

Tuzla, 16.09. 2024
KP IV - 143/24

Terms of Reference

For Conducting the Evaluation of the Project (No_P5550_2024-09-09)

"Inclusive development of the Kiseljak community, for the improvement of the social and economic aspect of the life of citizens, especially the Roma", March 2021 – February 2025

1. Introduction

Tuzla community foundation invites interested professionals to submit applications for the engagement of an external evaluator for the purpose of performing a qualitative and quantitative assessment of the relevance, effectiveness, efficiency, coherence, impact, sustainability, collaboration and management of the project (No_P5550_2024-09-09) "Inclusive development of the Kiseljak community, for the improvement of the social and economic aspect of the life of citizens, especially the Roma" implemented by the Tuzla Community Foundation with the support of Freudenberg Foundation and German Federal Ministry of Foreign Development (BMZ), in the period from 01.03.2021 to 28.02.2025.

2. Background for the evaluation

The Tuzla Community Foundation (TCF), in partnership with the German Freudenberg Foundation and with the support of the German Federal Ministry for Economic Cooperation and Development (BMZ), planned to conduct the evaluation within the project (No_P5550_2024-09-09) "Inclusive development of the Kiseljak community, for the improvement of the social and economic aspect of the life of citizens, especially the Roma", in order to assess the approaches and benefits for the target groups of the project, and based on the results achieved so far to plan a new project which is based on the capacities and outcomes of the ongoing project and is directed to grow into a multi-stakeholder partnership project (civil, public and private sectors) for the purpose of social and ecological transformation of the Kiseljak community towards a just transition.

The project is being implemented in the period from 01.03.2021 to 28.02.2025 in the small local community of Kiseljak (suburb of the City of Tuzla, Bosnia and Herzegovina). The project consists of comprehensive intervention aimed at socio-economic revitalization and sustainable development of the Kiseljak community with a special focus on strengthening social cohesion and the integration of vulnerable groups of citizens, such as young people, Roma, women and the unemployed, as well as other citizens. The project goal is to strengthened capacities of civil society groups (especially Roma) to organize economic, social and environmental initiatives from the community center and offer citizens educational opportunities in terms of lifelong learning. Expected outcomes of the project are: Civil society organizations, (including Roma) have strengthened capacities to tackle local problems; 10 development projects in a field of sustainable development and social cohesion have are being implemented; the community center is a center for education and counseling for all citizens of Kiseljak; Skills in the field of employability and starting a business for 50 people have been increased.

In this four-year project, it is planned to include over 300 citizens (about 20% of whom are Roma) direct beneficiaries who will participate in educational programs organized through the project (for sustainable



development, improving employability, informal education programs such as: strengthening social skills, foreign languages, IT literacy, etc.), at least 500 inhabitants who will be directly involved in the implementation of various initiatives and small projects, 20 citizens/activists of local formal and informal civic groups and 15 professionals from institutions and civil society organizations, who will be involved in cooperation mechanisms such as: local development group, pedagogical team, etc.

3. The purpose, objectives and use of the evaluation

The purpose of the evaluation is to determine the degree of realization of the outlined objectives and impact of the project on the target groups, and identify the strengths and weaknesses of the project, to provide recommendations for improvements of the project approaches.

Based on the analysis of the accomplished results within the project, analysis of the social and economic context, analysis of local structures, services and projects currently available in Kiseljak community, in the field of social and economic development and sustainable development of the community this evaluation should explore the extent to which the implemented interventions, services and activities were adequate to respond to the needs of target groups.

Additionally, it is expected that the evaluation will give recommendations for the future joint interventions of the partners, Freudenberg Foundation and TCF, necessary changes and improvements of the approaches and methods towards target groups, as well as possible cost-effective new interventions, new structures based on the existing opportunities and the ideas of the partners. Specifically examine existing partnerships and their impact on project goals. Possibilities of further development and strengthening of partner structures /core partner group that can influence sustainable development of the community. (specifically in relation to the just and green transformation of the community). If possible, evaluation will be asked to make a deeper analysis into some of the recommendations.

