



## TERMS OF REFERENCE

<b>Job title:</b>	International Consultant and 1 National Consultant to undertake the Independent Effective Governance Outcome Evaluation
<b>Contract type:</b>	Individual Contract (IC)
<b>Contract duration:</b>	September - December 2020
<b>Expected Workload:</b>	30 days of consultancy (online and home based) as follows: International Consultant – 12 days of consultancy National Consultant – 18 days of consultancy

### 1. BACKGROUND

United Nations Development Programme (UNDP) conducts outcome evaluations to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level as articulated in the Country Programme Document (CPD) and in the United Nations Development Strategic Framework (UNSF). These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy and aim to undertake the following:

- Provide evidence to support accountability of programmes and for UNDP to use in its accountability requirements to its investors
- Provide evidence of the UNDP contribution to outcomes
- Guide performance improvement within the current global, regional and country programmes by identifying current areas of strengths, weaknesses and gaps, especially in regard to:
  - The appropriateness of the UNDP partnership strategy
  - Impediments to the outcome being achieved
  - Mid-course adjustments (for Outcome MTRs)
  - Lessons learned for the next programming cycle
- Provide evidence and inform higher-level evaluations, such as Independent Country Programme Evaluation (ICPE), UNDAF evaluation and evaluations of regional and global programmes, and subsequent planning based on the evaluations.

In line with the Evaluation Plan of UNDP Moldova Country Office, an outcome evaluation will be conducted to assess the impact of UNDP's development assistance in the area of Effective Governance (EG).

The proposed evaluation will evaluate the EG Cluster Projects against the relevant Sustainable Development Goals (SDGs), country programme pillar and outputs aligned to the Republic of

Moldova–United Nations Partnership Framework for Sustainable Development (UNDAF) and the UNDP Country Programme Document (CPD) for Moldova, both covering the period 2018-2022.

### **UNDAF /CPD Outcome**

Outcome 1: The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions.

#### **RELATED COUNTRY PROGRAMME OUTPUTS**

OUTPUT 1.1 Enhanced legislative, oversight and representation functions of Parliament responsive to the needs of the under-represented and marginalized groups through the meaningful engagement of the latest.

OUTPUT 1.2: Responsive, evidence based, human rights- and gender- mainstreamed policies and transparent, high integrity institutions

OUTPUT 1.3: Enhanced representation of women in decision-making positions, with particular focus on Roma and young women

OUTPUT 1.4: Women and men, including from minority and marginalized groups, are enjoying rule of law and protection of human rights ensured by inclusive institutions<sup>1</sup>

### **National Development Strategy Moldova 2030 and SDGs**

The Government and UNDP are fully committed to implementing the 2030 Agenda for Sustainable Development and the new National Development Strategy 2030 is aligned with the Sustainable Development Goals. The Government recognizes the need for consolidating policy planning and budgeting frameworks and for strengthening horizontal and vertical integration and coordination and has requested UNDP support in these areas.

While approaching and responding to the structural challenges, EG Cluster bridges linkages with the Sustainable Development Goals mainly on good health and well-being (SDG 3), gender equality (SDG 5), reduced inequalities (SDG 10), peace, justice and strong institutions (SDG 16).

### **Current context. COVID-19 crisis**

On 11 March 2020, the World Health Organization (WHO) declared COVID- 19 global pandemic as the new coronavirus rapidly spread to all regions of the world. On March 7, 2020 the Government of Moldova reported its first confirmed case of COVID-19 and in 10 days later the first death case was reported. The number of COVID-19 confirmed cases are growing rapidly as per the [Real time monitoring dashboard](#), with the local transmission cases exceeding the number of imported ones. Such a rapid pace puts a huge pressure on the health system and risks being overwhelming for the current capacity. The strain on the health system also depends on the share of people aged over 60 in total population, as the infection with COVID-19 is more severe for people in this age group. The Republic of Moldova has an increasingly aging population, but the COVID-19 infection rate on the population over 60 years old is of 26.6% out of the total infection cases. While the response of the Government of Moldova is mostly tactical and dependent on the daily evolution of the situation, there is no specific response or recovery strategy in place. There is nevertheless a continuous dialogue with relevant stakeholders on the consequences and impact

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<sup>1</sup> For additional details on outputs, targets, indicators and baselines see Annex. Results and resources framework for the Republic of Moldova (2018-2022)

of the crisis and it is expected that the Government of Moldova will design and put in practice a recovery strategy with relevant measures.

