

ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP's contributions to national development priorities, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP was able to adapt to the crisis and support country's preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

This is the second ICPE for Moldova, with the previous one conducted in 2012. The evaluation will be conducted in 2021 towards the end of the current UNDP programme cycle (2018-2022), with a view to contributing to the preparation of UNDP's new programme starting from 2023. The ICPE will be conducted in close collaboration with the Government of Moldova and UNDP Regional Bureau for Europe and the CIS.

NATIONAL CONTEXT

The Republic of Moldova, hereinafter referred to as Moldova, is a landlocked low middle-income country with unstable economic performance but with good progress in human development. Over the years Moldova has seen a decline in its population (of 10.73% since 1992) and stand at 2.68 million (NBS, 2020). Moldova's GDP growth rate pattern has also been relatively unstable, falling from 7.5% in 2005 to 3.58% in 2019 with at least three instances of negative growth rates in the same period.

Despite overall weak economic performance, the well-being of Moldavians has shown improvement over the recent years. Poverty decreased from 73.9% in 2005 to 12.8% in 2018 at a 5.5 USD per day (2011 PPP)

¹ World Bank data 2020, See: <https://data.worldbank.org/indicator/SI.POV.UMIC?locations=MD>

poverty line threshold.² Similarly, income inequality has declined, with the Gini coefficient decreasing from 0.36 in 2000 to 0.25 in 2018.³ Unfortunately, the COVID-19 crisis is reversing some of these recent positive trends. The recent [UNDP/UNFPA Socio-economic Impact assessment of COVID-19](#) reveals the triple hit of the pandemic on the economic status, including the devastating impact on poor and vulnerable groups, health and education spheres. Moldova is in the high human development category, with its human development index (HDI) increasing from 0.643 in 2000 to 0.75 in 2019, ranking the country 90th over 189 countries.⁴

Moldova has made significant legislative progress in governance, human rights, and gender equality, but implementation is still lagging. Several laws have been enacted in the past three years in the area of public administration and justice including the 2021-2024 Strategy on 'Ensuring Independence and Integrity of the Justice Sector (Nov 2020), however, slow implementation of reforms continues to affect the performance of the judicial system. In 2018, Moldova ranked 132 out of 140 countries in the 2019 Global Competitiveness Report of the World Economic Forum regarding the judicial system's independence from the Government.⁵

Women's political empowerment in the country remains weak. According to the WEF global gender gap index, there is nearly a 75% gap in ensuring female representation in decision-making positions.⁶ The 2019 parliamentary election has seen political parties' general compliance with the 40% gender quota requirement, however, only 19% of women registered on the national list were in top ten positions. A legal amendment was adopted in 2019 to bolster women's representation to about 40% in the next parliamentary and local elections.

Moldova is carbon and energy-intensive economy. Total energy consumption is twice the European Union average, most of which is imported, posing a significant energy security risk.⁷ There is, however, a national commitment to greening the energy sector. The country has adopted a new law transposing the EU Energy Efficiency Directive and set up the Energy Efficiency Agency.⁸ Also, the national energy regulatory agency continues to strengthen its functional and financial independence.⁹ The country has weak environmental governance and progress in recent years has been limited at legislative and institutional levels. Moldova has considerably advanced in waste management policy and legislation development, however implementation is lagging behind.

Moldova has good progress in setting and updating of GHG emission targets and improving national capacities on climate action. In 2020 the country submitted its second NDC and initiated a national adaptation planning process. It has signed the Paris Agreement and has made legislative progress through the low emissions development strategy until 2030. However, despite being a significant risk for Moldova climate change mainstreaming in all policy-making areas remain a challenge.

² World Bank Data 2020, see: <http://hdr.undp.org/en/countries/profiles/MDA#>

³ UNDP, HDR 2020, See: <http://hdr.undp.org/en/indicators/137506#>

⁴ See: http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

⁵ See: http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

⁶ IEA, Moldova Energy Profile, 2020, See: <https://www.iea.org/reports/moldova-energy-profile>

⁷ EEAS, Association Implementation Report on Moldova 2019, see: https://eeas.europa.eu/delegations/moldova/67202/association-implementation-report-moldova_en

⁸ EEAS, Association Implementation Report on Moldova 2019, see: https://eeas.europa.eu/delegations/moldova/67202/association-implementation-report-moldova_en

UNDP PROGRAMME IN MOLDOVA

UNDP began its operations in Moldova in October 1992 and since has worked closely with the Government of Moldova and its development partners to promote human development. Moldova has gone through a series of complex political, social and economic challenges in the past three decades, including debilitating natural disasters that have adversely affected people's lives in recent years. With its strong interest in joining the European Union, the Government has launched rigorous public administration reforms to strengthen its ability to address national challenges.

