



Centar za terapiju i rehabilitaciju

**Call for proposal for external consultant – evaluator of the project: “Prevention, protection, rehabilitation of the victims of war and GBV in B&H”**  
**Terms of references**

**The object of the evaluation 2019:**

Project title	“Prevention, protection, rehabilitation of the victims of war and GBV in B&H”
Project duration	2017–2019
Donor	IMANEH Switzerland
Amount received from IMANEH	260.000,00 CHF
Overall budget	970.000,00 CHF
Contact person	Jasna Zečević, Vive Žene director/ Project Manager
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**1. Country context: Bosnia Herzegovina**

Bosnia and Herzegovina (BiH) faces three basic problems; 1) deep ditches remain open between the ethnical population groups (Bosniaks, Croats and Serbs) since the war of 1992-1995; 2) a complex institutional structure, with two constituting entities – the Federation of BiH (FBiH) which is composed of 10 cantons, and the Republic Srpska (RS) – the independent Brcko District and a rather weak central state; and 3) still not-healed physical and psychical wounds of the war. The unemployment rate in BiH at the end of 2014 was 28%, external debt exceeded 30% of GDP, while the current account deficit amounted to almost 300 million euros. Every citizen of the RS, according to the same data, is indebted with over 2'350 Euros, and 1'100 Euros in FBH.

Statistical data show that throughout the region the unemployment rate among young people is the largest in BiH, amounting to 57.9%. The average salary in BiH amounts to 826 BAM (approx. 410 Euro). This covers less than half of the monthly requirements of an average household in BiH. Apart from the rural population, elderly people, youth, unemployed and single mothers, Roma and people with disabilities are specifically affected by poverty.

**Victims of war and torture:** BiH has seriously jeopardised torture victim's rights as **current legislation has not ensured rehabilitation and reparation for victims of war**, since, up to



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date, the Law on Victims of Torture has not been adopted. In BiH, as post-conflict and country in transition, a clear definition of victims of war is not established and different terms are used for different categories of persons, such as: missing persons and members of their families, inmates of concentration camps and other imprisoned persons, survivors of sexual violence, victims of torture. Unsolved legal position of torture victims leads to their marginalization, which is particularly important given that a victim is not ensured enjoyment of economic and social rights. In their observations on application of the Convention against Torture and other cruel, inhuman or degrading treatment or punishment the BiH Ombudsmen conclude that in BiH legislation and in practice as well **there is insufficient protection of the rights and interests of torture victims**. Because of the whole unresolved situation in BH on all levels of life it can be easily understood, that transgenerational transfer of trauma is taking place, leaving children and young persons with a distorted view on reality and creating own trauma's for themselves.

**Victims of domestic violence:** BiH has ratified all major European and international human rights instruments. With the ratification of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and other legal instruments, Bosnia and Herzegovina assumed responsible under international human rights law to ensure equality between men and women in all spheres of life. However, much remains to be done to make this goal a reality in women's lives. More than a decade after the adoption of the BiH Gender Equality Law in 2003, and the passage in 2009 of the Law on the Prohibition of Discrimination, **everyday realities suggest that many of their provisions exist only on paper**.

Traditional understandings of domestic violence as a "private matter" discourage women from reporting it. The lack of economic alternatives is also a factor preventing women from reporting abuse. BiH has no national-level legislation on domestic violence. However, BiH Law on Gender Equality recognizes "violence occurring in the family or household" as a form of gender or sex based violence that is prohibited if it "causes or may cause physical, mental, sexual or economic damage or suffering, as well as threat to such action which prevents this person or group of persons to enjoy their human rights and freedoms in public and private sphere of life." The law obliges competent authorities in BiH to "take appropriate measures" to prevent gender based violence in both public and private life, which includes the use of protective instruments. A lack of knowledge and reluctance of police to remove perpetrators from homes continues to impede effective legal protection for victims of domestic violence. The UN Special Rapporteur on Violence Against Women echoed this concern, and found that police are often more concerned about where a perpetrator will live than about the safety of a victim if the perpetrator were to remain at home. The UN Special Rapporteur on Violence Against Women also noted "high levels of confusion among the judiciary about the nature and purpose of 'protection measures,' with authorities using these in lieu of sanctions against perpetrators," and with few consequences for perpetrators who violate protective orders. Support services for domestic violence victims remain inadequate. Needed services and a shelter most often are provided primarily by NGO's, which have developed a Safe Network with 2 hotlines and 9 safe houses across BiH. The NGO's do not receive enough financial support from the government, despite laws in both the Federation of BiH and Republic Srpska requiring entities to provide 70% of a shelter's funding, with the local communities and cantons providing the remaining 30%.

