and capable of establishing sustainable market linkages.



Centre for Environment and Development for the Arab Region and Europe

Reporting & Coordination: The selected consultancy firm will work in close coordination with the Smart Villages project team. The firm will designate a Team Leader as the principal focal point and will report to the designated Project Manager.

3. Purpose and Objectives of the Assignment

The overall purpose of the assignment is to identify and assess sustainable income-generating opportunities for women and youth in Soul and Al-Brombl villages in Atfih District and to establish a practical pathway for engagement with private-sector actors, financial service providers, business development service providers, and local NGOs.

The specific objectives are to:

- Identify feasible and market-oriented income-generating activities that can be established or expanded by women and youth.
- Map and assess existing and potential agricultural value chains that offer realistic entry points for women and youth.
- Identify private-sector actors and assess opportunities for commercial cooperation, sourcing, subcontracting, input supply, service provision, aggregation, processing, marketing, and off-take arrangements.
- Assess the administrative, financial, governance, staffing, and operational capacity of local NGOs to host and manage economic empowerment units, or group-based IGAs.
- Map existing and potential sustainable agricultural IGAs models that could be operated individually or collectively by women and youth.
- Assess priority skills and support needs, including basic technical and marketing skills, digital/financial literacy, access to finance, market access, and business management.
- Compare currently operating IGAs with potential new IGAs and identify opportunities for upgrading, diversification, replication, clustering, or market linkage.
- Provide a prioritized and cost-conscious set of recommendations to guide the selection and support of 20 small and micro enterprises.

4. Key Duties and Responsibilities

4.1 Review and Planning

- Review relevant project documents, baseline findings, logical framework, work plans, previous assessments, and available socio-economic and agricultural data on the target villages and Atfih District.
- Hold an inception meeting with Smart Villages project team to clarify the scope, expected outputs, target groups, geographic coverage, and operational assumptions.
- Prepare a detailed and time-bound implementation plan covering desk review, fieldwork, stakeholder consultations, analysis, validation, and reporting.
- Develop a clear analytical framework and criteria for screening and ranking small and micro businesses opportunities.



4.2 Methodology Design and Tool Development

- Develop a mixed-methods methodology that combines market systems analysis, value chain assessment, micro and small businesses feasibility screening, institutional capacity assessment, and skills needs assessment.
- Design gender-sensitive and youth-responsive data collection tools, including questionnaires, key informant interview guides, focus group discussion guides, businesses assessment forms, private-sector interview protocols, and NGO institutional capacity assessment tools.
- Develop a market actor mapping template covering producers, aggregators, traders, processors, wholesalers, retailers, input suppliers, transporters, digital platforms, financial service providers, training providers, and business development service providers.
- Propose a sampling and stakeholder selection approach that adequately represents women, youth, farmers, existing small micro businesses/IGAs, local NGOs, market actors, government stakeholders, and private-sector companies.
- Ensure all tools are submitted to and approved by Project team before fieldwork.

4.3 Market and Local Economic Assessment

- Assess the structure and characteristics of the local economy in Soul and Al-Brombl, including major sources of income, employment patterns, seasonality, market access, transport, infrastructure, and commercial constraints.
- Identify unmet local demand, market gaps, local goods and services, and opportunities for exporting local production or service provision.
- Assess private sector market size, customer segments, purchasing patterns, competition, pricing, seasonality, distribution channels, quality requirements, and entry barriers for promising products and services and potential linkages with anticipated identified IGAs.
- Identify constraints and opportunities affecting women's and youth participation in business development, including mobility, time, social norms, access to assets, technology, information, networks, and finance.
- Assess potential market risks, including price volatility, climate shocks, supply inconsistency, weak demand, high input costs, and dependence on a limited number of buyers.

4.4 Agricultural Value Chain Analysis

- Map existing agricultural value chains linked to crops, livestock, agricultural waste, food processing, packaging, storage, logistics, and related services in the two villages and surrounding markets.
- Identify value chain stages and functions where women and youth can participate as producers, processors, service providers, aggregators, traders, or digital intermediaries.
- Analyze key actors, relationships, volumes, prices, margins, quality standards, bottlenecks, governance arrangements, and market power within prioritized value chains.
- Identify opportunities for value addition, reduction of post-harvest losses, processing, preservation, packaging, branding, collective marketing, agricultural waste utilization, and climate-smart services.
- Recommend practical upgrading strategies and partnership options for selected value chains.