The current UNDP country programme in Moldova is aligned with the Government's National Development Strategy 2020 and vision Moldova 2030, and contributes to the United Nations Partnership Framework for Sustainable Development (UNPFSD 2018-2022). It is focused around three key pillars/ outcome areas: governance, human rights and gender equality (outcome 1); sustainable and inclusive growth (outcome 2); and climate change, energy and environment (outcome 3).

Governance, human rights and gender equality: UNDPs work within this pillar contributes to SDGs 5, 10 and 16 and focuses in supporting the country's reform agenda on public administration and sectoral reforms to enhance institutional integrity and transparency and strengthening the capacity of the government, the parliament and local representative bodies to enable them to address the needs of those underrepresented in decision-making, such as women, youth, persons with disabilities and ethnic minorities to ensure their voices are heard. It has focussed on promoting ICT, innovation, business process re-engineering and data-informed policymaking to strengthen the foundations for effective and accessible public service delivery. Through its partnerships with the government, development partners and CSOs, UNDP works on mainstreaming gender equality and promoting women participation in decision-making and focuses on strengthening the rule of law, promoting human rights and expanding public participation in policy development, implementation and service delivery.¹⁰

Sustainable and inclusive growth: Contributing to SDGs 1, 4, 5, 8, 9, 10, 11 and 16, UNDP work under this pillar focuses on sustainable growth, promoting inclusive and green jobs, integrity-based business development and accountable, efficient and inclusive service provision and above all equal and equitable access to economic opportunities. It has worked on strengthening policies for inclusion of vulnerable groups and promoting women's access to entrepreneurship support schemes. In order to enhance accessibility of affordable local public services UNDPs work focuses on strengthening local government capacities to engage targeted groups and community members in the planning, delivery and monitoring of services.

Climate change, environment and energy: UNDP interventions under this pillar address SDGs 5, 8, 11, 12, 13, 15 and 16 and focus on advancing low-carbon and climate-resilient, risk-informed development by building up institutional, legal and individual capacities to respond to climate-related and human-made disasters in line with Paris Agreement commitments. Through targeted interventions in waste, medical and chemical management, UNDP supports public institutions to meet international standards for hazardous waste management. Another key area of UNDPs programme in the country explores the mitigation potential through promotion of renewable energy solutions, energy efficiency measures and supporting the reform and modernization of environmental management systems in line with EU standards and at the same time contributing to sustainable growth and job creation.¹¹

¹⁰ UNDP Moldova CPD (2018-2022) and UNDP ATLAS project portfolio (22 Jan 2021)

¹¹ UNDP Moldova CPD (2018-2022) and UNDP ATLAS project portfolio (22 Jan 2021)

The UNPFSD and UNDP country programme outputs and indicative resources against these three pillars are summarized in table 1 below.

Table 1: United Nations Partnership Framework for Sustainable Development and UNDP Country Programme Outputs and indicative resources (2018-2022)			
United Nations Partnership for Development Framework and UNDP country programme outcomes and outputs	Planned resources (US\$ millions) (2018-2022)	Budget (US\$ million) 2018-2020	Expenditure (US\$ million) 2018-2020
<p>Outcome 1: The people of Moldova, especially 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</p> <p><i>Output 1.1: Enhanced legislative, oversight & representation functions of Parliament responsive to the needs of the underrepresented and marginalized groups through the meaningful engagement of the latest</i></p> <p><i>Output 1.2: Responsive, evidence-based, human rights- and gender-mainstreamed policies and transparent, high- integrity institutions</i></p> <p><i>Output 1.3: Enhanced representation of women in decision making positions, with focus on Roma21 and young women</i></p> <p><i>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</i></p>	Regular: 0.9 Other: 25.6	26.4	23.7
Total outcome 1	26.5	26.4	23.7
<p>Outcome 2: The people of Moldova, especially most vulnerable, have access to enhanced livelihood opportunities, decent work and productive employment, generated by sustainable, inclusive and equitable economic growth</p> <p><i>Output 2.1: Public institutions and private entities have improved capacities to design and implement innovative policies for inclusive, resilient economic growth</i></p> <p><i>Output 2.2: Women, youth and people from regions with special status benefit from better skills, access to resources and sustainable jobs and livelihoods</i></p> <p><i>Output 2.3: Improved local public services and upgraded infrastructure to enhance accessibility to and boost resilient local economic development, including in regions with special status and across the conflict divide</i></p>	Regular: 1.0 Other: 32.8	26.1	21.6
Total outcome 2	33.8	26.1	21.6
<p>Outcome 3: The people of Moldova, especially most vulnerable, benefit from enhanced environmental governance, energy security, sustainable management of natural resources, and climate and disaster resilient development</p> <p><i>Output 3.1: Enhanced use of renewables and advanced energy efficiency</i></p> <p><i>Output 3.2: Improved national capacities for environmentally sound management practices in ecosystems, waste and chemicals</i></p> <p><i>Output 3.3: National and sub-national governments have improved capacities to integrate resilience to climate change and disasters into development plans and practices to reduce population's vulnerability</i></p>	Regular: 0.85 Other: 40.5	7.2	4.3
Total outcome 3	41.35	7.3	4.3
Grand total	101.65	60.24	50.18*

