



Britanska ambasada  
Sarajevo



# “Mostar – Spaces to Activate and Rejuvenate” project

## Final evaluation

### Terms of Reference



July 2024

## 1. General overview

Country office	Bosnia and Herzegovina
Project name	Mostar – Spaces to Activate and Rejuvenate
Implementing lead organization	People in Need Bosnia and Herzegovina
Partner organizations	Local Democracy Agency Mostar UG NEŠTO VIŠE OKC Abrasevic Everyday Peace Indicators Mostar
Location	Mostar
Donor	Government of the United Kingdom, FCDO
Project length	10.08.2021 -31.12.2024
Project budget	3,609,452.51 GBP by the donor And additional contribution from City of Mostar in the amount of 87,640.60 GBP
Duration of final evaluation	25 days
Estimated start date	October 2024 (TBD – after the conclusion of project activities)

## 2. Background

### 2.1. Implementing partners

**People in Need (PIN):** PIN is one of the largest non-governmental organizations for the protection of human rights in Central and Eastern Europe. PIN currently operates in 24 countries worldwide providing humanitarian assistance and development support. It first started working in Bosnia and Herzegovina (BiH) in the early 1990s in response to the 1992-1995 Bosnian war. Since then, it supports projects related to good governance, inclusion of people with disabilities, inclusive education, waste management, development of civil society and the creation of social cohesion.

**Local Democracy Agency Mostar (LDA):** since its foundation in November 2004, LDA has been operating as a locally registered non-profit non-governmental organization with the support of its partners and in cooperation with European Association for Local Democracy. The aim of LDA is to create a modern democratic society by activating citizens and promoting transparent and responsible local governance. LDA supports projects in good governance, citizen participation, EU integration, and the ones aimed for marginalized groups and youth.

**UG NEŠTO VIŠE (NV):** is a non-governmental organization founded in 1997, and since then has been implementing projects in over 70 cities of Bosnia and Herzegovina. Currently, NV implements several projects and activities in the areas of youth support and youth employment, gender equality and human rights, improving the quality of life of people with disabilities, social entrepreneurship for young people and ecology, permaculture, green and circular economy.

**OKC Abrasevic:** was founded in 1926 for cultural and artistic society. Currently it is an open network of non-governmental organizations, informal groups and individuals based in Mostar, Bosnia and Herzegovina. It offers a space and support to youth in realizing ideas

and it encourages projects that promotes civic society, arts and social cohesion. Abrasevic is the only youth cultural center in Mostar and every year it organizes around 150 events.

**Everyday Peace Indicators (EPI):** conducts participatory research and assessment in partnership with conflict-affected communities and builds bridges between different actors dealing with conflict issues and peacebuilding, providing information on the peacebuilding process, courses of action and scholarship. EPI works with communities to generate their own indicators on complex ideas and concepts related to peace.

**2.2. Project summary**

“Mostar – Spaces to Activate and Rejuvenate” is a three-year project, funded by the Government of the United Kingdom and led by PIN in partnership with three local NGOs and a US-based research institution, aimed to promote social cohesion and inter-community relations in the Mostar municipality.

The project has identified 2 major outcomes that followed during the whole project implementation:

- Outcome 1: Mostar’s citizens jointly overcome obstacles to increasingly share civic, social and economic life in the city;
- Outcome 2: People in Bosnia and Herzegovina and wider Western Balkan region hear about positive examples of shared life in Mostar, providing hope across the region and presenting future opportunities for peace-building investment.

The project tested the following Theory of Change:



### 3. Objective and scope of evaluation

The final evaluation's main objective is to assess the Mostar project's performance in relation to achievement of the intended results and its potential for long-term impact, sustainability, and replication. The final evaluation will also provide realistic and actionable recommendations for potential future initiatives to capitalize on lessons learned (best practice and challenges).

The evaluation will look over the whole life of the project's delivery period: 10.08.2021 - 31.12.2024 (including the extension phase of the project April-June 2024 and the exit phase July-December 2024) and assess the intended direct results and consider some of the indirect benefits brought about through the projects work. Overall, the focus should be:

- To analyse the trends in social cohesion over the project period;
- To understand the project's contribution to building issue-based connections across divided communities and creating credible alternative narratives about Mostar, to foster social cohesion;
- To identify external and project-related factors which contributed to and limited the outcomes of the project;
- To identify best practices, strengths and challenges in the project approaches (e.g., locally-driven, amplification strategy, adaptive management) in realizing the intended pathways of change;
- To assess the sustainability of the project outputs and outcomes against perceived local and regional threats beyond the scope of the project.

The geographical scope of the evaluation should cover all of Mostar City, while some of the interviews may happen in Sarajevo considering the residence of some of the key stakeholders in the capital city. The evaluator or the evaluation organization should appoint interviews with various kind of stakeholders:

- A) the donor,
- B) the city authorities (relevant departments),
- C) implementing partners, members of the advisory board,
- D) CSOs, public institutions, (with a special emphasis on those directly involved in the project)
- E) citizens.
- F) peacebuilding community.
- G) Media
- H) INGOs, CSOs, OSCE, - other actors not directly involved in project Mostar, operating within the BiH's context.

