



INCEPTION REPORT

Final evaluation of the “Addressing the impacts of the energy crisis in the Republic of Moldova” Project

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I. Background and Context

Moldova, a part of the EU's European Neighborhood Policy (ENP) and the Eastern Partnership framework, faces significant challenges in its energy sector. The country has been a member of the Energy Community Treaty since 2010 and signed the EU Association Agreement in 2014. These commitments require Moldova to align its energy policies with EU standards, which include comprehensive regulations on electricity, gas, oil, renewables, energy efficiency, and environmental standards.

Moldova's energy sector is crucial for its development and national security. It is prioritized in various strategic documents such as the draft National Development Strategy 2030 and the National Energy Strategy 2030. The country has legislation focused on energy efficiency, renewable energy, and reducing dependency on external energy sources. However, the sector is plagued by several challenges, including regulatory gaps, infrastructure deficiencies, and significant reliance on imported energy.

In October 2021, Moldova faced a severe gas supply crisis, which highlighted the vulnerabilities in its energy sector. The crisis led to acute shortages and high prices, affecting both households and businesses. This situation underscored the need for Moldova to diversify its energy sources and enhance energy security.

A significant portion of Moldova's population lives in energy poverty, struggling to afford adequate heating, electricity, and other energy services. This issue is particularly acute for low-income families, rural communities, and vulnerable groups, including the elderly and disabled. Energy poverty leads to high financial stress and inadequate living conditions, especially during the cold season.

Moldova's geopolitical position between the EU and non-EU countries makes it susceptible to energy supply disruptions and geopolitical tensions. The gas crisis demonstrated Moldova's vulnerability to external pressures, particularly from Russia, its primary gas supplier. Efforts to integrate more closely with the EU energy market aim to reduce these risks, but this requires significant policy, regulatory, and infrastructure changes.

Under these circumstances, the European Union, through its Foreign Policy Instrument, supported the Government of Moldova in tackling the current energy crisis and energy poverty through the project 'Addressing the Impacts of the Energy Crisis in the Republic of Moldova: Initiating solutions toward energy security and energy poverty'. The implementation of the project is managed by the United Nations Development Programme (UNDP) Moldova.

The project overall objective is to contribute to enhanced country's energy security and resilience in the face of current and future shocks and prompt the energy transition in the Republic of Moldova.

The project was designed to assist the Government of Moldova in enabling national energy markets to become functional, transparent, and ready to integrate in European regional markets, while citizens to benefit from green energy transition in an inclusive way.

The project is structured around four main components, each designed to address specific aspects of the energy crisis and contribute to sustainable energy solutions.

Component 1: Improving Policies and Regulatory Frameworks

Specific objective: Enhance energy security and enable a clean energy transition of Moldova in an inclusive way

Key expected results:

- National policy framework and long-term planning in the energy sector is improved and aligned to climate commitments
- National regulatory framework (both primary and secondary) is improved in line with Moldovan energy commitments and is ensuring that national authorities are better prepared and can respond to emergency situations in energy sector and to the needs of the most vulnerable energy users

Component 2: Enhancing Institutional Capacities and Coordination Mechanisms

Specific objective: Address and avert risks entailed in recent and potential future energy crisis

Key expected results:

- Key energy players have increased expertise, technological, institutional and enforcement capacities to prevent major risks in current and potential future energy crises
- National capacities to organize transparent and non-discriminatory procurement procedures in the energy field are strengthened
- Government capacities to monitor and provide targeted response to energy poverty is increased through institutionalization of new mechanism

Component 3: Raising Awareness, Information, and Communication

Specific objective: Foster public support for energy transition, increased efficiency and renewable energy initiatives while addressing disinformation in a gender sensitive manner

Key expected results:

- Facilitate citizen's engagement in formulation of energy policies and contribute to increased transparency of decision-making process
- Advocate for renewables and practical solutions to alleviate energy poverty
- National nudging program for household successfully implemented to improve and reduce energy consumption
- Project visibility and results promotion

Component 4: Demonstration and Pilot Projects for Energy Efficiency and Renewable Measures

Specific objective: Increase energy affordability and develop sustainable financing mechanisms with primary focus on vulnerable households and public sector

Key expected results:

- National Programs to adopt energy saving practices and technologies, including in vulnerable HHs are launched and piloted
- Enhanced adoption of energy efficiency measures in apartment buildings
- Increased domestic power generation from renewable energy sources for needs of public buildings

II. Evaluation Purpose, Scope, and Objectives

The **purpose** of this evaluation is to inform future programming, ensuring the sustainability of project results and alignment with the Agenda 2030 and its Sustainable Development Goals (SDGs).

