

## Terms of Reference Evaluation (TOR)

### Final External Evaluation of the Programme All-Around Culture

All-Around Culture Programme aims to foster a vital cultural ecosystem as an enabling environment for social and economic inclusion of young people in seven countries across the Arab region including Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, Tunisia, and Libyan and Syrian communities in these countries.

Co-funded by the European Union, All-Around Culture is a collaborative and interconnected programme which consists of 5 components implemented over a 4-year period, by [Culture Resource](#), [L'art Rue](#), [MitOst](#) and the [MMAG Foundation](#).

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## 1. Context and Description of the Programme

### Description

- Name of coordinator of the grant contract: zusa
- Name of partners: [zusa](#) Berlin- Germany, [Culture Resource](#), Beirut-Lebanon, L'Art Rue, Tunis- Tunisia, [The MMAG Foundation](#), Amman-Jordan.
- Co-funded by the European Union
- Title of the action: Thaqafa Daayer Maydoor (All-Around Culture)
- Start date and end date of the Programme: 1st March 2020 – 29th February 2024
- Target countries: 7 ENP South countries namely, Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, Tunisia and Libyan and Syrian communities in these countries

### About [zusa](#)

An international organization based in Berlin and works in Europe, North Africa, West Asia, and beyond. It was established in 2021, born out of the Cultural Exchange department of [MitOst e.V.](#). The zusa team works for and with cultural and civil society actors for change in their social and cultural contexts. They practice and promote the art of collaboration as a force for systemic change. The aim of zusa is to create, open and give space to process, playfulness and experimentation.

### About All-Around Culture (AAC)

The programme aims to build a vital cultural ecosystem as an enabling environment for social and economic inclusion of young people. The program consists of 5 main Work Packages (WPs).

AAC is based on five axes as follows:

**1. Cultural Alliances;** Aiding 36 cultural organizations in their efforts to enhance and facilitate access to culture.

**2. Youth-Led Cultural & Civic Initiatives;** Supporting youth-led cultural and civic activities by providing up to 32 research grants, up to 24 production grants, and collaborative labs to help local and related arts output.

3. **Cross-Border Collaborations;** Establishing collaborations and knowledge exchanges between 30 cultural organizations in the Arab world, Europe and Sahel region.

4. **Ecosystems Academy;** Engaging in ongoing knowledge exchange to meet the program's different learning needs and disseminate ecosystem-based methods and procedures to the larger community.

5. **Policy and Dialogue;** Establishing an advocacy platform in support of improved working conditions in culture and arts in the countries of intervention.

## 2. Objectives of the External Evaluation

The final evaluation's purpose is to provide an overall external assessment of the performance and the results of the AAC programme. The evaluation will focus on assessing the programme intervention's relevancy, effectiveness, efficiency, sustainability and impact. The final evaluation will cover the 4 years of the programme and all the activities carried out in the context of the programme.

The scope of work for consultancy will include, but may not be limited to:

- Reviewing all relevant sources of information, such as the programme documents, logical framework, annual progress reports, mid-term evaluation report, and any other materials that the evaluator(s) considers useful;
- Developing an evaluation matrix with evaluation criteria, the related evaluation questions (and, where needed, sub-questions), the data sources required to answer the questions, the data collection, and data analysis methods.
- The evaluation should be based on the five criteria of relevance, effectiveness, efficiency, impact, and sustainability.
  - **Relevance:** Appropriateness of the programme strategy to the actual needs and priorities of the target groups/beneficiaries taking into the account the circumstances i.e. COVID 19, war in Gaza. Is the programme strategy appropriate and logical and does it work directly toward attaining the objectives?
  - **Efficiency:** Measures & assessments of the outcomes - qualitative and quantitative - in relation to the inputs. How well are the means/inputs

and activities converted into outputs? Are the activities implemented in line with the plans? Are they implemented, and the outputs delivered in a cost-efficient manner?

- **Effectiveness:** Contribution of the programme results to the achievement of the programme objectives. To what extent are the specific objectives achieved / are likely to be achieved? What are the major factors influencing the achievement or non-achievement of the objectives? How well do the achieved results align with the originally specified project objectives related to the activation of the cultural ecosystem in the ENP-South region?
- **Impact:** The positive and negative changes produced by the programme, directly or indirectly, intended or unintended. Main effects resulting from the programme on the ecosystem of culture, acting as a vector for inclusive and resilient human development across the Southern Neighbourhood. What is the programme's likely contribution to the overall objective and impact To what extent has the cultural ecosystem been activated in the Southern Neighbourhood, and how does this activation contribute to inclusive and resilient human development?
- **Sustainability:** Analysing to what extent the effects and results of the programme are likely to last beyond its implementation period. What was put in place by the programme to ensure the sustainability of the expected programme outcomes? And what are the risks that could influence sustainability in the future? Collecting lessons learned and good practices and expressing recommendations for the partners and stakeholders. The evaluation must provide evidence-based information that is credible, reliable, and useful.