UNDP Moldova has been on the front lines of supporting the country to urgently respond to COVID-19. In terms of immediate crisis response measures, UNDP Moldova - and as part of the overall UN support - is currently procuring critical medical supplies to Moldovan hospitals by targeting the whole territory, including both banks of the Nistru river, within our ongoing partnerships. On the socio-economic recovery, UNDP is working closely with the UN Country Team, development partners and public authorities to assess the social and economic impact of the COVID-19 crisis and develop a multi-sectoral inclusive response to the pandemic to protect its people and economy leaving no one behind – and with our motto of ‘building forward better’.

### **UNDP’s work in Effective Governance**

The overall objective of UNDP’s work in Effective Governance aims to contribute to strengthening governance processes and institutions that are responsive to citizens demands in both efficient and effective manner. Thus, UNDP contributes to strengthening the independence and accountability of the public institutions, particularly those entitled with law-making and oversight, electoral support, corruption prevention, security and law enforcement, etc. UNDP address structural issues pertaining to the governance, rule of law and human rights including with respect to gender equality, women and youth participation and empowerment. Support is provided to the relevant institutions to enable improved access to justice and enhance the access to equitable public services, specifically for the most vulnerable people.

Women empowerment is at the core of UNDP’s initiatives. Incorporation of gender mainstreaming to all interventions is a priority for the effective governance development assistance.

The ongoing—and profound—uncertainties of the COVID-19 crisis create great challenges and impacting the implementation of the EG project/ programme. In addition, UNDP Moldova and the Effective Governance Cluster in particular is also plenary involved into the [COVID -19 Crisis Response](#).

EG Cluster has broadened its partnerships to include not only the central level public institutions, including line ministries, but also research institutions, CSOs, development partners, UN agencies etc. In this regard, projects of the EG Portfolio have been cooperating with the following key partners in achieving development results:

- Parliament
- Ministry of Internal Affairs
- Ministry of Defence
- Ministry of Health Labour, Social Protection
- National Anticorruption Centre (NAC)
- General Inspectorate of Police (GIP)
- Ministry of Finance/Customs Service
- People’s Advocate Office (Ombudsman)
- Equality Council
- National Bureau of Statistics
- National Administration of Penitentiary
- National Centre for Judicial Expertise
- National Institute of Justice
- National Legal Aid Council
- E-Government Agency (EGA)

- Public Services Agency (PSA)
- Central Electoral Commission (CEC)
- Centre of Continuous Electoral Training of the Republic of Moldova (CICDE)
- Development Agencies (US Embassy/INL, Sida, USAID, Danida, British Embassy/Good Governance Fund, EUD)
- CSOs (IRP, Invento, Positive Initiative, League of People living with HIV)
- UN Agencies (RCO, UN Women, OHCHR, UNFPA, UNAIDS)

The subject of this outcome evaluation will be the programs and projects implemented within the framework of Effective Governance Cluster, through the approaches mentioned previously, which can be summarized as below:

