



TERMS OF REFERENCE
External Review of the
Mainstreaming the Concept of Migration and Development into Strategies, Policies
and Actions in BiH: Diaspora for Development (D4D) Phase 2
(7F-08796.02, phase duration: 05.12.2016 - 31.12.2020)

Mandate duration: February 2020 – April 2020

1. Background Information

Migration is a great challenge for Bosnia and Herzegovina (BiH) with about 2 million people or 56% of its population living abroad. The lack of economic and social perspective makes people of BiH leaving their country, particularly young people. The continuous emigration of skilled people has significant impact on the development of the country. Creating opportunities for the diaspora to contribute to the socio-economic development of BiH both with money and knowledge as well as setting up terms for a long-term oriented cooperation with diaspora are important elements of Swiss Cooperation Strategy 2017-2020. Supporting BiH to deal adequately with the challenges of migration and to use economic and social development potential of migration is also the overarching goal of the Swiss Migration Partnership Strategy for the Western Balkans¹ (2016-2019).

Most of BiH citizens retain strong connections with their homeland, and many of them are interested to contribute to the country's development with skills, know-how and financial investments. The BiH Strategy and Action Plan on Migration and Asylum (2016–2020) focus on strengthening institutional and policy frameworks to link migration and development (M&D). Switzerland is the main partner of the BiH government in this area, tackling M&D in a holistic manner.

In response to the request of the Ministry of Human Rights and Refugees (MHRR), the Swiss Agency for Development and Cooperation (SDC) started the Project "Mainstreaming the Concept on Migration and Development into relevant Policies, Plans and Actions in BiH" in 2013. The goal was to support the MHRR and to initiate integrating M&D in development planning processes and corresponding strategic frameworks, thus using synergies with the Swiss engagement on local governance².

During the 1st phase (2013-2015), integration of M&D has been piloted in 10 selected municipalities. To seize synergies with local governance, the project was also implemented by UNDP. Good practices have been validated in the fields of designing policies and measures for effective integration of diaspora's contribution to local development activities in the frame of municipal development strategies. An external evaluation of the 1st phase, conducted in October 2015, confirmed the positive results achieved, and the high relevance of the project with regard to country needs on including M&D measures within national policies and plans. The evaluation proposed continuation of the project with a sharper programmatic focus. The main recommendations regarding a future Swiss engagement in the field of M&D were to focus on: i) economic development and knowledge transfer through mobilizing diaspora resources; ii) budget increase for investment projects, and iii) long-term orientation. This second phase is in the focus of the assignment.

¹ Switzerland maintains migration partnership with BiH, Serbia and Kosovo

² In particular with the Swiss funded Integrated Local Development Project (ILDP) working with municipalities in establishing local strategic development planning and being implemented by the United Nations Development Program (UNDP)

The project overall goal of the second phase (05.12.2016 - 31.12.2020) called Diaspora for Development (D4D) is to increase socio-economic opportunities and perspectives for women and men in BiH, and to improve their livelihoods through increased diaspora engagement. D4D facilitates interaction between diaspora and stakeholders in BiH with interventions on the levels of i) the strategic and institutional framework, and ii) socio-economic development. It has three outcomes:

1. MHRR and Ministry of Foreign Affairs, in cooperation with other relevant government institutions on different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora members and their organizations.
2. Municipalities align their development strategies to the BiH diaspora strategy, provide more and better services to diaspora members, and encourage community initiatives to attract diaspora know-how and investment.
3. Diaspora members transfer business related know-how and skills to BiH counterparts and make joint investments with private sector actors in BiH, thus creating new jobs.

UNDP is the lead implementing agency in the 2nd phase and in charge of implementing the socio-economic project component (Outcomes 2 and 3). Under the lead of UNDP, the International Organization for Migration (IOM), which has long-standing expertise in policy development, diaspora mapping and transfer of institutional skills and knowledge, directly works with the MHRR on strategy development and respective institutional framework (Outcome 1). The total project budget amounts to CHF 5'574'000.-, financed by SDC (86%) and main implementation partners (UNDP/IOM/MHRR/municipalities (14%). The implementation period of the whole project is planned to be 10 years in total, with a third four-year phase (consolidation phase).

The Project has two main components:

Strategic and institutional framework and mechanisms for cooperation with the diaspora: The MHRR is supported to develop a diaspora engagement policy with other relevant ministries and institutions at state and entity levels. MHRR is being empowered to lead and foster diaspora engagement and to further develop and use instruments to connect and engage with diaspora members and organizations. This includes: i) outreach by mapping of diaspora in selected countries; ii) the creation of a model for cooperation with and among diaspora members by establishing and testing a representation body in one selected country of destination, supported by the BiH diplomatic networks of the Ministry of Foreign Affairs; iii) establishment of a crowdsourcing platform which will connect diaspora members with institutions, organizations, associations and individuals in BiH; iv) creation of a sustainable mechanism for knowledge and skills transfer; v) building capacities of relevant institutions and assignment of diaspora focal points at all three levels of government.