During 2016 there has been draft Law on Amendments to the Law on Protection from Domestic Violence of FB&H adopted at the House of Representatives of the FB&H Parliament and submitted for public discussion. Proposed changes to the law provide that safe houses must have the status of an institution, and that safe houses will no longer be funded as such, but that they will receive support as to the number of accommodated



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victims, while the federal government itself will determine the price. Vive Zene Tuzla, as well as many other organizations, led by the organizations gathered in the Safe Network B&H, all opposed to this idea and proposed an alternative solution. **By the end of 2016, at least, NGOs have stopped this law to be adopted.**

**2. Vive Zene - History and development:** During the previous project phases Vive Zene has developed a comprehensive rehabilitation program based on the principles of the Human Rights Based Approach. Vive Zene always pay attention not just to the direct work with the victims and enable them to claim for their rights, but also to focus interventions towards governmental structures and to enable them to become responsible for fulfilling the rights of the victims. Vive Zene has continuously followed the challenges of the context and adapted its working approaches and orientations accordingly. **One of the key points that appeared and reappeared during many years of Vive Zene's work in psychosocial rehabilitation of women and children victims of multiple discriminations is the linkage between torture and domestic violence.** The experience shows that there is a strong linkage between both types of trauma, although in the daily work it sometimes seems as if they were two very different groups of people and also on intervention level, governmental procedures don't take into consideration these interlinkages.

During the previous project phase (2014-2016) Vive Zene had to face with the new challenge and became very aware that this kind of overall comprehensive rehabilitation program will not be sustainable in the long run. Although a lot of efforts have been invested in lobbying for the laws that would ensure that part of Vive Zene's activities should be financed by the State, there have been no sufficient funds from government yet. 2016 Vive Zene has started a process of reorganisation of the internal structure and of reprogramming its activities in order to achieve long term sustainability of the main program components. *In September and October 2016 external evaluation and strategic planning were performed and a strategic plan for 2017-2019 developed. Results and recommendation of the evaluators have been followed and integrated in this project.* Based on the one-year planning, external evaluation and strategic planning Vive Žene has defined its "core business" and accordingly adjusted internal capacity.

### **2.1. Definition of the „core business“**

Vive Zene defined that the **Rehabilitation of the victims of war and violence and prevention of violence through providing psycho-social-juridical support and treatment to primary and secondary victims of war and torture and to victims of domestic violence, and working on prevention of trans-generational transfer of trauma is its "core business"**

### **2.2. Internal reorganisation**

During the last year of the previous project phase, Vive Zene has successfully worked on internal reorganization and systematization. As a consequence decisions have been made about the core staff and their full-time or part-time employment in Vive Žene. Reorganisation was possible with partly employment on fixed and partly on project basis. Vive Zene has decreased its staff from 29 to 20 staff.

### **2.3. Core work: linkage of war trauma and gender based violence**

Our beneficiaries are the first generation of war trauma victims. They have experienced extreme life-threatening situations and had to live in inhumane situations. Some of them have experienced these situations directly and some have only early childhood memories. Part of them has dealt with their trauma's right after the war, part of them has continued life "as usual", until something happened in their lives that triggered their trauma's. Some of them reached old age and then their traumas were activated again. Very often, they have



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increased symptoms of depression and anxiety and they are totally isolated from outside world. There are still victims of war and torture in need of psychosocial care, not only because of their trauma's, but also because of constantly triggering their trauma's because of the difficult and complex situation in the country. Vive Žene is encountering more and more the long-term psychosocial consequences of war trauma through transgenerational transfer of trauma, visualised through children and (already) grandchildren of primary war and torture victims.

