**United Nations Development Programme**



**Terms of Reference**

**Job title:** International consultant to conduct final evaluation of UNDP Democracy

Programme in Moldova

**Duty Station:** Republic of Moldova, Chisinau

**Reference to the project**: Improving the quality of democracy in Moldova through parliamentary and electoral support

**Contract type**: Individual Contract (IC)

**Contract duration**: December 2016 – March, 2017 (up to 35 working days)

**Indicative starting date**: 5 December 2016

**Job content**

1. **BACKGROUND**

The UNDP Programme “Improving the quality of Moldovan democracy through parliamentary and electoral support” (further referred as the “Programme”) aims to strengthen the institutional capacity of the Parliament and the Central Electoral Commission (further referred as the CEC), improving their main functions and entrenching gender and human rights considerations in formal political process.

In particular, the Programme/Parliament Component, is improving the legislative, oversight and representation functions of the Parliament, providing a solid basis for the improvement of the electoral process and supporting, when necessary, an inclusive process of constitutional reform. The Programme’s Component assists the Parliament to increase the participation of the civil society and citizens in policy making and oversight processes. It also builds the capacities of the Members of the Parliament in budget understanding, development and monitoring of its implementation.

At the Central Electoral Commission, the Programme/Electoral Component, supports the strategic development of the Central Electoral Commission of Moldova with the aim to strengthen the capacity of electoral administration to deliver professional, transparent and efficient electoral processes. Overarching goal of the Programme’s Component is to improve the democracy in Moldova through modernization of the electoral processes. This objective is to be reached through support in development of the national electoral strategic and legal framework conducive to organization of the elections using official data and modern IT tools.

The Programme implementation period is four years (2012–2016), with an extension of the Electoral Component until March, 2017. Financial support for the implementation of the Programme is provided by the Government of Sweden and Norway.

With the overall aim to ensure effective and timely external evaluation of the Programme, UNDP plans to hire an evaluation team (one international and one local individual consultants). The team will bear full responsibility for providing adequate evaluation of the Programme in efficient and timely manner.

1. **OBJECTIVES**

The overall purpose of the end-of-programme evaluation is to assess programmatic progress (and challenges) at the outcome level, with measurement of the achievement (and non-achievement) of Programme outputs, including identification of factors that affected the implementation.

The specific evaluation objectives (please see details under key questions) are:

To assess *the relevance* of the Programme in regard to consistency, ownership and congruency, technical adequacy, and complementarity of programme with other initiatives;

To determine *the effectiveness* of the Programme in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results;

To assess *the sustainability* of the Programme including the participation of partners in planning and implementation of interventions, as well as assessing the measures taken to ensure that activities initiated by the Programme will be completed and continued on cessation of donor support;

To assess the contribution of the Programme in achieving gender equality;

To provide the best practices/recommendations that may be used in the future programming. The evaluation including its recommendations will be used as a resource by UNDP as knowledge base on good practices and to inform future programming and direction.

The end-of-programme evaluation will be carried out by an independent, external evaluation team comprising of an international consultant and a national consultant who will be responsible for delivery of the following outputs, comprising the main milestones:

**Inception phase**

Draft Inception Report, including evaluation question matrix, proposed methodology, and work plan (with agreed upon deliverables and timeframe);

Provide a Final Inception Report with finalized methodology, questions, and work plan.

**Research & Data Collection**

In-depth document review as well as interviews with UNDP staff, donors, and other organizations.

