

United Nations Development Programme



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Terms of Reference

Job Title: International Consultant (Team Leader) to undertake the Final Evaluation of the ADA/UNDP Project

Project name: “Promotion of climate change and disaster risk reduction solutions in the water and civil protection sectors for enhanced rural resilience”/CC&DRR;

Duty station: Home-based

Contract type & Duration: Individual Contract, 20 working days, February - March 2022

Reporting to: CC&DRR Project Manager and UNDP EEC Cluster lead

1. Context and background

Considering its economic structure and geographic features, Moldova is highly vulnerable to climate change and is exposed to disasters due to hydrometeorological phenomena and natural hazards. While drought and floods are among top hydro-meteorological hazards caused by extreme weather and climate events, due to the current and projected abnormal high temperatures leading to water scarcity, the incidence of forest fires is increasingly posing a threat to natural ecosystems, the agricultural system, and human settlements.

Such high exposure is due to the country's dependence on rain-fed agricultural production, which is tied to climate, making it the most vulnerable of all economic sectors. This is primarily due to the shortage of water for agricultural needs and limited resources and capacities to plan and put in place water storage facilities for irrigation needs in rural communities of Moldova, especially, since climate projections show larger rainfall events in the future, which could supply such facilities.

Climate scenarios also indicate the country is strongly trending towards becoming more arid. Unfortunately, rural communities experience a capacity deficit in terms of fire prevention, preparedness, and timely response, mainly due to the liquidation of over 400 equipped and capacitated firefighting units. It resulted in increased response time and lower awareness of fire risks by the rural population, subsequently leading to considerable increase in loss of life, property, and affected ecosystems. It is widely accepted that rural women are disproportionately affected by fires due to them being mostly engaged in cooking in unsafe cook stoves and collection of firewood in ecosystems that might be at high risk of fires.

Against this background, the CC&DRR project aims to increase resilience and adaptive capacities of rural communities to climate change and disasters through improved water storage infrastructures and disasters risk reduction measures. The project is supporting implementation of climate-smart water management solutions for agriculture, flood management, fire prevention and expansion of community-based rescue/firefighting teams in rural communities of Moldova with the purpose of reducing the exposure and vulnerability of the rural communities to climate change and disaster risks.

The project duration is December 01, 2018 – March 31, 2022 and is being implemented by UNDP with financial assistance provided by the Austrian Development Agency (ADA) with funds of Austrian Development Cooperation, Ministry of External Affairs of Estonia and with contributions from Local Public Authorities.

The project outcome, outputs and major activities are as follows:

Expected outcome: strengthened local policies, capacities and infrastructure which enables climate and disaster resilient development at the community level.

The project activities are clustered around 2 major outputs intended to produce impact in 5 districts of Moldova, in the Central (Hincesti, Criuleni and Ungheni districts) and Southern (Leova and Cantemir) regions.

Output 1 – Adaptation interventions in the water sector for agricultural purposes and flood management demonstrated and local climate change related policy frameworks in place in a selected number of districts;

Under the first output 2 major activities are implemented:

1.1. Mainstream climate change adaptation and disaster risk management priorities into local development planning frameworks in a participatory and gender-sensitive manner with intention to widely involve various stakeholders ranging from private sector to vulnerable groups (out of which 50% will be women) into policy and decision-making over priorities that affect their well-being; and

1.2. Pilot water storage infrastructures in 5 districts of the country to enhance adaptation to climate change in the water and agricultural sectors by supporting with grants at least 15 farmers, including women, to put in place climate-smart water systems, such as for instance, water storage basins.

Output 2 – Community-led climate and disaster management capacities improved for risk reduction, prevention and timely response;

Under the second output 2 major activities are implemented:

2.1 Establish Community-based rescue and firefighting brigades in the most vulnerable and risk exposed districts of the country which are seen as an instrument for resilient community development that will cover up to 10-20 km radius with maximum intervention time of 15 minutes; and

2.2 Conduct capacity development for climate and disaster response local teams and raise awareness towards building a culture of safer living in order to ensure that the performance of the climate and disaster response local teams in the target communities is exercised at its full capacity and that the local population have an enhanced understanding of the response patterns in case of disasters.

2. Purpose and objectives of the evaluation

Purpose:

The purpose of this assignment is to assess and present the achievements of project results, conclusions and lesson learned including appropriate recommendations for effective implementation of future interventions that can be further integrated into UNDP Moldova Environmental portfolio to move the adaptation process forward thus, the final evaluation will serve as both learning and steering purpose.

The objective of the final evaluation:

The objective of this assignment is to conduct an evaluation of the overall project progress against the outcome, outputs and indicators of achievement as mandated by the project donor (ADA) and stipulated in the project document / logical framework matrix in line with [Guidelines for Project Evaluations of ADA](#) and [UNDP's Evaluation Guidelines](#).

Emphasis should be put on their coherence to the stated deliverables and whether these produced the intended impact.