**An important consequence of war and torture trauma is the significant increase in domestic violence cases, next to an increase of violence in social relations. It is imperative to continue supporting the two target groups,** that have been supported by Vive Žene since the beginning of our work in 1994, at one side because they still need support, even twenty years after the war. And at the other side because of the fact that Vive Žene has been working with the process of war traumatising since the beginning (concept of sequential traumatising) and has the intention to continue to do so in order to finish the cycle of violence. Next to working with war traumatising from the beginning Vive Žene also is one of the pioneers in working with the process of traumatising in domestic violence in B&H. Working with the process of traumatising in this context means: following and analyzing the processes in trauma, developing own strategies in treatment, developing interdisciplinary team work in trauma treatment, etc.

#### **2.4. Implementation strategy**

The psychosocial model implemented is based on the understanding that healing of trauma is a multidimensional long-term process that involves work at the individual, local, community and macro levels of the society. Therefore, Vive Zene integrated three levels of intervention:

- A.** the first level is **rehabilitation of the victims** and mitigation of trans-generational transition of trauma, implemented through psychosocial individual and group work
- B.** the second level is **prevention** through **empowerment and community work with children, youth and their parents** in local communities, implemented through the program of psycho pedagogical group work and family counselling
- C.** the third level is the macro level **of lobbying for system integration** of Vive Zene services implemented through process of negotiation with different level of the governmental structure in BiH ensuring long term sustainability of Vive Zene

#### **History of external evaluation of Vive Žene work:**

Every three to five years an external evaluation is performed, done by neutral professionals from abroad, in agreement with the demands of our donors. There have been five external evaluations from 1999 until now. The first external evaluation was done in 1999 and it was requested and organised by DEZA, the Swiss Agency for Development and Cooperation. The second external evaluation was done in October 2004 by the "Antares" organisation from The Netherlands. The third evaluation took place in April 2009, performed by experts from Croatia (dr. R. Gregurek) and The Netherlands (B. Droždek and J. Rodenburg). The fourth evaluation took place in October 2013, performed by BH experts (Ivona Čelebičić, Pro Mente agency Sarajevo).

Fifth evaluation took place in September 2016, performed by BH experts: Eni Kutovic and Zlatko Saric. The main goal of the evaluation was to define the path towards long term sustainability of Vive Žene. Sub goals were to get insight in the situation and position of Vive Žene as service provider and civil society actor within the BiH legal framework and relevant policies and on the ground- to redefine the mission of Vive Žene in the present context- to develop a common vision and common strategies as well as an internal and external operational plan of change for Vive Žene and its team.



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### **Purpose and goals of the evaluation in 2019**

The purpose of this evaluation is twofold: On the one hand the evaluation should give a short overview of the main findings of the implementation of the project phase (2017-2019) and on the other hand it should provide a follow-up of the reorganisation process and the strategic planning for 2017-2019.

More specifically, the main goals of the evaluation are:

- To analyze the achievement of results of Vive Žene Centre as for therapy and rehabilitation (achievements, strength, challenges, opportunities and threats for sustainability).
- To analyze the internal reorganization process and strategic planning (2017-2019) of Vive Žene
- To assess and analyze the innovative and new approaches that have been developed throughout the last three years Key focus of the evaluation is to assess and analyze the strengths, difficulties, opportunities and challenges of Vive Žene new strategic approach, internal reorganisation, financial sustainability and systematic integration of its services and to draw operational recommendations and lessons learned for further improvement and enhancement of relevant objectives/activities through analyses of the factors contributing to the success of the project.

