

Terms of Reference for External Evaluation

1. Introduction: cooperating partners and project under evaluation

Theatre Day Productions (Ayyam Al Masrah), a.k.a. TDP, is a Palestinian-registered non-profit company. TDP has demonstrated to be an experienced provider of youth theatre and drama services as well as a training organization for Palestinian children, young adults, and women in the field of drama, expression, storytelling, and cultural management. It successfully launched two branches, one in Gaza (1995) and one in Hebron (1997) each with an equipped theatre and office space. In a program for creative intervention using drama and theatre, TDP has targeted the most vulnerable groups of the local Palestinian communities in and around these population centers. The theatre-artistic methodologies TDP conducts have proven to be important to Human Recovery as well as to Cultural Development and the strengthening of Palestinian identity. TDP's activities specifically aim at Individual Empowerment, Community Development, and the protection of Human Rights.

The partnership between TDP and Bread for the World started in 2005 and continued in 2014 under a new 3-year contract. The newest contract, for 2017-2019, entails the project presently under evaluation.

Since Jan 1st 2017, the partnership of TDP and BftW has found continuation in a three-year project *"Dignity through cultural action by Palestinian children, youth, and women – developing and sustaining a creative grassroots human rights operation in Gaza."*

The project contributes to TDP's vision statement: "the flourishing of a free & equitable society in Palestine, based on artistic & cultural actions empowering its people to exercise freedom of expression & other basic human rights."

TDP and BftW have identified the following main objectives for the project:

- 1) The participants in TDP's drama and theatre work are agents of change in their community promoting free expression, calling for cohesion, and opposing violence and discrimination in all its forms.
- 2) Palestinian youth who have completed TDP's training narrow their gender disparities.
- 3) The Gaza cultural sector is strengthened with an actively working autonomous organization for performing arts and community development.

The target region covers the entire Gaza Strip with a focus on the most marginalized areas. TDP's local stakeholders are UNRWA's Gaza Education Department, the Palestinian Ministry of Education, and civil society organizations relevant to TDP's target groups and to the objectives of the project.

The main target groups of the projects are:

- a. School children, male and female aged 7-17.
- b. Youth and young adults, male and female aged 18-28.
- c. Women, organized in community organizations
- d. Unemployed women aged 20-30.
- e. School teachers and education administrators.
- f. TDP's staff, Full and part time staff (Including drama teachers, technicians, artistic staff and administrators).

2. Cause and objective of the evaluation

The evaluation will be a key document both for BftW's assessment of the program and for TDP's future internal development. It will thus serve a dual purpose taking stock of past experiences and using these to formulate ways forward for the program.

The evaluation shall generate information about the extent to which TDP is successful in attaining the established project goals during the period starting 2017. It shall also address TDP's ability to make a contribution to BftW's general strategic goals of empowering the poor and marginalized so they can improve their living conditions; in particular by TDP's work in education, its strengthening of democratic values while promoting respect for human rights, and its contribution to the peaceful solution of conflicts.

The evaluation shall question the relevance, effectiveness, efficiency, impact and sustainability of TDP's project. In addition, it shall endeavor to formulate recommendations in order to enhance the project in the future.

To that end, the evaluation should cover the following areas:

- On the programmatic level: the achievement and sustainability of the outcomes, and the impact reached.
- On the organizational/institutional level: the decision making process, the organizational model, the internal communication, and the ability to mobilize resources. This includes the organizational process towards autonomy for TDP's Gaza operation.

3. Key questions

The evaluation should take into consideration the OECD-DAC standards. The main questions of the evaluation are:

⇒Relevance:

- 1: To what extent has the program been relevant to the needs of the beneficiary population?
- 2: To What extent were chosen target groups relevant to the project objectives?

⇒Effectiveness:

- 1: Are the anticipated activities and outputs being delivered in time and according to specifications?
- 2: What were the problems and constraints encountered during implementation in the evaluated period?

