

Terms of Reference

29 August 2023

Purpose: Ongoing Evaluation and Coaching of the project “Transmitting expertise and fostering growth for the youth and emerging artists through Theatre”

Implementing organisation: Zoukak Theatre Company and Cultural Association

Location: Beirut

Project start date: 1 November 2020

Project end date: 31 December 2024 (potential no-cost extension might follow)

Assignment duration: November 2023 – February 2025 (up to 70 working days over maximum 15 months)

Deadline for submission: Sunday, October 1st, 2023

Funding agency: DROSOS FOUNDATION

1. Introduction

[DROSOS FOUNDATION](#) is a non-profit entity dedicated to unlocking the potential of young people by supporting them to become economically empowered and resilient. Established in 2003 and based in Zurich, Switzerland, DROSOS FOUNDATION seeks long-term impact through its supported projects in Lebanon, Jordan, Palestine, Egypt, Morocco, Tunisia, Switzerland and Germany. In Lebanon, the Foundation is operational and active since 2005, serving a wide range of beneficiaries including children, youth, women and adults in marginalized communities.

2. Programme Description

The project is part of the DROSOS FOUNDATION programme “Empowerment through Creative Expression” which covers both Jordan and Lebanon. This programme aims to strengthen life skills of children and youth living in peripheral areas, through participation in a creative expression process enabling them to better manage opportunities and challenges in their daily life and make a positive contribution to their communities.

To achieve this, the programme focuses on fostering partnerships with different levels of the ecosystem, thereby enhancing its reach. First and foremost, it does so by supporting organisations that actively facilitate the participation of children and youths in regular creative expression processes. Secondly, it supports capacity development measures that enable the provision of quality and stable programmes for children and youths. And thirdly, it broadens support and builds community engagement around creative expression efforts in peripheral areas.

Until 2021, the programme had the following outcomes:

1. Children and youth participate in culturally relevant creative expression activities organized by cultural/educational organizations with the aim to build their life skills.
2. Cultural and educational organizations deliver high-quality performing arts programs for children and youth.
3. Community members are engaged actively in activities that support children’s learning and enrolment in performing arts activities
4. Marginalised or remote areas outside the capital cities with potential cultural scenes will be revitalised as a means of improving life skills for children and youth

In 2022, the programme and theory of change was updated to align with the Foundation’s new global strategy. In its new form, the programme aims to equip adolescents and youth living in marginalising conditions with core life skills to unleash their potential. It has the following tentative long-term outcomes:

1. Good quality inclusive youth programmes are widely available
2. Youth have acquired life-long learning capacities and confidence
3. Youth take an active role in determining their educational paths
4. Youth take an active role in determining their career roles
5. Youth are socially integrated

3. Project summary

“Transmitting expertise and fostering growth for the youth and emerging artists through Theatre” is a 50-month project within the Creative Expression Programme being implemented by Zoukak Theatre Company and Cultural Association with the support of DROSOS FOUNDATION. The project aims to transform Zoukak into a cultural operator that hosts its in-house theatre company and, in parallel, opens up as a collective space for cultural and artistic initiatives in Beirut and Lebanon more broadly. To play this critical role, Zoukak’s institutional set up and sustainability are further strengthened to allow for optimal space management, multi-disciplinary programming and new collaborations.

The specific objectives of the project are:

Objective 1: Build the infrastructural changes needed to strengthen the foundation of the partner organisation as a cultural operator.

- 1.1. Establish Clear Governance: Form general and artistic boards, review legal framework, design Cultural Operator's identity, and optimize processes.
- 1.2. Identify and Market Services: Define services, develop marketing, establish relations, enhance service quality, and implement participant selection.
- 1.3. Capacity Building: Analyze resources, develop funding strategy, enhance expertise in arts, psychosocial, and management.

Objective 2: Support Artists and Cultural Actors by Providing Workspaces and Production Support

- 2.1. Cover Core Running Costs: Secure venue, establish management team.
- 2.2. Provide Residencies to artists including university students
- 2.3. Host Artistic activities, projects and facilitate collaborations.

Objective 3: Transmit Expertise in Theatre as an artistic medium and as a mediation tool to Practitioners, Especially Emerging Artists and Youth

- 3.1. Provide training in acting, directing, and mediation.
- 3.2. Guide and mentor emerging artists and youths, develop transmission skills.
- 3.3. Offer placements in Zoukak activities.

Objective 4: Produce Theatre Creations Reflecting Contemporary Social Contexts and Develop Audiences, Especially Youth

- 4.1. Develop Artistic Tools: Create performances collaboratively.
- 4.2. Host 120 events, target 10,000 spectators.

4. Purpose and objectives of the assignment

This Terms of Reference (ToR) outlines a long-term assignment aimed at providing ongoing evidence-informed coaching and capacity development to a project partner. DROSOS FOUNDATION intends to contract a consultant (or team of consultants) for conducting an ongoing formative evaluation of the project and documenting its contributions to the objectives of the

DROSOS Programme. The primary focus of this evaluation model is to closely follow the project's implementation and offer periodic recommendations and support to fine-tune implementation based on lessons learned. The evaluation period will span from **November 1, 2023, up to February 28, 2025.**

During the evaluation period, the selected consultants will work closely with the project staff and maintain close coordination with the DROSOS Programme Manager. The ultimate goal of this evaluation and coaching exercise is to support the project in achieving its objectives and effectively contributing to the outcomes of the DROSOS Levant Empowerment through Creative Expression Programme.

The specific objectives of the evaluation and coaching are as follows:

1. Develop participatory and practical monitoring and evaluation tools that enable effective impact monitoring of the project.
2. Provide ongoing technical support to the project staff, helping them apply the learning framework and distil valuable lessons learned during the project's implementation.
3. Document the learning process and the impact of the project, producing comprehensive and insightful reports.
4. Identify and highlight the project's specific contributions to the desired outcomes of the DROSOS Programme.

Once the consultant(s) are contracted, they will play a crucial role in ensuring the successful implementation of the project, gathering valuable insights, and enabling evidence-based decision-making throughout the evaluation period.

5. Elements to be assessed by the evaluator

The consultant(s) should bear in mind the following points as a suggested guide, not an exhaustive list, during the assessment process:

1. Evaluate the processes, outcomes, and delivery of project interventions at defined intervals, assessing ongoing changes among target groups, and distilling key learnings for practical technical recommendations.
2. Design and guide the implementation of the Monitoring and Evaluation (M&E) System by enhancing the logical framework, monitoring methods, facilitating reflective sessions, proposing innovative communication and reporting methods, and building the project team's M&E capacity through participatory approaches.
3. Assess project impacts, its alignment with DROSOS FOUNDATION Programme Outcomes, create a comprehensive learning and action guide incorporating developed tools, produce a comprehensive evaluation report, reflect on intermediate outcomes within the DROSOS Programme, document acquired knowledge, and provide insights for future projects and program enhancements.

6. Methodology used for the evaluation

Interested evaluator(s) is (are) expected to submit a detailed evaluation methodology. If absolutely necessary, the lead evaluator proposes an appropriate multi-disciplinary team to carry out the evaluation and coaching. The evaluator(s) shall adopt a participatory approach in conducting this evaluation.

7. Deliverables

The selected evaluator or evaluator team is expected to deliver the following outputs as part of the evaluation process:

1. Inception Report: Detailed evaluation methodology and time plan.
2. Baseline Report: Tools for initial project status.
3. Collective Workshops: Develop monitoring tools collaboratively.
4. Mentoring Workshops: Ongoing reflection and analysis support.
5. Regular Briefings: Oral and written updates every 4 months to stakeholders.
6. Draft Final Evaluation Report: Findings, conclusions, recommendations - English.
7. Learning and Working Guide: Consolidate tools and process.
8. Final Comprehensive Report: Thorough analysis of project outcomes and change.
9. Oral Presentation: Formal presentation of final evaluation findings.
10. Non-technical readers briefing for Board Members of DROSOS FOUNDATION – English (Maximum 3 pages):
 - a. A review of the project outcomes achieved during the evaluation period.
 - b. Overview of Achieved Project Outcomes during Evaluation Period.
 - c. Summary of Key Findings from Ongoing Evaluation.
 - d. Assessment of Project's Sustainability Potential.
 - e. Key recommendations for Future Projects based on Evaluation Insights.

8. Timeline

The on-going evaluation and coaching is expected to take place between November 2023 and February 2025. Total evaluation duration from inception until submission and acceptance by DROSOS FOUNDATION of the final report should not exceed 16 months. The total effort for the consultancy is maximum 70 days.

9. Expected experience

The evaluator(s) conducting the evaluation may be an individual consultant or a team of consultants. They should possess the following qualifications and skills:

- Proven track record in conducting evaluations and coaching for cultural and creative projects and strong expertise in project and M&E design.
- Solid experience in leading teams during coaching workshops, fostering effective collaboration.

- Ability to work effectively with artists and cultural actors, understanding their unique needs and perspectives.
- Knowledge of Lebanon's Cultural Context and landscape is a plus.
- Willingness to commit to an extended mandate, engaging for a period of about 16 months.
- Fluency in English, Arabic is a plus.
- Demonstrated capability in crafting comprehensive evaluation reports and delivering impactful presentations.
- Experience in conducting on-going evaluations is a desirable advantage.
- Flexibility in managing time and resources to accommodate the project's dynamic needs.

10. Evaluator's proposal

Interested individual consultants or consultant teams are invited to submit their proposals, encompassing the following components:

1. **Capability Statement:** Present a detailed capability statement highlighting the consultant(s)' profiles, expertise, and relevant experience in similar tasks. Include references and share previously drafted evaluation reports or excerpts.
2. **CV(s) of Proposed Consultants:** Provide curriculum vitae for the proposed consultants, showcasing their qualifications and background.
3. **Consultant Team Composition (if applicable):** For consultant teams, outline the composition of the team, ensuring that it is well-suited to effectively fulfil the required tasks.
4. **Evaluation Methodology, Timeline, Workload, and Budget:** Present a well-structured proposal encompassing the proposed evaluation methodology, a clearly defined timeline, estimated workload, and a comprehensive budget. Include details such as the number of work days, and other relevant information within a maximum of 15 pages.
5. **Monthly Work Plan:** Provide a detailed work plan for each month, outlining specific deliverables and their corresponding timelines.

11. How to apply

Deadline to submit proposals is Sunday, 1st October 2023.

The complete technical and financial proposal should be submitted by email to the following persons:

- Moath Isied, DROSOS FOUNDATION Programme Manager (isied@drosos.org)
- Karma Baalbacki, Zoukak Theatre Executive Manager (karma@zoukak.org)

Please state “**Application: Ongoing Evaluation and Coaching in Lebanon**” in the subject line. Kindly include in your email how you heard about this ToR.