The evaluation report will be used as a base line for the development of the new two-year project (2025-2026) proposed for co-financing to BMZ as a specific preparatory phase of the Multi Stakeholder Partnerships (MSP) project beyond 2026. (See Annex about MSP guidelines). Partners will start implementing the unique Dialogic Change Model (DCM) that is used as a successful MSP tool for more strategic approach to engage and formalize partnerships to solve complex community problems in Kiseljak. The core group of partners will create better resonance and understanding that the existing social and environmental problems cannot be solved by one stakeholder individually. During the preparatory two-year project, they will focus on strengthening its capacities to share responsibilities, defining the roles and develop joint long-term action plan. The core group of partners will test some small pilot projects with citizens to improve waste and water management or test energy efficiency in private or public houses and organic farming.

The evaluation report should detect to what extent partners have all necessary prerequisites and competencies required by the MSP project. Is there a necessary group of stakeholders involved, is the timing good, what necessary resources are there, what competences exist and what should be developed in order to realize the project. (see annex about MSP Checklists Phase O)

The specific objectives of the evaluation are:

- To assess the impact and effectiveness of the activities implemented in the project in Kiseljak.
- To evaluate the efficiency of the project in relation to beneficiaries, cost and timeframe of the project.
- To assess the current figures of the Objectively Verifiable Indicators as found in the impact matrix
- To assess the sustainability of the project (institutional, social, financial, etc.)



- To make recommendations for improving future interventions.

The desired results of the evaluation are:

- To document the impact of the project with special emphasis on the impact the project has had on the Roma community, women and youth
- To provide commentary on the overall project design, the intervention logic and an analysis of the strategy and methodology used.
- To recommend, which interventions could be strengthened in the future, and which should be changed. To critically examine the impact matrix and verifiable indicators found in the original proposal and provide post-project figures along with a narrative explaining the reasons for under/over performance achievement.
- To draw conclusions, make recommendations and state lessons learnt for future strategy and improvements in implementation of the project.
- To provide commentary on the current political, social and cultural factors influencing the implementation of the project.
- To document the communities' attitude towards the project.

4. Scope of work

The evaluation will cover the period from 25th September till 15th November 2024 for the geographical area of Kiseljak (Tuzla, Bosnia and Herzegovina).

The evaluation process will include the following phases:

- Review of the existing project documentation, archive materials related to the project activities, the basic materials used for the preparation and initiation of activities, agreements with the partners, narrative and financial reports of beneficiaries of development funds, evaluation reports after the completion of training or workshops, databases and all other relevant documents.
- Interviews and site visits to places where the project activities were implemented with direct beneficiaries (possibly through focus groups), staff, management, representatives of municipalities, institutions, associations and others who are involved in designing and implementing the project.
- Generating information from the previous phases will be the basis for the evaluation report, but also other information and available statistics relevant for the evaluation will be taken into account.

The evaluation questions should be revolved around following criteria: Relevance, Effectiveness, Efficiency, Impact, Sustainability, Coherence, Collaboration and management. On the basis of the above-mentioned evaluation criteria, instruments/questionnaires for field mission should be prepared for stakeholders.

Relevance:

Assess whether the chosen methodology is suitable for the objectives and target groups, what functioned well, what activities are the most efficient, what has no impact on beneficiaries. Did the intervention objectives and design adequately take into account the specific needs of the beneficiaries (especially Roma and women) and any structural obstacles in the project region, partner/institution, or policy programs? Is the selected approach and methodology through the project relevant for achieving the objectives and projected influence on the development of the capacities of project beneficiaries and the development of Kiseljak community? Whether and how the project activities have contributed to changes in the target group and the target community? Were the norms and standards of the approach compatible with those of the beneficiaries? Was the project designed and executed in a conflict-sensitive way (do no harm)? Does the private sector (small business/ companies/ networks/ business associations) has any interest



(economically) regarding the objectives? Is the private sector a relevant actor? Was there any participation of the private sector?