### **Evaluation structure:**

Area of evaluation:	Evaluation questions:
Objective 1: Rehabilitation program	<p>To what extent were the program objectives and expected results achieved?</p> <p>What is the impact of the reorganization process on the rehabilitation program?</p> <p>To what extent did Vive Žene manage to perform the rehabilitation program “compressed” within „core business“, and with reduced number of staff?</p> <p>To what extent did Vive Žene manage to keep up the quality of work within the rehabilitation program after the reorganisation and decrease of staff?</p> <p>How was the quality performances monitored and recorded and what tools were developed for this purpose? What are other positive or negative impacts of the reorganization on the rehabilitation program?</p> <p>How do you assess the findings of the pilot phase on systemic work with families? What are the benefits and new insights of this approach? What could be positive or negative consequences of its inclusion into the core business?”</p>
Objective 2: Prevention program	<p>To what extent were the program objectives and expected results achieved?</p> <p>How were the gender transformative workshops (GTW) developed?</p> <p>Which internal and external resources were used for the</p>



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	<p>development of the workshops? How do the approaches correlate with other approaches being used in the Balkans (e.g. by Young Men Initiative)?</p> <p>Are the approaches used in the GTW relevant/appropriate/well-designed for the work with the target groups?</p> <p>To what extend are the GTW integrated within the school structures, curricula? How are teachers integrated in the workshops?</p> <p>What were the main challenges in GTW implementation?</p> <p>How was this new approach accepted by pupils, parents and school staff? What were the different reactions of each the target groups?</p> <p>What are the key benefits for the children, parents, school staff (for parents and school staff both for themselves as well as for the children)?</p> <p>What are the core lessons learned in GTW and what findings could be transferred to other IMANEH projects?</p>
<p>Objective 3: Long-term sustainability and system integration / Strategic Goal 3</p>	<p><b>System integration:</b></p> <p>To what extent has the partnership between Vive Zene and governmental institutions (GI) been enhanced and in which way?</p> <p>To what extend was the formal recognition and integration of all services of Vive Zene into the governmental system achieved?</p> <p>To what extend was the co-funding for Vive Zene services achieved through government contributions? To what extend were the expected results achieved?</p> <p>What is the relevance of these achievements?</p> <p>What was the biggest challenge regarding system integration and co-financing and how did Vive Žene mitigate these challenges?</p> <p>How did VZ contribute to the replication of successful approaches and multiplication of results of other NGOs working in different territories or in the same AOR?</p> <p>What is the advocacy capacity of the organization and how is it perceived by the governmental and non-governmental partners?</p> <p><b>Financial sources from service delivery/Secured revenues from services for citizens and businesses:</b></p> <p>To what extend did Vive Zene manage to generate an own income through offering services to paying clients?</p> <p>Which services were offered and which of them were the most cost-effective?</p> <p>How many clients used the services and how much income was generated?</p> <p>What were the main challenges regarding the expansion of offered</p>



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	<p>paid services?</p> <p>How could Vive Zene further improve this business model?</p> <p><b>Project-oriented fundraising</b></p> <p>Has Vive Žene managed to find new/alternative channels of financial support to its services? How did this improve Vive Žene's financial situation?</p> <p>To what extent was Vive Žene successful in fundraising for other projects (on activities which were not perceived as "core business" anymore after the reorganisation)?</p> <p>How did these funds (from other projects) effect the work and sustainability of Vive Žene?</p>
<p>Process of Vive Žene internal reorganisation</p>	<p>How was the new organizational structure established in Vive Žene</p> <p>How do the new job descriptions reflect the internal reorganisation and are they useful for supporting the change process?</p> <p>What was the impact of this internal reorganisation process (what was achieved, what was changed)?</p> <p>How have the organisation policies, culture and practice been improved?</p> <p>What were the main challenges?</p> <p>How does the Vive Žene staff assess the new organisational structure?</p> <p>Overall, how did the internal reorganisation affect the rehabilitation, prevention and system integration activities and the expected results (assess frame of correlation, effect, impact and how objectives/activities influenced each other, how they were interlinked or is there chain effect among objectives)?</p>
<p>Innovative approaches</p>	<p>What innovative approaches were developed by Vive Zene since 2016</p> <p>What are the benefits of these approaches?</p> <p>What relevance should these approaches have in the future work of Vive Zene?</p>

## Methodology

A mixed-method approach is required for this evaluation including the systematic use of qualitative (e.g., structured interviews and focus groups) and quantitative (e.g. recent survey results, existing routine data) methods. The overall methodology will be participatory and involve various beneficiaries/stakeholders to capture their opinion.