The full list of stakeholders will be provided to the successful candidate/organization to make the selection sample for interviews.

#### 4. Methodology

The evaluation is expected to be conducted mainly as qualitative research. The evaluation should be a mix of desk research and on-site research through direct field activities.

Desk research: review of the project documentation, secondary data sources (media analysis, press clipping): project proposal, logical framework, ITT, theory of change, baseline and endline reports, case studies on CSO sub-granting and media amplification (that will be further enriched by PIN based on evaluation findings), quarterly reports, MEAL documentation, mid-term evaluation report, communication strategy/ materials etc. While the baseline and endline assessments were cross-sectional there is limited ability to demonstrate contribution of the project towards some of the target indicators, especially the qualitative ones. Thus, it is expected from the bidder to design qualitative data collection approaches to complement the cross-sectional baseline and endline assessments aimed at evaluating the project contribution. The indicators that have been measured within baseline and will be measured within endline assessment are:

Indicator	Indicator description
Impact Indicator 1	% of Mostar residents that agree with the statement "What brings Mostar citizens together is more important than what separates them"
Impact Indicator 2	% of Mostar residents that agree relations in Mostar are better than 12 months ago
Outcome Indicator 1.1	% of Mostar residents that believe it is possible to work together to address shared community concerns
Outcome Indicator 1.2	% increase in number of Mostar residents who participate in shared civic, social and economic life
Outcome Indicator 1.2.1	% increase in number of Mostar residents who participate in shared civic life
Outcome Indicator 1.2.2	% increase in number of Mostar residents who participate in shared social life
Outcome Indicator 1.2.3	% increase in number of Mostar residents who participate in shared economic life

Additionally, project qualitative indicators should be measured and evidence reported. Those are:

Indicator	Indicator description
Impact indicator 3	Evidence of citizens, LA, civil society actors and the peace-building community responding to positive examples of peace-building and development in Mostar.
Impact indicator 4	Examples of project using evidence produced by the project to make management decisions in a timely manner

Outcome indicator 1.3	Documented examples of changes in awareness, attitudes, practices of Mostar citizens with regard to more active participation in shared civic, social and economic life.
Outcome indicator 1.4	Evidence of increased engagement of Mostar citizens in cross-community actions to make Mostar a 'city for all'.
Outcome indicator 2.3	Documented research showcasing examples of how project has provided hope and stimulated interest in further peace building investment in the region
Output indicator 1.2.3	Evidence of cross-community action grants giving youth new opportunities for engagement in Mostar's shared civic, social and economic life

The technical proposal of the evaluator/ evaluation company will be especially evaluated based on the suggested qualitative data collection and analysis approaches.

Direct field activities: expected data collection methods - interviews with project team and project partners (PIN, LDA Mostar, OKC Abrašević, UG NEŠTO VIŠE, EPI) - Individual or focus group Interviews, surveys with target groups (citizens, CSOs, municipal administration, representatives of institutions/ministries, the donor and other stakeholders. Please note that the successful candidate will receive a list of stakeholders the consortium cooperated with to be selected for interviews).

The evaluator will be responsible for developing and agreeing with PIN and the British Embassy the evaluation design and methodology to meet the abovementioned objectives. The methodology should be informed by the Development Assistance Criteria (DAC) of Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability whereas cross-cutting issues, e.g gender equality, inclusion should also be considered. Below the evaluations questions PIN and partners want covered in the evaluation report are presented. The list is non-exhaustive, and the evaluator/ company may suggest changes and additions:

N	DAC Category	Proposed questions
1.	Relevance <i>How did the project align with the objectives of the UK's Freedom and Resilience Programme, and deliver on development objectives?</i>	<ul style="list-style-type: none"> <li>Was the Theory of change and project design relevant to the context and needs of the communities?</li> <li>How did objectives align to problems and needs of target groups, and local municipal strategy?</li> </ul>

2.	<p>Coherence</p> <p>How well did the project fit with other similar initiatives in Mostar?</p>	<ul style="list-style-type: none"> <li>• What other organizations work towards the same goals as the consortium within project Mostar?</li> </ul>
3.	<p>Effectiveness</p> <p><i>Did the project achieve its objectives and results?</i></p>	<ul style="list-style-type: none"> <li>• How effectively have the project activities, including their scope and scale, created the foundation for achieving the project objectives and desired results? Please provide specific details and examples of effective and ineffective practices.</li> <li>• What are the main achievements and failures, contributing factors, and recommendations for maximizing the achievements or avoiding/mitigating the challenges?</li> <li>• What barriers remain to achieving greater social cohesion in the city (institutional, technical, social, civic, economic)?</li> <li>• To what extent have the knowledge and skills that target groups gained through capacity development activities and exchange events been practically applied, and what areas show room for improvement?</li> <li>• How well has the adaptive management approach been tailored and applied to suit the project's context and requirements?</li> <li>• To what extent the achievement of the outcomes have been influenced by external factors?</li> </ul>
4.	<p>Efficiency</p> <p><i>How well were the project resources used?</i></p>	<ul style="list-style-type: none"> <li>• To what extent have the delays in implementation affected the overall project progress and has this been addressed efficiently? How effectively have project resources been managed and coordinated to ensure efficiency and cost-effectiveness?</li> <li>• To what extent have risks been proactively, timely and efficiently assessed and managed throughout the project?</li> <li>• How efficient was the coordination and communication between partners/stakeholders? Were any synergies established?</li> </ul>
5.	<p>Impact</p> <p><i>Did the project contribute to social cohesion and resilience in the</i></p>	<ul style="list-style-type: none"> <li>• How effective were the amplification activities for calling people to come for a shared civic, social and economic life in Mostar? How did the Mostar citizens overcome obstacles to increasingly share civic, social and economic life in the city?</li> </ul>