Effectiveness:

Assess the extent to which the project contributed to the set objectives; define the most visible areas of change and success, as well as challenges. How the project beneficiaries utilized their knowledge and skills to actively participate in the project and managing the project activities? To what extent the project activities contributed to the increase of interests and capacities of the target groups in a way that they can participate, and take ownership in the development of the local community? Was the chosen methodological approach suitable and sufficient for achieving the project objective? Are there possible alternatives? To what extent and regarding which levels (multi-level-approach) were the changes measured? What indicators (fields) were most suitable? To what extent was the monitoring system impact orientated?

Efficiency:

Conduct an analysis of the planned activities, structures, procedures and their implementation in practice, cooperation and interaction between the partners of the project, interaction with beneficiaries, the ways in which the project participants responded to the challenges and the like. Where the activities cost-efficient? Are the roles and responsibilities of project activity leaders clearly defined? Assess the competencies of the organization and how the project team reacted to the appearance of various risks that were envisaged by the project application and whether there were unforeseen risks?

Impact:

Assess the positive and negative changes produced by the project interventions, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the social, economic, environmental and other development indicators at local level.

What was the direct benefit to the project beneficiaries? To what extent had the project a gender-transformative effect regarding rights, resources, roles and representation of women?

Has the project affected the solution of problems and priorities in the target area which are defined within the development plan for the LC Kiseljak ? What are the benefits for the authorities, partners and the entire community? To what extent did the project build structures, set examples and had a broad impact? On what levels were norms or structures changed? Which approaches and methods could have an impact for the future?

Sustainability:

Assess the extent of probability that the results delivered by the project will continue to have an impact on beneficiaries of the project and after the project. Are the results and impacts within the project structurally, economically, socially and ecologically sustainable?

Assess the ownership of the community development process by target groups and analyse which activities can go on and which new activities are recommended to attain sustainability in the future. What long-term capacities were adopted by target groups to enable them to continue implementation of the activities independently? What commitments of the public sector (regarding their duties) were achieved and defined? Are there any civil society-based mechanisms of control established? What positive changes (role behavior, mechanisms, networks, etc) will be of a long-term benefit to civil society?

Asses the ownership of the further implementation of the initiated measures by the relevant and competent project partners (organization of the sewage system, waste management and permanent removal of landfills, counselling center for socially vulnerable citizens, etc.)



What personal risks for those implementing the project, or institutional or contextual risks, had a negative influence of the sustainability of the project?

Coherence:

TCF suggest including the new OECD-DAC evaluation criteria to assess to which extent have other interventions (particularly policies) support or undermine the project intervention, and vice versa.

The evaluation should address the synergies and interlinkages between the project and other interventions carried out by other institutions or government, as well as the consistency of the intervention with the relevant international norms and standards. To what extent were synergies and connections between the project and other interventions achieved? How consistent were the planned activities with human rights principles (inclusion, participation), and any conventions or relevant standards/guidelines? The analysis will include complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort. Which new interventions can be recommended for the future to respond and harmonize better with the constantly changing needs and trends of the communities?

Cooperation and Management:

Assess to which extent applied project management practices contributed to development of successful partnerships within a project. Examine the level of collaboration among team members and partner organizations. Assess to which degree women and Roma people and their perspective were an integral part of the project executing team. If not, what measures were undertaken to fill that gap. Assess the effectiveness of joint activities and tasks, including shared responsibilities and workload distribution. How was feedback used to adapt project strategies and improve cooperation?

Evaluate the overall impact of the project on the relationships among partners. Assess any long-term benefits or changes in partnerships resulting from the project. Are there any actionable recommendations to enhance future partnerships regarding improving communication and collaboration, aligning goals among diverse partners more effectively, enhancing stakeholder engagement and resource sharing?