4.5 Assessment of Existing and Potential IGAs

- Map existing small businesses, household based businesses, producer groups, women-led activities, youth-led activities, and group-based IGAs in the target villages.
- Assess the performance, strengths, constraints, business practices, market linkages, growth potential, and support needs of existing IGAs.
- Identify potential new IGAs based on market demand, local resources, women's and youth capabilities, environmental sustainability, and private-sector linkage potential.
- Compare running IGAs and potential IGAs using transparent criteria such as demand, investment requirement, expected revenue, profitability, cash-flow cycle, seasonality, technical complexity, job creation, inclusiveness, scalability, environmental impact, and risk.
- Develop a prioritized longlist and shortlist of enterprise opportunities, with sufficient options to support the project's selection of 20 small and micro enterprises.
- Prepare indicative business model profiles for shortlisted IGAs, including value proposition, target customer, required inputs, equipment, skills, operating model, estimated start-up cost range, revenue sources, key risks, and possible market partners.

4.6 Private-Sector Mapping and Engagement Assessment

- Map private-sector companies and market actors that are relevant to the prioritized value chains and businesses opportunities at local, district, governorate, and national levels, as appropriate.
- Assess the interest, incentives, requirements, and capacity of private-sector actors to engage with women- and youth-led micro and small businesses.
- Identify realistic forms of cooperation, including off-take agreements, supplier arrangements, input provision, subcontracting, distribution, technical assistance, mentoring, quality assurance, digital/ marketing, financial inclusion, and corporate social responsibility support.
- Document the commercial and operational requirements that small/micro businesses must meet to establish and sustain these linkages, including quality, quantity, consistency, certification, packaging, delivery, pricing, and payment terms.
- Develop a private-sector engagement and linkage plan identifying priority partners, proposed engagement approach, expected mutual value, immediate next steps, and responsible parties.
- Where feasible, facilitate initial introductions or consultation meetings between Smart Villages Project Team and high-potential private-sector partners.

4.7 NGO Institutional Capacity Assessment

- Identify and assess local NGOs or community-based organizations that could host and operate small businesses incubator, economic empowerment unit, revolving support mechanism, or group-based IGA.
- Assess governance, legal status, leadership, staffing, administrative systems, financial management, procurement, internal controls, audit arrangements, safeguarding, record keeping, reporting, community outreach, and previous livelihood or business experience of the local NGOs.
- Assess the organization's capacity to manage grants, assets, shared equipment, business groups, training, coaching, market linkage, and repayment or revolving mechanisms where applicable.
- Identify capacity gaps, operational risks, and minimum conditions required before entrusting an NGO with incubation or business management responsibilities.



Centre for Environment and Development for the Arab Region and Europe

- Provide a comparative capacity rating and a practical capacity development plan for shortlisted NGOs.

4.8 Skills, Business Development, and Financial Inclusion Needs Assessment

- Assess the technical, business, managerial, digital, and financial literacy needs of women and youth interested in establishing or expanding IGAs.
- Assess knowledge and practices related to costing, pricing, bookkeeping, cash-flow management, inventory, marketing, customer service, quality control, digital tools(if applicable), and e-commerce (digital marketing through social media and internet-based communication applications).
- Map formal and informal sources of finance, savings, credit, microfinance, grants, leasing, and digital financial services accessible to women and youth.
- Identify barriers to access to finance, including documentation, collateral, credit history, awareness, mobility, affordability, and social constraints.
- Recommend a sequenced micro and small businesses support package covering training, coaching, mentorship, incubation, finance readiness, market readiness, and post-establishment follow-up.

4.9 Field Data Collection and Stakeholder Consultation

- Lead and oversee qualitative and quantitative data collection in the two target villages and relevant surrounding markets.
- Consult women, youth, farmers, existing businesses owners, producer groups, local NGOs, local authorities, traders, processors, companies, financial institutions, and business development service providers (where applicable and feasible).
- Ensure data accuracy, consistency, completeness, and quality control throughout the fieldwork process.
- Apply ethical standards, including informed consent, confidentiality, voluntary participation, respectful engagement, and appropriate protection of participants.

4.10 Data Analysis, Prioritization, and Reporting

- Analyze quantitative and qualitative data using appropriate methods and triangulate findings across stakeholder groups and data sources.
- Develop a transparent opportunity-ranking matrix and score the proposed IGAs and enterprise models.
- Distinguish clearly between immediately feasible opportunities, opportunities requiring further preparation or investment, and opportunities that should not be pursued under current conditions.
- Provide practical, actionable, and cost-conscious recommendations for enterprise selection, incubation, capacity development, financing, private-sector engagement, and sustainability.
- Present preliminary findings to CEDARE and relevant stakeholders for validation and incorporate agreed feedback into the final deliverables.

4.11 Ethical and Quality Assurance

- Ensure confidentiality, dignity, inclusion, and protection of all participants, particularly women and youth .



