

Terms of Reference

Final Evaluation of the EU-funded project

“European Media Facility in Armenia - Building Sustainable and Professional Media”

<https://akademie.dw.com/en/dw-akademie-in-armenia/a-60173360>

DW Akademie is requesting interested and qualified persons and organizations to apply for the final evaluation of the project “European Media Facility in Armenia - Building Sustainable and Professional Media”, funded by the European Union (EU) and Federal Ministry for Economic Cooperation and Development (BMZ). These Terms of Reference are to be taken as the basis for the evaluation.

1. About DW Akademie and the Project’s Consortium Partners

[DW Akademie](#) is Deutsche Welle's center for international media development, journalism training and knowledge transfer. Its projects strengthen the human right to freedom of expression and unhindered access to information. DW Akademie empowers people worldwide to make independent decisions based on reliable facts and constructive dialogue. DW Akademie is a strategic partner of the German Federal Ministry for Economic Cooperation and Development. DW Akademie also receives funding from the Federal Foreign Office and the European Union and is active in more than 70 developing countries and emerging economies.

[BBC Media Action](#) was founded in 1999 by the BBC as its international development charity. It applies the editorial standards of the BBC builds on its values and often works closely with the BBC World Service and other BBC departments. BBC Media Action believes in media and communication for good. Last year, BBC Media Action reached more than 130 million people in some of the world’s poorest and most fragile countries.

[Democracy Development Foundation](#) (DDF), the spin-off of the Open Society Foundations, registered in December 2022 as an independent, non-profit foundation in Armenia. DDF remains committed to open society values and ideals. It envisions Armenia, where people live in dignity and enjoy security, peace, freedoms, civic engagement, and social justice. DDF contributes to the advancement of democracy, security, and human rights by offering support to pro-democracy actors and creating partnerships based on shared values and professionalism.

[Hetq](#) has been publishing in Yerevan since 2001 by the Association of Investigative Journalists NGO. In 2004 the organization re-registered as the Investigative Journalists NGO. It is publishing content in Armenian and English. Hetq Online is conducting journalistic investigations by teams — a new practice in Armenian journalism. These teams also work on investigative documentary films for Hetq which are broadcast on different TV stations in the Republic of Armenia. Over the years, Hetq, and its reporters, have received numerous international and local awards and honors for their unique coverage of a wide range of issues in Armenia and the region.

[Factor.am](#), founded by the NGO Factor Information Center to support civil society, provides daily news, analysis, reliable information, and TV programs in Armenia. It aims to give a voice to Armenian citizens and strengthen of civil society in the country through new media ideas and projects. Factor.am's content seeks to protect human rights and fundamental freedoms, and to promote social justice and equality.



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2. Background and Project Description

The consortium led by DW Akademie and consisting of the BBC Media Action, Democracy Development Foundation (DDF) and two Armenian media organizations, Hetq and Factor, are implementing the project “European Media Facility in Armenia – Building Sustainable and Professional Media”, funded by the European Union and supported by the Federal Ministry for Economic Cooperation and Development. It started on December 1, 2020 and will end in November 2023. The project targets media managers and independent journalists from national and regional media outlets, journalism students, small regional media outlets as well as other local stakeholders, such as universities.

DW Akademie strengthens the media in Armenia. Supporting independent Armenian media to become more professional and financially sustainable is the project’s key element. Through direct cooperation, as well as engagement in the new E-school for media management, the project contributes to the professionalization of media outlets throughout Armenia. The Democracy Development Foundation (DDF) directly supports regional media outlets with grants, increasing their financial and operational resources for producing quality media content. Audience research using Videometrics, a tool specifically designed by DW Akademie, will help media outlets to further engage with and learn from their audiences. Through trainings, workshops and consultation sessions by BBC Media Action, the project promotes content quality and encourages internal policies meeting international standards of free and fair reporting.

The project logical framework has one specific objective structured around the five target groups: media managers, independent regional media outlets, independent journalists, fact checkers, young journalists and students.