The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with the local organizations, experts, programme consultants, the programme team, AAC management team, mentors, final beneficiaries, and other key stakeholders;

- **Prepare an evaluation report** providing descriptive overviews, analysis and laying out the facts and lessons learned, providing conclusions and recommendations, and finalising the report upon the feedback from the programme team.

- **Conduct a meeting** with the programme implementers and partners to validate the evaluation findings and recommendations.

### 3. Methodology

- The consultant is requested to propose a methodological approach, but the evaluation should at a minimum include desk research, semi-structured interviews, an inception report, a draft and final evaluation report, as well as a PowerPoint presentation with key findings.
- **Desk research:** should include a review of all the material and documentation developed within the programme, the reports of implementing teams, mentors, beneficiaries and consultants, the tools created or adapted, including the monitoring and evaluation ones, etc. The consultant(s) should collect all quantitative and qualitative data from the logframe (list of activities, number of participants, etc.).
- **Key Informant Interviews/Focus group discussions:** The consultant(s) should carry out interviews/group discussions with AAC programme leaders and all partners, as well as representatives of the beneficiaries.

### 4. Deliverables

- 1 inception meeting report, including agreed evaluation approach, outline of the report, timeline, work plan etc (21 December 2023);
- 1 draft report/first findings (before 22 January 2024) in English of up to 30 pages, including a table of contents, a brief introduction, the objectives and the methodology, and evaluation of the programme based on the criteria mentioned above (relevance, coherence, efficiency, effectiveness, impact, sustainability), observations, lessons learned and conclusions as well as a list of recommendations and appendix (e.g. acronyms, list of interviewees, ToRs, methodology, schedule, etc.).
- 1 final report in English including recommendations and a presentation to the consortium (up to 30 pages) before 20 February 2024.
- 1 presentation: The consultant(s) will finally make a 1h30 presentation to the programme implementers and SC, reviewing the main conclusions and recommendations of the evaluation. This presentation will then be

used by zusa and the partners to present the results to external stakeholders.

## 5. Provisional Calendar (to be discussed at the inception meeting):

Publication of ToR	28 November 2023
Deadline for Evaluator(s) to apply	10 December 2023
Selection of the Evaluator(s)	12 December 2023
Contracting the Evaluator(s)	15 December 2023
Inception Meeting Report	15-20 December 2023
Desk research	21 December 2023 – 19 January 2024
Interviews and focus groups	21 December 2023- 19 January 2024
Draft Report	22 January 2024
Final Report and oral presentation to the implementers	20 February 2024

## 6. Application Process

You can apply individually or as a team of evaluators. In either case your application should consist of the following:

- 1 page expression of interest, highlighting relevant experience and knowledge of the context, daily rate
- A technical proposal detailing your approach to evaluation of the programme, including methodology proposal
- A detailed financial proposal
- An updated CV(s)
- Contact details for 2 references
- Please send your application before **10 December 2023** to [naguib@zusaculture.org](mailto:naguib@zusaculture.org). Subject of the email: "Application\_External evaluation of the AAC programme\_Name"

## 7. Selection Criteria

Applicants must meet the following conditions:

- A Master's degree or professional experience in a field related to the programme (Civil society, Culture & Arts, Development, Youth and/or related fields);
- At least 5 years of experience in external evaluation, including for EU or international funded programmes;
- Experience in the evaluation Youth and Culture in the Southern Neighbourhood be an asset;
- Fluency in English is mandatory. Arabic would be an asset.
- Availability and ability to work independently and on a flexible schedule.
- Applicants has to be independent, not be affiliated with AAC programme and its partners and donors

## 8. Budget

A maximum budget of 20,000€ (Euro) including taxes, 19% reverse charges has been allocated for this evaluation activity. meetings and activities foreseen in the work plan will be covered by this budget.

## 9. Data protection

In carrying out the evaluation of this programme, the evaluator(s) must respect the following confidentiality rules:

- All data relating to this programme are confidential.
- The information is only accessible to those whose access is authorised.
- The AAC programme implementers authorise the external expert to list the data in paper intended to carry out the activities entrusted to him/her. However, the AAC programme implementers does not give the evaluator any right to use, disclose or publish the data or results obtained in the course of his/her activity.