**TERMS OF REFERENCE**

**Final Evaluation of Joint Programme “Dialogue for the Future II”**

**Type of contract:** InternationalInstitutional Consultancy

**Duration:** 1 October 2019 – 31 December 2019 (40 working days in total)

**Requested by:**  UNICEF Bosnia and Herzegovina

**Consultancy Mode:** International

1. **Background and Evaluation Context**

Recognizing the need to create space in Bosnia and Herzegovina (BiH) for cross-cutting dialogue, reconciliation and building of trust, and given the long-standing expertise and comparative advantage of the United Nations in these areas of work, the Presidency of Bosnia and Herzegovina in 2011 requested assistance from the UN Secretary-General to further advance these efforts in the country. The Presidency identified education and culture as priority areas, with a focus on youth, underscoring that these subjects can act as a springboard to strengthen dialogue, diversity and trust among the country’s citizens and communities and between BIH’s citizens and their leadership. In response to this request, the United Nations Country Team (UNCT) in BiH, represented by UNDP, UNICEF and UNESCO (Project Team) under the leadership of the UN Resident Coordinator and support from the Resident Coordinator’s Office, developed and implemented a project to promote Dialogue, Coexistence and Diversity in BiH funded by the Peacebuilding Support Office (PBSO)/Peacebuilding Fund (PBF).

*Jointly implemented by UNDP, UNICEF and UNESCO between 2014 and 2016, the “Dialogue for the Future (DFF)” project established a set of peacebuilding standards, networks and tools around the country.* This project also included a Knowledge, Attitudes and Practices (KAP) survey[[1]](#footnote-1), commissioned near the end of the project (late 2015) to capture its direct impact. At the time, the survey captured any changes in the mind-sets of citizens to which the project contributed but was by no means the sole driver or influencer of any positive or negative change of general population perceptions.

The DFF 1 outcomes formed the basis for the BIH Presidency’s request for a subsequent round of DFF work not only for the country but also for the sub-region (Western Balkans). Following the UN Secretary-General’s and PBF’s endorsement, the UNCT initiated the development of a second phase of peacebuilding work which builds upon “DFF 1” and its lessons learned.

1. **Project overview**

The Project **“A More Equitable Society: Promoting Social Cohesion and Diversity in BIH (Dialogue for the Future II)**, is implemented jointly by UNICEF, UNDP and UNESCO (subsequently referred to as the UN Agencies) in partnership with the Presidency of BIH during the period January 2018 until December 2019.

Through providing spaces for dialogue and continued interaction among various stakeholders at the local level, as well as country-wide exchange, the project will support the collective identification of issues that affect all citizens in BIH, and further contribute to enhanced interaction and collaboration between diverse population groups. Joint collaboration on common issues would contribute to a citizen-owned development visioning (specifically taking into consideration the country’s efforts towards reaching the Sustainable Development Goals (SDGs) and the Agenda 2030). The project places particular focus on adolescents and youth, connecting young opinion-makers, future leaders and key stakeholders with their political leadership, both at the local and higher government levels in BIH and across the neighbouring countries. **The project has the following expected outcomes:**

Outcome 1: Increased interaction and collaboration between different groups at the local level (within and between municipalities).

Outcome 2: Increased interaction and dialogue between different groups at the BiH level.

**The project has been implemented in the following 9 clusters of municipalities:**

1. Sarajevo broader area/East Sarajevo;
2. Tuzla;
3. Mostar;
4. Central Bosnia (Vitez, Busovaca, Kiseljak, Kresevo); Travnik, Novi Travnik, Bugojno;
5. Bijeljina;
6. Banja Luka;
7. Doboj/Doboj East, Usora and, Tesanj;
8. Trebinje; and
9. Brcko

**Key Stakeholders**

1. Municipal representatives (municipal coordinators delegated by the mayors of DFF municipalities)
2. Mayors of DFF Municipalities
3. BiH Presidency representatives (in particular advisors to the Presidency members, members of the DFF Board)
4. Members of the Local Dialogue Platforms established through the DFF implementation
5. Peace building skill recipients in selected DFF locations (Younger adolescents (10-14; Older adolescents/younger youth (15-19); Youth (18-30; Women and associations of women, and other)
6. Representatives of Education sector tackling issues related to the SDG 4 (Ethics Code, quality education) –
7. Small Grant Facility recipients – CSOs, Institutions and Individuals
8. **Purpose and objectives of the final evaluation**

