

**Terms of Reference**

for *Evaluation of CKU’s international engagement to support culture and development in Danida priority countries from 2007 to 2016.*

**1. Background:**

The Danish government has decided to stop funding the Danish Centre for Culture and Development (CKU) after 2016, and the Minister for Foreign Affairs has decided to close down the centre by the end of 2016. This leads to the completion of CKU’s ongoing programmes and the closure of the organisation. In this context, the need for a final, external evaluation arises, in order to document the results achieved and the lessons learned.

In December 2015, Danida’s External Grant Committee approved the final grant to CKU. At the same time, the Committee observed that CKU during its 18 years of existence has managed to produce results and launch new initiatives in a very difficult field and underlined the need to have these results documented (MFA: Minutes from the External Grant Committee Meeting 2 December 2015). At its meeting in December 2015, the Board of CKU also decided that CKU’s work needs to be documented and evaluated. The evaluation is expected to be useful for international and national practitioners in the field of culture and development and serve as inspiration for agencies and organisations wishing to integrate the area of culture in development cooperation.

The Danish Centre for Culture and Development (CKU) was established by the Danish Ministry of Foreign Affairs in 1998 as a self-governing institution under the Ministry. CKU works to strengthen the role of art and culture as an integral part of Danish development cooperation.

In line with the Danish strategic framework outlined in “The Right to Art and Culture” CKU regards art and creativity as crucial parameters for sustainable, human and societal development and as key factors for democracy, human rights and growth. CKU therefore works for strengthening a vibrant, free and inclusive cultural life in developing countries as well as for enhancing the knowledge in the Danish population. All programmes and projects developed by CKU since the approval of “The Right to Art and Culture” by the Foreign Committee of the Parliament in May 2013 adhere to the human rights and cultural diversity principles as well as the following five thematic priority areas:

1. Empowering people through active participation in art and cultural activities
2. Ensuring freedom of expression for artists and cultural actors
3. Enhancing economic growth through creative industries
4. Strengthening peace and reconciliation in post-conflict areas through art and cultural activities
5. Promoting intercultural dialogue and intercultural collaboration

In line with this strategic framework, the overall **theory of change** for CKU’s programmatic work is based on previous experiences and newly developed methods on how art and culture can help create positive change, while at the same time a rich artistic and cultural life has value in itself (‘The Right to Art and Culture’ p. 3).

CKU seeks to ensure strong synergies with Danish development efforts in the Danida partner countries through a close alignment with Danida country policy papers and specific components in Danida country programmes. By aligning CKU’s international culture and development programmes to other Danida priorities in the specific countries, CKU hereby aims to contribute to the overall strategic priorities set by Danida in the programme countries, while also taking account of national policies and strategies such as poverty and growth strategies and national cultural policies.

**2. Purpose and Scope of the Evaluation:**

The evaluation will address the following two overall questions:

1. How have CKU’s international programmes contributed to the evidence of the catalytic role of culture in development processes, and what are the results and impact of this?
2. Which tools, methods and approaches have worked for achieving these results and how can they be described to capture lessons learned?

The purpose of the first objective is to provide an overview over the results and possible impact that CKU supported initiatives had on the ground. In particular, it is of interest to record results of a transformational nature. It is recognized that CKU’s activities are carried out in cooperation with partner organisations in the respective programme countries. Therefore, it may be difficult to attribute changes and impact directly to the interventions supported by CKU; hence, the emphasis may be on the contribution provided by CKU and the value added from the supported activities.

The purpose of the second objective is to provide lessons learned, with a view of documenting best practices for inspiration to national and international development practitioners in the field of culture and development. Focus shall be on evidence of approaches and methods that have proven effective and demonstrate unique added value.

Among the five priority areas of the strategy, three have been chosen as focus areas for this evaluation. These are

1. empowering people through active participation in art and cultural activities,
2. cultural and creative Industries, and
3. strengthening peace and reconciliation through arts and cultural activities.

The assumptions to each priority areas that the evaluation needs to look into are formulated in CKUs theory of change and summarised as follows:

*1. Active participation in cultural activities can mobilise marginalised population groups to express themselves and take part in development initiatives in their areas.*

*Theory of change:* Support to art and cultural activities at local level with a focus on involving marginalised groups will strengthen their voice and creative expressions and in turn motivate them to take part in broader development initiatives in their local areas. Participation in art and culture is hence not an end goal in itself but a catalyst for engagement and motivation for broader participation. If processes of skills development and presentation techniques are guided by didactic and artistically skilled trainers in a safe environment, motivated participants are empowered to become active contributors to their community.

*2. A boost to cultural and creative industries generates employment and income and strengthens national and international market opportunities*

*Theory of change:* Addressing obstacles and limiting factors in the business environment for cultural and creative industries will release the significant potential present in this sector. Known and proven strategies for establishing a conducive environment for business development can be applied to the cultural and creative industry sector in order to make it grow and flourish. Capacity development for cultural entrepreneurs in business development and marketing strategies can lead to local job creation and sustainability of the cultural and creative industries, based on the creative talent already present in most societies. Through increased income and market relations a boost to this sector will contribute to economic development of low- and middle-income countries.

