

End of Project Evaluation

TERMS OF REFERENCE

Project: Reducing plastic waste and increasing the amount of recycled material while enhancing employment opportunities in Serbia (and Bosnia Herzegovina)

Help- Hilfe zur Selbsthilfe (Help) is a non-governmental, non-profit organization active in humanitarian aid and development cooperation. Help has been operating in the Balkan region for more than 25 years and recently shifted from a country project to a regional project approach. Help is commissioning an independent evaluation of the regional project “Reducing plastic waste and increasing the amount of recycled material while enhancing employment opportunities.” The project covers Serbia and Bosnia and Herzegovina.

Project No.: SOE 07

Donor & Project No.: Gesellschaft für internationale Zusammenarbeit (GIZ); here: PREVENT Waste Alliance

Procurement type: Services (1 Individual consultant)

Opportunity type: End of Project Evaluation

Location: Serbia

Languages: English

Sectors: Recycling, Waste Management, Awareness Campaign

Project Period: December 2020 – August 2022

Period to be covered by the End of Project Term Evaluation: December 2020 – August 2022

Deadline: 15.09.2022

Expected starting date: 15.08.2022

1. Background and Rationale

In Serbia, Help- Hilfe zur Selbsthilfe e.V. is implementing a recycling project in which two SMEs dealing with waste collection and/or recycling are supported through the provision of personnel and individual consulting regarding operating a recycling plant. In Serbia and Bosnia Herzegovina, an awareness campaign was launched.

The project aimed to create legal income opportunities for marginalized Informal Waste Collectors (IWC)/ persons from vulnerable groups by linking them with Waste Treatment Companies (WTC) in Serbia while increasing recycling and raising awareness of plastic waste among the general public in Serbia and BiH.

2. Overall project description

Overall objective: Creating legal income opportunities for marginalized Informal Waste Collectors (IWC)/ persons from vulnerable groups by linking them with Waste Treatment Companies (WTC) in Serbia, while increasing recycling and raising awareness on plastic waste among the general public in Serbia and BiH.

Objective 1: Enhancing of employability of members of vulnerable groups through increased capacities regarding the newly created work positions.

At least ten persons from vulnerable groups will be hired, equipped, and trained. Considering the average households in Serbia, around 50 persons from vulnerable groups will benefit from this objective.

Outputs	Indicators
<ul style="list-style-type: none"> • Target group is identified, and capacities of participants are analysed • Expert company assessed the respective needs • WTC have clear and understandable training material that could be used for current and future purposes as well • Target group are trained and know their work function • Target group are legally contracted and employed 	<ul style="list-style-type: none"> • At least ten persons from vulnerable groups are employed for at least ten months within WTC. • At least ten persons of the target group have received training. • WTC has training material that can be applied to train further hired staff. • At least ten members of vulnerable groups are equipped with personal protective equipment. • During the project period no safety incident happens in regards to the waste picking and handling
Activities	<ul style="list-style-type: none"> • Signing of MoU with local authorities • Identification of IWCs/ members of vulnerable groups through the municipality social support service and Roma community • Two info-campaign meetings are organised with the support of the City of Kragujevac, Municipality of Vladičin Han and Roma community and other vulnerable groups • Identification of training needs of future employees • Development of training material for future employees • Training of future employees • Hiring of the target group through WTC • Employment of target group for at least 10 months and payment of salary through Help

Objective 2: Increasing capacities of a recycling company and/or public utility company (WTC) to widen recycling activity on non-food plastic recycling through the input of expert knowledge on waste management and recycling.

The Waste Treatment Companies will benefit directly from this knowledge transfer and increased capacities

Outputs	Indicators
<ul style="list-style-type: none"> • Chart of the current process chain • Training materials • Calculation of operational cost (basic business plan) • Recommendations to recycler on how to make work placement more attractive • Conduction of at least 1 Go&See visit • Development of basic SOPs • Options of potential additional buyers – also within the EU- of recycled goods are elaborated • Recyclers use innovative digital solutions 	<ul style="list-style-type: none"> • One Business plan exists for each WTC • WTC have investment plans for the coming years • Amount of recycled plastic in kg (to be defined) • At least 3 persons from Serbia or Bosnia took part in a Go&See visit to the expert’s companies plants in Germany • WTC know about the regional/ national market situation concerning recycled plastic • 10 workers stay with recyclers and do not quit during project implementation • Established contacts between recyclers and buyers • At least one of the WTC uses an App to monitor the collected and sold recycled goods
Activities	<ul style="list-style-type: none"> • Identification and clarification of legal issues • Signing of MoU with local authorities • Identification and characterization of target material streams, which will be collected • Description of the current process chain and integration of new material stream and missing elements • Selection of adequate technical equipment for collection, transport and treatment • Development of relevant training content for operational activities in close cooperation w/ Help Serbia <ul style="list-style-type: none"> - Health and Safety Equipment-Procedures - material identification, transport, handling, and processing - waste stream documentation • Technical and operational consultation of local WTC by German expert company • Analysis of WTC operational equipment and identification of missing operational elements at WTC for new material stream • Assistance with implementation of missing operational elements • Supply of control tools and measures • Provision of economical profit model (technically/ financially) for sustainable operation and recommend operational indicators • Identification of potential to recycle additional types of plastic and other materials to extend the existing business of WTC • Diversified channel of buyers is established and monitored • Organisation and implementation of the Go& See visit, depending on the Corona situation