<b>Project Title</b>	<b>Main Partner(s)</b>	<b>Start / End</b>	<b>Total Budget</b>	<b>Donors</b>
<b>Curbing corruption by sustainable integrity in the Republic of Moldova</b>	National Anticorruption Centre, Ombudsperson's Office	Jan 2019 – Dec 2021	2,019,516	Norway
<b>Strengthening Parliamentary Governance in Moldova</b>	Parliament of Moldova	Jul 2016-Sept 2020	4,300,000	Sida
<b>Enhancing democracy in Moldova through inclusive and transparent elections</b>	Central Electoral Commission	Jul 2017 - Jul 2020	3,089,527	UK (DFID) Government of Moldova Netherlands USAID
<b>Technical Skills NHRIs (NIJ Project)</b>	Ombudsperson Office, Equality Council, National Institute of Justice	Jan 2015-Mar 2019	2,203,703	DANIDA
<b>Support Justice Sector Reform</b>	Ministry of Justice, National Centre of Forensic Expertise, General Prosecutor's Office, National Prison Administration	Apr 2011-Dec 2020	5,472,969	Government of Moldova, Italy, US/INL, UNDP

<b>Support Police Reform</b>	Ministry of Interior, General Police Inspectorate	Feb 2014- Mar 2020	1,130,000	US/INL Government of Moldova (GPI)
<b>Strengthening efficiency and access to justice in Moldova/ Access to Justice Project</b>	National Centre for Judicial Expertise, Police Forensic Centre, Centre for Legal Medicine, Ministry of Justice, Judiciary, Prosecution Offices, National Legal Aid Council, Police, Civil Society Organizations	Sep 2019-Dec 2022	2,800,000	Sida
<b>Support to Law Enforcement Reform in Moldova</b>	Ministry of Internal Affairs, General Police Inspectorate	2019-2021	1,740,000	US/INL
<b>Strengthening the National Statistical System</b>	National Bureau of Statistics, State Chancellery	2007 – 2019	1,742,642	UNDP, UN Women
<b>Social Innovation Hub</b>	e-Government Center	2014-2019	442,525	UNDP

In addition to assessing the overall result and development impact of the above-mentioned projects, this evaluation will also take into consideration the impact of these programs on gender equality.

## 2. EVALUATION PURPOSE

The purpose of this outcome-level mid-term evaluation is to find out how UNDP in Moldova has gone about supporting processes and building capacities that have, indeed, helped make a difference, and whether and to what extent the planned Outcome 1 of UNDAF has been or is being achieved as a result of UNDP’s work in the area of Effective Governance covering the period 2018-2020. The evaluation should serve as a means of quality assurance for UNDP interventions at the country level and contribute to learning at corporate, regional and country levels.

This mid-term evaluation will help the country office to understand whether the intended outcome is still relevant or need an update (to be incorporated in the next programme period), as well as the actual development change created by UNDP’s development assistance throughout the programme period for the selected outcome. UNDP will use this information for designing its activities as well as communicating to its present and future partners, including government agencies and donors.

Considering the implications of the COVID-19 crisis, the evaluation will provide recommendations for strengthening the Governance-related portfolio of projects through the recovery lenses, which will be used by UNDP CO to better respond to the crisis.

UNDP will incorporate the findings of the evaluation while preparing the new Country Programme Document. This evaluation is also expected to bring recommendations regarding partnership strategies and to help better understanding of the impact that the portfolio creates.

### **3. SCOPE OF WORK AND OBJECTIVES OF THE EVALUATION**

UNDP intends to undertake an independent evaluation to assess Effective Governance Pillar at the macro level covering the period 2018-2020. The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluators are expected to follow a participatory and consultative approach ensuring close engagement with relevant national counterparts including ministries, local authorities, civil society and related agencies. The evaluation needs to assess to what extent UNDP managed to mainstream gender and to strengthen the application of rights-based approaches in its interventions. In order to make excluded or disadvantaged groups visible, to the extent possible, data should be disaggregated by gender, age, disability, ethnicity, vulnerability and other relevant differences where possible. The evaluation should result in concrete and actionable recommendations for the proposed future programming.