5. Outputs and Deliverables

The conclusions of the evaluation should be presented in the form of the Evaluation report in the format that is aligned with this ToR and as requested by the Freudenberg Foundation and TCF.

The final Evaluation report should be submitted in **English language and translated to Bosnian language no later than 22.11.2024.**

In addition to that, the final Evaluation report should:

- Not exceed 30 pages (English language version)
- Accompanied with working material created during the evaluation process which is considered as an integral part of the report (questionnaires, survey results, list of interviewed people, minutes, etc.)

6. Tentative Timetable

Evaluators are expected to have total of 16 working days to perform following tasks:

	Phases	Tasks	Dates	Key persons
1	Preparation			



	Signing the Contract	Contract clarifications	03-04.10. 2024	CONSULTANTS/FREUDENBERG/TCF
	On-line Briefing meeting with TCF and FS staff	Meeting TCF and discuss project implementation and compare expectations and possible results of the evaluation prior to the inception report	07-10.10. 2024 (0,5 day)	CONSULTANTS/FREUDENBERG/TCF
	Inception report	Present an inception report	15.10.2024 (2-3 days)	CONSULTANTS
2	Desk analysis and field work			
	Introduction workshop with TCF	Common understanding of the evaluation purpose and process. Discuss methodology, communication, stakeholders' roles, interest, influence, etc.	15-18.10. 2024 (0,5 day)	CONSULTANTS/FREUDENBERG/TCF
	Field visits and Data Collection	Interviews with stakeholders, visit project site, consultations and field visits to target groups	18.10.-1.11.2024 (5-6 days)	CONSULTANTS/STAKEHOLDERS
3	Reporting			
	Draft evaluation report	Submitting draft evaluation report in English for comments and remarks.	2-10.11.2024 (2-3 days)	CONSULTANTS
	Final evaluation report	Writing the final Evaluation Report and final on-line meeting for presentation of the report	22.11.2024 (2-3 days)	CONSULTANTS+ FREUDENBERG/TCF

7. Required qualifications and expertise

Persons carrying out the evaluation should have an understanding of the political and socio-economic situation in Bosnia and Herzegovina, as well as understanding of the work and role the civil society organizations in such environment in democratic development of local communities.

It is also expected the knowledge of the status of marginalized groups, especially of the Roma population, through personal or professional experience and causes of their social exclusion.

Engaged consultant(s) should have the following qualifications:

- Formal university diploma in the social field
- Knowledge about DAC standards of the evaluation
- Mandatory knowledge of English
- Experience in the management and realization of at least 3 evaluations before
- Cooperation and good communication skills, and readiness for teamwork
- Proof of deep understanding related to discrimination and gender transformative approach.

Precondition for hiring external consultant(s) is the acceptance of the key strategic policies, approaches and values of the Freudenberg Foundation and TCF, especially those related to the Code of Conduct, data protection, Child and vulnerable groups protection policy, Gender equality policy, Anti-corruption policy and others. Additionally, (an) engaged consultant/s is/are expected to adequately and correctly present the interests and approaches of the TCF and Freudenberg foundation for better understanding of the



project of third parties. Consultant(s) are expected to accept opinions, suggestions and recommendations from TCF and the Freudenberg Foundation contact persons that will not harm the objectivity and independence of the evaluation.

8. Management of the Evaluation

TCF will assure regular communication with selected evaluator/s and provide all important information about the project, such as project proposal, quarterly and annual reports, monitoring information and statistics about beneficiaries, etc. Whenever relevant, TCF will assure names and contacts for people that were involved in the project, including partner organizations and institutions as well as project participants/beneficiaries. The person who will prepare the documentation and monitor the implementation of the entire evaluation process logistics during the field visits to the beneficiaries and partners is Sabina Sinanović Čatibušić project manager of the TCF (sabina@fondacijatz.org).