As per the Project document, UNICEF and the PBSO agreed to conduct a final evaluation of the Project. The evaluation should encompass all aspects of the Project, including planning and implementation. The main purpose of the final evaluation is to review and assess the relevance, efficiency, effectiveness, sustainability and impact of the Project, and make strategic recommendations for future decision-making in the area of peace building, both for participating UN agencies and project stakeholders. The evaluation will assess progress against the Project Document and Results Framework. The intended users of the evaluation will be primarily Project Senior Management Team, Joint Project Board and the Project staff, and Peace Building Fund. The results of the evaluation will be shared. The evaluation process will be informed by the United Nations' Norms and Standards for Evaluation.[[2]](#footnote-2)

The selected evaluators will take a broad overview of the project area by gathering perceptions, aspirations, feedback and data from relevant partners, stakeholders and beneficiaries for objective analysis and conduct of the evaluation. The evaluation will look to underline the key factors that have either facilitated or impeded project implementation. The evaluation will examine the overall performance and impact of the programme.

The objectives of the final evaluation are to:

1. assess the project results against the planned activities, through the lens of relevance, effectiveness, efficiency, sustainability and impact, and identify if there were any unintended programme results;
2. identify lessons learned; and
3. make strategic and forward-looking recommendations for the further support peace building and conflict prevention in BIH.

**4. Key evaluation questions**

A fair knowledge and understanding of the Project's context and operating environment will be required. A human-rights based approach and gender should be taken into consideration across all evaluation criteria. The evaluation will assess a number of elements to determine the Project's achievements and constraints, performance, results, impact, relevance and sustainability. The core evaluation questions are:

* 1. **Relevance and design**: The extent to which the objectives address the real problems and the needs of its target groups, country priorities, associated national policies and donor priorities. Questions to be explored include:
* To what extent are the Project's objectives still valid?
* Does the Project respond to the needs of the identified target groups and beneficiaries? Were the unique needs of girls and boys taken into consideration / to what extent was gender equality respected and mainstreamed within the programme implementation?
* Are the Project's objectives and outcomes consistent and supportive of governmental policies and sectoral policies (where relevant)?
* Was the design of the Project appropriate for reaching its results and outcomes?
* Have any changes been made to the Project’s design during the implementation? If yes, did they lead to significant design improvements?
* Were coordination, management and financing arrangements clearly defined and did they support institutional strengthening and local ownership?
  1. **Project Efficiency** (processes): Were inputs utilised or transformed into outputs in the most optimal or cost-efficient way? Could the same results be produced by utilising fewer resources? Questions to be explored include:
* To what extent has support to governments and NGOs as implementing partners been an efficient implementation modality?
* To what extent have the target population and participants taken an active role in implementing the Programme? What modes of participation have taken place?
* To what extent were activities implemented as scheduled and with the planned financial resources?
* Are there any duplication of efforts?
  1. **Project Effectiveness** (results): Extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance. How well programme’s results contribute to the achievement of programme’s objectives?
* To what extent have the Programme outputs and outcomes been achieved? Are they on track to be achieved as planned during the Programme?
* What factors contributed to progress or delay in the achievement of products and results?
* What good practices or successful experiences or transferable examples have been identified?
* What is the quality of interventions and results achieved with main Project stakeholders?
* Have any changes in the overall context in BiH affected Project implementation and overall results?
  1. **Project Impact**: The effect of the programme on its environment - the positive and negative changes produced by the Programme (directly or indirectly, intended or unintended).
* In which areas did the Project have a significant impact (if identifiable at this stage)?
* How is the Project contributing to the overall peace building and conflict prevention in BiH?
* Which target groups and institutions benefit from the Project?
* How have cross-cutting issues, such as gender, disability, and reaching the most vulnerable, been effectively taken up?
* What factors favourably or adversely affected the Project delivery and approach? Was the Project successful in overcoming any external negative factors?
* Were there positive spill-over effects?
  1. **Project Sustainability**: Probability of the benefits of the programme continuing in the long term.
* Has the Project created conditions to ensure that benefits continue beyond the Project?
* How well is the Project embedded in the institutional structures that will survive beyond the life of the Project?
* How has the Project institutionalised overall capacity development efforts so far? Should we reflect on MIL efforts with faculties here?
* Has an approach/model been developed that can be further disseminated throughout BIH?
* Is the duration of the current Project sufficient to ensure sustainability of the interventions?
* How has the Project strengthened the capacity of project stakeholders to recognise and respond to adolescents/youth needs?
* Which recommendations can be made to inform future strategies and programming?
  1. **Partnerships and cooperation**: Measure of the level and quality of cooperation of Project Team with partners and implementing partners.