Conduct side project visits, including focus group discussions with key stakeholders/beneficiaries;

Evaluate the risk mitigation and adaptation measures of the Programme;

Identify and analyze the challenges and constraints which confronted the Programme during its implementation and draw lessons learned;

Analyze short and long term effects, with special reference to the parliamentary and electoral reforms implications. If the results other than the planned one have been reached, whether they are positive and/or negative, these should also be described and analyzed;

Evaluate the efficiency of the Programme implementation;

Conduct an assessment of management decisions vis-à-vis the cost effectiveness and to which extend the Programme outputs have been effectively achieved;

Assess the sustainability of results with specific focus on national capacity and ownership of the process;

Evaluate the overall impact of the Programme and its contribution to the development of the Parliament and Central Electoral Commission;

**Report Writing Phase**

* Develop and present a comprehensive Evaluation Report with concrete conclusions and recommendations;
* Convene a meeting for debrief by evaluation team on preliminary findings, main recommendations, challenges, opportunities, lessons learned;
* Evaluation Team submits first draft Evaluation Report. The Final Evaluation Report should to the highest extent possible provide responses to the following questions, but not limited to:
* Principal approaches and strategies that were employed in the Programme to meet the objectives of parliamentary and electoral reforms;
* What progress toward the outcomes has been made?
* What factors have been contributed to achieving or not achieving intended outputs and outcomes? (Coherence of the Programme, adequate human and financial resources allocated, capacity of the team, implementation challenges, etc.)
* What was the added value of having a joint Programme Parliament – Elections?
* To what extent UNDP outputs and assistance contributed to outcomes?
* What factors contributed to effectiveness or ineffectiveness?
* Undertake 2 missions to Chisinau, according to the tentative schedule:

1. 6 – 17 February, 2017

2. 21 – 23 March, 2017

The international consultant is expected to provide leadership in the execution of this assignment, according to the above responsibilities.

**Methods**

The working methods should include a wide range of data sources (including documents, field information,

institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluation team is encouraged to use the following data collection tools:

 Interviews

 Focus Groups

 Secondary document analysis

 Observation

 Multimedia (photography, drawing)

 Others

The international consultant is particularly encouraged to use participatory methods to ensure that all

stakeholders are consulted as part of the evaluation process. She/he should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights.

The evaluation team is expected to analyze all relevant information sources, such as annual progress reports, Programme documents, internal review reports, Programme files, strategic country development documents and any other related documents that may provide evidence on which to form opinions. The team is also expected to use face to face interviews as a means to collect relevant data for the evaluation report.

Evaluations in UNDP are conducted in accordance with the principles outlined in the United National Evaluation Group (UNEG) “Ethical Guidelines for Evaluation” and the [UNDP Handbook on Monitoring and Evaluation for Results](http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf) . The evaluation team will take every measure to safeguard the rights ad confidentiality of key information providers in the collection of data.

1. **KEY DELIVERABLES AND TENTATIVE TIMETABLE\***

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| **Deliverables/Outputs** | **Target Due Dates** | **Amount****(USD)** |
| **1. Inception Phase** | 12 December 2016 | 8,000 USD |
| * Draft Inception Report, including revised evaluation question matrix, proposed methodology, and work plan (with agreed upon deliverables and timeframe) submitted
* Final Inception Report with finalized methodology, questions, and work plan submitted
 |
| **2. Research & Data Collection Phase** | 3 March 2017 | 15,000 USD |
| * In-depth document reviewed as well as interviews with UNDP staff, donors and other organizations conducted;
* Side project visits, including focus group discussions with key stakeholders and beneficiaries conducted;
* Summary key findings presented;
* A debriefing meeting on preliminary findings, main recommendations, challenges, opportunities, lessons learned conducted;
* First draft Evaluation Report submitted;
 |
| **3. Report Writing Phase** | 23 March 2017 | 7,000 USD |
| * Final Evaluation Report (refer to Annex 1 for proposed format) developed and presented during the Programme Board meeting.
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| **Total** | **30,000 USD** |

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| Task/deliverable for international consultant | Tentative Timeframe |
| **1. Inception Phase** *up to 5 working days* | 2 weeks (post contract signing) |
|  Draft Inception Report, including revised evaluation question matrix, proposed methodology, and work plan (with agreed upon deliverables and timeframe) submitted Final Inception Report with finalized methodology, questions, and work plan submitted |
| **2. Research & Data Collection Phase** *up to 15 days* | 3-4 weeks (postInception Report submission) |
|  In-depth document reviewed as well as interviews with UNDP staff, donors and other organizations conducted; Side project visits, including focus group discussions with key stakeholders and beneficiaries conducted; Summary key findings presented. |
| **3. Report Writing Phase** *up to 15 days* | 4 weeks (post final datacollection) |
|  A debriefing meeting on preliminary findings, main recommendations, challenges, opportunities, lessons learned conducted; First draft Evaluation Report submitted; | By 3 March, 2017 |
|  Final Evaluation Report (refer to Annex 1 for proposed format) developed *and* presented during the Programme Board meeting. | By 29 March, 2017 |