Contact persons for submitting proposals are: Jasna Jašarević, Executive Director of TCF (jasna@fondacijatz.org) and Kleck dr. Monika, Freudenberg Foundation Advisor (monivito@arcor.de).

9. Evaluation Costs and Offer

An adequate compensation is predicted for the services performed for preparation of the evaluation, which will be realized through the TCF in accordance with the signed contract before the start of the engagement.

The proposal/offer should consist of following:

- curriculum vitae of the consultant or group of consultants with a description of relevant experience
- proposal of methodology to be applied in the evaluation (including description of quantitative and qualitative study methods that will be used, description of sampling and size of sample, etc.)
- time schedule in which the evaluation will be conducted with proposed phases of work
- draft content of the evaluation
- costs and payment conditions for the evaluation services

NOTE: The costs of the evaluation services should also include the costs of communication, transportation, accommodation of the consultant(s) that might occur particularly during the field visits.

10. Deadline for submission of the proposal

Offers should be submitted through the e-mail address fondtz@fondacijatz.org no later than **Monday, 30.09.2024 until 24.00h**. Late and incomplete offers will not be considered.

All offerors will be informed, no later than 4.10. 2024 about the results of the selection process.

BASIC PROJECT INFORMATION

Project title: "Inclusive development of the Kiseljak community, for the improvement of the social and economic aspect of the life of citizens, especially the Roma"

Project financier: Federal Ministry for Economic Cooperation and Development of the Republic of Germany (75%), Freudenberg Foundation (15%) and Tuzla Community Foundation (10%)

Project holder in Bosnia and Herzegovina: Tuzla Community Foundation, Tuzla, Bosnia and Herzegovina

Project holder in Germany: Foundation "Freudenberg Stiftung" from Weinheim, Germany

Project Duration: 01.03.2021 - 28.02.2025

Project value: 566 991 Euro

Partners: Government structures and civil society organizations operating in the area of the Kiseljak Municipality

Target groups:

Directly:

- over 300 citizens (about 20% of whom are Roma) direct beneficiaries who will participate in educational programs organized through the project (for sustainable development, improving employability, informal education programs such as: strengthening social skills, foreign languages, information literacy, etc.).
- at least 500 residents who will be directly involved in implementing various initiatives and small projects
- 20 citizens/activists of local formal and informal civic groups and 15 professionals from institutions and civil society organizations, who will be involved in cooperation mechanisms such as: local development group, pedagogical team, etc. The group strives to have at least 20% of representatives from vulnerable categories.
- 20 citizens who will get employment or increase household income through income-generating activities.

Indirectly:

- all citizens of the rural local community of Kiseljak will benefit, and at least 2,000 of them will use the resources of the community center, as well as the results of small development projects that will be realized during the project.

Background:

MZ Kiseljak has 3194 inhabitants and is one of the 40 local communities of the City of Tuzla (Bosnia and Herzegovina). It is located in the southwestern part of the City of Tuzla and is an urban area 12 km outside the city. With about two kilometers of lake shore, it is placed around lake Modrac, which is the most important water resource in the Tuzla Canton for the needs of households and industry. In addition to Lake Modrac, a significant natural resource of LC Kiseljak is a forest coastal belt of high quality and a source of thermo-mineral water that exists for more than 100 years. The community is characterized by multiethnicity, with a predominant population of Bosniaks (57%), Croats (25%) and Roma (12%).