Objective 3 Awareness of the problems of plastic waste is raised and the population knows how to contribute to the solutions to those problems

The outreach of this campaign shall cover Serbia and Bosnia Herzegovina; an increased recycling rate benefits the population

Outputs	Indicators
<ul style="list-style-type: none"> • Two informative films are produced 	<ul style="list-style-type: none"> • The 2 films are broadcasted on national TV in Bosnia and Serbia (250.000+ auditory)

<ul style="list-style-type: none"> • The TV audience of 5 TV-Station is reached by the films • An informative App about waste reduction and management is developed • The general public is informed about the App and its capabilities 	<ul style="list-style-type: none"> • Help staff will attend at least five-morning shows, where the films will be shown. • The App is available to download online • 5.000+ downloads • The waste that is brought to recycling centres is increased by at least 3% in Serbia and BiH.
Activities	<ul style="list-style-type: none"> • Identification of needs and resources in Serbia and BiH • Media campaign outline • Tendering offer to Media companies (video material and application) • Expert input for content/scripts • Review and feedback to the production team • Expert input for app/tutorials • Testing, review, and feedback to the development team • Launch and broadcast • Measuring the results of the media campaign (the number of appearances in the media, the number of meetings with key stakeholders)

3. Purpose, Objective, and use of the evaluation

Help aims to ensure quality in its work and thus builds on a strong culture of lessons learnt. As such, Help is committed to reviewing its programs through external evaluations.

The evaluation will make a comprehensive assessment of the program describing the project's relevance, its level of success in achieving its objectives, program efficiency and effectiveness, methodology, sustainability and impact of its interventions, and the impact (Key outcomes – effects) attributable to the program, identifying key weaknesses and assessing its contribution to socio-economic stability in the region.

This means:

- Assessment of the achievement of goals of the project
- Identification of the impact of the program and ways this may be sustained beyond the project
- Improve future program design and management
- Verify that funds were used effectively and efficiently to deliver results
- Assessment of the program structure and its functionality in regard to the current environment

A specific objective is to determine which component/s provide for an improved outcome for a) vulnerable groups and b) the recycling situation in Serbia (and BiH).

Evaluation Principles: Relevance, Efficiency, Effectiveness, Sustainability, Impact

The said criteria of the evaluation are understood as follows:

RELEVANCE

The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.

Questions:

- E.g., Was this project's employment component reflecting the needs of the target groups?

EFFICIENCY

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

- E.g., Was the number of the employed and their skills and educational background adequate for the on-the-job training?
- Were the internal processes in-between project partners well established? Was the cooperation efficient in terms of internship program implementation?
- Were the funds spent as intended in the project budget?
- Were the activities implemented as planned in the project timetable?

EFFECTIVENESS

The extent to which the development intervention's objectives were achieved, considering their relative importance.

- E.g., How far have been the objectives achieved?
- What are the reasons influencing the level of actual project results?
- Are there other ways how to achieve the objectives of the project in more effective, efficient, and sustainable ways?

SUSTAINABILITY

The continuation of benefits from the intervention after the program has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

- E.g., What were the project measures for sustainability and how were they implemented/achieved?
- How will the project continue after the phase-out of project partners?
- What was the level of cooperation with local authorities?
- What are the main factors influencing the sustainability of the project in terms of employment RE persons?

IMPACT

Positive and negative, primary, and secondary long-term effects produced by a development intervention, directly or indirectly, intended, or unintended.

- E.g., How did the project change the lives of target groups?

- How many people were influenced by the project and how?
- How did the beneficiaries involve directly in the project influence the other members of the target group?

After the evaluation, potential needs for further consultancies or support by Help should be identifiable.

The evaluator should provide Help with useful information, analysis, and recommendations, thereby enabling the organization to engage in effective planning, programming and implementation.

GENERAL AIMS OF THE EVALUATION

The aims of this evaluation are to:

- Identify good practices
- Identify gaps and areas of unmet needs both in activities and from a cross-cutting perspective
- Provide “lessons learnt” for future projects in order to improve the work of Help and its organisations
- Formulate recommendations for Help.

4. Scope of Work

All relevant documentation (project internal, data base) will be made available to the evaluator by Help. This will include documents from other organizations and stakeholders with regard to the project and to the general background if applicable.

The evaluator will interview key personnel of SMEs and local representatives. e.g., of local administration. Meetings with other stakeholders directly involved in or relevant to the program will be held.

The evaluator will visit randomly selected project sites of the target area and interview a limited number of beneficiaries. He/she will have access to any relevant records, both on the central and project level.

The Help Program Coordinator project staff will be available throughout the field visit as resource persons for the evaluation.

The evaluation will specifically - but not exclusively - address the following issues and questions and make recommendations for the future implementation of similar programs.