Source: UNDP Moldova Country Programme Document 2018-2022 and ATLAS extraction (29 Dec 2020)

**Total USD 0.48 million of budget and USD 0.47 million of expenditure not allocated to any of the three outcome areas.*

Main donors contributing to the UNDP programme in the country are the European Commission (36% of programme expenditure), the Government of Moldova (22%), Swiss Agency for Development and Cooperation (9%) and the Swedish International Development Cooperation (8%). Other key donors contributing to programme expenditure to date include the US Bureau of International Narcotics and Law Enforcement Affairs, UNDP, Global Environmental Fund, USAID, Government of Norway, ADA and the private sector.

SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2018-2022) while taking into account interventions which may have started in the previous programme cycle (2013-2017) but continued or concluded in the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The scope of the ICPE will include the entirety of UNDPs activities in the country and will therefore cover interventions funded by all sources, including core UNDP resources, donor funds, government funds, joint funds etc. Efforts will also be made to capture the role and contribution of UNV, UNCDF, if any, through undertaking joint work with UNDP.

KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹² The ICPE will address the following four main evaluation questions.¹⁴ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To that extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to good governance, poverty reduction and sustainable human development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context in Moldova and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analysed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to

¹² <http://www.uneval.org/document/detail/1914>

the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

Evaluation question 3 will examine UNDP's support to COVID-19 preparedness, response and recovery at the Country level. This will include an assessment of the relevance and effectiveness of the support to the needs of partner countries; its alignment with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs; and its effectiveness in preventing loss of lives and livelihoods and protecting longer-term social and economic development. The analysis will also explore the extent to which UNDP's funding decisions were informed by evidence, needs and risk analysis and dialogue with partners, the efficient use of resources and how the support has contributed to the development of social, economic and health systems that are equitable, resilient and sustainable.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of overall results in the country will be examined in response to evaluation question 4. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan,¹³ as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to the integration of gender equality and women's empowerment in the design and implementation of the CPD.

Among the three key CPD Outcomes which will be reviewed as planned, to the extent possible, the evaluation team will assess UNDP efforts towards strengthening the environment for civic engagement and poverty reduction in Moldova.

APPROACH AND METHODOLOGY

Assessment of existing data and data collection constraints: The assessment indicates that there were 6 decentralized project evaluations undertaken during the CPD since 2018. The CO is currently undertaking three outcome evaluations which will be completed in the first quarter of 2021. All these decentralized evaluations will serve as important inputs into the ICPE. In addition, all project documentation, progress reports, annual reports and self-reported assessment will be taken into consideration.

With respect to indicators, the four CPD outcomes are supported by 14 outcome indicators and 10 outputs supported by 28 output indicators most of them accompanied with baselines and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are not always clearly identified and, in many cases, the evaluation's ability to measure progress against these indicators will depend on national statistics.

It is also important to note that UNDP projects that contribute to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

¹³ These principles include national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate.

The evaluation team will also undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered. The ICPE will cover all outcome areas. The coverage will include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.

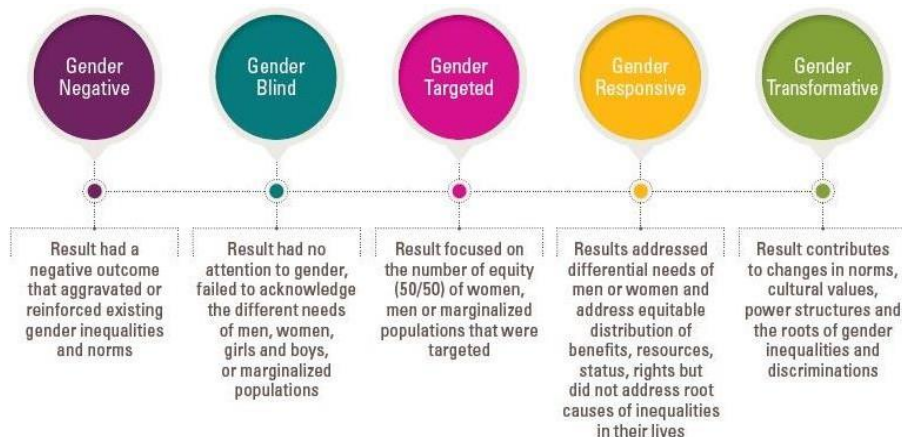
If the travel restrictions imposed by COVID continue, the stakeholder interviews and field missions will be conducted virtually, including with the help of national level consultants or institutions.

