

TERMS OF REFERENCE FOR THE EXTERNAL EVALUATION

Location:	Bosnia and Herzegovina
Program:	Core Support Grant for the Centers for Civic Initiatives
Duration of the program:	January 1, 2023. – June 30, 2024.
Duration of the assignment:	April - May 2024
Reference number:	Sida Contribution No. 16145

1. Background

In June 2022, Bosnia and Herzegovina's political parties pledged to pursue European integration, agreeing on principles to make the country more functional and aligned with the EU. Despite this promise, little progress was made in implementing reforms, hindered by political polarization and disagreements within the coalition. The dominance of ethnonational parties and leaders exploiting ethnic divisions to maintain the status quo, known as the "frozen conflict," has diverted focus from necessary democratic reforms, worsening public services and citizens' quality of life.

Corruption remains a significant issue, permeating all levels of society and government, with state institutions often exploited for political gains. This has led to a lack of transparency, mismanagement of funds, and a culture of nepotism, further eroded public trust in the government and democratic processes. The recent elections highlighted the system's vulnerabilities, underlining the need for greater citizen oversight to prevent election fraud.

The Centers for Civil Initiatives (CCI), one of the most prominent BIH CSOs, aims to ensure government accountability and align national policies with EU democratic principles. It has influenced public policy and opinion through advocacy campaigns and international collaboration. The CCI supports the civil sector through grants and training, improving CSOs' advocacy, management, and sustainability skills. It emphasizes the importance of public advocacy and the need for citizens to be more engaged and responsible in democratic processes, contributing to the sustainability of civil society actions and informal citizen groups driving change.

2. Context of the evaluation

The evaluation is related to the strategic relevance of the core support of the Swedish International Development Cooperation Agency (Sida) to the CCI for its programme operations. The programmatic period of Sida core support is 18 months, from January 1, 2023, until June 30, 2024. Evaluation is focused on implementing CCI's Strategic Plan created for the five years 2022-2027. The limiting factor to consider is that the strategic goals and measures are defined for the period until the end of 2027, while the evaluation refers to activities carried out in the period January 2023- June 2024 (18 months).

Sida support for CCI is anchored in the strategic objectives outlined in the CCI's Strategic Plan for 2022-2027, as follows:

Strategic goal 1: Established transparent, responsible, depoliticised, and efficient public administration that responds to citizens' needs and engages citizens in decision-making.

Strategic goal 2: BiH society establishes a zero-tolerance rate for all forms of corruption and misuse of public resources.

Strategic goal 3: The Improved rule of law in BiH and restored citizens' confidence in the electoral process.

Strategic goal 4: State institutions, with the active involvement of civil society, have taken essential steps and reforms in areas important for the accession to the European Union.

Strategic goal 5: Improved perspectives for the sustainability of civil society organisations in Bosnia and Herzegovina

3. Evaluation purpose and objectives

The primary objective of this evaluation is to ascertain the effectiveness of the organisation's strategic plan implementation that Sida supported in the indicated period, i.e. to

- assess its compatibility with the overall programme portfolio and
- evaluate the impact of the process achieved during the specified period.

This includes examining how well the supported activities advance the strategic goals outlined by the CCI, which focus on good governance, anti-corruption measures, rule of law, EU integrations, and the sustainability of civil society in Bosnia and Herzegovina.

The evaluation's findings will provide valuable data and insights to help make well-informed decisions. CCI will incorporate the evaluation into its ongoing improvement efforts, learning from past actions and using the results to foster positive changes and innovation.

Specific objectives, i.e. specific areas of evaluation, include:

- **Alignment with strategic goals:** Determine how effectively the activities implemented by CCI align with the strategic goals aimed at fostering good governance, countering corruption, improving the rule of law, facilitating EU integration, and enhancing civil society sustainability.
- **Programme implementation and impact:** Evaluate how the implemented activities align with the strategic plan's objectives, strategic areas, and target groups. This involves assessing the direct impact of these activities on achieving the strategic goals and the broader implications for societal advancements in Bosnia and Herzegovina.
- **Operational challenges and pace of implementation:** Address the challenge that some projects have only recently commenced, which might affect the timely and balanced pace of implementation. This part of the evaluation should offer insights into the sequencing and scheduling of activities, highlighting any discrepancies in implementation pace.
- **Evaluation of process impact:** Analyse the overall impact of the supported activities on CCI's progress toward its strategic goals. This includes identifying the strengths and weaknesses of the implementation process, challenges faced, and lessons learned throughout the evaluation period.
- **Recommendations for strategic enhancement:** Based on the evaluation findings, provide actionable recommendations to improve future strategic plan implementation. This entails suggesting ways to align activities and strategic objectives and proposing adjustments to ensure a more effective and efficient realisation of the CCI's goals.

To comprehensively address these evaluation areas, it is crucial to employ various assessment methods, including qualitative and quantitative analyses, stakeholder interviews, and review of programme documentation. This multifaceted approach will enable a holistic understanding of the Sida's support impact, ensuring that the evaluation identifies areas for improvement and acknowledges the successes and progress made by the CCI in its pursuit of strategic objectives.

4. Intended use and intended users

The evaluation findings and recommendations are intended for the following users:

- Sida Development Cooperation Section
- CCI management team and CCI staff

In particular, the evaluation should:

- help Sida and CCI to assess the progress and results of CCI by following the current Strategic Plan
- provide actionable insights and recommendations that CCI can adopt to improve its programmatic work in accordance with its organizational values, mission, and vision.
- provide Sida and its partner with input to upcoming discussions concerning preparing a new phase of engagement.