- The design of the project set up and the response to the individual needs of the recyclers
- The actual benefit for the target group from vulnerable households/ marginalized groups
- The level of reproducibility with other stakeholders/ target groups

RECOMMENDATIONS

- Recommend possible improvements on project design and organisation and on modification to objectives and plans for future projects
- Formulate experiences of a general nature to be gained from the project
- Formulate needs that have not been addressed yet but should be part of a subsequent project

4.1 Tentative timeline and management arrangements

Services to be provided in the period: 15.08.-15.09.2022

Stay on location incl. travelling: 22.08.22-26.08.2022

Post-processing and reporting: 27.08.-15.09.2022

The Help country offices in Belgrade will provide logistical support and facilitation of fieldwork. The Program Coordinator and local project staff will be the main interlocutors and facilitate contacts to beneficiaries and other stakeholders.

4.2 Program Outputs

- ▶ Assess the achieved results against the project proposal and work plan in quantitative and qualitative terms.
- ▶ Assess the relevance of objectives, the effectiveness, timeliness, efficiency, impact and sustainability of the program's service delivery and the appropriateness of the employed means.

4.3 Implementation Strategy

- ▶ Review the criteria for the selection of the participating target groups.
- ▶ Review the coverage of the program in relation to need and social context in the target areas.
- ▶ Assess the presently implemented strategy and practice concerning needs assessment, procurement, logistics and stakeholder contributions to the program activities.

4.4 Activities

- ▶ Assess the methods developed and utilised with regard to the training of the different project components.
- ▶ Assess the methods used in terms of implementing extension services and the degree to which it has taken place.
- ▶ Assess the methods developed and used with regard to the monitoring of the program.
- ▶ Assess the findings of the monitoring activities and the reporting procedures.
- ▶ Assess staffing capacity and training needs for future programs.
- ▶ Interview beneficiaries directly to verify whether they received program inputs and check whether the inputs tally with what was purchased.

4.5 Visibility in the Program

- ▶ 4.5.1 Assess the ways and methods being used in the program to display the origins of the funds and the funding agency.

4.6 Mainstreaming

- ▶ Review the gender issues in the program.
- ▶ Review the ecological aspects in the planning and implementation of the program.
- ▶ Review the program's approach toward the inclusion of marginalized groups.

4.7 Impact

- ▶ 4.7.1. Assess the direct and indirect short- and medium-term impacts of the project.
- ▶ 4.7.2. Assess the unintended positive or negative side effects and, if important side effects exist, describe options for minimizing negative effects and fostering positive effects.

5. Deliverables

Deadline: 15.09.2022

The consultant is expected to deliver an inception report and a comprehensive evaluation report in English.

- Inception report - explaining the methodology, timing, and resource allocation.
- Executive summary of key findings, recommendations and lessons learnt (maximum 5 pages).
- Comprehensive evaluation report of the program within seven working days (print and electronic version submitted to Help with sections highlighting:
 - ▶ Program background, the potential for improved and effective government services at the provincial and district level, and the potential for improved interaction between governmental authorities and civil society.
 - ▶ A debriefing note with draft recommendations should be distributed to Help and debriefing meetings should be held before report writing.
 - ▶ Seven working days after departure a final draft report in English and in a user-friendly format (print and electronic) should be submitted to Help.

6. Consultant profile

- A minimum of a BS c degree in social sciences, economics, evaluation, waste management or other relevant fields with mixed methods of evaluation experience is required.
- Experience in data collection through participatory methods and techniques in order to promote consultations with the target groups is a necessity, including the undertaking of back-office analysis (e.g., desk review).
- Statement of the independence of the evaluator(s).

7. Management of the evaluation and Ownership

- Brief description of the respective roles and functions of the persons involved in the management of the evaluation and the actors to be involved during the evaluation.
- The evaluation team will directly report to the Help office and will be bound by Help rules of confidentiality. All material collected during the evaluation process will be handed over to Help prior to the termination of the contract. The evaluation report and all background documentation will become the property of Help and will be published according to Help rules and regulations.
- The evaluation team will not be allowed to present any of the analytical results as its own work or to make use of the evaluation results for private publication purposes.
- The evaluator is requested to immediately inform Help if serious problems or delays are encountered. Any significant changes to the evaluation timetable must be approved by Help.

8. Submission requirements

- Individuals are invited to submit their proposals including a financial offer in written form.
- They must provide information indicating that they are qualified to perform the services (CV, cover letter, and description of similar assignments or relevant experience, availability, preparedness to temporarily work in a fragile state).
- Candidates are requested to submit their proposals electronically to **mock@help-ev.de**. No short-listing is envisaged.
- Selection will be decided on 10.08.2022 and immediately communicated to all candidates.
- Unsuccessful candidates will be notified.

9. Annexes that we will provide for the evaluation

- Introductory documents and references (Proposal etc.)
- Structure of the evaluation report (e.g., activity plan, timetable)
- Where applicable, important documents from preparatory phases
- TOR for the overall project in which the evaluation is embedded