The evaluation team will undertake an extensive review of documents. IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Moldova programmes and operations. The level of sustainability of the high gender standards achieved and confirmed by the Office's certification with the Gold Gender Equality Seal in 2017 will be assessed. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker¹⁴¹⁵ in the portfolio analyses by outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see figure below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

¹⁴ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).



Validation: The evaluation will triangulate information collected from different sources and/or by different methods to enhance the validity of findings.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

ICPE rating system: Based on the rating system piloted by IEO under its Independent Country Programme Review (ICPR) model and the lessons learned from its application, IEO is currently developing a rating system for ICPEs which will be applied on a pilot basis to the ICPEs in 2021. Ratings will be applied to CPD Outputs and Outcomes, where 'Outputs' will be rated against UNDP country programme's progress/ achievement towards each of the planned outputs and 'Outcomes' will be rated against UNDPs contribution to CPD Outcome/ UNSDCF outcome goals.

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Moldova Country Office, the Regional Bureau for Europe and the CIS and the Government of Moldova. IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Moldova: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). If travel is not possible due to COVID pandemic, the CO will support IEO to coordinate these virtually. To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The country office will jointly organize the final

stakeholder meeting, ensuring participation of key government counterparts, through a videoconference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Europe and the CIS (RBEC): RBEC will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports. The LE will be backstopped by another evaluator also from the IEO.
- **Consultant(s)/ national research institution/ think tanks:** IEO will recruit one international and one national consultant and also explore the possibility of engaging with a national research institution/ think tank who will support the ICPE and be responsible for their designated outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report.
- **Research Analyst:** An IEO research analyst will provide background research and will support the portfolio analysis.

EVALUATION PROCESS

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues in a detailed evaluation design matrix. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Data collection. During this phase, the evaluation team will engage in data collection activities. Given the current travel limitations due to COVID most of the data collections and interviews will be undertaken virtually. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries during this stage. To supplement the virtual data collection, the ICPE team will include a national consultant and also explore the possibility of engaging with a national research institution/ think tank to support the support the ICPE.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and its external reviewers. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Europe and the CIS for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Moldova country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The Moldova country office and the Government of Moldova will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website¹⁶ as well as in the Evaluation Resource Centre. The Regional Bureau for Europe and the CIS will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.¹⁷

TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively¹⁸ as follows in Table 3:

¹⁶ web.undp.org/evaluation

¹⁷ erc.undp.org

¹⁸ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Table 3: Tentative timeframe for the ICPE process		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE/ALE	Jan 2021
Selection of consultant team members	LE/ALE	Feb 2021
Phase 2: Desk analysis		
Advance questionnaires to the CO	LE/ALE/CO	Feb-Mar 2021
Preliminary desk review of reference material	Evaluation team	Feb-Apr 2021
Preliminary country analysis paper	Consultants	May 2021
Phase 3: Data collection		
Evaluation data collection, stakeholder interviews, field visits, etc.	LE/ALE/Consultant(s)	May-Jun 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of final Outcome Analysis Papers	LE/ALE/Consultant(s)	Jun-July 2021
Synthesis and report writing	LE/ALE/Consultant(s)	July-Aug 2021
Validation mission in case of virtual field mission (optional, if needed) and CO preliminary de-brief	LE/ALE/Consultant(s)	Aug-Sep 2021
Zero draft for internal IOE clearance/IEAP comments	LE/ALE	Aug-Sep 2021
First draft to CO/RBEC for comments	LE/ALE/CO/RBEC	Sep 2021
Second draft shared with the Government and national stakeholders	LE/ALE/CO/GOV	Oct 2021
Draft management response	CO	Oct 2021
Stakeholder workshop via videoconference	IEO/CO/RBEC	Nov-Dec 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	Jan 2022
Final report and evaluation brief	IEO	Jan-Feb 2022
Dissemination of the final report	IEO	Feb 2022