



## **Terms of Reference for the evaluation of Public Administration Reform Monitoring Project (PARM)**

Date: August 3, 2017

Case number: UF 2013/68355



## 1. Background

Efficient and effective public administration is crucial to fulfill the Copenhagen membership criteria and has a key role to play in improving governance through more stable institutions and the implementation of an anticorruption agenda. The public administration reform (PAR) is a precondition for the integration of BiH into the European Union (EU), which considers sufficient administrative capacity, and the ability to adopt and implement the core of EU law (the *Acquis communautaire*), a key requirement for EU membership. Overall, the reform process aims at creating a public administration that is more effective, efficient, and accountable for what it does; that will serve the citizens better for less money; and that will operate with transparent and open procedures, while meeting all conditions set by the European integration process, and thereby truly become a facilitator for continuous and sustainable social and economic development.

### 1.1 Project background

Government of Sweden has adopted the new Results Strategy for Reform cooperation with East Europe, Western Balkans and Turkey 2014-2020. The results strategy aims to assist the countries in the Eastern Partnership, the Western Balkans and Turkey to reform and develop their public administrations and forge closer links with the EU.

The objectives of the Swedish bilateral cooperation with Bosnia and Herzegovina which refers to the PAR process are defined in the Strategy within the Result Area 2 A - Strengthened democracy, greater respect for human rights and more developed rule of law, with a focus on strengthened public administration.

Sweden is currently supporting the PAR process in several ways. For almost 10 years Sweden, in collaboration with other donors, is contributing to the PAR Fund.

Additional support to implementation of the PAR Strategy has been provided through the active involvement of civil society organizations (CSOs) in the provision of the independent results-oriented monitoring and evaluation of the implementation of public administration reform and outreach activities aimed at creating articulated demand for good governance and efficient and effective public administration by all the country relevant stakeholders and citizens.

The PARM Project is implemented by the Transparency International BiH (TI) and Center for Investigative Reporting (CIN). Both TI and CIN have an equal role in implementing the project. Denmark is the co-financier of the Project in the amount of 2 MSEK. Total budget of the Project is 8 MSEK, over four years implementation (2014-2018).

## 2. Evaluation Purpose

Sweden, as one of the financiers of the project, has undertaken to perform the evaluation of the PARM project in order to assess the overall level of achievement of the objectives and results, effectiveness and impact achieved through the project, relevance of the project to the BiH integration process, the quality of coordination and

communication between the project stakeholders and interaction between project partners and key stakeholders.

The evaluation should provide recommendation whether continued Swedish support to the PARM is considered feasible.

### 3. Evaluation Questions

The following evaluation criteria should be considered

- **Effectiveness:** Has the project achieved its objectives and its planned results and to what extent? Which are the main reasons identified to have affected the success and the deviations from the project plan? How well has the project implementation been following the agreed plans for activities, reporting and dialogue? What has been the level of preparedness and response from project partners to fulfil their expected roles in the implementation? How has the coordination worked from the project partner side? Has the communication flow in the project been sufficient to support a smooth implementation? What could have been improved in order to strengthen the dialogue between the project partners and expedite the necessary measures to avoid delays?
- **Relevance:** To what extent was the intervention relevant to the BiH's process of EU integration? Is the intervention relevant to the country Reform Agenda? How much is the Public Administration Reform Coordinator's Office (PARCO) involved in the planning and execution of the intervention?
- **Impact:** What are the overall effects of the intervention, intended and unintended, long term and short term, positive and negative? To what extent has the project contributed to the better implementation of the PAR Strategy and its accompanied Revised Action Plan 1? To what extent has the project enhanced stronger participation of civil society in PAR processes? Is there a specific approach identified for the Swedish program that can be followed also in the future?
- **Continuation of support:** How relevant would be a continuation of the intervention? What are the recommendations for Sweden in supporting PARM?

### 4. Approach and Method

#### Evaluation tasks

The evaluation team leader will be responsible for conducting the evaluation and will be the principal contact with TI BiH and CIN. He/she will also be responsible for the writing of the final assessment report with an executive summary, major findings and conclusions, a description of the evaluation methodology and specific program recommendations.

**Task 1: Desk Review**

This review shall include reading all relevant background materials (the evaluator should read the background documentation before starting the field work in BiH).

**Task 2: Develop a Written Fieldwork Plan**

Using the information gained from the desk review together with information provided in this ToR, the evaluator will develop a plan for conducting the fieldwork. The plan will be presented, discussed and agreed with TI BiH and CIN.

Task 1 and 2 will be carried out in September 2017.

**Task 3: Conduct a Field Evaluation**

The evaluator will meet with TI BiH, CIN and Embassy of Sweden in Sarajevo in the beginning of the field work as well as during the field work at least once to report about how work is developing.

Besides the project evaluations, the evaluator will carry out interviews with different relevant stakeholders in BiH in order to get thorough information about the PARM.

The field work will be carried out in October 2017.

**Task 4: Debriefings and workshops**

At the end of the field work, a debriefing meeting will be held with TI BiH, CIN and Embassy of Sweden in order for the evaluator to present its preliminary findings and recommendations.

**5. Time Schedule, Reporting and Communication**

Tasks to be performed	
<i>Desk review and planning</i>	7 days
<i>Evaluation incl. field trips</i>	6 days
<i>Draft evaluation report</i>	5 days
<i>Presentation of the draft evaluation report to TI BiH/CIN and Sweden</i>	1 day
<i>Finalization of the report</i>	3 days
<b>TOTAL</b>	<b>22 days</b>

## Deliverables

- A. Written Fieldwork Plan** as described in Task 2 due before fieldwork commences.
- B. Draft Evaluation Report** due within 14 calendar days following completion of fieldwork. Draft evaluation report shall be presented to Embassy of Sweden, TI BiH and CIN for their comments which should be incorporated in the Final Evaluation Report.
- C. Final Evaluation Report** due not more than 7 calendar days after the presentation to TI BiH, CIN and Embassy of Sweden. The final evaluation report will include, at minimum, an executive summary; major findings and conclusions; a description of the evaluation methodology; and the overall impact of the project efforts; and specific program recommendations.

The final evaluation report will be submitted to TI BiH, CIN and Mario Vignjevic, Programme Officer responsible for Public Administration Reform and Local Governance Reform in the Embassy of Sweden in Sarajevo in electronic format within 7 business days after receiving final written comments and/or question from Embassy of Sweden, TI BiH and CIN.

All deliverables must be in English.

Payment will be due after TI BiH and CIN have approved the Final evaluation report and received an invoice from the Evaluator.

## 6. Resources

Budget ceiling for this assignment is **200,000SEK**.

## 7. Evaluator's Qualification

The evaluator should meet the following criteria:

- at least 10 years of professional work experience including evaluation processes;
- should be experienced in the sector or technical areas addressed by the evaluation, or have a sound knowledge of the subject to be evaluated;
- possess core evaluation competencies;
- relevant educational background, qualification and training in evaluation;
- technical knowledge and work experience related to democratic development;
- excellent communication and writing skills in English language.

## 8. Application procedure

Applications must be sent in English and entail the following:

- Letter of intent and availability
- CV should be presented in the EU format
- Two references from similar assignments
- Brief explanation of methodology
- Expected remuneration, in the form of gross fee per day

The application should be sent no later than **August 24, 2017** by e-mail to: [emujkic@ti-bih.org](mailto:emujkic@ti-bih.org) with the subject heading: Application for the evaluation of PARM Project or by post to the following address:

**Transparency International BiH,  
Mula Mustafe Bašeskije 9/1,  
71000 Sarajevo, BiH**

Only short-listed candidates will be contacted.