Socio-economic development: municipalities and their diaspora focal points are supported to further improve and diversify approaches for an effective interaction with the diaspora. Their capacities are strengthened to include diaspora policies in their local development plans, to set up new services such as contact bureaus and to establish databases to facilitate business to business contacts. Municipalities are also equipped with relevant structures and tools for effective communication, networking and engagement with their diaspora. Diaspora contributes to this with their knowledge and skills.

With financial schemes economic opportunities are created through i) seed funding for community projects in line with the local development plans; ii) transfer of market oriented skills and knowledge from diaspora individuals and diaspora businesses to companies in BiH; iii) investments in start-ups in combination with know how transfer from diaspora; iv) providing grants to top up investments from diaspora and BiH companies.

Project challenge: the project has been designed to cover both entities and Brčko district. In March 2018, the Government of Republika Srpska (RS) has decided to withdraw from the

project due to political reasons. The activities and the available funds were thus reprogrammed. The Project is currently active in 14 municipalities in the Federation of BiH and the Brčko district.³

2. Purpose and Objective of the Review

The purpose of the Review is to provide an in-depth assessment of the Project's achievements, challenges, performance, and prospects. SDC will use the findings and recommendations of the Review to inform the consolidation Project phase.

The specific objective is to review and assess the achievements of the project along the five DAC criteria: relevance, effectiveness, efficiency, impact and sustainability. Based on the findings of the assessment, the Review should provide evidence-based recommendations for the consolidation phase of the Project in terms of the theory of change, objectives, strategy of intervention and modalities of implementation.

3. Scope of the Review

The Review is expected to:

3.1 Systematically assess the following evaluation criteria:

- Relevance
 - Are the Project's objective and its theory of change still relevant taking into account the current context and its trends?
 - To what extent is diaspora engagement integrated in development plans at all three governmental levels (state, entities, municipalities and included in the budgets)?
 - Do the financial schemes and the knowledge transfer from diaspora contribute to long-term employment in BiH?
 - To what extent is the Project complementary to projects of the economy and employment domain of the Swiss portfolio (MarketMakers, YEP, MOZAIK, Swiss Entrepreneurship) and to donors' interventions (multilateral and bilateral)? Is there scope for improving synergies?
 - How does D4D seek linkages and collaboration with other diaspora programs? What is its added-value or shortcomings compared to others (i.e. USAID, working exclusively with the private sector and not on institutional strengthening; match-making with the ethnic-neutral i-platform⁴ supported in Switzerland that is still working at the local level in both entities)?
 - What is the potential of scaling up the approach beyond the 14 supported municipalities?
- Effectiveness
 - To what extent have the Project's results and outcomes been achieved? Are there any unintended results?
 - To what extent has the Republika Srpska's withdrawal from the project affected the achievement of the outcomes?
 - What are the trade-offs (working through the institutional structures vs with "champions" wherever they are at the local level; institutional strengthening of all levels of state structures vs socio-economic benefits for all communities)?
 - What is the perspective to achieve the results as set for the phase?
 - What are the main changes in people's lives?
 - Did engagement with diaspora increase over time due to D4D's interventions?

³ RS municipalities involved until March 2018: Laktaši, Prijedor, Nevesinje, Lopare, Bijeljina, Bratunac. Current partner municipalities: Ključ, Jajce, Posušje, Velika Kladuša, Ljubuški, Maglaj, Sanski Most, Zenica, Žepce, Tuzla, Odžak, Orašje, Ravno, Živinice and Brčko district.

⁴ i-platform supports and promotes the development of BiH by connecting the diaspora of BiH in Switzerland and with BiH

- To what extent have the Project initiatives resulted in addressing gender equality and social inclusion?
- Efficiency
 - Have the Project's resources (financial, human, technical) been used efficiently to achieve the planned results?
 - Was the M&E function systematically applied, and was it delivering information on the outcome level?
 - Are there any gaps in the Project approach and mechanisms that expose it to conflicts of interest and corruption, including the understanding of the roles and responsibilities of the D4D Project team?
- Impact
 - Does the project contribute to establishing/strengthening of organisational structures for cooperation with diaspora at national, cantonal and municipal level?
 - To what extent are institutions able to comprehensively address diaspora needs through adequate strategies, structures and services across government levels without continued assistance?
 - What are the main systemic changes the project is currently tackling or have already been achieved so far?
 - To what extent designed financial mechanisms help overcoming main obstacles to diaspora investment and creating jobs?
 - Is there any take up beyond the 14 municipalities with regard to funding schemes applied and/or regulatory changes?
- Sustainability
 - To what extent has the Project managed to leverage co-financing of private sector, diaspora, and from public funds?
 - Are the people employed through the project still employed after six months?
 - Are the capacities of the Project's partners (key actors at relevant governmental levels) strengthened and sufficient to maintain the achieved level of performance in the future?
 - To which extent are the achievements so far relying on the current (governmental) partners – which are potentially subject to change in the near future? Is the level of institutionalisation (policy, strategies – and related budgets) giving some “guarantees” for a further continued fostering and implementation to those policy and strategies?