Therefore, the outcome evaluation seeks to:

- Review the programmes and projects of UNDP contributing to the Effective Governance Cluster with a view to understand their relevance and contribution to national priorities for stock taking and lesson learning, and recommending mid-course corrections that may be required for enhancing effectiveness of UNDP's development assistance;
- Review the status of the outcome and the key factors that have affected (both positively and negatively, contributing and constraining) the outcome;
- Assess the extent to which UNDP outputs and implementation arrangements have been effective for building capacities of key institutions (the nature and extent of the contribution of key partners and the role and effectiveness of partnership strategies in the outcome);
- Review and assess the Programme's partnership with the government bodies, civil society and private sector and international organizations and how these have contributed to the achievement of the outcome
- Assess the extent to which UNDP outputs and implementation arrangements have been effective for strengthened linkages between the outcomes (the nature and extent of the contribution of key partners and the role and effectiveness of partnership strategies in the outcome) and across the outcomes of the CPD;
- Provide recommendations for future country programme in the outcomes of the Effective Governance Cluster and particularly for better linkages between them.
- Based on the social and economic impact evaluation of the COVID-19 crisis, propose Governance-related recovery actions which can increase the impact for development results.

As indicated above, Effective Governance Pillar contributes to the achievement of Outcome 1 of UNDAF: The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions. UNDP reports against the following Outcome 1 indicators:

- % of people who trust in governance institutions (Parliament, Government, Justice) by sex and urban/rural status
- Households and businesses facing corruption in the last 12 months, % of the interviewed
- Proportion of women and men elected/appointed in the Parliament, Government cabinet and local public authorities (LPAs)
- Proportion of sustainable development indicators produced at the national level with full disaggregation relevant to the national target
- Reduced discrimination (non-acceptance) of social groups vulnerable to discrimination

#### **4. METHODOLOGY AND APPROACH**

The methodology described in this section is UNDP's suggestion that will likely yield the most reliable and valid answers to the evaluation questions. Additional overall guidance on evaluation methodology can be found in the [UNDP Evaluation Guidelines](#). The final decisions about the specific design and methods for evaluation should emerge from consultations among UNDP, the evaluator, and key stakeholders.

The outcome evaluation will be carried out through a wide range of participation of all relevant stakeholders, entailing a combination of comprehensive desk reviews, analysis and interviews. While interviews are a key instrument, all analysis must be based on observed facts, evidence and data. Findings should be specific, disaggregated (by sex, age and location) concise and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

The evaluation will engage a broad range of key stakeholders and beneficiaries, including government officials, donors, civil society organizations including some women's organizations where programmes or advisory support were provided, and UNDP staff, etc.

#### **EVALUATION CRITERIA AND KEY GUIDING QUESTIONS**

The evaluation will use the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, as defined and explained in the UNDP Evaluation Guidelines<sup>2</sup>. The final report should comply with the UNEG Quality Checklist for Evaluation Reports.<sup>3</sup>

Concerning evaluation objectives, the evaluation should be able to:

Assess the effectiveness and relevance of the UNDP's programme to meet the development priorities of the Government of Moldova in the field of effective governance;

Provide concrete and actionable recommendations (strategic and operational) for the formulation of new programme and project strategies;

Assess the programme implementation approach (operational procedures, structure, monitoring, control and evaluation procedures, financial and technical planning, project modality/structures) and their influence on the programme effectiveness.

The evaluation shall assess the following for each outcome in the 2018-2020 programming cycle in this portfolio:

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<sup>2</sup> [UNDP Evaluation Guidelines](#)

<sup>3</sup> [UNEG Quality Checklist for Evaluation Reports](#)

**Relevance:** The evaluator will assess the degree to which UNDP considers the local context and problems. The evaluator will assess the extent to which the UNDP's objectives are consistent with national and local policies and the needs of intended beneficiaries (including connections to SDGs, government strategies and activities of other organizations). Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- To what extent is UNDP support relevant to the country's current development objectives, Sustainable Development Goals, as well as its sectoral programs of relevant line ministries?
- How did the Effective Governance portfolio promote the principles of inclusiveness, gender equality, human rights- based approach, innovation and conflict sensitivity?
- To what extent is program and project design relevant in addressing the identified priority needs in CPD 2018 – 2022?
- To what extent UNDP's outcome-level results are relevant to and consistent with the national priorities?
- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome?
- Is the current set of indicators, both outcome and output indicators, effective in informing the progress made towards the outcomes? If not, what indicators should be used?
- Which programme areas, considering also the impact of the COVID-19 crisis, are the most relevant and strategic for UNDP going forward? What adjustments are needed for the Governance area to stay relevant?