* To what extent have partnerships been sought and established and synergies created in the delivery of assistance?
* Were efficient and mutually satisfactory cooperation arrangements established between Project Team and NGO partners? Governmental institutions? Other partners?
* Were partners’ inputs of quality provided in a timely manner? Have partners fully and effectively discharged their responsibilities?
* Does the Project contribute to the overall UN Country Strategy?
* Have any new partners emerged that were not initially identified?

1. **Scope of the evaluation and limitations**

The project duration is from 1 January 2018 to 31 December 2019. The evaluation will aim to cover the period from 1 January 2018 to 30 November 2019.

The evaluators will propose the selection of geographic locations in which evaluation will be conducted, to be suitable to evaluate the entire project. Criteria proposed for selecting the locations are as follows: geographic distribution, level of maturity of project in given location, logistical circumstances.

The evaluation will not cover the full period of project implementation, hence data on some results to be achieved in the final part of the programme may not be available at the time of undertaking evaluation. As a mitigation measure, the Project Team will provide preliminary update on the key expected results.

1. **Methodology**

In this evaluation, both qualitative and quantitative research methods will be applied. The analysis will build on information collected from a variety of stakeholders, available data, as well as a desk review. The methodology should incorporate the following elements:

* Desk research, including review of all relevant project documents: work plans, indicator monitoring table, project reports, training material developed, Local Dialogue Platform contents, decisions on formation of dialogue structures, Project Senior Management Team meetings minutes, Joint Project Board minutes, Open Call for implementation of Peacebuilding/Social Cohesion projects etc.
* Individual meetings and semi-structured interviews with Project staff, UN-senior management, governmental stakeholders, NGO implementing partners.
* Individual interviews and focus group discussions with beneficiaries, both including all key stakeholders. Child-friendly focus group discussions should be specially tailored, and a method of drawing or story telling should be considered as a child-friendly tool. Views of children/adolescents/youth need to be gathered about their involvement in the project design, implementation and monitoring of activities.
* The Baseline Perception Survey for the DFF 2 Project in BiH has been completed. The End-line Perception Survey will be due by November 2019. The findings of the Baseline and End-line surveys need to be taken into consideration by this evaluation.

A methodology is expected to be developed by the evaluation team within the inception phase, and shared with UNICEF, UNDP, UNESCO and PBSO for approval.