The contracted consultant will be requested to develop a more holistic evaluation plan which must contain a work plan, a detailed description of a specific methodological approach, a design for the evaluation with a list of questionnaires, and information collection and analysis methods and tools including sampling plans, as necessary.



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The below is general proposition to develop technical proposal for the applicant. There are mainly three phases in this evaluation exercise as below.

- i) Desk review and refinement of methodology
- ii) Data collection, field work (site visit/interviews)
- iii) Analysis and Reporting

### **Activities, Task, deliverables and timeframe**

The assignment is for 15 working days over the period of 6 May 2019 to 24 May 2019. The consultant will provide a detailed timetable in its technical proposal, specifying the distribution of tasks and duration to complete each task. The proposed sequencing in the table below is an indicative proposal which could be improved in the technical offer. The right column indicates an estimated duration for the activity.

Activity	Duration (working days)
1. Participate in a briefing session on the assignment with core Vive Žene staff	1
2. Review and analyse the relevant documents, reports, materials	1
3. Finalization of the questions and sub-questions of the evaluation	2
4. Identification of the evaluation methodology, information/data collection method for each evaluation question, sampling for interviews and field visits, and development of data collection, and data analysis plan	2
5. Development of detailed planning for the evaluation with support of Vive Žene for logistical arrangement (field visit)	1
6. Data collection (interviews; focus groups)	3
7. Processing and analysis of the collected data, and drafting of the interim report	2
8. Presentation of the interim report to the Vive Žene for feedback Completing the interim report by incorporating feedback from Vive Žene core staff	2
9. Submission of the Final report	1

### **End Product/ deliverables**

- a. Inception report/plan (activity 1- 6)
- b. Interim report (activity 7-8)
- c. Final Report in English (activity 9)

The final evaluation report should not exceed more than 20 pages and will include at least the following:

- Executive Summary
- Brief description of the program, its context, areas of intervention, timing, implementation modalities and the reorganization process/strategic planning
- Objectives, methodology, timing of evaluation and challenges / limitations of the analysis
- Results in terms of relevance, efficiency, effectiveness, impact, sustainability



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- Analysis, including reflection on gender, human rights
- Lessons learned , challenges, conclusions, recommendations, action plan
- Annexes including list of the data with maximum disaggregation

The percentage of total remuneration for key deliverable

Activities	Timeline	Payment
Submission of Final evaluation report	Upon completion	100 %

### 1. Management

The Vive Žene director/programme manager and core staff will provide oversight, feed - back on reports and technical support.

### 2. Qualifications and experience required:

- Credible national expert with at least 5 years of professional experience in planning, implementation, management, monitoring and evaluation of psychosocial projects/or community development project and proven competencies in organizational development processes and business administration.
- Proven experience with similar programme evaluations
- Ability to work independently.
- Good communication and report writing skills in English.
- Commitments to deliver the final products in line with the set TOR within the agreed timeline.

### 3. Condition of Work

The consultant will be provided a working desk in the Vive Žene office while in Tuzla. The consultant will use his /her own laptop for the assignment.

Vive Žene will facilitate the arrangement of meetings and workshops with interviewed individuals/groups as required and will provide logistic support as necessary.

The consultant is expected to undertake field trips to the selected project locations in the target project location with transportation provided by Vive Žene.

**Interested candidates are kindly requested to submit the following information:**

- Letter of interest
- Technical Proposal
- Proposed budget and fees
- CV

Please send the submission to [vivezene@bih.net.ba](mailto:vivezene@bih.net.ba) or [zecevic.jasna@gmail.com](mailto:zecevic.jasna@gmail.com) or to Vive Žene address Alekse Šantića bb; 75000 Tuzla, BiH.

Closing date for receipt of proposals 07 May 2019

**Only short-listed candidates will be contacted.**