**Effectiveness:** The evaluator will assess the extent to which UNDP contributed to the achievement of Outcome 1 as described above. In evaluating effectiveness, it is useful to consider: 1) if the planning activities are coherent with the overall objectives and project purpose; 2) the analysis of principal factors influencing the achievement or non-achievement of the objectives. Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- What has been the progress towards the achievement of the targets in the Outcome 1?
- To what extent has progress been made towards outcome achievement? What has been UNDP's contribution to change?
- What have been the key results and changes? How has delivery of outputs led to outcome level progress? Are there any unexpected outcomes being achieved beyond the planned outcome?
- To what extent has UNDP succeeded in national partners' capacity development, advocacy on governance, justice and human rights issues including sustainable development goals?
- To what extent has UNDP succeeded in building partnership with civil society and Partners and Stakeholders?
- To what extent has the results at the outcome and outputs levels have benefitted women and men equitably and to what extent have marginalised groups benefited?
- What are the main factors (positive and negative) that have/are affecting the achievement of the outcome? How have these factors limited or facilitated progress towards the outcome?

**Efficiency:** The evaluator will assess how economically resources or inputs have been converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- How much time, resources and effort it takes to manage the EG Cluster, what could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the Cluster?



- To what extent did monitoring systems provide data that allowed the programme to learn and adjust implementation accordingly?
- To what extent were partnership modalities conducive to the delivery of outputs? What have been roles, engagement and coordination among the stakeholders? Have UNDP succeeded in building synergies and leveraging with other programs and development agencies in the Country, including UNCT programming and implementation?
- To what extent has UNDP managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes? What are the possible areas of partnerships with other national institutions, NGOs, UN Agencies, private sector and development partners?
- How did UNDP promote gender equality, human rights and human development in the delivery of outputs?
- Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results?

**Sustainability:** The evaluator will assess what extent intervention benefits will continue even after the external development assistance is concluded and the principal factors influencing the achievement or non-achievement of the interventions' sustainability.

- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (e.g. systems, structures and staff)?
- To what extent do the UNDP established mechanisms ensure sustainability of the policymaking interventions?
- To what extent has engagement in triangular and South-South Cooperation and knowledge management contributed to the sustainability of the programme?
- How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?
- How strong is the level of ownership of the results by the relevant government entities and other stakeholders, specifically in the post-COVID-19 crisis?

Considering the constraints imposed by the COVID-19 crisis, we will be following the 'no harm' principle, and the safety of staff, consultants, stakeholders and communities is paramount and the primary concern of all.

Travel to and in the country has been also restricted since March 2020. As the epidemiological situation in the country is still complex and travel restrictions are on, the evaluation will be mainly conducted remotely. Thus, the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Effective Governance Cluster Lead / Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. The International consultant will work remotely with the national evaluator support in the field, if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

Considering the above, UNDP suggests the evaluation to rely on:

- **Extended desk review** – the evaluator will collect and review all relevant documentation, including the following:
  1. The Partnership Framework for Sustainable Development 2018–2022 (UNDAF);
  2. UNDP Country Programme Document;
  3. UNDP web site;
  4. Results Oriented Annual Reports (ROAR);
  5. Financial overview of projects (excel sheet);
  6. Presentation: overview of the programme;
  7. Previous Outcome Evaluation Report;
  8. Project evaluations and project donor reports;
  9. Relevant government publications
  10. Socio-economic impact assessment
  11. UN Response Plan to COVID19
  
- **Remote activities**, in case travel will not be possible (including for data collection, i.e. remote interviews, pre-interview surveys, evaluation questionnaires, etc.) as follows:
  1. **Semi-structured interviews with stakeholders** who have work with UNDP in the field of effective governance. The evaluator is expected to follow a collaborative and participatory approach ensuring close engagement with UNDP staff (senior management, Country Office level, Project level) government counterparts, donors, beneficiary groups, UN Agencies working to contribute to the same outcome, and other key stakeholders. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
  2. **Briefing and debriefing sessions** with UNDP staff and management.

