



TERMS OF REFERENCE

Job title:	International Consultant to conduct the final Project evaluation
Duty station:	Chisinau, Republic of Moldova
Reference to the project:	Enhancing democracy in Moldova through inclusive and transparent elections
Contract type:	Individual Contract (IC)
Assignment type:	International Consultant
Expected workload:	35 working days
Indicative timeframe:	September – December 2019

1. **BACKGROUND:**

“Enhancing democracy in Moldova through inclusive and transparent elections” (EDMITE Project) is a Project that sets the overall goal to achieve an enhanced transparency and inclusiveness of the electoral process in Moldova through a modernized IT system, improved legislation and intensified public participation, addressing the root causes of the current challenges hampering the further development of the democracy and the advancement of the electoral process in the Republic of Moldova.

The long-standing partnership between the Central Electoral Commission (CEC) and UNDP resulted in the establishment of a strong professional institution, able to provide transparent and inclusive democratic elections. With UNDP support, the CEC managed to enhance the electoral process in the Republic of Moldova through the development of the modern and innovative State Automated Information System “Elections” (SAISE). During 2012-2017, UNDP also supported the CEC in ensuring the gender equality and human rights considerations are imbedded in the electoral processes, systems and regulations, institutional capacity development, political party finance legislation implementation and the strategic development of the Center for Continuous Electoral Training (CCET).

To achieve its overall goal, the Project is partnering with the Central Electoral Commission, the Center for Continuous Electoral Training, the Public Services Agency (PSA) and the E-Governance Agency (EGA). These are different state actors that own important population registration data sets necessary for fair and credible elections. Specific Project’s interventions aim at improving the systems and processes in the partner institutions to ensure a qualitative and timely data supply to the State Register of Voters, enhancement of the SAISE functionalities and reliability, as well as the modernization of the process for reporting and disclosure of political party finance.

A distinct thematic focus of the Project is to enhance the public awareness on political participation and electoral processes via a series of multi-layered interventions. The Project supports the CEC and CCET in designing and implementing large-scale civic education and voter information programmes, offers strategic communication expertise and facilitates other activities as to generate a positive change and deliver tailored information to a wide spectrum of target groups (including women, youth and first-time voters, ethnic and linguistic minorities, diaspora, people with disabilities, etc.).

Throughout the implementation period (July 2017 – December 2019), the Project contributes to:

- a. Achieving a more accurate State Register of Voters (SRV), improving the quality and accessibility of data by re-engineering the Civil Status Acts (CSA) and Address Register (ARIS) Information Systems,

and facilitating data exchange and interoperability between different central public institutions via the governmental platform for data exchange (MConnect);

- b. Enhancing the inclusiveness of the electoral process through increasing the functional and technical capacities of the State Automated Information System "Elections" (SAISE) to keep up with the technical and political developments;
- c. Supporting the advancement of the legal reform in the area of elections, particularly to the implementation of the political party finance legislation, as well as to responding to the technical developments required for a more transparent and inclusive electoral process;
- d. Enhancing political participation of citizens by setting up and implementing the voters' information and civic education programmes, specifically targeting vulnerable groups, including women, youth, persons with different types of disabilities, linguistic minorities and the diaspora.

In the framework of its completion and fulfillment of all reporting procedures, the Project shall ensure a comprehensive and efficient independent evaluation of the Project implementation, in accordance with the principles outlined in the [UNDP Evaluation Guidelines](#) and the [UNEG Ethical Guideline for Evaluation](#).

2. SCOPE AND OBJECTIVES:

The Project intends to contract an experienced International Consultant (*hereafter the Consultant*) to conduct the final evaluation of the Project. In his/her assignment, the Consultant shall assess the performance of the Project in achieving its intended results and contribution to outcomes and associated theory of change. The Consultant shall evaluate the strengths, weaknesses/gaps, good practices and provide forward looking recommendations for potential future assistance in electoral and democratic fields. The main objective of the final independent evaluation is also to assess the efficacy of the Project design and governance structure, relevance of the Project outputs, specific impact, efficiency and effectiveness of the technical assistance provided, and sustainability of its interventions.

Therefore, the Consultant will:

- evaluate the *relevance* of the Project with respect to its consistency, ownership, technical adequacy, and complementarity of the Project with other similar initiatives.

Also, she/he shall evaluate to what extent the Project was in line with the national development priorities, the country Programmes' outputs and outcomes, the UNDP Strategic Plan and the SDGs.