SO – Media Organisations (MOs) in Armenia are more professional, financially sustainable and interconnected

Indicator 1: % of MOs that adhere to the developed ethical and professional standards in reporting including accuracy, impartiality, editorial independence.

Indicator 2: % of MOs with diversified revenue streams, including new entrepreneurial activities, financial partnerships and donors.

Indicator 3: % MOs that included recommendations and learnings of consultations, workshops and videometrics surveys into media content.

Indicator 4: % of Armenian MOs that created new collaborations with MOs and journalists in Armenia and abroad (disaggregated by international and domestic ones).

These Specific Objectives should have been reached through the following project outputs:



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Output 1.1: Financial and Management capacities of regional and national MOs are strengthened

Output 1.2: Editorial capacities of regional and national media are strengthened to produce content in compliance with international journalistic standards

Output 1.3: Investigatory journalism capacities of Armenian journalists are strengthened

Output 1.4: Opportunities for networking and cooperation created for Armenian media

Output 1.5: Increased capacities of MOs to improve content based on audience needs and preferences

Output 1.6: Enhanced capacities of journalism lecturers and students for creating successful education-work transitions for young journalists

3. Scope and Criteria of the Evaluation

DW Akademie is commissioning a final evaluation to gather relevant data which will be used to measure to what extent the project has achieved its specific objective.

Evaluations of DW Akademie projects are based on principles that both, the contracting authority, and the contractor must adhere to. These principles stem from the OECD/DAC and the German Association of Evaluators (DeGEval) and are: Impartiality and Independence, Credibility, Usefulness, Participation, Feasibility, Fairness and Accuracy.

The evaluation should be based on six criteria developed by the OECD/DAC:

- **Relevance:** Did the project address key problems of the target groups and society as a whole?
- **Coherence:** What synergies did the intervention have with other initiatives in the field? How well did the intervention identify needs of the target groups within the general framework of media support in Armenia?
- **Effectivity:** Is the intervention achieving its objectives? What are the benefits of working with regional media in contrast to national media? What was the effectivity of activities conducted online in comparison to in-person formats? Were past and recent lessons learned integrated into the intervention? How was the cooperation between the lead and co-applicants?
- **Efficiency:** Were the activities and procedures cost-efficient (cost-benefit ratio) and resources used proportionately? Was the project able to adapt to changing frameworks (war, COVID-19, currency exchange fluctuations, inflation, etc) in an efficient way?
- **Impact:** What impact did the project have on target groups and beneficiaries and what are concrete examples/illustrations of it?

- **Sustainability:** Did Armenian partner organisations retain sufficient ownership of the results of the project to continue positive effects?

4. Evaluation Process and Format

a) Process description

After the selection and contracting of the evaluator(s), DW Akademie will provide basic documents and information needed for the evaluation. During an online kick-off workshop, the evaluator(s) and the DW Akademie will agree on the final scope of the assignment, the research questions, methodology and evaluation steps. An inception report prepared by the evaluator(s) will detail methodological strategies and the evaluation design.

The evaluation is expected to be carried out on-site with visits to all 4 partners in Yerevan as well as 10 regional media partners, in addition to meetings with other stakeholders and beneficiaries (universities, students, journalists, fact-checkers, etc). According to our experience 2 weeks should be planned for the field phase. DW Akademie will establish contact with the interview partners and assist with general logistical support during the field visits. Depending on the security situation the scope and schedule can be adapted. The evaluator(s) will analyse the data collected independently and draft an evaluation report, which will be subject of discussion with the project team in a debriefing meeting.

b) Format of the evaluation report

The final evaluation report shall comprise no more than 25 pages and should be written in English. Additionally, a two-to-three pages executive summary shall be handed in, as well as an annex containing additional information that is important for the understanding of the evaluation results. This includes research tools such as questionnaires, interview guides, list of interviewees, etc. DW Akademie recommends a mixed methods design including both quantitative and qualitative techniques.