It is expected that the evaluation expert will work closely with the Cluster lead of UNDP Moldova Effective Governance Cluster.

The evaluator will provide a complete evaluation methodology to UNDP as part of the evaluation inception report which will also include detailed plan for this assignment.

## 5. DELIVERABLES

The evaluators are expected to deliver the following products:

- **Evaluation inception report**,<sup>4</sup> comprising not more than 10 pages plus annexes. The inception report should be prepared by the evaluators before going into the full-fledged evaluation exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the programme unit and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any

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<sup>4</sup> The content of the Inception Report shall be align to the [UNDP Evaluation Guidelines, Section 4 – Evaluation Implementation](#)

misunderstanding at the outset. The programme unit and key stakeholders in the evaluation should review the inception report to ensure that the evaluation meets the required quality criteria;

- **Draft evaluation report**, comprising not more than 40-50 pages plus annexes, with an executive summary of not more than 3 pages describing key findings and recommendations. The EG Cluster team and DRR should review the draft evaluation report to ensure that the evaluation meets the required quality criteria;
- **Evaluation report audit trail** – comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how the comments have been addressed;
- **Final evaluation report** – the evaluators will ensure that the report, to the extent possible, complies with the [UNEG Quality Checklist for Evaluation Reports](#);
- **Evaluation brief and a power point presentation** for UNDP management and/or other stakeholders.

The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. The report should be in line with [UNDP Evaluation Guidelines](#) and should, as a minimum, include the following:

- Title and opening pages
- Outcome and evaluation information details
- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation approach and methods
  - Data sources, data collection procedures and instruments
  - Data analysis
  - Major limitations of the methodology (including steps taken to mitigate them)
- Analysis of the situation with regard to the outcome, the outputs and the partnership strategy
- Analysis of opportunities to provide guidance for the future programming
- Key findings
- Conclusions
- Recommendations
- Lessons learned
- Annexes including list of people met

## 6. TIME FRAME FOR THE EVALUATION PROCESS

The overall duration of the tasks covered by this ToR has been estimated not to exceed 30 working days, including related deskwork, interviews, meetings, report drafting and presentation, to be delivered during September-December 2020. The following table provides an indicative breakout for activities and delivery:

Activity	Deliverable	Tentative date of completion	Responsible party
<ul style="list-style-type: none"> <li>• Briefing of evaluators/sharing relevant documents</li> <li>• Desk review and list of reviewed documents</li> </ul>	Evaluation Inception Report (not more than 10 pages plus annexes).	30 September 2020	UNDP, Evaluation team

<ul style="list-style-type: none"> <li>• Preparing a detailed inception report and work plan</li> <li>• Comments and approval of inception report</li> </ul>			
<ul style="list-style-type: none"> <li>• Meetings/interviews with stakeholders</li> <li>• Data collection</li> <li>• Preparation of draft evaluation report</li> <li>• Debriefing with UNDP</li> </ul>	Draft Evaluation Report (maximum 40 pages plus annexes), with an executive summary of not more than 3 pages describing key findings and recommendations.	30 October 2020	UNDP, Evaluation team
<ul style="list-style-type: none"> <li>• Incorporating feedback on draft evaluation report</li> <li>• Finalization of the evaluation report</li> <li>• Submission of the final report</li> </ul>	Evaluation brief and an on-line presentation for UNDP management Final Evaluation Report	15 November 2020	Evaluation team
<b>Total Number of Working Days</b>		<b>30 days</b>	

Number of days to be invested for each deliverable may change but the total number of days worked by the individual contractors cannot exceed 30 days for this assignment (i.e. for submission of the deliverables) as defined in the ToR.

In line with the UNDP's financial regulations, when determined by the UNDP Moldova Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.