All the potentials based on natural resources are not properly used for the purpose of community development. Kiseljak is facing multiple infrastructural and environmental problems, as the water of Lake Modrac is polluted, the source of mineral water was neglected for many years. The pollution also continues on land in the form of a lack of sewerage in some areas of the town (there are not plans for where there are sewer pipes) and illegal garbage dumps (e.g. in a very beautiful forest area). Since many Roma families live from waste separation, the garbage that cannot be sold as recyclables accumulates in

their gardens. The front gardens are littered. The garbage collection does not cover large parts of the town. In some cases, the garbage is not collected because the residents do not pay for it, in other cases because the small side streets are impassable or are forgotten. All that lead to the ecological and health problems. Although Kiseljak has excellent natural potentials for tourism development, the mentioned environmental problems, poor road communication, unresolved sewerage, the presence of garbage dumps, and illegally appropriated land along the lake by private individuals prevent Kiseljak from developing as a tourist destination.

The local community in Kiseljak has a high unemployment rate and poverty, primarily of the Roma population. Currently, only a small part of the population works in formal employment outside the district. A study from 2017 shows that out of 232 Roma able to work, only 15 have a job. The families survive by collecting garbage (33%) or doing day labor (31%). One reason for this is the educational status, as 51.3% have no school qualifications. Most of the others have only completed primary school (9 classes, equivalent to the former elementary school) and are therefore without any training.

The only formal educational institution in LC Kiseljak is the Public Institution Elementary School "Kiseljak" (attended by 187 children, 43% of whom are Roma), after which students can look for the continuation of their education in Tuzla, which is 12 km away. Due to the poor financial situation of most Roma families, children are unable to pay for transportation to Tuzla, which is the reason for dropping out of high school. A significant problem in elementary school is the timely enrollment of children in school, a large number of children absent from classes, difficulties in mastering school material, the percentage of children who move on to secondary school is therefore also low. Not only is there a lack of money for a ticket and school books, but often also the knowledge. Therefore, it is very important to support the school's work with socially disadvantaged children, as well as include other institutions and organizations in the support system, but also to open other opportunities for the education of young and adult members of the community in order to get the opportunity to acquire skills that will help them in employment.

The development of civil society in the local community of Kiseljak has been neglected. Communication between the authorities, the school, citizens and their associations is still weak. In Kiseljak, there is a lack of activities for the involvement of citizens (social content, informal education, participation in decision-making and advocacy for decision-makers for solutions to problems in Kiseljak). Problems are not solved jointly and are not approached systematically. True integration of the Roma population is possible only if we develop cooperation at the level of the whole community, and not when we deal with the problems or interests of only one group separately.

The project relies on the Development Plan of LC Kiseljak 2020 – 2024. developed by citizens of Kiseljak, representatives of active civil society organizations in Kiseljak, institutions and the Tuzla Community Foundation, which provides measures to improve living conditions in five areas: environment, public infrastructure and housing; education and lifelong learning; employment and entrepreneurship; health and social protection, and the area of social development, integration and participation.

General aim of the project:

Strengthened civil society organizations (especially Roma) organize/implement economic, social and environmental initiatives from the community center and offer citizens educational opportunities in terms of lifelong learning.

Specific project objectives and activities od the project:

- 1. Civil society organizations, (including Roma) have strengthened capacities to address local problems. Objective activities:**
 - 1.1. Meetings with local authorities, especially the City of Tuzla, on the revitalization of the Kiseljak municipal council
 - 1.2. Preparation of analysis of the state and rehabilitation activities of the sewage system
 - 1.3. Establishment of a primary waste selection in individual households
 - 1.4. Establishing a monitoring system to maintain cleanliness and communal order
 - 1.5. Organization of education for citizens on sustainable development
 - 1.6. Organization of training to strengthen management skills in local organizations
- 2. 10 development projects are being implemented (lake ecology, use of shores, abolition of illegal garbage dumps, etc.). Objective activities:**
 - 2.1. Support for small projects/exercises of CSOs/citizen groups in the field of ecology and sustainable development
 - 2.2. Support for small projects/exercises of CSOs/citizen groups in the field of social cohesion
- 3. The community center is a center for education and counseling for all citizens of Kiseljak. Objective activities:**
 - 3.1. Support for vulnerable categories through the Pedagogical Workshop (and consultancy services in the fields of education, health and social protection)
 - 3.2. Support for Pedagogical Workshop users and Pedagogical Workshop projects
 - 3.3. Education to strengthen the professional skills of members of the Pedagogical Team
 - 3.4. Strengthening cooperation and capacity of civil society through the work of the Kiseljak Community Center
 - 3.5. Organization of programs for informal education and lifelong learning for citizens
- 4. Skills in the field of employability and starting a business for 50 people have been increased. Objective activities:**
 - 4.1. Education to strengthen employability competencies
 - 4.2. Education for planning entrepreneurial and income activities
 - 4.3. Financial support for start-ups and income-generating activities.
 - 4.4. Preparation of a feasibility study and a plan for strengthening the entrepreneurial/economic infrastructure in Kiseljak