⇒Efficiency:

- 1: To what extent are the effects being achieved at reasonable costs compared with alternative approaches for accomplishing the same objectives?
- 2: To what extent are the current staff capacities enough to achieve the project objectives?

⇒Outcome-Impact:

- 1: What change has the project made to beneficiaries and stakeholders?
- 2: Which other positive and negative intended and unintended changes have occurred?
- 3: To what extent has the project contributed to change regarding gender equality and human rights?

⇒Sustainability

- 1: To what extent are the results accomplished by the project likely to be sustainable?
- 2: To what extent has TDP's Gaza operation been capacitated towards relative independency? What are the strengths occurred to build for further development of TDP's Gaza team? What are the gaps and challenges that need to be addressed?

The evaluation shall address the effect of the project on the wider cross cutting issues of Inclusion, and Environment.

4. Evaluation design and methodology

Based on the project's log frame, the contracted evaluator should define an appropriate methodology that considers the OECD-DAC standards and use diverse methods of data collection, including at least the following tools:

1. Discussion with key program staff;
2. Field visits to the areas of implementation;
3. Interviews with key program partners, stakeholders, community committees, and beneficiaries, such as the UNRWA Education Department, Ministry of Culture, Ministry of Education, TDP-satellites, local NGOs, and other development agencies in Gaza;
4. Focus group discussions and interviews with field staff, with sample beneficiaries and non-beneficiaries, and with other stakeholders;
5. Observations of activities, success stories;
6. Quantitative and qualitative questionnaires for beneficiaries, non-beneficiaries and other stakeholders.
7. Documentation review e.g. progress reports, monitoring reports, existing data collections, and review of TDP's organizational management systems.

Impact and outcomes of the project should both be addressed in relation to 1) the concrete objectives of the project, as well as 2) the overall influence of the project on its situational environment, especially regarding Human Rights and Women's Rights. In describing the results of the project outcome, impact, and sustainability, analysis of examples are to be used both for illustration and for proof.

5. Process of the evaluation/time frame

- The deadline to submit technical and financial offers is 20.08.2018.
- Awarding will take 1 week.
- The evaluation process will start by 01.09.2018 and is to be concluded by 01.11.2018. (9 Weeks)
- Inception report is expected within 2 weeks of starting the evaluation process (15.09.2018).
- Evaluation Report first draft is due 15.10.2018. (A meeting will be held in 20.10.2018 with TDP staff to discuss the findings of the first draft).
- Final Evaluation report is due 01.11.2018.

6. Expected deliverables

- Technical Offer
- Proposed Evaluation timeline.
- Inception report.
- First draft of the final report.
- Final report (30 pages max, in 2 languages Arabic and English).
- Power point presentation of key findings and recommendations.

7. Key qualifications of the evaluators

For this evaluation, TDP is looking for a consultant or consulting firm, with following qualifications:

- About 10 years progressively responsible experience in evaluation and management field, three of them in evaluating cultural projects.
- Excellent English and Arabic writing/reporting skills.
- Ability to independently research a large volume of information under a tight deadline.
- Good knowledge about performing arts and independent cultural expression.
- Thorough knowledge on the sociopolitical and cultural situation in Palestine, especially in the Gaza strip.
- Knowledge about evaluation methods and techniques.
- Proven experience in working/evaluating networks and networking processes.

8. Content of the evaluator's offer for tender

- CVs of all evaluators involved
 - Outline of the planned evaluation process
 - Specifics for proposal:
 - o The deadline to submit technical and financial offers is 20.08.2018
 - o Submissions should be made digitally to the Executive Committee of Theatre Day Productions, e-mail tdp@theatreday.org
 - o Short explanation and justification of the methods to be deployed, including specific paragraph that sets out how relevant cross-cutting issues need to be taken into consideration
 - o Financial proposal in USD, including a complete cost estimate that includes both the fee and any auxiliary costs to be incurred, such as transport, accommodation, taxes (including certificate of tax deduction at source for individuals), fees, and costs of workshops in the scope of the evaluation.
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