Centre for Environment and Development for the Arab Region and Europe

- Ensure transparency and integrity in the collection, analysis, interpretation, and presentation of findings.
- Disclose any actual or potential conflict of interest involving assessed NGOs, companies, financial institutions, or market actors.
- Hand over all data, tools, contact lists, analysis files, and supporting documentation to project team at the end of the assignment.

5. Minimum Thematic Coverage and Required Data

The study should collect, analyze, and document, at minimum, the following:

- **Target groups:** demographic and socio-economic profile; current livelihoods; business experience; available time and assets; mobility; aspirations; risk tolerance; and constraints affecting women and youth.
- **Existing IGAs:** type of activity, ownership and management structure, products/services, customers, sales, costs, profitability, seasonality, employment, constraints, and potential for expansion.
- **Potential IGAs:** market demand, investment needs, technical requirements, availability of inputs, potential revenue, profitability, risks, employment potential, scalability, and sustainability.
- **Agricultural value chains:** products, actors, functions, volumes, prices, margins, bottlenecks, standards, market destinations, value addition, and entry points for women and youth.
- **Markets and buyers:** local and external demand, customer profiles, competition, prices, quality expectations, purchasing arrangements, and distribution channels.
- **Private-sector actors:** business profile, areas of interest, partnership incentives, procurement needs, engagement conditions, and potential cooperation modalities.
- **NGOs:** governance, legal compliance, staffing, administration, financial management, internal controls, procurement, safeguarding, outreach, enterprise experience, facilities, and risk profile.
- **Skills and services:** technical skills, entrepreneurship, digital literacy, financial literacy, bookkeeping, marketing, quality control, access to technology, coaching, and mentorship needs.
- **Finance:** available products and providers, eligibility, interest rates or service charges, collateral, documentation, repayment terms, digital finance, and barriers to access.
- **Climate and environmental sustainability:** resource efficiency, water and energy requirements, agricultural waste use, environmental risks, climate exposure, and potential climate-smart practices.
- **Enabling environment:** relevant regulations, licensing, registration, taxation, food safety, quality certification, cooperative arrangements, and local government support.
- **Additional information:** any other evidence required to strengthen the design and sustainability of the project's enterprise and market-linkage interventions.

6. Expected Deliverables

- **Inception Report:** Following the initial meeting and desk review, the selected consultancy firm will submit an inception report of no more than 12 pages, excluding annexes. It should include the firm's understanding of the assignment, refined analytical framework, detailed methodology, sampling and stakeholder consultation plan, proposed screening and ranking criteria, team composition and allocation of responsibilities, work plan, ethical and quality



Centre for Environment and Development for the Arab Region and Europe

assurance measures, limitations, and draft data collection tools. The report will be delivered in English, and field tools will be provided in Arabic and English.

- **Approved Data Collection Package:** Final questionnaires, FGD and KII guides, enterprise assessment forms, private-sector interview protocols, NGO institutional capacity assessment tool, market actor mapping template, field protocols, and informed consent procedures.
- **Fieldwork Completion and Clean Database:** Completed field data collection, cleaned quantitative and qualitative datasets, interview and consultation logs, stakeholder and private-sector contact database, and supporting documentation.
- **Preliminary Findings Presentation:** A presentation to Project team and selected stakeholders summarizing emerging findings, priority value chains, proposed enterprise opportunities, institutional capacity findings, and potential private-sector linkages for validation.
- **Draft Market Study and Private-Sector Linkages Report:** A comprehensive draft report covering methodology, local market analysis, value chain findings, existing and potential IGAs, enterprise feasibility screening, private-sector mapping, NGO capacity assessment, skills and finance needs, risks, and actionable recommendations.
- **Small-Micro Businesses Opportunity Portfolio:** A ranked longlist and shortlist of viable IGA models, including concise business model profiles and a transparent scoring matrix. The portfolio should provide enough viable options to guide the project's final selection of 20 enterprises.
- **Private-Sector Engagement and Linkage Plan:** A practical plan identifying priority companies and market actors, proposed partnership modality, mutual value proposition, engagement requirements, key contact points, immediate next steps, and possible areas for formal cooperation.
- **NGO Capacity Assessment Report and Development Plan:** Comparative assessment of potential host NGOs, capacity ratings, risk analysis, recommended selection criteria, and tailored capacity development actions for operating an incubator, economic empowerment unit, or group-based IGA mechanism.
- **Final Report and Presentation:** A revised final report incorporating CEDARE's comments, accompanied by an executive summary in Arabic and English and a PowerPoint presentation summarizing the methodology, findings, prioritized opportunities, recommended partnerships, and implementation roadmap.
- **Complete Assignment Handover:** All original datasets, raw data, analysis files, interview notes, contact lists, tools, photographs where consent has been obtained, and other assignment materials. Any use of the produced materials outside the project and CEDARE requires prior written approval from CEDARE.