5. Deliverables

The following deliverables, to be drafted in English, will be expected:

1. Presentation of the evaluation design during the kick-off workshop with project team.
2. Inception report (max 6 pages): The evaluator(s) will present a report giving detailed information about their interpretation of the ToR, proposed evaluation methods and specified research questions as agreed in the kick-off workshop.
3. Preparation and execution of interviews and data collection (this includes also the collection of target values of the indicators for Specific Objectives).
4. Draft evaluation report including recommendations and possible lessons learned.
5. Debriefing: the evaluator(s) will present the results of the evaluation: the feedback of the project team will be considered in the final report.

6. Final evaluation report (max 25 pages).

Please note that while the main project documents are in either English or Armenian, full command of both languages is required.

6. Application Requirements

a) Applicant's profile

Applicants should be experienced in conceptualizing and conducting evaluations in a development assistance context. They should be very adept at gathering and processing information and data, with proven analytical abilities and knowledge of empirical research methods. The following expertise is particularly appreciated:

- Proven record in conducting logframe-based evaluations;
- Significant experience of undertaking desk reviews, developing/implementing M&E systems and/or project assessments/evaluations (EU and/or other international donor projects)
- In addition to fluent English, strong command of Armenian language of at least one person within the evaluating team is required;
- A good understanding of issues relating to freedom of expression, local media landscapes, journalistic education, fact-checking, etc.
- Expertise on the Armenian media landscape is a strong asset.

b) Format of the proposal

The proposal should outline a coherent and concise concept for the evaluation of the project. Furthermore, the applicant's own evaluation expertise as well as the context of the project region, evaluation objectives, methodology and evaluation design should be described. In addition, a preliminary time schedule and detailed cost summary need to be presented. The exact documents to be submitted are listed below. Submitting a proposal does not constitute an entitlement to the conclusion of a contract.

c) Documents to be submitted

The following documents should be included in the proposal:

- A cover letter in which the applicant conveys her or his suitability for the specific evaluation;
- CV(s) of person(s) to be involved in the assignment, documenting relevant experience in the afore mentioned fields (incl. contact details of reference persons of minimum 2 prior project evaluations). In the case of team applications, kindly note that DW

Akademie retains the right to issue only one contract with the lead evaluator representing the whole team.

- A technical proposal containing the evaluator' understanding of the task and ToR, the evaluation design, including methodology, relevant evaluation questions and a preliminary time-table (max. 6 pages).
- A detailed cost summary and the projected working days using the template provided in Annex A.

d) General Information

The estimated budget for the evaluation should not exceed 12.500 Euros (excluding VAT, this lump sum should contain all costs necessary for conducting the evaluation, including travel costs, hotel costs, materials, if applicable). No additional per diems or subsistence support is granted by DW Akademie.

Proposals should be submitted *in electronic form only* to dw-akademie.armenia@dw.com by **August 25th 2023**, at the latest. Evaluators will be selected by September 1st, 2023. The contract will start October 1st and a kick-off workshop will take place mid- October 2023. The field phase is scheduled to start immediately thereafter with field visits to partners, target groups and beneficiaries. The final evaluation report must be completed by December 15th, 2023.

Contact details for questions or clarification:

Email : dw-akademie.armenia@dw.com

7. Use of the evaluation

DW Akademie retains ownership of all findings as well as the study itself. This includes the exclusive intellectual property rights including the right of publication of the study as a whole or parts thereof, including edited versions. The study and findings are absolutely confidential and under no circumstances made to be known to third parties by the contractor.

The contractor grants the European Commission the right according to Art. 7.2 of the “General conditions applicable to European Union-financed grant contracts for external actions” to use freely and as it sees fit, and in particular, to store, modify, translate, display, reproduce by any technical procedure, publish or communicate by any medium the evaluation report and its annexes, provided it does not thereby breach existing industrial and intellectual property rights.



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