\*) This is a tentative timeframe, while the final dates for providing the deliverables will be confirmed after the consultations with the Parliament and CEC.

The timeframe for the work is tentatively planned through December, 2016 to March, 2017 with an estimated total volume of work not to exceed 35 working days, including up to 14-days mission in Moldova. The exact schedule of missions in Moldova, as well the date of the Programme Board Meeting shall be coordinated in advance.

**4. INSTITUTIONAL ARRANGEMENTS**

According to the Programme Document, the Programme Board has the overall responsibility for the management, monitoring and evaluation of the Programme implementation. Thus, the draft evaluation report, main findings and recommendations will be presented during the Programme Board meeting in March, 2017.

On operational level, the consultant will work under the guidance of UNDP, Parliament and CEC coordinating authority for substantive aspects of the assignment, and under the direct supervision of the Programme Manager for administrative and financial aspects.

All deliverables must be submitted in English language electronic and hard copy and must be agreed with the

Programme, Parliament and CEC.

**Travel**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the contractor wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and contractor, prior to travel and will be reimbursed.

**Performance evaluation**

Contractor’s performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

**Financial arrangements**

Payments will be disbursed in 2 installments, upon submission and approval of deliverables and certification by the UNDP Programme Manager that the services have been satisfactorily performed.

**5. QUALIFICATIONS AND SKILLS REQUIRED**

I. Academic Qualifications:

 Master degree in Law, Public Administration, International development and related fields; Bachelor and at least 8 years of relevant experience will be also acceptable;

II. Years of experience:

 At least 7 years of relevant working experience in the field of democratic governance, public administration, development, including participatory planning, monitoring and evaluation;

 At least 5 years of practical experience in conducting evaluations of strategies, policies and programmes;

 Previous regional work experience in the evaluation of the assistance projects in the area of democratic Governance with a focus on Parliament and elections in Central and Eastern Europe or CIS, is a strong advantage;

 Previous experience in gender-sensitive evaluations is an advantage;

 Experience in working with UN agencies is a strong advantage;

III. Competencies:

 Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly and effectively;

 Excellent research and analytical skills;

 Facilitation and management skills;

 Leadership skills and ability to be a team player;

 Demonstrated strong knowledge about results-based management (especially results-oriented monitoring and evaluation);

 Demonstrated knowledge and understanding of the Moldovan political/governance systems with a focus on Parliament and elections;

 Proven proficiency in English. Knowledge of Romanian and/or Russian is an asset.

Proven commitment to the core values of the United Nations, in particular, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status.

UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

**6. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS:**

Interested individual consultants must submit the following documents/information to demonstrate their

qualifications:

a. Proposal: explaining why they are the most suitable for the work including past experience in similar Projects (please provide brief information on each of the above qualifications, item by item);

b. Financial proposal (LUMP SUM) in USD, specifying in a total requested amount per day, number of days needed to complete the assignment, including all related costs, travel, phone calls etc.) UNDP shall not accept travel costs exceeding those of an economy class ticket.

c. Duly completed P 11 form, personal CV and at least 3 references.

**Annex 1**

**PROPOSED FORMAT OF FINAL EVALUATION REPORT**

**Final Evaluation Report:**

1) Title and opening pages

2) Executive summary

3) Background and purpose of the evaluation

4) Programme/object of evaluation description and context

5) Evaluation objectives and scope

6) Evaluation methodology and limitations

7) Findings: relevance, effectiveness, efficiency, sustainability, and gender and human rights

8) Lessons learned

9) Conclusions

10) Recommendations