**8. Key deliverables and time frame**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Task** | **Deliverable and short description of deliverable** | **Deadline** | **Number of total working days**  **(Evaluators will agree how to share the working days)** |
| 1 | Desk review and developing evaluation methodology | Draft inception report to include work plan, methodology with sampling strategy, research instruments, interview protocols, consent forms, chapter on integrating ethical considerations in evaluation process. Inception report length to be maximum 10 pages. |  | 5 |
| 2 | Review of above by UNICEF, UNDP, UNESCO, PBSO | Comments |  | n/a |
| 3 | Desk review and developing evaluation methodology | Final inception report to include work plan, methodology with sampling strategy, research instruments, interview protocols, consent forms, chapter on integrating ethical considerations in evaluation process. Inception report length to be maximum 10 pages. |  | 2 |
| 4 | Review of above by UNICEF, UNDP, UNESCO, PBSO | Final comments/approval |  | N/a |
| 5 | Field work/data collection: meetings, interviews, focus discussion groups. | Transcripts and field work reports (FWR), presenting concisely the key obstacles and successes in the field and indicating mitigating measures. Each FR report to be maximum 2 pages long. |  | 20 |
| 6 | Data analysis and report writing | 1st draft evaluation report to include findings, conclusions and recommendations from all data sources used in the evaluation. Draft evaluation report to be maximum 50 pages long. |  | 10 |
| 7 | Presentation of draft report to UNICEF, UNDP, UNESCO | Power Point Presentation summarizing key findings and recommendations |  | 2 (including 1 day in-country) |
| 8 | Review of draft report by UNICEF, UNDP, UNESCO, PBSO | Comments/approval |  | n/a |
| 8 | Updating 1st draft evaluation report. | 2nd draft evaluation report to include findings, conclusions and recommendations from all data sources used in the evaluation. Draft evaluation report to be maximum 50 pages long. |  | 2 |
| 9 | Review of above by UNICEF, UNDP, UNESCO, PBSO | Comments/approval |  | n/a |
| 10 | Finalising evaluation report. | Final evaluation report to include findings, conclusions and recommendations from all data sources used in the evaluation. Draft evaluation report to be maximum 50 pages long. |  | 1 |

Please note that work plan and methodology, draft reports and final evaluation report shall be submitted in English while an evaluation summary document and a Power Point Presentation shall be submitted both, in English and in Bosnian/Croatian/Serbian. Evaluators are responsible for translation of the materials that are not available in English language.

Dissemination of the evaluation results, with particular focus on the key findings and key recommendations will be planned after the Project’s closure. The dissemination event will include the following participants: all the key stakeholders, donor representatives, UNICEF, UNDP and UNESCO.

Recommendations in the evaluation report must be limited in number and actionable. Based on them, Project Team will be preparing Evaluation Management Response, and plan for advocating and implementing for the issues outline in the evaluation report.

**9. Ethical considerations:**

UN/UNICEF's ethical guidelines will be followed in all phases of the Evaluation. Bidders should indicate as part of their technical proposal how they intend to incorporate ethical standards in the survey planning, implementation and reports writing. Bidders need to consider the following aspects of ethics in research:

The evaluation will employ the principle of the ‘best interests of the child’, in which the welfare and best interests of the participants will be the primary consideration in methodology design and data collection. The valuation (where relevant) will be guided by the UN Convention on the Rights of the Child, in particular Article 3.1 which states: “In all actions concerning children, whether undertaken by public or private social welfare institutions, courts or legislative bodies, the best interests of the child shall be a primary consideration.”

Both evaluators must have proof that they have undertaken a course in ethics in research with children and adults.

Informed consent must be requested in writing from all participants of the evaluation. Participants must be informed before giving consent that in case a specific breach of human right is raised during the interviews (for example: violence against children or adults), that this will need to be shared with relevant authorities, in accordance with UNICEF's standards and existing legislation in BiH. After this notification, participants can decide if they will participate in the evaluation. All other information given during the FGDs and interviews will be kept confidential.

Bidders need to indicate that they can secure venues for FGDs/interviews, which are in line with the rules of privacy protection and respectful, comfortable setting, where participants cannot be overheard.

Particular care will be taken to ensure that questions are asked sensitively and in a child-friendly manner, where needed, that is appropriate to the age, gender, ethnicity and social background of the participants. Evaluators will speak with participants in their local language. Clear language will be used which avoids victimisation, blame and judgement. Where it is clear that the interview is having a negative effect on a participant, the interview will be stopped.

Culture of all participants will be respected. Bidders need to indicate how they will ensure cultural understanding of the context and how they will ensure to respect it while researching.

Physical safety and well-being of researchers and participants must be ensured at all times. Bidders need to indicate how this will be ensured.

All data will be securely stored during the research. One month after the research all data will be erased from computers/laptops and hard copies destroyed. Proof of having IT skills to do this needs to be indicated by the Bidder (Company or Institution) when submitting the proposal.

The contractor is required to clearly identify and address any ethical issues and approaches.

UNICEF will provide oversight of the ethical components of the evaluation process and report through an ethical review by UNICEF’s Internal Review Board for the: Inception Report, First Draft Evaluation Report and Final Evaluation Report. This will be done based on UNICEF’s Criteria for Ethical Review Checklist.