*3. Art and cultural activities can strengthen peace and reconciliation in post-conflict areas*

*Theory of change:* Improved access of conflict affected and displaced populations to cultural activities can be a way forward for re-establishing a normal life, and support to art and cultural initiatives can lead to increased trust and mutual understanding.

The evaluation will include, but not necessarily be limited to the following elements:

1. Map the portfolio of international programmes and approaches applied by CKU in Danida partner countries between 2007 and 2016, and document results.
2. Document successful approaches, methods, and best practices in the three strategic areas of intervention mentioned above.
3. Identify factors that either facilitated or hindered the achievement of results and document lessons learned during implementation, both at the level of country programmes and specific project level.
4. Focus the in depth analysis on three sample countries.
5. Assess the process that led to the Danish strategy *The Right to Art and Culture*, and the strategic changes that followed in CKUs international programme work.
6. Analyse in which way the rights based approach of CKU has contributed to reach the defined target groups of the programmes.
7. Assess the adequacy in programme preparation, including the preparation of rights based country analysis and the formulation of country programmes.
8. Assess the adequacy of the programme’s monitoring and evaluation system, results framework, organisational programme set-up, reporting, field monitoring, and review mechanisms of country programme level.

**3. Approach and Methodologies:**

The evaluation shall be conducted in accordance with the Danida Policy for Evaluation of Development Cooperation and the Evaluation Guidelines, as well as the OECD/DAC Evaluation Quality Standards (2010). In line with these, the evaluation must be based on a sound methodology to be unfolded in the Inception Report and briefly described in the Evaluation Report.

The work of CKU is strongly influenced by the formulation and approval of Denmark’s strategy for culture and development from 2013, which was adopted by CKU for all its programmes since then. Before the strategic alignment, CKU’s programmes were funded through the Local Grant Authority of the embassies and followed their respective priorities. This situation has several implications on the evaluation:

* The difference in approach in CKUs programmes before and after the strategic approach needs to be taken into account.
* The process itself that led to the formulation of the new strategy shall be part of the evaluation, understanding the strategic approach in the context of the lessons learnt from the previous way of working.
* The understanding of culture and development described in the strategy and the Theory of Change of CKU may need to be applied retrospectively on programmes that were planned before the formulation of the strategy.

Intensive data collection will be needed, which includes the review of key documents (list of documents in annex) and engagement with present and former CKU staff, key stakeholders and implementing partner organisations.

CKU will assist with preparing and compiling the relevant documents. This includes the elaboration of an overview matrix of projects, and an updated status of results and outcome.

The following elements are envisaged to be part of the evaluation methodology:

* A review of relevant documentation;
* Interviews with key stakeholders at CKU, including staff in the partner countries;
* Interviews with key stakeholders that are part of the implementing partner organisations;
* Interviews with key stakeholders external to CKU and the implementing partners; multilateral partners, NGOs and researchers
* Focus group discussions where relevant;
* Country missions to the three sample countries selected

*Sample countries*

The entire portfolio of CKUs international engagement shall be the foundation for this evaluation. However, for in depth analysis, three sample countries shall be selected. Selection criteria are:

1. Geographic criteria: The country programmes shall represent the three regions of CKU programmes, selecting at least one country fro

* ***MENA region***: possible countries include Palestine, Egypt
* ***Africa***: possible countries include Mali, Burkina Faso, Kenya, Tanzania, Uganda, Mozambique, + regional programmes (DNA, CIA, AMFN)
* ***Asia***: possible countries include Nepal, Pakistan, Indonesia, Afghanistan, Myanmar, Bhutan, Vietnam, Iraq, Bangladesh,

2. Strategic criteria:

* At least two countries shall have a programme focus on ***empowerment through participation***. Shortlisted countries include: Uganda, Kenya, Tanzania, Burkina Faso, Palestine, Egypt, Nepal, Bhutan.
* At least two countries shall have a programme focus on ***cultural and creative industries***. Shortlisted countries include: Kenya, Tanzania, Burkina Faso, Nepal, partly also Palestine and Uganda.
* At least two countries shall have a programme focus on ***peace and reconciliation***. Shortlisted countries include: Nepal, Uganda, Indonesia.

3. Criteria of years of engagement: priority shall be given to countries that have been supported by CKU more than one programme phase. These countries include Uganda, Tanzania, Mali, Burkina Faso, Palestine, and Nepal.

**4. Outputs and Timeline**

The deliverables for this evaluation are:

* An inception report (not exceeding 10 pages), ensuring mutual understanding between CKU and the consultant about the details of the assignment. This includes a work plan over the assignment of the evaluation.
* A document presenting preliminary findings after finalisation of the field visits, ensuring that the work is on the right track.
* A first draft evaluation report, responding to all tasks mentioned in this ToR document. The CKU reference group will provide feedback and comments within one week.
* A second draft evaluation report, responding to all tasks mentioned in this ToR document. The CKU reference group will provide feedback and comments within one week.
* A final report, integrating comments from the reference group. The report shall be of approximately 30 pages + the summary and annexes.

All deliverables shall be prepared in English.