3.2 Based on the findings and conclusions, provide recommendations for a possible consolidation phase of the Project for the following issues:

- What are the main recommendations for engagement when conditions for equal cooperation based on agreed principles across the country are not possible (resistance of the RS government to engage in projects with a national connotation)? How to foster support to diaspora as a driving force of a unified BiH, both socially and economically?
- What are the innovations/ best practices that need to be further build upon?
- What are the prospects for replication and scaling-up of good practices?
- What are the elements that do not deliver sustainable results and should be changed or phased out?
- How can municipalities that are not integrated in the Project benefit from it?
- Are there any adjustments needed to adequately address the issues of ethics, anti-corruption and conflict of interest in the Project?
- What is the potential for strengthening gender equality and social inclusion in the future?

- Other emerging issues

3.3 Propose a possible strategy for the consolidation / last phase of the project. These include but are not limited to the following questions:

- Taking into consideration that the last phase is a consolidation phase, what are the concrete issues that the project should address in order to consolidate the results and practices/approaches beyond the project?
- How to perpetuate cooperation with the diaspora?
- Which interventions are already achieving scalable results? Of those not yet achieving scale, which are worth continuing and which should be dropped?
- How to adapt the new mandate so that it ensures institutionalisation and replication of the project's interventions?
- How to best align and utilize the partnerships and achievements of other projects of the Swiss Economy and Employment Domain and potentially others (i.e. health, local governance) + global cooperation?

3.4 Finally, provide a general vision for the consolidation phase of the Project on:

- Theory of change
- Focus and main components
- Linkages and synergies with other projects of the economy and employment, local governance and municipal services domains of SDC in BiH
- Modalities of the financial support
- Implementing structures and roles
- Others?

4. Review Approach and Methods

The review will comprise the following:

- Desk study of relevant documents (project documents, project reports, communication, strategies, diaspora policy, diaspora strategies etc.)
- Inception paper (maximum 3 pages) that summarizes the main findings of the desk study and ensures a broad understanding of the context and of the ToR. This inception paper should highlight the limits and/or the major issues of the Review (will all the evaluation questions be addressed? Is the relevant information needed for the review available?)⁵.
- Briefing with the Embassy of Switzerland in Sarajevo
- Briefing with MHRR, UNDP, IOM in Sarajevo
- Field visits and interviews with authorities at different levels of government (Ministry of Foreign Affairs of BiH, Ministry of Civil Affairs of BiH, Foreign Investment Promotion Agency), local governance stakeholders (municipalities, practitioners network, Diaspora coordinators), project beneficiaries (public sector institutions and private sector companies who benefited from transfer of knowledge, private sector companies who benefited from investment, diaspora individuals and organizations, citizens who are trained and employed), and other relevant stakeholders (donors, SDC global cooperation on migration (GPMD), i-platform, projects, incl. outside in destination countries)
- Debriefing with the Embassy of Switzerland in Sarajevo (discussing key conclusions and recommendations)
- Preparation of the review report and recommendations for the consolidation phase.

⁵ The objective of the Inception paper: to inform the Client about the understanding of the context and the review and major issues that will be addressed during the field mission. It is an opportunity to clear up misunderstandings and/or ask for clarifications of specific aspects mentioned in the Inception paper before the field mission.

The above list of activities is not exhaustive and the consultants may engage in other activities deemed important for accomplishing this mandate.

The proposed methodological approach may employ any relevant and appropriate quantitative, qualitative or combined methods to conduct the Review, exploring specific, gender sensitive data collecting and analytical methods and tools applicable in the concrete case.

The Review is ending with a Management Response provided by the Embassy of Switzerland in BiH. It shall contain a general assessment of the conducted Review and its process, as well as a statement of the Embassy's position regarding the conclusions and recommendations given in the final Review report.

5. Organization of the Review

An international consultant, acting as a team leader, will be responsible for the preparation and organization of the review process, and preparation of the draft and final report of this External Review. Several consultants will be invited by SDC to express their interest in this mandate. The international consultant will be chosen by the Swiss Embassy in BiH based on his/her professional experience relevant to the mandate, combined with the quality of the technical offer, and the competitiveness of the financial offer.