5. Evaluation criteria and questions

The evaluation seeks to assess the relevance, effectiveness, impact, and sustainability of the CCI's strategic plan implementation and to provide recommendations for the forthcoming discussions on the next phase of collaboration between the Swedish International Development Cooperation Agency (Sida) and CCI.

In addition to specific the evaluation questions are:

Relevance: Is the intervention doing the right thing?

- To what extent does the Strategic plan respond to the target group's needs?
- Are the implemented activities consistent with strategic goals?

Coherence: How well does the CCI Strategic plan address BiH challenges and corresponds to the Sida country priorities?

- How compatible have the CCI activities been with other interventions in the country?
- How the activities contribute to the progress of the country in the sector and
- How does the CCI intervention correspond to the Sida strategy for BiH?

Effectiveness: Does the intervention contribute to achieving its objectives?

- To what extent has the implementation of the activities contributed and are in accordance with the Strategic Plan.
- How internal capacities and internal control systems contribute to operational efficiency?

Impact: What difference does the intervention make?

- To what extent has the implementation of the strategic plan generated or is expected to generate significant positive and negative, intended or unintended, high-level effects?
- What activities and methods of work worked well to contribute to the achievement of the strategic goals, and which actions did not work well and should be modified

- What are the specific challenges ahead?

Continuation of support: How relevant would a continuation of the intervention be?

- What are the recommendations for SIDA to support CCI BiH?

Also, the Evaluator is expected to identify major findings related to lessons that can be learned from the activities and which best practices, if any, can be identified and used in future work.

6. Evaluation approach and methods

Evaluators must outline and justify their chosen evaluation strategy and methods for data collection. They will lead the evaluation process and serve as the main point of contact for CCI. The final report prepared by the evaluators will include an executive summary, key findings, conclusions, a detailed account of the evaluation process, and recommendations for the program.

Task 1: Desk Review and Planning

This review shall include reading all relevant background materials (the evaluator should read the background documentation before starting the fieldwork in BiH). Using the information gained from the desk review and the information provided in this ToR, the evaluator will develop a fieldwork plan. The plan will be presented, discussed, and agreed upon with CCI.

Task 2: Conduct a Field Evaluation

The evaluator will be in constant contact with and communicate with CCI. In addition to the project evaluations, the evaluator will conduct interviews with different relevant stakeholders in BiH to obtain information about the CCI activities.

Task 3: Debriefings

At the end of the field work, a debriefing meeting will be held with CCI so that the evaluator can present its preliminary findings and recommendations. The draft evaluation report will then be presented to CCI for comments, which should be incorporated into the Final Evaluation Report.

Task 4: Finalisation of the Report

The final evaluation report will include, at minimum, an executive summary, major findings and conclusions, a description of the evaluation methodology, the overall impact of the project efforts, and specific program recommendations.

7. Evaluation quality standards

The evaluation shall conform to the OECD/DAC's Quality Standards for Development Evaluation. The evaluator shall use the OECD/DAC Glossary of Key Terms in Evaluation and specify how quality assurance, in accordance with DAC's quality standards, shall be handled during the evaluation process.

8. Schedule and deliverables

The following deliverables/outputs will be submitted to the CCI:

Task	Indicative timeline	Deliverables
Task 1: Desk Review and Planning	May 3, 2024	Develop a Written Fieldwork Plan
Task 2: Conduct a Field Evaluation	May 20, 2024	Draft Evaluation Report
Task 3: Debriefings	May 31, 2024	Presentation of the draft evaluation report
Task 4: Finalisation of the Report	June 6, 2024	Final Evaluation Report

The final evaluation report will be submitted to CCI electronically, and all deliverables must be in English. Payment will be due after CCI has approved the Final evaluation report.

9. Eligibility criteria

Applicants for the evaluator position are required to meet the following criteria:

- Hold a social science or a closely related field.
- Have a minimum of 10 years of professional work experience, including experience in conducting evaluations.
- Demonstrate experience in the sector or technical areas pertinent to the evaluation or possess a comprehensive understanding of the subject matter to be evaluated. This includes familiarity with international support in democratization processes and/or support to CSO development within the country.
- Possess core competencies in evaluation, including the ability to analyse and interpret complex interactions and social trends.
- Have excellent communication and writing skills in both BCS (Bosnian, Croatian, Serbian) and the English language.

Applicants must ensure that they fully meet the above-mentioned criteria. Incomplete or non-compliant applications will not be considered.

This opportunity is open to natural persons, business entities, and informal teams of evaluators.

Selection criteria and deadline

The applications will be evaluated taking into consideration the general and specific experience criteria (max 15%), previous references (max 25%), proposed methodology (max 40%), and the amount proposed in the financial bid (max 20%).

A commitment to proceeding rapidly with the evaluation process will be considered an advantage.

Selection of the applicants will be conducted by April 24, 2024.

Financial resources

All quoted prices must be presented as fixed amounts in BAM and must cover all expenses required to deliver the contract outputs. The prices should be inclusive of all taxes, presented as a gross sum. In instances where business entities are applicants, the prices should include VAT.

Once submitted, these prices will be considered final and shall not be subject to any modifications.

Applications must be sent in English and entail the following:

- Letter of intent and availability
- Copy of a degree
- The CV should be presented in the EU format.
- At least two references from similar assignments with complete contact information
- A brief explanation of the methodology
- Financial bid for service (on a form included in this call)

The application should be delivered by **April 22, 2024, at 16:00 hours**, with the subject heading: "Prijava za eksternu evaluaciju" by post to the following address: Centri civilnih initiative, Ludviga Kube 7, 75.000 Tuzla.

FINANCIAL OFFER / BUDGET
(TOTAL PRICE FOR SERVICE)

Tender procedure name:

Reference number:

Total price: _____ **BAM**

Name and surname of the responsible person of the bidder: _____

Signature: _____

Place and date: