

Terms of Reference

Final Project Evaluation

Project title: EWMS – Effective Waste Management System in
Canton Sarajevo

October 2023

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Alliance 2015
towards the eradication of poverty

Country Office:	Bosnia and Herzegovina
Project Name	“EWMS – Effective Waste Management System in Canton Sarajevo”
Implementing lead organisation:	People in Need
Partner organisations:	KJKP RAD, Dekonta
Location:	Canton Sarajevo
Donor:	Czech Development Agency – 90%, People in Need – 10%
Project length:	1.9.2021 – 31.12.2023
Project Budget:	2021: 5.250.000,00-CZK/ 238.904,19 EUR 2022: 13.181.111,11 - CZK/ 510.895,78 EUR 2023: 18 334 000,00 – CZK/ 685.938,00 EUR
Duration of final evaluation:	25 days
Estimated start date:	November 2023

1. Background

People in Need (PIN) is a non-governmental, non-profit organisation founded on the ideals of humanism, freedom, equality and solidarity. We consider human dignity and freedom to be fundamental values. We believe that people anywhere in the world should have the right to make decisions about their lives and share the rights expressed in the Universal Declaration of Human Rights. PIN in Bosnia and Herzegovina primarily focuses on three main areas: Social inclusion; Good governance; and Climate change and the environment.

For more information, please visit <https://www.clovekvtisni.cz/en/>

Project Background and Description

The solid waste management sector in Sarajevo made a progress in the recent years. The concept of regional waste disposal has been developed in Bosnia and Herzegovina (hereinafter: BiH) and is currently being implemented. The legislation has recently

improved; there has been also an investment into the establishment and development of the waste management infrastructure.

The Project "**Effective Waste Management System in Canton Sarajevo**" aims to contribute to the reduction of waste production in Canton Sarajevo by improving solid waste management, promotion of recycling, and contributing to the development of responsible and relevant institutions.

The expected project results are:

- Improved management practices, including planning of the KJKP RAD management capacity building strategy, support, and coordination of waste collection.
- Increased capacity for waste collection, sorting and recycling Improved collection capacity of KJKP RAD of Sarajevo Canton covered by their services.
- Functional cooperation of relevant actors to increase efficiency, accountability and transparency of waste management institutions.
- Increased awareness of sorting and recycling among the citizens of Sarajevo Canton

Support is primarily provided to KJKP "RAD" d.o.o. Sarajevo and it includes procurement of equipment, technical assistance, capacity building and creation of a campaign for communication with citizens and users of KJKP "RAD" d.o.o. Sarajevo services.

Project is implemented by the People in Need (PIN) Bosnia and Herzegovina in partnership with the Dekonta, and the KJKP "RAD" d.o.o. Sarajevo, and funded by the Government of the Czech Republic via the Czech Development Agency.

Project operating environment was impacted by the economic instability related to COVID-19 pandemics and Russia's invasion of Ukraine as well as by lengthy policy making processes in the complex political landscape of BiH.

In 2023, the project entered the final year of the implementation. The project continued to build on the experience and expertise People in Need, CPC RAD and Dekonta Czech and BiH and started the implementation of most of the activities in line with planning done in the 2022; and marked 2023 with focus on the field implementation and reaching out to the final beneficiaries, i.e. the public.

Waste Production and Management in Canton Sarajevo

The waste management system of Canton Sarajevo is organized through the public waste management company KJKP RAD, which is tasked with the collection, transport, and handling of waste, as well as management of the regional centre for waste management Smiljevići. The operating area for KJKP RAD encompasses areas of the Canton and public areas, including areas under the jurisdiction or governed by the Canton Sarajevo. Founder and owner of the KJKP RAD is the government of Canton Sarajevo.

According to the census from 2013¹, the total population in Canton Sarajevo is 413.593. However, when taking the full metropolitan area into consideration, this number exceeds 555,000. The average coverage for the services of gathering, transport and landfilling is estimated to be at 94,78%. The lowest coverage recorded for the municipality of Ilijaš is 80%, the remaining municipalities are at 90% or higher coverage. According to the 2018 reports by the Agency for Statistics of BiH, the waste management situation is described by the following indicators:

¹ More current data is not available.

- Estimated quantity of municipal waste generated in 2018: 1,243,973 tons, i.e. 355 kg per capita annually, or 0.97 kg per capita per day.
- In the total amount of collected waste, mixed municipal waste accounts for 90.9%, separately collected waste 4.0%, waste from gardens and parks 3.1% and packaging waste 2.0%.
- The total quantity of waste collected by KJKP RAD annually is around 210.000 tonnes, where 90% constitutes mixed municipal waste.

The mechanical separation and handling of waste is only present in the form of a recycling yard at the Smiljevići landfill, however it does not operate at full compacity (only 500 t of paper is selected annually).

2. Objectives and Scope of the Evaluation

The main objectives of the Final evaluation are to **assess the overall quality of the project and the extent of achievement of project objectives**, as well as **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).

Scope:

Areas requiring more in-depth analysis: As the project was intended as a pilot to establish what institutional, coordination and technological approaches are effective in establishing separated waste management system, the evaluation will focus on assessing the potential for, and main obstacles to, successful replication of the system in other areas of BiH.

Geographical scope: The evaluation should focus on all 9 municipalities involved in the project (Stari Grad, Centar, Novo Sarajevo, Novi Grad, Ilidža, Trnovo, Ilijaš, Hadžići and Vogošća).

Period: The evaluation should cover the period from 1.09.2021 to 31.10.2023 of the project implementation.

Beneficiaries:

- KJKP RAD
- Citizens of Canton Sarajevo

Stakeholders:

- Ministry of Communal economy, infrastructure, spatial Planning, construction and protection environment representatives
- Ekopak, ZEOS eko-sistem – local waste operators and part of the system waste management
- Representatives of municipalities of Canton Sarajevo
- Partner organisation Dekonta (BiH and CZ)
- Donor representatives- CZDA/Embassy in BiH

3. Key Evaluation Questions

The Development Assistance Criteria (DAC) of Relevance, Effectiveness, Efficiency, Impact and Sustainability will be used for the evaluation.

Relevance	- How robust is the TOC underlining the project and its implementation strategy?
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	<ul style="list-style-type: none"> - To what extent are the project objectives in line with problems, real needs and priorities of target groups, as they've been initially identified in the project and exist in the real-life context?
Effectiveness	<ul style="list-style-type: none"> - How effectively have the project activities, incl. 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. - What are the main achievements and failures, if relevant, contributing factors for both, and recommendations for maximizing the achievements or avoiding/mitigating the challenges? - What barriers remain to achieving an effective waste sorting and recycling infrastructure (institutional, technical, social)? - To what extent have the knowledge and skills that target groups gained through capacity development activities and exchange visit been practically applied, and what areas show room for improvement? - How well has the Czech approach been tailored and applied to suit the project's context and requirements? What other areas of Czech expertise and know how could be leveraged to benefit the territory of BiH?
Efficiency	<ul style="list-style-type: none"> - 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? - To what extent have risks been proactively, timely and eff. Assessed and managed throughout the project? - How efficient was the coordination and communication between partners/stakeholders (PPP)? Were any synergies established?
Impact	<ul style="list-style-type: none"> - How effective was the campaign/awareness activities for improving people's knowledge and practices of sorting and recycling? - To what extent has the project contributed to definition of priority changes in the legislation and how? - Has there been any unintended impact of the project activities (positive or negative)?
Sustainability	<ul style="list-style-type: none"> - To what extent are the benefits generated by the project likely to be sustained once the project ends? - What are opportunities that should be further explored by the project to increase sustainability of its outcomes? - What are the key factors to facilitate or hinder replication in other areas in BiH?

PIN will require specific and data-supported answers to each of the agreed evaluation questions or strong justification for why the data could not be obtained. Justification of data unavailability must be communicated by the evaluator without any delay as soon as it becomes apparent and approved by PIN. Failure to do so can result in decreasing the consultant's remuneration.

4. Methodology

The evaluation is expected to be conducted mainly as qualitative research. However, offers incorporating quantitative data collection are welcome (e.g. lean surveys with citizens).

Document review

- Project documentation: project proposal, logical framework, table of outputs and activities, annual reports, MEAL documentation, procurement documents, trainers' reports, RAD strategy, awareness campaign report etc.

Expected data collection methods

- Interviews with project team and project partners (PIN, Dekonta)
- Individual or group Interviews, surveys, focus group discussions with target groups (citizens, KJKP RAD, municipal administration, representatives of institutions/ministries and other stakeholders)

Expected Deliverables and Indicative Timeline

Deliverables

- Inception report including methodology, workplan and data collection tools
- Draft final report for review
- Final report
- PowerPoint presentation
- Raw data/filled electronic questionnaires, if applicable based on methodology

Timeline

The evaluation is expected to take maximum of 25-30 working days and be conducted between November 1st , 2023, and December 15th, 2023.

The evaluator is expected to allocate about 20% of the time for a desk review of project documents and preparation of inception, 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 deliverables:

- Desk review and Inception report (by November 3, 2023)
- Field work/Data collection – field visits in eight cities (by November 24, 2023)
- Draft report submitted to PIN for review and comments (3-5 working days) prior to finalizing and submitting the final document (November 27, 2023)
- Final report with incorporated feedback (by December 8, 2023)
- Online presentation of findings and recommendations to stakeholders, including representatives of Czech Development Agency and Czech Embassy (by December 15, 2023)

Evaluation Report

Desired structure of the evaluation report:

- Executive summary;
- Brief description of the context and the project;
- Description of evaluation objectives;
- Description of evaluation methodology and data collection methods;
- Presentation of findings for each evaluation question and conclusions by DAC criteria
- Summary of key lessons learnt
- Recommendations
- Annexes

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).

5. Assignment Terms

Management Arrangement

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 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 arrangements, but the Evaluator will be responsible for making the respective payments.

Payment Modality

% Milestones	
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, PowerPoint presentation, the delivery of evaluation presentation to stakeholder.
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 60 % of the contract price.	

6. Application Process

Evaluator Experience

Essential

- At least 4 years of professional experience in monitoring and evaluation roles.
- Previous experience conducting development project evaluations;
- Proven experience and knowledge of designing methodologies and conducting quantitative and/or qualitative research;
- Excellent analytical skills;

- Significant practical experience in report writing and formulation of recommendations;
- Excellent spoken and written English.

Strongly Preferred

- At least one member of the evaluation team with fluency in Bosnian/Croatian/Serbian language
- Experience working in the Western Balkans / Bosnia and Herzegovina.
- Familiarity with waste management, the environment or similar sector
- Experience with activities and approaches related to good governance and institutional change.

Please note that most target beneficiaries and stakeholders do not speak English. If the evaluator is not fluent in Bosnian/Croatian/Serbian, a translator or a local evaluation team member must be hired and considered in the submitted financial offer. Failure to do so will be considered as reason for exclusion of the offer from selection process.

Proposal Submission and review of the applications

Interested candidates/organizations whose profile matches the qualification requirements stated above are invited to apply. The application will include:

- Curriculum vitae of (lead) evaluator or organizational profile highlighting relevant experience (max.4 pages);
- Cover letter stating how your experience and competencies can best deliver the assignment (max. half page);
- 1 sample of previous similar work;
- Concise technical offer outlining proposed methodology (max. 4 pages)
- Assignment Budget (in EUR) broken down by:
 - a. Personnel Service fees;
 - b. Direct evaluation activity costs;
 - c. Anticipated logistics, travel and subsistence costs.

The applications must be prepared in English and submitted by e-mail to: procurement.bih@peopleinneed.net mentioning “Final Evaluation: EWMS Sarajevo” in the subject of the e-mail.

Deadline for application submission is: October 24, 2023

Review and selection criteria:

The selection committee will be formed and will be evaluating the applications against the following criteria:

- Proposed budget/ cost efficiency to complete the evaluation (criteria weight is 30%);
- Quality of the submitted technical offer (criteria weight is 40 %);
- Relevant experience, qualification and quality of sample report submitted (criteria weight is 30%).

Incomplete applications will not be reviewed. Only short-listed candidates will be contacted. The final decision will be made after the interviews.

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