7. Suggested Structure of the Final Report

Executive Summary.

Background and Purpose of the Study.

Methodology, Sampling, Limitations, and Quality Assurance.

Profile of the Target Villages and Local Economy.

Market Demand and Market Systems Findings.

Agricultural Value Chain Mapping and Analysis.

Assessment of Existing IGAs and Enterprises.



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Potential IGAs and Ranked Enterprise Opportunity Portfolio.

Private-Sector Mapping, Partnership Opportunities, and Engagement Plan.

NGO Institutional Capacity Assessment.

Skills, Business Development Services, and Access to Finance Needs.

Cross-cutting Analysis: Gender, Youth Inclusion, Climate Resilience, and Environmental Sustainability.

Conclusions and Prioritized Recommendations.

Implementation Roadmap for Supporting 20 Small and Micro Enterprises.

Annexes: tools, stakeholder lists, scoring matrices, detailed opportunity profiles, datasets, and other supporting materials.

8. Qualifications and Experience

8.1 Eligibility Requirements

This assignment is open to legally registered consultancy firms. Applications from individual consultants will not be considered.

- **Education:** Advanced university degree in economics, agricultural economics, business administration, rural development, value chain development, entrepreneurship, finance, or a closely related field.
- **Firm experience:** The consultancy firm should demonstrate at least 5 to 7 years of relevant institutional experience, or a strong portfolio of comparable assignments, in market assessments, value chain analysis, enterprise development, private sector engagement, business incubation, or rural economic development.
- **Relevant assignments:** The firm must demonstrate successful completion of similar assignments for agricultural, livelihood, women's economic empowerment, youth employment, MSME, or market systems development programmes, supported by references or completion evidence.
- **Private-sector engagement:** Proven experience mapping, consulting, and developing practical partnerships with companies, buyers, processors, financial institutions, or business development service providers.
- **Institutional assessment:** Experience assessing NGO or community-based organization governance, administrative systems, financial management, fiduciary capacity, and enterprise support functions.
- **Technical capacity:** The proposed team must demonstrate strong mixed-methods research, financial and business feasibility analysis, qualitative analysis, stakeholder engagement, and professional report-writing capacity.
- **Context knowledge:** Familiarity with rural communities, agricultural markets, women's economic empowerment, and youth entrepreneurship in Egypt; knowledge of Giza or Atfih is an advantage.
- **Language:** The proposed team must include Arabic-speaking experts and demonstrate strong professional capacity to produce all required deliverables in English.
- **Team composition:** The consultancy firm must propose a multidisciplinary team with clearly defined roles and sufficient expertise in market research, agricultural value chains, private sector engagement, enterprise and business development, financial inclusion, and NGO



Centre for Environment and Development for the Arab Region and Europe

institutional capacity assessment. The proposal should identify a qualified Team Leader who will be accountable for technical quality, coordination, and timely delivery.

- **Ethics:** Demonstrated adherence to ethical research practices, confidentiality, inclusion, and safeguarding.

9. Submission Guidance

Interested consultancy firms should submit the following documents in their offers:

1. Technical Proposal.

- a. A brief statement demonstrating understanding of the assignment and the local market and enterprise development context.
- b. A detailed description of the proposed methodology, including market analysis, value chain assessment, enterprise screening and ranking, private-sector mapping, NGO capacity assessment, sampling, data collection, and analysis techniques.
- c. A company profile and capabilities statement, including a brief description of relevant similar assignments completed by the consultancy firm.
- d. At least one work sample from a market study, value chain assessment, enterprise feasibility study, private-sector engagement assignment, or comparable consultancy.
- e. CVs of the proposed Team Leader and key experts, clearly indicating their roles and level of effort.
- f. A complete list of deliverables and a proposed work plan and timeframe.

2. Financial Proposal: The financial proposal should include a detailed breakdown of professional fees, fieldwork, travel, data collection, workshops or meetings, and any other cost elements required to complete the assignment.

The evaluation of offers will be based on the following criteria:

Evaluation type	Percentage
Qualifications	10%
Service proposed (methodology and expected results)	30%
Relevant experience (CV/profile and similar assignments)	9%
Previous experience working with CEDARE	1%
Timeframe and commitment	10%
Financial evaluation	40%

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

10. Payment Schedule

All payments will be linked to the satisfactory completion and approval of agreed deliverables.



**Centre for Environment and Development
for the Arab Region and Europe**

The final payment schedule and percentage allocation will be agreed during contracting.