Tuzla, 28.08.2024.

Guidelines for funding from the BMZ Private executing agencies

Multi-actor partnerships (MAP)

Chapter 2302, Title 687 76

Status
2024

Multi-stakeholder partnerships (MSPs) facilitate far-reaching social change in the face of complex challenges that cannot be adequately addressed by a traditional private-sector project. In MSPs, a German non-governmental organization (NGO) cooperates on a long-term basis with stakeholders from the private sector, the state, academia and national/local civil society in the partner country in order to jointly develop solutions to complex challenges on an equal footing. An institutionalized partnership is established in which all stakeholders contribute their experience and resources. The focus of MSP funding in the private executing agency title is on the processes, structures and results in the partner countries.

The funding volume for MSPs initiated by civil society is generally between 500,000 and 2.0 million euros. The term is limited to a maximum of 5 financial years, with the possibility of a follow-up phase.

Depending on the status of the MAP development process:

- The core group is formed on the basis of stakeholder and situation analyses;
- Establish or expand sustainable dialogue and exchange formats in the partner country that lead to the establishment of a long-term and institutionalized partnership;
- Joint target agreements between the relevant stakeholders, as well as rules and mechanisms for the respective MAP phase. This includes a strategic approach and a process design;
- governance structures are developed, defined and implemented;
- Concrete contributions from all stakeholder groups involved identified and reporting procedures defined;
- A jointly coordinated monitoring system with quantitative and qualitative indicators has been established;
- Measures with socially transformative effects are implemented in the partner countries.

As some MAP projects involve close cooperation with political actors in Germany and the partner country, the Federal Ministry for Economic Cooperation and Development (BMZ) is involved in coordinating the application and provides political support for the MAP project if this is useful and necessary for the success of the partnership.

Delimitation:

Multi-stakeholder partnerships, which are characterized by longer-term and institutionalized cooperation, must be distinguished from other approaches such as industry dialogues, round tables, networks or PT projects that involve companies. These are usually far less institutionalized and have fewer concrete goals and accountability obligations.



Other traditional PT funding programs and projects that use a multi-stakeholder approach also work with different partners at several intervention levels when implementing project measures. However, no explicit multi-actor governance and dialog structures are established in order to achieve jointly coordinated transformative effects.

Prerequisite for the promotion of MAP projects:

- At least three years of experience in implementing projects/programs between the private executing agency and the local partner with a multi-level approach in the partner country that have been funded by the BMZ or other federal ministries;
- Good networking of the private executing agency and the local partner, proven inter-institutional dialogue skills to reach and mobilize the necessary actors, and capacities in the area of political influence (advocacy);
- Experience in the sector and in cooperation with the stakeholders from civil society, business, government and science to be involved in the MAP project;
- Completion of further education and training measures on the MSP approach and the implementation of MSP projects of the private and local executing agency via the external service provider of Engagement Global/bengo;
- Coordination of the MAP project idea or a MAP follow-up phase with Engagement Global/bengo before registering the project in the annual planning query. Corresponding *concept notes* must be submitted for this purpose.
- Conducting a feasibility study with an integrated stakeholder analysis, the terms of reference of which are agreed with bengo (see handout on conducting feasibility studies: <https://bengo.engagement-global.de/dokumente.html>). In a follow-up phase, it usually makes sense to combine the feasibility study with the evaluation of the first phase.