Due to the current COVID-19 situation in the country and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

**Reporting Language:** The reporting language shall be English.

## 7. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP Moldova Country Office, Effective Governance Cluster. UNDP will establish the first contacts with the government partners and project staff. The expert will then set up his/her own meetings and conduct his/her own methodology upon approval of the methodology submitted in the inception report.

UNDP has full ownership of the activity and of its final product. Thus, any public mention (including through social media) about the activity should state clearly that ownership. In addition, any public appearance or related published work related to the activity should be coordinated and approved by UNDP in advance. Any visibility material or product produced for this assignment must be in the name of UNDP.

**Responsibilities of the evaluator:**

- The consultants should have the needed skills to carry out the assignment. The evaluation will be fully independent, the consultants will retain enough flexibility to determine the best approach in collecting and analyzing data for the outcome evaluation;
- Responsible of all logistics while conducting the online interviews and meetings with relevant stakeholders in Moldova;
- Responsible for the follow-up on attaining all documents and reports as needed.

**Responsibilities of UNDP:**

- Shall provide all relevant background documents available;
- Will facilitate the evaluation process and will assist in connecting the evaluator with the senior management, and relevant key stakeholders;
- Will support the implementation of remote/virtual meetings and will provide the evaluation team with an updated stakeholder list with contact details (phone and email).

UNDP is not required to provide any physical facility for the work of the evaluation team. However, depending to the availability of physical facilities (e.g. working space, printer connection, telephone lines, internet connection, etc.), such facilities may be provided to the evaluation team.

**8. EVALUATION ETHICS**

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

**9. COMPOSITION OF THE EVALUATION TEAM**

The International Consultant will be assisted by a National Consultant in fulfilling the assignment. Members of the evaluation team must be independent from any organizations that have been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation or should not have participated in the design, implementation, and decision-making of the UNDP interventions contributing to this outcome.

The proposed distribution of duties and responsibilities:

**International Consultant**

- Lead the evaluation and assume overall responsibility for its quality and timeliness;
- Desk review of documents, development of draft methodology, detailed work plan and Evaluation outline;
- Briefing with UNDP CO, agreement on the methodology, scope and outline of the Evaluation report;

- Participate in interviews with project implementing partners, relevant government bodies, NGO, independent experts, beneficiaries and donor representatives;
- Elaborate a summary of key findings based on interviews performed; debriefing with UNDP;
- Development and submission of the first Evaluation report draft. The draft will be shared with the UNDP CO, and key project stakeholders for review and commenting;
- Finalization and submission of the final Evaluation report through incorporating suggestions received on the draft report;
- Supervision and guidance to the work of the national expert (during entire evaluation period).

### **National Consultant**

- Collection of background materials upon request by International Consultant;
- Provision of important inputs in developing methodology, work plan and Evaluation report outlines upon request by International Consultant;
- Assistance to the International Consultant in desk review of materials;
- In cooperation with the International consultant, development of the mission agenda
- Setting-up and conducting interviews with relevant stakeholders, provision of interpretation in communication with beneficiaries when required;
- Provision of support to the International Consultant in the elaboration of a summary matrix of the project implementation key findings based on interviews performed;
- Participation in briefing with UNDP and project implementing partners;
- Assistance to the International Consultant in developing the first draft of the Evaluation report. The draft will be shared with the UNDP CO, and key project stakeholders for review and commenting;
- Assistance to the International Consultant in finalization of the Final Evaluation Report.

### **10. GUIDING DOCUMENTS**

The evaluation should be based on UNDP's evaluation policy and other supporting documents, including but not limited to the below:

- [UNDP Evaluation Guidelines, 2019](#)
- [UNDP Evaluation Guidelines - Covid-19](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG 'Ethical Guidelines for Evaluation'](#)
- [Republic of Moldova–United Nations Partnership Framework for Sustainable Development 2018–2022](#)
- [UNDP Country Programme Document \(CPD\) 2018 – 2022](#)
- [UNDP Moldova Effective Governance Portfolio](#)