- determine the *effectiveness* of the Project in the achievement of results, highlighting reasons and factors for achievement/ non-achievement.
- determine the *efficiency* of the Project with respect to the value for money principle, use of funding, staff and other resources in the achievement of results.
- evaluate the *potential impact* on enhancing the inclusiveness and transparency of electoral processes;
- determine the level of *coordination* of the Project with UN agencies, relevant development partners, donors, CSOs and other relevant stakeholders.
- evaluate the *sustainability* of the Project, including the participation of institutional beneficiaries/ partners in the planning and implementation of activities, as well as the measures taken to ensure that activities initiated by the Project will be completed/ continued beyond the Project lifecycle.
- evaluate the *contribution* of the Project to the gender and human rights aspects.
- evaluate the best practices and provide recommendations that may be used for future programming.

Methodology

The Consultant shall propose an evaluation methodology and agree on a detailed plan for the assignment, as part of the evaluation's Inception Report. In general, the Consultant should adopt an integrated approach involving a combination of data collection and analysis tools, as to capture both the quantitative and

qualitative impact of the Project. The methodology should be robust enough to ensure high quality, triangulation of data sources and evidences, including on gender dimension, to substantiate all findings.

Evaluation

The Consultant will be responsible to deliver the following outputs, comprising the main milestones:

Inception Phase

- Draft Inception Report, including evaluation question matrix, proposed methodology and work plan (with agreed deliverables and timeframe);
- Final Inception Report (10-15 pages) with methodology, questions and work plan adjusted after addressing the comments and suggestions received.

Research and data collection

- In-depth document review of all available materials/products related to the Project such as Project Document, Progress Reports, Annual Work Plans, Monitoring and Evaluation Plan, Procurement Plan, etc. The Consultant is expected to analyze all relevant information sources that may provide evidence on which to form opinions.
- Site visits and consultations with the Project key stakeholders, including UNDP staff, representatives of the CEC, CCET, PSA, EGA, Project donors, and NGO/CSOs partners and other relevant stakeholders.
- Analysis of risks and mitigations measures, as well as challenges and constraints of the Project during its implementation;
- Analysis of short and long-term effects of the Project interventions with a specific focus on overall impact and its contribution in ensuring more transparent and inclusive electoral processes.

Debriefing:

- Debrief UNDP Moldova representatives and implementing partners (CEC/CCET) about the initial findings of the evaluation (*including recommendations based on verifiable facts and figures*).

Report Writing Phase

- Draft Evaluation Report (within an agreed length)¹ to be reviewed by UNDP Moldova and key partners for comments addressing the content required and quality criteria. It is expected that the Consultant will consider any management responses and comments to the draft document, while developing the final Project Evaluation Report.
- Final Evaluation Report with comments addressed and changes made. The document shall, to the highest extent possible, be logically structured and be presented in a way that makes the information accessible and comprehensible.

Specifically, the Evaluation Report² should:

- have a concise executive summary (maximum 4 pages).
- be well structured and complete.
- describe what is being evaluated and why.
- identify the evaluation questions of concern of users.
- identify target groups covered by the evaluation and whether the needs of the target groups were addressed through the intervention, and if not, why.
- have the gender aspects imbedded throughout the evaluation.
- explain the steps and the procedures used to answer those questions.
- present findings supported by credible evidence in response to the questions.
- acknowledge the limitations and constraints in undertaking the evaluation.

¹ A length of 50-60 pages, including executive summary is suggested.

² Refer to the Annex 1 for the proposed Evaluation Report format.

- draw conclusions about findings based on the evidences.
- propose concrete and usable recommendations derived from conclusions.

Presentation

- Final Evaluation Report presented to key stakeholders, including UNDP staff, representatives of the beneficiary institutions, Project donors, and NGO/CSO implementing partners and other relevant stakeholders

The Consultant is particularly encouraged to use participatory methods to ensure that all partners and stakeholders are consulted as part of the evaluation process. The Consultant shall take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights. In the process of data collection, the Consultant shall take measures to safeguard the rights and confidentiality of key information providers.

To perform the above-mentioned tasks, the Consultant shall undertake 2 (*two*) missions to the Republic of Moldova, tentatively in mid-September – beginning of October and end-November – beginning of December 2019.