MSP projects require a wide range of experience and knowledge from both local and private German sponsors. For this reason, the systematic development of competencies specifically for MSP projects is expected within the framework of classic pT-funded projects.

Eligibility criteria:

MAP projects are subject to the Guidelines for the Promotion of Private Sponsors dated January 1, 2016.

As the effort required to prepare and implement an MSP project is significantly higher compared to traditional private sponsor projects, the following deviations apply:

1. Own funds: In order to support the development of dialog structures for which the sponsor can only generate very limited donations or partner contributions, the own contribution for MAP projects is 10%.
2. In justified exceptional cases, there are also possibilities for funding network activities and project-related personnel costs outside the partner countries (context-related case-by-case assessment).
3. A flat-rate administrative fee of up to 14% can be applied for based on the intensity of coordination,



4. The following exemplary operating expenses in Germany can be financed under the flat-rate administration fee:

Expenses to be settled under the administration fee (in Germany)	Operating expenses to be accounted for in Germany
General operating and personnel expenses (project coordination, project administration, accounting office)	Working groups and specialist meetings of the MAP actors/stakeholders
MAP-related planning workshops	International travel and voting events MAP dialog partner events to strengthen the MAP structure
General coordination meetings on the project implementation	Media work to build up and strengthen the MAP structures
Additional project support trips	

Basic pre-requisites for an MSP



stakeholder groups.

There is a need for the three stakeholder groups to get involved

- The MSP initiative needs the broad acceptance of all three stakeholder groups.
- Implementation significantly affects all three stakeholder groups (impacts) and requires their active participation.
- The fundamental problem behind the MSP cannot be improved by the experience/resources, knowledge/expertise/influence of individual

The timing is right.

- Representatives of the key stakeholder groups are convinced that change is needed in the chosen topic
- Conflicts between the stakeholders/stakeholder groups are not so strong that they prevent collaboration.
- The majority of stakeholders trust the pT North & South as the initiator of the MSP
- Participation in the MSP does not generate any clear disadvantages for the stakeholders

The necessary resources are available:

- The NGO North (pT) & NGO South has established the necessary trusting relationships with the stakeholders
- The MSP approach is supported by the necessary decision-makers in the pT organisations and, where applicable, other partners
- The pT North & NGO South has the necessary **competences and knowledge** to plan, set up and implement a MSP
- The pT North & South project plan has planned **sufficient time, personnel and financial resources** for the MSP

Required MSP competences for pT project managers and local partner organizations

Minimum competences required

Individual level:

- Facilitation competencies: facilitation of good quality dialogue formats convening diverse and different stakeholder representatives throughout different MSP phases
- Building engagement, consensus and navigating differences among stakeholders

System Level:

- Definitions and forms of MSPs as a collaborative approach to sustainable impact
- Knowledge of the prerequisites for an MSP

- Basic understanding of the key factors for collaboration quality
- Stakeholder mapping tools for building dialogic interventions

Process Level:

- Understanding the different phases of an MSP, the needs of each phase and the process steps/ development process of an MSP
- Understanding of the dialogue requirements for a MSP, and their balance with structural elements throughout the MSP process
- Monitoring of process quality of MSPs
- Requirements of a process architecture

Additional capacities required depending on context.

- ToC for MSP, their function and role in MSP planning and implementation
- Large-scale MSPs and MSP networks
- Communication needs in each MSP phase
- Capacity for joint co-creation and implementation in pT and local partner teams
- Large-scale event planning in MSPs
- Online facilitation for MSPs
- Dealing with power differences among MSP stakeholders
- Typical challenges in MSP implementation phases
- Impact monitoring in MSPs

How is the bengo financing cycle linked to the DCM phases?