The evaluation shall be done against 4 selected OECD DAC Evaluation Criteria that should establish the relevance, efficiency, effectiveness, and sustainability of the project. The evaluation should also reflect the degree to which cross-cutting issues such as environmental sustainability, gender equality, human rights and social standards were addressed during project design and implementation.

The evaluation will also seek to identify the constraints encountered by the project regarding project design, implementation, monitoring, and adaptive management and analyze lessons learned and best practices pertaining to the strategies employed, and implementation arrangements. The evaluation should provide relevant recommendations which may be utilized to inform future programming.

Furthermore, the evaluation will explore the partnership opportunities harnessed by the project to drive the adaptation agenda of the country. The evaluation should provide recommendations for the eventual next phase of the project based on the findings of the evaluation process but also based on the results of the on-the-ground interventions. While reflecting on the replicability of the project interventions, indication of how these could contribute to the Paris Agreement and NDC implementation will be provided.

3. Scope

The evaluation will cover the assessment of the key activities that have been implemented in the frame of the project.

Timing: The evaluation should cover the entire implementation period of the Project, i.e., December 01, 2018 – March 31, 2022.

Geographical area to be covered: The assessment must cover the target communities from five districts: Hincesti, Ungheni, Cantemir, Leova and Criuleni districts.

Thematic focus to be covered by the evaluation: climate change adaptation measures and local capacity development for disaster reliance development in the target communities.

Evaluation criteria: Four (4) selected OECD/DAC evaluation criteria, i.e., Relevance, Efficiency, Effectiveness, and Sustainability.

In addition to assessing the relevance, effectiveness, efficiency and sustainability of the project, the evaluation will determine the extent to which the project is contributing to address the cross-cutting issues of gender equality, environmental sustainability, human rights and social standards.

4. Evaluation Questions

To support the analysis the following indicative questions are proposed:

Relevance

- To what extent are the objectives of the project still valid for the partner country, the partner organization, and the beneficiaries? How do these contribute to the climate change adaptation agenda and priorities in the context of the Paris Agreement and assumed NDC?
- Are the expected results/outputs of the project consistent with the outcome, immediate impact, and overall goal/impact (as part of the analysis of the log frame matrix/project theory)?

- Were the objectives of the project clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?

Effectiveness

- To what extent has the project already achieved the expected outcome, outputs, and respective targets?
- What have been the main contributing and challenging factors towards project's success in attaining its targets? (*Also consider any which were possibly beyond the control of the project*)
- How has the project successfully built or strengthened an enabling environment for local resilient livelihoods?
- To what extent were the cross-cutting issues such as gender equality, environmental sustainability, human rights and social standards have been addressed in the design and implementation of the project and to what extent were recommendations from the ADA appraisals considered and implemented?¹

Efficiency

- If applicable, to what extent were all items/equipment purchased and used as planned under this project/programme?
- Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so which ones and why?

Sustainability

- Regarding capacity development, to what extent will the project outcomes and flow of benefits are likely to continue after the project/external funding ends?
- To what extent did the project forge partnerships and, as part of these partnerships, supported replicability of project benefits/results and advancement of the climate change adaptation agenda?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
- What needs to be done and/or improved to ensure sustainability?

5. Design, approach and workplan

The evaluators should address steering and learning aspects that can be drawn from the project but addressing the evaluation criteria stipulated in the previous section including cross-cutting issues of gender equality, environmental sustainability, and human rights.

The evaluation design, approach and methods should adhere to the evaluation principles such as *impartiality, credibility and utility* including the quality standards in accordance with the [Guidelines for Project Evaluations of ADA](#) and [UNDP's Evaluation Guidelines](#).

It is expected that evaluators will apply triangulation method in the process to ensure that multiply sources are used to enhance the credibility of findings. The data collection and

¹ Recommendations related to gender, environment, human rights and social standards resulting from the donor's relevant appraisals are a part of the project documentation list to be reviewed during the Final Evaluation process.

analysis methods will be sufficiently rigorous to allow for a complete, fair, and unbiased assessment. All data collected needs to be disaggregated by sex.

Note: The evaluation design and by extension the implementation should be in line with the national and World Health Organization key requirements during COVID-19.