3. KEY DELIVERABLES AND TENTATIVE TIMETABLE:

No	Key deliverables	Tentative Deadline
1.	<i>Home-based</i> Deliverable #1: Detailed Inception Report (maximum 15 pages) - developed and approved. The Inception Report shall be based on a detailed analysis of the Project documentation and complementary information and shall include (but is not limited to): a. the complete work plan and timeline; b. proposed evaluation methodology; and c. proposed questionnaire and tools for data collection and analysis.	2 weeks after contract signing 8 WDs
2.	<i>Mission #1 to Moldova</i> Deliverable #2: Set of consultation meetings, on-site assessments and interviews with the representatives of UNDP Moldova, main beneficiaries, donors and other stakeholders – conducted and documented in an Informative Note. Preliminary key findings presented.	by 10 October 2019 11 WDs
3.	<i>Home-based</i> Deliverable #3: Draft version of the Project Evaluation Report (50-60 pages maximum excluding annexes), executive summary (4 pages) – developed and submitted for comments (<i>refer to Annex 1 for proposed format</i>)	by 1 November 2019 15 WDs
4.	<i>Home-based</i> Deliverable #4: Final version of the Project Evaluation Report – developed, submitted with comments and suggestions addressed (<i>refer to Annex 1 for proposed format</i>)	By 18 November 2019 7 WDs
5.	<i>Mission #2 to Moldova</i> Deliverable #5: Presentation of Project Evaluation Report – delivered to Project beneficiaries, Donors and stakeholders during the Project Board Meeting.	by 05 December 2019 2 WDs

Note: Deliverables and the final timeline can be amended or specified for the purpose of the assignment. All deliverables should be agreed with UNDP Moldova and be provided in electronic format, in English language.

4. INSTITUTIONAL ARRANGEMENTS

According to the Project Document, the Project Board has the overall responsibility for the management, monitoring and evaluation of the Project implementation. Thus, the draft Evaluation Report, main findings and recommendations will be presented during the Project Board meeting in December 2019.

The timeframe of the assignment of the Consultant is planned for the period September – December 2019. During this time, the Consultant is expected to work up to 35 working days, including up to 13 days mission in Moldova. The exact schedule of missions in Moldova, as well as the date of the Project Board shall be coordinated in advance.

While the evaluation will remain fully independent, the assignment shall be performed in close coordination with the UNDP Effective Governance Programme Specialist/ Cluster Lead and the Project Manager.

The Project will provide the Consultant the necessary information (*including core data*) and materials for the fulfillment of the assignment, including the required support for organizing the necessary meetings/ interviews and interacting with the relevant institutions and stakeholders.

The deliverables will be approved by the Effective Governance Programme Specialist/ Cluster Lead.

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 does 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 case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed in advance.

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's degree in law, Public Administration, International development and related fields; Bachelor and at least 10 years of relevant experience will be also acceptable;

II. Years of experience:

- At least 10 years of relevant working experience in the field of democratic governance, public administration, development, including participatory planning, monitoring and evaluation;
- At least 7 years of practical experience in conducting evaluations of strategies, policies and programmes;
- At least 2 (two) similar assignment successfully completed in the past 3 (three) years;
- Previous regional work experience in the evaluation of the assistance projects in the area of Democratic Governance with a focus on 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);
- Proven knowledge of UNDP processes is a must;
- Demonstrated knowledge and understanding of the Moldovan political/governance systems with a focus on Elections is a strong advantage;
- Proven proficiency in English. Knowledge of Romanian and/or Russian is an asset.

IV. Personal qualities:

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

- Responsibility, creativity, flexibility and punctuality, ability to meet deadlines and prioritize multiple tasks.

The UNDP Moldova is committed to workforce diversity. Women and men, persons with different types of disabilities, LGBT, Roma and other ethnic, linguistic 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:

- Offeror's letter confirming interest and availability;
- Technical proposal (*including brief description of experience, approach and methodology for the completion of the assignment*);
- Financial proposal (*in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls, etc. The financial proposal will detail the daily fee, travel expenses and per diems quoted in separate line items*);
- Duly completed and signed Personal History Form (P11), personal CV and at least 3 references.

PROPOSED FORMAT OF FINAL EVALUATION REPORT

The Evaluation Report should include, but is not limited to, the following:

1. Title and opening pages with details of the Project outcome and of the evaluator.
2. Project and evaluation information details: Project title Atlas number, budgets, donors, and other key information.
3. Table of contents.
4. List of acronyms and abbreviations.
5. Executive summary: a stand-alone section of maximum four pages including the quality standards and assurance ratings.
6. Background and purpose of the evaluation. What is being evaluated and why?
7. Description and context of the intervention being evaluated. Provides the basis for report users to understand the logic and evaluability analysis result, assess the merit of the evaluation methodology and understand the applicability of the evaluation results.
8. Evaluation scope and objectives. The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.
9. Evaluation approach and methods. The report should describe in details the selected methodological approaches, methods and analysis.
10. Data analysis. The report should describe the procedures used to analyze the data collected to answer the evaluation questions.
11. Findings: relevance, effectiveness, efficiency, sustainability, gender and human rights dimensions.
12. Lessons learned.
13. Conclusions.
14. Recommendations. The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make.
15. Annexes.