

## Terms of Reference

### Project Mid-term Evaluation – Lebanon

Drosos Foundation is looking for an Evaluation Consultant to conduct a mid-term evaluation of a project on Culture and Arts for Development and Social Change in the South of Lebanon.

- **Project start:** 01.12.2017
- **Project end:** 31.05.2020
- **Project duration:** 30 months
- **Location:** Tyre and Nabatyeh, Lebanon
- **Evaluation execution period:** November 2019, Report by December 2019

## 1 Introduction

### 1.1 Project summary

The project uses art and culture to empower youth to become leaders in their communities. Focusing on marginalized areas in southern Lebanon where artistic and cultural activities are rare, the project provides youth with a new form of self-expression and personal development.

240 youth from Tyre and Nabatyeh attend classes in cinema/ photography, theatre and drawing, and 6 small-scale festivals are organised by the students. In both cities, sustainable grass root spaces for arts activities are installed, with the support of local supporters and communities. 2 public festivals are organised, targeting 3000 community members and artists.

The project also builds the organisation's own institutional capacities and develops the organisational structure. For 6 months, the partner organisation underwent extensive capacity building; 15-20 volunteers received targeted capacity building training, and the Association got additionally professional coaching from an external consultant.

## 2 Evaluation

### 2.1 Purpose and Objectives

The purpose of conducting a mid-term evaluation in this phase of the project implementation is to assess the relevance, effectiveness and efficiency of the project activities in view of reaching the expected impact of the project and to help the project team make decisions for the next phase of the project. The objectives of the evaluation can be summarized in the following four points:

- a) To pre-assess the contribution of the project activities and their outcome towards achieving the long-term expected impact on self-expression, creative and soft skills of the children and youth and their families, and the engagement of local communities.
- b) To highlight issues and challenges affecting the implementation of the project and their effect on achieving the project objectives.
- c) To make recommendations that could improve the project delivery for the remaining part of the project duration (about eight months).
- d) To give advice on amendments (if any) in regards of the project design and implementation in order to contribute to the sustainability and development of the project.

2.1.1 Key elements to be evaluated and assessed for each of the project's objectives include:

- Objective 1: *Youth have gained essential life skills such as critical thinking, creativity and cooperation, preparing them to become change makers and future leaders in their communities.*
  - Selection criteria for the workshops: are they relevant and adequate?
  - Outreach to schools and marginalised areas: how are workshops disseminated?
  - Workshops' curricula: are they designed, followed and reviewed in a professional manner?
  - Learning path for trainees: are there clear learning outcomes for the workshop cycles?
  - Impact: what benefits for the youth can be observed?
  - If and why students choose to continue to work for the partner organisation as volunteers: value of gaining work experience and taking on responsibility.
  - M&E: are tools used fit for purpose? Is information collected regularly and systematically?
- Objective 2: *The partner organization has a clear organisational structure that fosters the mobilisation, activation and organisation of its volunteers and members, capacity is raised among staff and volunteers, and alternative business models are implemented to sustain activities.*
  - Has the volunteer base expanded? How are volunteers retained?
  - Has the capacity building of staff and volunteers led to greater professionalization?
  - Is the cinema and space and its programming optimising opportunities for revenue generation? How sustainable is their funding model?
  - Have fundraising efforts yielded increased donor funding or partnerships?
- Objective 3: *Spaces are established that serve as innovative, sustainable semi-public venues for development and self-expression for local youth.*

- What does the organisation offer in terms of cultural and entertainment activities? How to these activities serve the organisation and their audience?
- What marketing strategies are being employed to attract audience and sales?
- Is the space known in the community and has it built a positive reputation?
- Have arts and theatre regained a role in the communities thanks to the work of the partner organisation?

#### 2.1.2 Outlook & recommendations

- Provide concrete recommendation on how to improve the efficiency and the effectiveness of the programming (workshops/festivals) and strengthen its support for the youth.
- Provide concrete recommendations on how the project management team can further think of the sustainability of the association and the space/cinema beyond Drosos funding.
- Provide concrete recommendations on how the project management team could further strengthen their capacities to manage the association.

### 3 Methodology

It is expected that the Evaluator will conduct a participatory evaluation that will involve project staff, trainers and people who participated/ are participating in the project. This will include field visits to locations where activities related to the project are conducted. Existing project documents and information will be shared with the Evaluator to facilitate conducting the evaluation.

The Evaluator is expected to perform the following tasks:

1. Develop an evaluation work plan (incl. evaluation design and methodology)
2. Conduct a desk review and collect data
3. Draft an evaluation report and present the findings

#### 3.1 Evaluation work plan

Based on a review of the project proposal document, the Consultant shall develop an Evaluation Work Plan, consisting of the evaluation design and methodology. This should contain:

- Identification of individuals and groups to be interviewed by the Evaluator (such as former and current youth participants and volunteers, employees, project management team, community stakeholders, schools, etc)
- Sampling approach
- Identification of key elements to be included in the questionnaire(s)

- Timeline, detailed work plan of proposed site visits, interviews, data collection and reporting, including a meeting with Drosos and the project team at the start and the end of the evaluation period to share and discuss findings and recommendations.

### **3.2 Desk review and data collection**

Once the Evaluator has been given the mandate to carry out the Evaluation, the first step consists of reviewing all key project documents and material including capacity building reports, progress reports, monitoring tools, marketing and video content developed by the partner organisation. The Evaluator shall then collect primary data through site visits, observation, interviews, focus group discussions, as deemed most relevant and appropriate.

### **3.3 Evaluation report**

The final Evaluation Report shall be submitted in English and shall include:

- An introduction
- Presentation of key findings
- Recommendations
- Annexes (list of interviews, consulted stakeholders, key documents, etc).

The findings of the evaluation shall be presented for discussion at a meeting with Drosos. Afterwards, the draft report shall be submitted for feedback and review by the partner organisation and Drosos. Based on these comments, the draft report shall be revised and completed.

The Evaluator is responsible for her/his own logistical arrangements as well as organising meetings and interviews with the support of the partner organisation in Lebanon.

## **4 Qualifications required**

The Evaluator should have the following qualifications:

- University degree in social sciences, anthropology, psychology, drama, theatre pedagogy or a related field.
- Very good knowledge of the creative and performing arts sector in Lebanon, especially theatre
- Extensive demonstrated experience in conducting evaluations of development projects involving youth or children, and a proven record of delivering professional results on time
- Extensive knowledge of the context (in particular the reality of communities outside of the capital city in Lebanon) and experience in the region

- At least 5 years of experience as a Consultant/Evaluator
- Excellent communication skills in English and Arabic
- Excellent interviewing skills
- Demonstrate very good analytical, communication and writing skills

## 5 Proposals

The Consultant is invited to send a proposal in English, including:

- The evaluation work plan (incl. evaluation design and methodology and timeline for deliverables)
- Detailed budget for the mandate
- CV
- Motivation letter

Deadline for submitting an offer is **25<sup>th</sup> October 2019**. Only short-listed applicants will be contacted. Proposals should be submitted via email to: [info@drosos.org](mailto:info@drosos.org) (kindly indicate as email subject: Mid-term Project Evaluation – Lebanon).

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