



## **Terms of Reference**

### **Mid-term evaluation of project CSOs as equal partners in monitoring public finance**

#### **1. Project background**

Although CSOs in the Western Balkans already have been implementing some of the activities of monitoring of public finance and financial institutions, these activities have not been systematically conducted. Moreover, within the region the influence of CSOs in policy and decision making on public finance is poor. Therefore, CSOs recognized the growing need for systematic monitoring of public finance and financial institutions. The existing know-how in the region can be upgraded through know-how sharing and transfer among the partners and other CSO networks. In targeted countries the understanding of public finance among the wider public is rather low, hence public financing needs to be brought closer to citizens.

Key project activities are research and monitoring, advocacy, capacity building and transfer of knowledge/practices and networking in the field of the 4 specific topics:

- public debt,
- public-private partnerships,
- tax equity and
- infrastructure projects.

#### **2. Objective, scope and requirements of the evaluation**

The purpose of the evaluation is to assess the results of the Project CSOs as equal partners in monitoring public finance (BMPF for now on) project running from 01.01.2016 until 31.12.2017.

Foundation Krila nade/Wings of Hope with its project partners are seeking an evaluator to carry out an analysis of the project in the last two years. The overall aim of this evaluation is to evaluate the implementation of the proposed action in order to assess its efficiency, effectiveness, impact and sustainability.

The evaluation will look at the activities, outreach materials and resources produced and used by the CSOs as equal partners in monitoring public finance project partners in the period from 01.01.2016 to 31.12.2017. The outcomes of the BMPF project should be assessed against the project objectives in terms of coherence and sustainability of the different activities.

The evaluator will need to collect input from the project partners, targeted institutions and local CSOs that could complement the review of the project products.





More specifically the evaluation aims to get a global view on the achievements of the action implemented by the coalition of Foundation Krila nade/Wings of Hope (Bosnia and Herzegovina), Centre for Ecology and Energy (Bosnia and Herzegovina), ZaZemiata (Bulgaria), Analytica (Macedonia), MANS (Montenegro), CEKOR (Serbia), Fractal (Serbia), EnaBanda (Slovenia) and Focus (Slovenia) in terms of effective impact and it's improving accountability and transparency of the public finance in targeted countries and strengthen Civil Society Organisations' (CSOs) role and voice in monitoring the institutions' performance in that area in particular in light of the achievements of the following objectives:

- strengthening of CSO knowledge of public finance and International Financial Institutions (IFIs) and improve CSO capacities for monitoring of public finance and IFIs.
- building know-how in advocating for sustainability, transparency, and accountability of public finance and IFIs.
- increasing networking and cooperation of CSOs on monitoring of public finance at regional and EU level.
- advocating for transparency, accountability and effectiveness from public institutions in public finance.
- facilitating a greater focus on citizens' needs in policy-making.
- increasing the understanding of the media and wider public of the challenges in public finance and impacts of IFIs.

The evaluation should also:

- Assess effectiveness of the use of resources in the coalition in the years of operation for achievement of the intended results.
- Evaluate the management of the project
- Provide recommendations regarding the future work of the project partners on the issues constituting the main objectives of the project and suggestions as to which areas should be modified in future project sharing similar characteristics: assessment of the on-going communication and cooperation between the partners, processes of a similar nature to those that have been targeted jointly by the project partners as well as assessment of political opportunities and where work on these processes is most useful for partners and potential allies.
- Provide recommendations for improvement of the effectiveness of the project management and coordination work.
- Provide recommendation on the improvements in this regard and identify those practices that work well and should be incorporated into the project management standard operations.



### **3. Main responsibilities**

The contractor will be responsible for:

- Drafting an evaluation plan and timeline that is to be discussed with and approved by a supervisor assigned by Foundation Krila nade/Wings of Hope - to be submitted by end of January 2018.
- Conducting the relevant research based on the research plan - from February until May 2018.
- Presenting key findings of the research in the form described above - by end of June 2018.

### **4. Size of final product**

The deliverable consists of a:

- evaluation plan which is submitted by end of January 2018 and
- a well-structured, reader-friendly document in English which presents key findings of the conducted research, bearing in mind the above outlined evaluation aims.

#### **Target audience:**

BMPF project coalition partners, European Commission.

#### **Content:**

The key finding's document will answer the following questions:

*Has the BMPF project fulfilled the objectives set in the project, what could be improved in future projects, which project management practices could be recommended in the future projects, did the project partners manage to build trust in each other and do they see the need for a similar project of the similar format in the future together?*

This question would involve review of:

- Achievements in coalition building and strategic alliances with other relevant players;
- Capacity building of the project partners and CSOs in the countries covered by the project;
- The impact of the BMPF project on the target groups and other stakeholders (media, experts etc.) and the publicity of the issues among the national publics, as well as among the European public;
- Results of the implemented activities versus the use of resources

#### ***What are the lessons learnt from the last 2 years?***

This question would involve review of:

- Opportunities and limits deriving from the 4-year project grant;
- Project management;
- Planning and follow up;
- Motivation and commitment to the common goals of the BMPF project.

#### ***Suggestions for the future projects with the BMPF project partners***

This question would include:

- opportunities for continuing the work of the coalition and the possibility to include other partners;
- possible donors.



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## **5. Submission of Proposals**

Proposals for the first round must include the following:

The profile of the consultant and details of similar projects undertaken;

- Detailed CV of consultant(s) showing:
- Skills related to the assignment;
- Experience related to the assignment;
- Total effort and proposed consultancy fees

The proposal should be sent to [emina.hasanagic@wings-of-hope.ba](mailto:emina.hasanagic@wings-of-hope.ba). The call will be opened 10 days.

## **6. Timeline for evaluation to be completed and presented:**

The evaluation shall start by beginning of January 2018 and shall be finalised before the end of June 2017.