*Time period*: The evaluation is expected to start 1st of September and to be concluded by end of December 2016. The following timetable is proposed:

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| **Timing** | **Deadline** | **Description** |
| June to August 2016 | 31.08.2016 | Tender process |
|  | 01.09.2016 | Start of consultancy |
| September 2016 |  | Desk study and review of documents |
|  | 09.09.2016 | Submission of inception report |
| October 2016 |  | Intensive data collection and analysis |
| October 2016 |  | Field visits to three sample countries |
|  | 31.10.2016 | Submission and discussion of preliminary findings |
| November 2016 |  | Further data collection and analysis |
| November 2016 |  | Report writing |
|  | 25.11.2016 | Presentation of 1st draft evaluation report.Feedback and comments from CKU within a week. |
|  | 09.12.2016 | Presentation of 2nd draft evaluation report.Feedback and comments from CKU within a week. |
|  | 31.12.2016 | Submission of final evaluation report. |

**5. Organisation of the Evaluation**:

There are three sets of roles in the evaluation process: a) the evaluation management, b) the evaluation team (consultants) and c) the evaluation reference group.

*Role of the Evaluation Management:*

The Evaluation will be supervised and managed by CKU. A project coordinator will be appointed by CKU to lead the evaluation process. Together with an external resource person s/he forms the evaluation management. The tasks of the evaluation management are to:

* Participate in the selection of the evaluation team based on received tenders.
* Coordinate with all relevant evaluation stakeholders.
* Ensure that quality control is carried out throughout the evaluation process.
* Provide feedback to the Evaluation Team. Comment on draft versions of the inception report, work plan, progress reports and the evaluation report. Approve final reports.
* Organise and chair meetings of the Evaluation Reference Group.
* Advise relevant stakeholders on matters related to the Evaluation.

*Role of the Evaluation Team (the Consultant):*

The DAC evaluation principle of independence of the evaluation team will be applied. The evaluation team will carry out the evaluation based on a contract between CKU and the incumbent company/institution. The evaluation team will:

* Prepare and carry out the evaluation according to the ToR and the approved inception report.
* Be responsible to the evaluation management for the findings, conclusions and recommendations of the evaluation.
* Ensure that quality assurance is carried out and documented throughout the evaluation process.
* Report to the evaluation management regularly about progress of the evaluation.
* Organise and coordinate meetings and field visits, and other key events, including debriefing session and/or validation workshops in the field visit countries.
* The lead consultant is responsible for the reporting, proper quality assurance, and for the organisation of the work of the team. The consultant will participate in all field work and is responsible for the final evaluation product.

*Role of the Evaluation Reference Group:*

An Evaluation Reference Group (ERG) will be established and chaired by CKU. The mandate of the ERG is to provide advisory support and inputs to the Evaluation, e.g. through comments to draft reports.

The members of the ERG include, besides the two persons from the evaluation management: a representative from EVAL, a representative from the board of CKU, and the acting director of CKU.

**6. Composition and Qualifications of the Evaluation Team**:

The evaluation will be conducted by one international consultant with substantive knowledge of art and culture in international development. The consultant needs clearly demonstrated expertise and experience in conducting evaluations and impact assessments using a variety of quantitative and qualitative methods in the field of art/culture and development.

In addition to the international consultant, one national consultant shall be hired in each sample country of the evaluation.

The task adds up the following number of workdays for the *international consultant*:

* 8 consultancy days for desk study and review of documents
* 2 consultancy days of preparation of inception report
* 28 consultancy days for data collection and analysis (including 5 days per field trip x 3 countries)
* 10 consultancy days of report writing
* 2 consultancy days of completion of the final report after receiving comments on draft report

This makes a total of 50 consultancy days for the international consultant.

Each *national consultant* shall be hired for 8 days, covering

* 2 days of desk study and review of documents,
* 4 days of data collection during the mission of the international consultant,
* 2 days of formulation of meeting minutes and debriefing note with preliminary findings

This makes a total of 24 consultancy days for the national consultants (3 countries x 8 days)

The maximum budget of the engagement of the consultant is DKK 600.000 covering all costs related to the consultancy (fees and field trips of the international and national consultants). The overall budget for the entire evaluation is annexed to this ToR.

**7. List of Key Documents:**

* Strategy for Culture and Development, Danida, MFA, 2002
* Strategic framework for culture and development, The Right to Art and Culture, 2013
* MFA administrative Guidelines for CKU, 2013
* CKU programme manual and templates
* Overview of programmes and projects
* Rights based country analysis documents and country programme documents
* Annual status reports from country programmes over the years
* Programme completion reports from completed programmes
* Results contracts between MFA and CKU
	+ Results contract 2007-2009, December 2006
	+ Results contract 2013 to 2015
* Annual work plans of CKU
* Reports to MFA on results framework and work plans
* Preparation of Denmark’s new strategic framework for culture and development: Overview and process plan
* Review of CKU 2009,
* Review of CKU 2015
* Report: Methods, Results and Experience, Knud Vilby, April 2013

For the three sample countries and besides the above mentioned documents:

* Project documents
* Project and programme reports
* Agreements with embassies