

1. The Bidder

HaskoningDHV Czech Republic, Ltd. is the Czech subsidiary of an independent international engineering and project management consultancy company Royal HaskoningDHV (Netherlands). The Czech subsidiary, as well as the whole company, is committed to deliver added value for its clients while at the same time addressing the challenges societies across the world are facing today – in respect of cities, water, transport and industry. The company as whole as well as its Czech subsidiary provide consultancy and engineering services to clients from both, private as well as public sectors.

HaskoningDHV CZ, formerly known as DHV CR, has been working in Central Europe since 1992, when it was incorporated in trade register in Prague, Czech Republic. Its approximate annual turnover is 1 330 000 EUR.

As a multidisciplinary planning and engineering consultancy, the HaskoningDHV Czech Republic is regarded as being one of the leaders in integrated urban / regional planning and evaluation of public policies in the Czech Republic. Key clients are mainly public sector authorities such as: statutory cities, major cities, regional governments, central governmental ministries, governmental trade and development agencies Czech Invest and Czech Development Agency and many others. In the international scope company experts from the Czech Republic work in large internationally funded projects particularly in post-Soviet territory and Western Balkan countries. Recently the company has also engaged in development activities in sub-Saharan Africa (Ethiopia) or Middle East (Lebanon).

The company's profile of providing innovative planning/engineering and management solutions is based on traditional expertise positions in: Transport and infrastructure, Spatial planning, Sustainability (environmental) assessment and Regional development. This approach enables HaskoningDHV CZ to take over a leading role in large development consulting projects demanding co-operation of experts across several disciplines.

Due to socio-cultural proximity, common history and, most importantly, shared transformation experience, HaskoningDHV Czech Republic has focused on provision of high quality services in the post-Soviet space and the Balkan countries. In this geographical area the firsthand experience of our experts with economic, social and institutional transformation from our own country can be applied with the utmost relevance and added value. That is why we have been strongly involved in development projects aimed at rural development, local economic development, institutional capacity building and good governance, spatial planning, PCM and sustainable transportation planning in this area, funded by diverse international stakeholders (USAID, EBRD, EU, Czech Development Cooperation, etc.).

On the top of that, we have been involved in evaluations of Development Cooperation projects in this area as well as in other countries. In the last 4 years we have delivered project as well as programme (strategic) evaluations of Development Cooperation initiatives in Moldova, Ethiopia, Lebanon, Georgia and, last but not least, Bosnia and Herzegovina.

In the focus region of this ToR we have implemented an evaluation of Czech Development Cooperation initiatives in Bosnia and Herzegovina in 2016. The subject and purpose of that evaluation relatively similar to the subject of this ToR, namely to evaluate projects in the field of standardization and capacities of laboratories in veterinary control. More specifically, these initiatives were providing support to the system of residue controls of veterinary products in the country. Evaluation was, therefore, investigating the efficiency and effectiveness of the support

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(level to which goals of the project were reached, etc.), and to a lesser extent also the impacts of support (Is the European market more likely to open to BiH production due to this projects? Was EU law and administrative requirements transposed properly and is the system implemented able fulfill its purpose?). Also the capacity of supported laboratories to fulfill their tasks in the monitoring system was investigated – material as well as personal capacities and qualifications. We have, therefore, gained a significant in-depth knowledge of the system, structures as well as relevant stakeholders (national, international organizations, active donors) in this sector BiH and have created wide networks.

Due to a very specific nature of this project we have included an expert with in-depth experience and impressive track record in the field of technical standardization, transposition of EU technical norms and delivery of the national agenda in the area of technical standardisation. Peter Lakatoš is the secretary of national technical committee for Standardization in the field of eurocodes related to the design, manufacture, inspection, and testing of steel structures, coupled steel-concrete structures, light alloy support structures as well as supporting timber structures and has been active in this field for 19 years.

Therefore, our experts can offer profound knowledge of the respective region and experience with local authorities, with whom they are very familiar.

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3. Financial bid

We are registered for VAT.

Our financial bid for performing required services is the following:

	Total excl. VAT EUR	Total VAT EUR	Total incl. VAT EUR
2018	24.119,-	5.065,-	29.184,-

5. Initial implementation plan

Since the time scope of the project is fairly limited, high level of resources mobilization and experience in target country are essential to the success of the project. We have rich previous experience with these kind of assignments and ability to mobilize broader evaluation team (including junior and backoffice staff for necessary analyses, administrative and logistical tasks, etc.). Moreover, we have been recently working in BiH on a fairly similar assignment, therefore, we have networks in the target country that have been mobilized for this project and will guarantee smooth and efficient organization of evaluation / assessment missions in a rather short time between contract signature and requested dates of first / second missions. Last but not least, we are familiar with the rather complicated governance and institutional structure of BiH, therefore, we can start implementing the project without delays that would otherwise inevitably arise due to the need to navigate in this complex structure and context. We are also generally aware of data availabilities, its relevance as well as limitations and gaps.

Part I of the assignment:

Part I of the assignment has the features of a project monitoring / evaluation. In particular it is concerned with the criteria of relevance, efficiency and effectiveness of project implementation. The approaches traditionally applied to assessment of these criteria will therefore be applied.