The evaluation consists of several phases:

1) Elaboration of the Inception Report containing the evaluation framework, detailed evaluation methodology, work plan and logistical arrangements

i) The Report should include all stages of the assignment with the detailed description of methods used interviews/meetings to be conducted. The draft outline for the Inception Report is as follows:

1. *Background, Purpose and Objectives*
2. *Evaluation Design and Approach*
 - 2.1. *Methodology and Methods*
 - 2.2. *Evaluation Matric*
 - 2.3. *Data Collection instrument*
 - 2.4. *Data Analysis*
 - 2.5 *Limitations Risks and Mitigation Measures*
3. *Quality Assurance and Ethical Consideration*
4. *Workplan*
5. *Annexes*

ii) Work plan and methodology should be approved by UNDP Moldova.

iii) Evaluation should involve the following stakeholders (but not be restricted to): UNDP Moldova, Government officials involved in the project implementation, representatives from Local Public authorities and private sector beneficiaries from the target communities of the project, etc. A list of interviewees should be included into the work schedule submitted by the Consultant;

Evaluation should be done through a combination of techniques, including:

- Desk study review of all relevant project documentation;
- Extended interviews with project stakeholders, partners and beneficiaries;
- Meetings/interviews with project consultants and experts;
- Data triangulation and quality control;
- Field trips to project beneficiaries;

Alternative evaluation techniques can be suggested, including, but not limited to an online survey.

2) Perform a comprehensive documentary analysis of the background documents as well as the project deliverables;

i) Evaluate the Project Concept and design. The Consultant will assess the project concept and design. He/she should review the problem addressed by the project and the project strategy, encompassing an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives. The evaluators will assess the achievement of indicators and review the work plan, planned duration and budget of the project.

- ii) Perform a desk review of the documents elaborated during the project implementation. Evaluation should include but not be limited to the following list of documents:
- Project proposal, including logical framework, timetable and budget;
 - ADA's gender and social standards appraisals including any recommendation thereof;
 - Narrative progress reports presented to ADA;
 - [Guidelines for Programme and Project Evaluations of ADA](#);
 - [UNDP Evaluation Guidelines](#).
 - Other documents as necessary.
- 3) Conduct interviews/meetings with the project stakeholders, partners and beneficiaries according to the work plan provided:
- i) Conduct the interview/meetings with the stakeholders, partners and beneficiaries according to the work plan and methodology provided;
- ii) Conduct interviews/meetings with the project consultants and experts (can be done remotely).
- 4) Elaborate and present to UNDP Moldova the Evaluation Report.
Evaluation report should be presented in English language and it should include the lessons learned and recommendations for the next phase of the project. A pre-final draft will be shared for comments and comments will be addressed in the Final Draft. It is expected that the evaluation/review team will present concrete recommendations which are addressed to the specific stakeholders and the filled in [Results-Assessment Form for Final Project Evaluations/Reviews](#).

The draft outline for the Evaluation Report is as follows:

1. *Executive summary*
2. *Introduction*
3. *Background and Context Analysis*
4. *Evaluation Design and Approach*
 - 4.1. *Methodological Approach*
 - 4.2. *Data Collection and Analysis Tools*
 - 4.3. *Limitations, Risks and Mitigations Measures*
5. *Findings*
6. *Conclusions*
7. *Recommendations*
8. *Annexes*

All collected data need to be sex-disaggregated, to the extent possible.

4. Evaluation management, deliverables, and timeframe

Under the supervision of the Project Manager and EEC Cluster Lead, the International Consultant (Team Leader) with the assistance of the National Consultant (Team Member) will perform the following substantive duties:

Deliverables

- The Inception Report, containing the evaluation framework, detailed evaluation methodology, work plan and logistical arrangements (due 5 workdays after signing the contract);

- Draft Evaluation Report including annexes (due 12 workdays after signing the contract, no later than March 11, 2021);
- Final Evaluation Report and the filled in in [Results-Assessment Form for Final Project Evaluations/Reviews](#) (due 3 days after receiving UNDP comments on draft, no later than March 25, 2021).

All reports need to be written in English. The executive summary should summarize key findings and recommendations (three to five pages) and needs to be submitted as part of the final draft report. The findings and recommendations of the draft final report and final report must be structured according to the evaluation questions.

Conditions of service and requirements

Duration: 20 working days, during the period February - March 2022

Payment schedule:

30% - upon submission and acceptance of the evaluation Inception Report containing the evaluation framework, detailed evaluation methodology, work plan and logistical arrangements;

70% - upon submission and acceptance and of Final Evaluation report;

5. Requirements for education and experience

Knowledge and educational background:

- University degree or equivalent background in relevant disciplines such as environment, social science, with specialized training in project management, monitoring and evaluation;
- In-depth knowledge of theory-based evaluation approaches and ability to apply both qualitative and quantitative data collection methods and to uphold standards for quality evaluation;
- Excellent analytical skills and demonstrated ability to formulate evidence-based conclusions and realistic and actionable recommendations;
- Excellent communication (written and spoken), facilitation and knowledge-sharing skills;
- Sound knowledge of the national development context, climate change and environment would be an asset;
- Fluency in written and spoken English is required for this assignment.

Experience:

- Not less than 5 years of experience in in project management and/or conducting or managing evaluations, reviews in the field of climate change and disaster risk reduction or a related field;
- Proven experience on preparation of written reports in an accurate and concise manner, and public presentation skills;
- Project evaluation experiences within United Nations system will be considered an asset;

Note: Candidates that have been involved in the design and implementation of the project subject to evaluation shall not be considered.