	<i>community and wider?</i>	<ul style="list-style-type: none"> <li>• What were the trends in social cohesion over the project period?</li> <li>• What were the best practices, strengths and challenges in the project approaches (e.g., locally-driven, amplification strategy, adaptive management) in realizing the intended pathways of change?</li> <li>• To which extent have the project results impacted the region?</li> <li>• Has there been any unintended impact of the project activities (positive or negative)?</li> <li>• What more could have been done to achieve sustainable resilience in the community with the given resources and time?</li> <li>• How has this project changed negative/previous narrative about City of Mostar?</li> </ul>
6.	Sustainability <i>To what extent are the benefits generated by the project likely to be sustained once the project ends?</i>	<ul style="list-style-type: none"> <li>• How much have beneficiaries and key stakeholders taken ownership over the project outcomes and shown an intention to build on them?</li> <li>• What opportunities should the project explore to increase sustainability of its outcomes?</li> <li>• To what extent may the project outputs and outcomes be sustainable against perceived local and regional threats beyond the scope of the project?</li> <li>• What are the key factors to facilitate or hinder replication in other areas in BiH or within the region?</li> <li>• How relevant is the given methodology for use in other divided communities?</li> </ul>

## 5. Evaluation timeframe and expected deliverables

Timeframe: The evaluation is expected to take a maximum of 25 working days (non-consecutive days are acceptable) and be conducted between October-December 2024. The evaluator is expected to allocate about 20% of the time for a desk review of project documents and preparation of inception report, 60% to field work data collection and data analysis, and 20% to the final report preparation and presentation of findings and recommendations.

Indicative timeline for expected deliverables:

N	Deliverable	Completion date
1.	Desk review and Inception report including methodology, workplan and data collection tools	11 October 2024

2.	Field work/data collection – field visits in Mostar and possibly Sarajevo	Second half of October–beginning of November 2024
3.	Draft report submitted to PIN and partners for review and comments	End of November 2024
4.	Final report with incorporated feedback	20 December 2024
5.	Physical/ online presentation of findings and recommendations to stakeholders, including representatives of British Embassy	15 January 2025 (TBD)

The timeframe can be adjusted following the approval of the Inception Report.

## 5. Evaluation report

The report must provide clear, evidence-based and analytical answers to all evaluation questions. It should contain all the necessary raw data information used in the process of data collection and analysis, and any other necessary annexes and references used.

The evaluation report Executive summary should not exceed the limit of 3 pages, and the remaining parts of the report should not exceed 25 pages (excluding annexes). The suggested structure for the report is:

- Executive summary;
- Introduction;
- Project background;
- Limitation to methodology;
- Findings;
- Lessons learned;
- Conclusions;
- Recommendations;
- Annexes.
- data sets

## 6. Audience for the Evaluation Results

The evaluation results will be shared with the donor, project partners, City of Mostar authorities, and any other relevant stakeholders, as well as with PIN HQ to consider the key findings and recommendations for future similar programming.

**7. Ethical considerations and safeguarding**

PIN expects the evaluator/ the evaluation company to comply with ethical conduct and safeguarding rules existent within the organization (that will be specified within the contract and respective guidelines will be provided) as well follow UK requirements per the following guidance: <https://shorturl.at/v6vkD>.

**8. Management arrangement specification**

The evaluator will report to and liaise with the PIN Focal Person on all matters and decisions relating to this assignment. PIN can assist in arranging meetings with relevant stakeholders if/when needed. To enable this the evaluator must provide a list and schedule of meetings (from the proposed list of project stakeholders, beneficiary organizations) in good time to ensure all meetings can be arranged in a respectful and timely way. If required, PIN can support the evaluator with logistics suggestions/ arrangements, but the evaluator will be responsible for making the respective payments.

**9. Payment modalities**

The expected maximum budget for the evaluation is 18 000GBP. The evaluation fee should contain all the expertise fees, and should include all the other costs resulting from the evaluation: accommodation, transportation, translation, etc. PIN will be making the evaluation payment according to the following milestones:

<b>%</b>	<b>Milestones</b>
20%	Following the signing of the Contract on Evaluation Services
50%	Following submission and approval of the draft final report
30%	Following submission of the final report
<b>PIN reserves the right to deduct up to 0.5 % of the total contract price for each day's delay in meeting the deliverables specified. This deduction shall be applied to the last payment of 30 % of the contract price.</b>	