**10. Evaluation team**

The evaluation will be conducted by an international Bidder which needs to engage a team of two evaluators, one international as the evaluation leader and one national from Bosnia and Herzegovina, as it would be important that one member of the team speaks and writes Bosnian/Croatian/Serbian fluently.

Project Team shall approve all members of the team upon receipt of individual CVs, references, and work samples.

**Key expected tasks for evaluation team members**

The international evaluation team leader will work in close cooperation with the Joint DFF Project Team consisting of three agencies- UNICEF, UNDP and UNESCO) and will report to the UNICEF Monitoring and Evaluation Specialist. The evaluation team leader will lead the evaluation process at all stages and coordinate cooperation with the DFF Joint Project team and other stakeholders involved. The evaluation team leader will be responsible for all components of the evaluation and responsible for provision of deliverables listed previously on time and of acceptable quality. More specifically, key tasks of the evaluation team leader will be to:

* Supervise national evaluator.
* Be responsible for quality of deliverables and timeliness:
  + Inception Report
  + Draft Reports
  + Final Report
* Agree on the plan for all aspects of the survey with the supervisor, in collaboration with UNICEF, UNDP and UNESCO.
* Take into consideration UNICEF, UNDP and UNESCO recommendations at all stages of the evaluation.
* Be responsible for ensuring the adherence to UNICEF Ethical Research Guidelines involving children).
* Prepare all the deliverables English language.
* Ensure that the Evaluation Report produces evidence and analysis to the highest possible standards.
* Flag any limitations/constraints to UNICEF at the earliest opportunity, so that, as far as possible, they can be addressed, with any outstanding limitations noted in the evaluation report.
* Propose and conduct the evaluation, including participating in field work, with appropriate methodologies.
* Ensure that confidentiality is maintained and that Evaluation does not increase physical or reputational risks for any of the stakeholders.
* Take responsibility for delivering the evaluation in accordance with the Terms of Reference, ensuring the quality of all products.

The evaluation team should act with integrity and respect for all stakeholders according to UNEG Ethical Guidelines for Evaluation.[[3]](#footnote-3)

**The national evaluator will:**

* Assist the evaluation team leader with drafting all the deliverables:
  + Inception report
  + Draft report
  + Final report

• Participate in the field work.

• Provide field work reports for the evaluation team leader/ international consultant.

**Other support staff that the Bidder may require:**

**Translator**

The Bidder will need to recruit of a translator/interpreter as the Bidder assesses for translation of documents which may be available in local language only and for interpreting at meetings. UNICEF, UNDP and UNESCO will provide all the key documents in English, and those that it has available in local language. All the other needs for the translations (documents, field-work, meetings etc.) have to be organised and paid for by theBidder. UNICEF will provide the names of qualified translators from the UN Roster of Translators.

**Statistician**

The Bidder may benefit from using services of a statistician. The Bidder will pay for these services.

**Required competences for evaluators:**

**The international evaluation team leader is required to possess following competencies:**

* Advanced university degree in social science, human rights or related fields (certificates in evaluation studies is an asset);
* Expertise in peace building;
* Extensive experience in designing and conducting evaluations and surveys, quantitative and qualitative analysis and data analysis (minimum of 10 years);
* Excellent knowledge of monitoring and evaluation methodologies; sound judgment and ability to objectively evaluate programmes in terms of processes, as well as results achieved (evidenced through previously conducted evaluations and references);
* Experience in conducting evaluations related to peace building;
* Knowledge of political situation in CEE/CIS region;
* Knowledge on child rights, human rights, gender equality, social cohesion;
* Excellent written and spoken English required;
* Excellent communication and presentation skills;
* Excellent skills in working with people and organising team work;
* Excellent analytical report writing skills;
* Excellent conceptual skills;
* Ability to keep with strict deadlines;
* Familiarity with the UN system is a strong asset;

**The national member of the evaluation team is required to possess the following competencies:**

* Advanced university degree in social science, human rights or related fields;
* Expertise in work on peace building/social cohesion/intercultural understanding and related fields;
* Minimum 3 years of expertise in the area of evaluation and M&E;
* Knowledge on child rights, human rights, gender equality and social inclusion;
* Demonstrated ability to prepare interview/focus groups protocols and other evaluation instruments;
* Excellent communication and presentation skills in English and Bosnian/Croatian/Serbian; Excellent analytical and report writing skills;
* Familiarity with UN system is a strong asset.