A national resource person will support the external consultant by providing relevant context-related information, particularly related to the administrative structure of BiH, its governance systems and local government organisation, organising programme and the logistics during the field visits and interviews. The national resource person will be selected by the Embassy of Switzerland, in consultation with the international consultant.

Both the international consultant and national resource person should be free from any conflict of interest related to this review. They are not involved in the design or implementation of the projects of the Swiss employment portfolio in BiH.

6. Review Timetable

Activity	Period / Deadline	Workdays	
		International Consultant	National Resource Person
Preparation			
<ul style="list-style-type: none"> • Desk review and preparation for the interviews and field work; • Communication with the Swiss Embassy in Sarajevo on organizational matters of the review; preparation of the field mission. 	01.02 – 10.2.2020	4	2
<ul style="list-style-type: none"> • Inception paper followed by an agreement on possible adjustments, limits and major issues of the review. 	15.02.2020	1	
Field Mission in BiH			
<ul style="list-style-type: none"> • Travel to and from BiH • Briefing and debriefing with the Swiss Embassy in Sarajevo • Field visits and interviews 	24.02. – 13.03.2020	10	8
Reporting			
<ul style="list-style-type: none"> • Preparing the draft Review report 	25.03.2020	7	2
<ul style="list-style-type: none"> • Finalizing the Review report based on the Embassy's comments 	09.04.2020	1	0
TOTAL		23	12

7. Requirements of the Review Deliverables

The review report shall be written in English and not be longer than 30 pages (excluding annexes and executive summary); it shall comprise the following sections:

- 1) Table of content
- 2) Acronyms and abbreviations
- 3) Executive summary (maximum 3 pages)
- 4) Background of the mission and applied methodology
- 5) Key findings, conclusions and recommendations of the review
- 6) Annexes

The Embassy of Switzerland in BiH reserves the right to request changes in the structure of deliverables or the inclusion of additional information. Nevertheless, the international consultant has the full ownership of the report; s/he is free to express her/his independent assessment of the project and its performance.

A first draft report shall be delivered to the Embassy of Switzerland in BiH by the international consultant no later than 25 March 2020. The final deliverables revised based on comments and remarks of the Embassy shall be submitted on 09 April 2020, the latest.

8. Required profile of the international consultant

- At least MA degree in business administration, management, social sciences or related field
- Substantial experience in the field of migration and development and economic development and related topics
- Professional evaluation experience
- Willingness to contribute to a team effort and to manage and coordinate the work with the national resource person
- Experience in working in complex settings
- Excellent analytical skills
- Excellent spoken and written English skills
- Strong communication and writing skills
- Previous work experience in BiH or in the region is considered an advantage

9. Required profile of the national resource person

- Degree in business administration, management or social sciences
- Experience in the field of migration and development and related topics in BiH
- Strong knowledge of the local governance context in BiH
- Good understanding of review processes and methodologies
- Excellent spoken and written English skills
- Strong communication and writing skills

10. Contract and logistics

The international consultant and national resource person will sign a contract with the Swiss Embassy in BiH. Transportation in BiH for the contracted services and interpretation will be organized by the Embassy for the field mission in the country.

Annex

External Review of the Diaspora for Development Project in Bosnia and Herzegovina (7F-08796.02 / Phase 2, phase duration: 05.12.2016 – 31.12.2020)

Mandate duration: February 1, 2020 – April 9, 2020

Modalities of application and selection of the consultant

To apply please submit the following documents:

- Curricula vitae of the consultant
- Relevant reference documents from previous mandates
- Proposed timeframe for the mission, based on the tentative plan (chapter 6 of the Term of Reference) according to the following template

Activity	Period / Deadline	Workdays	
		International Consultant	National Resource Person
Preparation			
<ul style="list-style-type: none">• Desk review and preparation for the interviews and field work;• Communication with the Swiss Embassy in Sarajevo on organizational matters of the review; preparation of the field mission			
<ul style="list-style-type: none">• Inception paper			
Field Mission in BiH			
<ul style="list-style-type: none">• Travel to and from BiH• Briefing and debriefing with the Swiss Embassy in Sarajevo• Field visits and interviews			
Reporting			
<ul style="list-style-type: none">• Draft report submitted to the Embassy of Switzerland in BiH	March 25		
<ul style="list-style-type: none">• Final report submitted to the Embassy of Switzerland in BiH	April 09		
TOTAL		23	12

The application shall be sent electronically to Mrs. Azra Sarenkapa, Senior Program Officer, at the e-mail address azra.sarenkapa@eda.admin.ch no later than 08th of January 2020.