

Terms of Reference (TOR) for Evaluation Consultant

1. Background:

Development for People and Nature Association (DPNA):

Development for People and Nature Association (DPNA) is a non-governmental independent, grassroots-led organization based in Lebanon that promotes sustainable development for people and nature.

Established in 2003, DPNA has a team of 58 committed full- and part-time staff members, along with 780 volunteers across Lebanon, who actively contribute to achieving DPNA's vision and mission.

DPNA envisions a “Non-violent democratic society where all individuals enjoy their rights and freedoms without discrimination”. To realize this, DPNA's mission focuses on educating, empowering, mobilizing, and enabling citizens to drive transformative change and effectively address the needs of marginalized groups in rural, border, and poverty areas, all while upholding human rights and sustainable development. This mission is underpinned by DPNA's core pillars, which encompass socio-economic development, environment, good governance, and the provision of services that uphold human dignity.

Gestion Citoyenne 2.0 Project:

Building on the first Gestion Citoyenne project, with municipal elections postponed for another time the country not only grapples from an economic crisis but also a political one. Come to add the security crisis in 2024. Hence, the proposed project recognizes the importance of addressing the root causes of the current crises in Lebanon, which have exacerbated the challenges faced by citizens and youth in particular. It started from the entry point to politics (Municipalities)

The project aims to enhancing practices and values of local democracy and citizenship in South Lebanon and Nabatieh through empowering local youth committees and implementing quick impact projects responding to the needs of the local communities. By adopting a participatory and democratic approach.

The project is funded by the Crisis Centre of the French Ministry of Europe and Foreign Affairs. A partial project amendment was done following the war to reorient some activities towards emergency support in affected areas.

Long term objective:

Contributing towards a stable and resilient social and political environment in which citizens and youth in specific can thrive and independently contribute to the development of their communities.

Specific Objectives:

1. Empowering youth competencies in their engagement as active citizens on the municipal level
2. Stimulating a dynamic and long-term engagement of youth, community-based organizations and community members in the democratic process

Duration: 12 months

15 communities: Ain Qana, Deirmimas, Kharayeb, Kfarroummane, Kfarsir, Habbouch, Qsaybeh, Zrariyeh, Zawtar El Charqiye, Tebnine, Rmeich, Lebbaa/Anan, Benwati, Roum and Mjaydel/Jenesnaya.

14 youth committees of 18-20 youth each and 1 teachers committee in Rmeich.

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1. Objectives of the Evaluation:

OBJECTIVE 1.

To assess the effectiveness, efficiency, relevance, and sustainability of the Gestion Citoyenne project Specifically: **The evaluation will cover the entire project and will enable lessons to be learned to improve practices and projects within DPNA. Specific consideration should be given to assess whether the project had different impacts on old committees or newly established ones or there was no difference.**

The evaluation will be used to assess the actions carried out during the project, its achievements and specifically its impact on the democratic participation of the youth.

This is taking place at a time when DPNA is in the process of setting up a continuation for this project focused on municipal engagement and emergency response.

More specifically, the aim will be to:

- Measure the extent to which the project/program achieved its intended goals and objectives and analyze the project success factors and obstacles.
- Evaluate the efficiency of resource utilization and the cost-effectiveness of interventions.
- Assess the relevance of the project/program to the needs of the target population and stakeholders.
- Analyze the sustainability of project/program outcomes beyond the evaluation period.
- Provide recommendations for potential improvements and future directions.
- Assess and evaluate the real impact of the quick impact projects specifically and the behavioral change of committee members: what has changed for beneficiaries, both individually and collectively?
- Assess the difference in impact between committees who were in the first phase of the project and new committees?
- Include an analysis of Jezzine District Committees and South/Nabatieh committees

OBJECTIVE 2

At the organizational level, to assess the Strategic Plan of DPNA 2023 – 2027 in general and especially regarding the contextual changes. Then to determine with the team the ACTION PLAN for this strategic plan. This type of evaluation and support aims to provide insights into how well the strategic plan fits the organization and HOW the organization will be able to utilize its resources and achieve its set goals.

More specifically, the aim will be to:

- Assess the Strategic Plan and its linkage to the current context
- Evaluate the capacity of the organization to achieve this plan
- Develop participatorily the ACTION PLAN document
- Develop TWO concept notes of projects linked to the ACTION PLAN specifically under the citizenship and children components.

2. Scope of Work:

According to each objective, the evaluation consultant will be responsible for the following tasks:

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A. AT THE PROJECT LEVEL

Pre-Evaluation Activities:

- Review relevant project documents, reports, and data to gain a thorough understanding of the project or program being evaluated.
- Engage with key stakeholders to clarify the evaluation's objectives, scope, and expectations.
- Develop an evaluation plan that outlines the methodology, data collection methods, analysis techniques, and timeline.

Methodology Development:

- Design and customize an evaluation methodology that aligns with the project's objectives and the organization's requirements.
- Define the criteria and indicators that will be used to assess the project's performance and impact.
- Determine the sampling strategy for data collection, considering factors such as target audience, geographical coverage, and representativeness.

Data Collection:

- Develop data collection tools such as surveys, interview guides, and focus group discussion protocols.
- Conduct interviews, surveys, focus group discussions, site visits, and other relevant data collection activities as per the methodology. Will be part of the process: the project team, the municipalities, the beneficiaries
- Ensure data collection is ethical, unbiased, and designed to capture a comprehensive view of the project's implementation and outcomes.

Data Analysis:

- Analyze both quantitative and qualitative data collected during the evaluation process.
- Use appropriate statistical methods and data analysis software for quantitative data analysis.
- Employ thematic analysis or content analysis techniques for qualitative data to extract key themes, trends, and insights.

Evaluation Report:

- Prepare a comprehensive evaluation report that includes an executive summary, methodology, findings, analysis, conclusions, and recommendations.
- Present evidence-based conclusions about the project's effectiveness, efficiency, relevance, sustainability, and impact.
- Provide a clear and actionable set of recommendations for improvement based on evaluation findings.

Stakeholder Engagement:

- Engage with project stakeholders, including beneficiaries, partners, and relevant staff, to gather insights and validate findings.
- Communicate regularly with project managers and other relevant personnel to ensure alignment and address any emerging issues.

Lessons Learned and Best Practices:

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- Identify lessons learned, best practices, and success stories from the project that can inform future initiatives.
- Offer insights into strategies that have worked well and recommendations for scaling up successful approaches.

Presentation and Dissemination

- Present evaluation findings and recommendations to key stakeholders, project teams, and other relevant audiences.
- Facilitate workshops or presentations to share insights and engage stakeholders in discussions about the evaluation outcomes.
 - **Follow-Up and Support:**
- Provide post-evaluation support to address any questions, clarifications, or additional analysis required by the organization.
- Assist in the implementation of recommendations if requested by the organization.

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B. AT THE ORGANIZATIONAL LEVEL

- **Desk Review and Context Analysis**
 - Review DPNA's Strategic Plan (2023–2027) and other related documents (progress reports, project evaluations, financial reports, etc.).
 - Analyze the external context (economic, political, and social) in Lebanon to assess the plan's alignment with current realities.
 - Identify changes since the plan's inception that may affect its relevance or feasibility.
- **Stakeholder Engagement**
 - Conduct interviews or focus group discussions with key stakeholders (e.g., DPNA team members, board members, partners, beneficiaries) to gather insights on:
 - Challenges and successes in implementing the strategic plan.
 - Perceived gaps or areas for improvement.
- **Participatory Development of the Action Plan**
 - Facilitate a workshop with the DPNA team to:
 - Present preliminary findings from the evaluation.
 - Brainstorm and prioritize actionable steps for the next 2-3 years.
 - Develop a timeline, assign responsibilities, and define measurable indicators for the action plan.
- **Concept Note Development**
 - Identify two project concepts aligned with DPNA's strategic priorities (citizenship and children).
 - Collaboratively design concept notes based on:
 - Identified needs from the evaluation and stakeholder feedback.
 - Feasibility and potential impact of proposed projects.
 - Alignment with donor priorities and funding opportunities.
 - Include objectives, target groups, key activities, expected outcomes, and budget estimations.
- **Reporting and Recommendations**
 - Provide a comprehensive report summarizing:
 - Evaluation findings and analysis.
 - Recommendations for improving strategic plan implementation.
 - A detailed and practical action plan document.
 - Drafts of the two concept notes for internal review.
 - Present findings and action plan in a workshop or meeting for validation.

Ethical Considerations: *Ensure that both evaluation process adheres to ethical standards, including informed consent, confidentiality, and respectful treatment of participants.*

3. Deliverables:

The consultant will be required to deliver the following:

- **An inception meeting**
- **An Inception Report** detailing the evaluation methodology, data sources, and work plan.
- **Draft Evaluation Report** for internal review and feedback.
- **Final Evaluation Report** incorporating feedback and presenting the evaluation findings,

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conclusions, recommendations, and lessons learned (including a summary of the main conclusions).

- Evaluation report in English preferably. French can be an option.
- Action Plan in English
- Two concept notes in English

4. Timeframe:

The consultant is expected to complete the evaluation within 4 weeks from the contract signing date, in February 2025

5. Qualifications:

The ideal evaluation consultant should possess the following qualifications:

- A proven track record in conducting evaluations for local/international organizations (- experience of projects co-financed by institutional would-be a plus)
- A proven track record in conducting evaluations for similar projects/programs.
- At least 7 years of experience in evaluating projects/programs and organizations.
- Expertise in qualitative and quantitative research methods, data analysis, and reporting.
- Strong analytical, communication, and writing skills.
- Familiarity with Development work, governance, organizational development, youth programming
- Language proficiency: English, Arabic (French would be a plus).

6. Reporting:

The evaluation consultant will report to DPNA and will work closely with DPNA's Project Manager, MEAL Manager and Financial Analyst.

7. Budget:

The budget for this consultancy will cover the consultant's fees, travel expenses, data collection tools, and any other relevant costs.

8. Application Process:

Interested candidates should submit a proposal outlining their approach to the evaluation, a detailed work plan, CV, examples of similar work, and a proposed budget.

9. Deadline for Applications:

All applications must be submitted by **February 6, 2025 @2 PM.**

• Evaluation and Selection Criteria:

Evaluation and Selection criteria will be divided as follows: Technical 60%, Financial 40%.

Technical Evaluation	Maximum Points
Technical Proposal (Approach+ Workplan)	30
CV – Personnel Background/Experience	15
Similar Previous Experience/ Profile	15

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- **Request for Clarifications:**

For inquiries, please contact **Rana Hassouna Project Manager**, rana.hassouna@dpna-lb.org copying procurement@dpna-lb.org

- **Important:**

- Any Offer received after the deadline will be rejected.
- Any Offer received without the subject will be rejected.
- Any offer received to other email addresses will be rejected.
- DPNA Office working hours is from Monday to Friday (8:30 AM – 4:30 PM)

- **Application Process:**

Interested candidates should submit a proposal outlining their approach to the evaluation, a detailed work plan, CV, examples of similar work, and a proposed budget to procurement@dpna-lb.org copying dpna@dpna-lb.org under the subject: **External Evaluation Consultant – Gestion Citoyenne 2.0 Project**