The consultants must not have any relation to the project, or be currently employed by UNICEF, UNDP or UNESCO or have any personal benefits from the result of the evaluation.

**11. Duty station and official travel involved**

All of the field work will take place in Bosnia and Herzegovina; all official travel will be scheduled, agreed and approved by UNICEF during the inception phase.

**12. Duration**

Expected duration of the contract is from 1 October 2019 to 31 December 2019, with a total of 40 working days.

**13. Estimated cost**

All financial costs need to be proposed by the applicant and itemized accordingly.

The evaluation team/Bidder/agency/institution will be paid upon successful completion of assignments and submission of the deliverables in accordance with the following suggested payment schedule:

**Percentage of payment**

20% upon approval of the final inception report

20% upon approval of the first draft evaluation report

60% upon approval of the final evaluation report

**14. Proposal evaluation criteria and overall evaluation grid**

The established evaluation process and steps for finalizing this procurement/service are:

* **Each proposal will be evaluated against a weight allocation of 65% for the technical proposal and 35% for the commercial (financial) proposal. The total maximum obtainable points is 100.**

Proposal technical evaluation:

The minimum percentage of points for technical proposal is 60%. Only proposals with 39 or more points for the technical part will be considered to have passed for further review of financial proposal. Below is table with number of points assigned to each of the criteria for the technical part of the proposal only.

|  |  |
| --- | --- |
| **Technical Evaluation Criteria** | **Max. points** |
| Quality of the technical proposal including a clear outline of the scope of work and a plan for implementation including logistical arrangements of all key deliverables | 25 |
| Qualifications of the Evaluation Team Leader/International consultant (as per the requirements) including sample reports/evaluations | 15 |
| Qualifications of expert(s) (as per the requirements) including sample reports/evaluations | 15 |
| High quality samples (reports) of previous evaluations conducted by the bidder. | 10 |
| **TOTAL TECHNICAL SCORE** | **65** |

Proposal Financial evaluation:

All proposals that passed technical evaluation with 39 points and more are subject to financial evaluation. After opening of envelopes with financial proposals, proposal with the lowest price will be awarded the highest financial score (35 points).

Final review and calculation:

The best proposal is calculated based on above mentioned weighted ratio/combination of 65 % for technical & 35 % for financial part of the offer.

The joint UN assessment team will select the proposal which is of the highest quality, clear and meets the stated requirements and offers the best combination of technical and financial score.

1. **Support provided by UNICEF, UNDP and UNESCO:**

To achieve the abovementioned objectives, UNICEF, UNDP and UNESCO will share available project documentation, project reports, available analytical documents and other available data it may have, contact lists of implementing partners and project board members. UNICEF will prepare an introductory letter to introduce evaluation and evaluation team to partner institutions. If evaluators face obstacles in the field, this will be discussed with UNICEF and solution agreed. Contact supervisor will act as the Focal Point.

The bidder will need to use and arrange own transport while in BiH.

1. **UNICEF recourse in case of unsatisfactory performance**

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

UNICEF reserves the right to cancel the contract and not accept the services of the Bidder for the Evaluation in case it does not meet the standards.

1. **Eligibility for applications:**

International companies, research institutes and universities (registered outside of Bosnia and Herzegovina).

1. A 2012 KAP survey, commissioned as part of another joint project, served as a baseline. Provide a web-linkage to the survey results. [↑](#footnote-ref-1)
2. United Nations Evaluation Group, (2016). *Norms and Standards for Evaluation*. New York: UNEG. [↑](#footnote-ref-2)
3. file:///D:/UNICEF%20BIH/J4C%20Implementation/Evaluation/Other%20Evaluation%20ToRs/UNEG\_FN\_ETH\_2008\_EthicalGuidelines.pdf [↑](#footnote-ref-3)