Approach to specific tasks of the assignment:

- a) Project identification.
Identification will be done on the basis of project documentation analysis. On the top of the information required by the client in ToR we will reconstruct the intervention logic of each of the projects into a graphical schematization of expected causalities of projects' logic. This approach will enable to understand the theory of change of the projects and will therefore be the basis of further analysis of the effectiveness of the project.
Intervention logic will be reconstructed on the basis of project documentation, however, the appropriateness of the models will be tested with project implementers / partners in order to verify them.
- b) A brief summary of the course and contents of the external monitoring.
Brief summary will be provided. Summaries of monitoring will be provided in attachments, however, interviewees will not be directly quoted. Anonymity of responses will ensure their honesty.
- c) Project context analysis.
Task involves the following:
 - Analysis of the socio-economic context in which the projects are implemented, thus, to a large extent, analysis of relevance of the project's approach and its goals in existing context. Will be assessed by the means of document analysis and interviews with partner organization as well as public administration and governance representatives and representatives of other donors.
 - Stakeholder analysis. Initial stakeholder analysis will be done by local expert. This will be further amended in the course of the first mission by applying the "snowball technique" in course of initial interviews.

- Analysis of activity of government, other donors and other possible stakeholders will follow the stakeholder analysis. Again, predominantly the relevance of projects will be assessed in this respect in order to verify the relevance of approach and goals of the projects (is the most appropriate approach selected? Does it take into account activities of other stakeholders? Does it build on synergies with other activities? Were local capacities appropriately taken into account? Etc.). Similarly as above, document analysis and interviews with relevant stakeholders will be realized in order to assess this issue.
- d) An analysis of the project purpose and objectives
Analysis will be based on the analysis of causal logics of the project, see a). First of all, actual values of indicators or operationalizations of outcomes will be collected. For that purpose several evaluation methods will be applied. Key importance will be the analysis of administrative data of project partners and other data sources. On the top of that a questionnaire among staff of partner organizations will be realized in order to collect data for outcomes as well as of contextual nature. In second step, results of this quantitative analysis will be interpreted, with the assistance of qualitative methods, most importantly interviews or workshop(s). Stress will be placed on those effects that do not correspond with initial expectations or causal logic. At least two kinds of explanations can be abstracted in such situation. Either the expected outcomes were not realistically formulated or the causal chain formulated in the theory of change of a project is not relevant. (Or combination of the two.) It is important to distinguish the causes in failure of fulfillment of the expected outcomes, therefore, qualitative methods will be applied.
- e) An assessment of the implementation of individual activities with respect to the achievement of outputs.
This part of the assignment is *de facto* the evaluation of efficiency of the project. Key importance will be an expert assessment of the technical expert of our team. His preliminary conclusions will be verified by the means of qualitative methods – interviews, workshop(s)
- f-g) Conclusions and recommendations, annexes

Implementation plan

- i. Initial meeting / interview will be organized immediately after signing the contract. Its purpose will be to clarify details of assignments and consult initial methodological expectations / considerations.
- ii. A thorough document analysis will be realized – project documentation, as well as donor strategies, target country policy and strategic documents, secondary sources, published materials of other donors, etc.
- iii. Interviews with representatives of project implementer will be organized in order to clarify gaps in studied documentation and provide first qualitative interpretation.
- iv. Final evaluation methodology will be formulated and consulted with the client.
- v. **First mission**

Expected in the second half of March 2018. Attendance of Team Leader, Technical Expert and Local Expert. Expected duration of the mission is 5 days.

Activities during the mission:

- Interviews with partner organizations (beneficiary) representatives
 - Interview with key experts of partner organizations and other beneficiaries – supported laboratories. Possibly in the form of workshops (especially at the laboratories)
 - Evaluation visit to the supported sites – including analysis of documentation, equipment, etc.
 - Interviews with representatives of public administration, governance as well as other donors active in similar fields.
 - Questionnaire for employees of supported institutions (especially those, who have received training or any other targeted intervention)
- vi. Conclusion, recommendations.

Part II of the assignment:

Part II of the assignment is *de facto* an analysis of capacities of the partner organization of another project, however, this institution, BAS, is also the local partner organization of one of the projects evaluated in Part I. Thereof, capacities of the organization will partly be elaborated already during the first mission.

Second mission will be therefore focus on the following:

- Self assessment of the organization structure and its efficiency;
- Analysis of gaps in staffing as well as qualifications and knowledge;
- Assessment of management of the organization and its deficiencies;
- Verification of preliminary conclusions in analysis of current expert, legislative and technical needs, based on comparison of other countries
- Formulation of recommendations with regard to development of the institution for successful implementation as well as to suitable implementation methods of Regulation 205/2011 of the EU.

Part II will be based on thorough document analysis realized before the mission. Working hypotheses will be formulated at this stage and will be the basis of methodological approach to the second mission. Methodology will be then discussed in detail with the client (CzDA). Second mission will provide data and information to verify the preliminary hypotheses and formulate recommendations.

The contents of the second mission will mostly be interviews with management and staff of the partner institution (BAS), its superior authority in public administration (MOFTER) and independent experts. It will be organized in the second half of April. The mission will last 5 days and at least two people of the project team will take part on it.

All requested outputs will be elaborated in the time frame set out by the ToR and requested structure / quality.