The **primary objective** of this evaluation is to assess the achievements and impacts of the project “Addressing the Impacts of the Energy Crisis in the Republic of Moldova” with a specific focus on Component 4: Demonstration and Pilot Projects for Energy Efficiency and Renewable Measures. The evaluation aims to provide a detailed analysis of the project's performance against its intended objectives and outputs, considering the broader context of Moldova's energy sector and socio-economic landscape.

Scope:

- Time Period: 24 February 2022 - 23 August 2024
- Geographical Area: Entire intervention area in Moldova
- Thematic Focus: Enhancing energy security and sustainability, good governance in the energy sector, improving energy efficiency, reducing dependency on external energy sources, and promoting energy access and affordability.

Main Aspects to be Examined:

- **Alignment with Policies:** The alignment of the project’s objectives and activities with Moldova’s national energy policies, the needs of the population, and the EU’s energy policies.
- **Project Design and Implementation:** Review the design and implementation processes, including planning, resource allocation, and stakeholder engagement.
- **Monitoring and Adaptive Management:** Evaluate the monitoring mechanisms and adaptive management practices used to track progress and make necessary adjustments.
- **Resource Utilization:** The efficiency in the use of resources (time, personnel, and finances) during the implementation of project activities.
- **Addressing Social Issues:** How the project addressed gender equality, environmental sustainability, and human rights within its framework.
- **Stakeholder Involvement:** Analyze the involvement and contributions of various stakeholders, including government agencies, local communities, and international partners.
- **Sustainability Measures:** Examine the sustainability measures incorporated into the project design and implementation to ensure long-term impact.

III. Evaluation Criteria and Questions

The evaluation will be guided by four critical criteria, including Relevance, Effectiveness, Efficiency, and Sustainability against which each energy efficient and renewable energy program under project Component 4 is to be evaluated. In addition, the evaluation will determine the extent to which the project is contributing to addressing the cross-cutting issues of gender equality, environmental sustainability, human rights and social standards. These criteria provide a comprehensive framework to assess the project's rationale and performance in addressing the energy crisis in the Republic of Moldova.

To support the analysis, a number of indicative questions are proposed as shown in the table below.

Table 1. Evaluation criteria and key evaluation questions

Evaluation Criteria	Key Evaluation Questions
Relevance	<ul style="list-style-type: none"> • How did the project contribute to overcoming the energy crisis in the Republic of Moldova? Were the activities implemented within Component 4 supportive of the government's vision for addressing the energy crisis? • Are the expected results/outputs under Component 4 consistent with the outcome, immediate impact, and overall goal/impact (as part of the analysis of the Description of Action)? • Were the objectives within Component 4 clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
Effectiveness	<ul style="list-style-type: none"> • 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 the project's success in attaining its targets? (Also consider any which were possibly beyond the control of the project) • To what extent were cross-cutting issues such as gender equality, environmental sustainability, human rights, and social standards addressed in the design and implementation of the project?
Efficiency	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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? • Have the pilot programs implemented within the project been institutionalized?
Human Rights	<ul style="list-style-type: none"> • To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
Gender Equality	<ul style="list-style-type: none"> • To what extent has the project promoted positive changes in gender equality and the empowerment of women? • Did any unintended effects emerge for women, men, or vulnerable groups?
Disability	<ul style="list-style-type: none"> • What proportion of the beneficiaries of the programme were persons with disabilities?

To this end, the evaluation will make use of data collection tools tailored to specific stakeholder categories to ensure comprehensive and accurate data gathering. The interview guides are presented in Annex 1.

As part of the evaluation, a diverse group of stakeholders will be engaged to provide comprehensive insights and feedback as per table below. Key stakeholders include government officials who will provide insights into policy integration and administrative processes. The project staff and implementing partner organizations will share their experiences and challenges in executing the project, while equipment suppliers will provide feedback on the efficiency and effectiveness of the distribution of energy-efficient appliances and deployment of renewables

under Ecovoucher and Green Home programs. Finally, beneficiaries will be interviewed to get their perspectives of the energy efficiency and renewable programs implemented.

Table 2. Stakeholders to be met

Category	Stakeholder	Role
Country Office and Project staff	United Nations Development Programme (UNDP)	Project implementation, coordination, technical support
Donor Organization	EU Delegation in Moldova	Project funding and strategic oversight
Government and Public Sector	Ministry of Infrastructure and Regional Development (MIRD)	Policy formulation, regulatory oversight, implementation support
	National Centre for Sustainable Energy (former Energy Efficiency Agency)	Implementation of energy efficiency and renewables programs, capacity building, monitoring
	Ministry of Labor and Social Protection	Coordination of support for vulnerable households and social protection measures
	Ministry of Health	Coordination of support for vulnerable hospitals
Implementing partners	Regional Development Agencies	Provision of support to implementation of Ecovoucher program
	National Centre for Sustainable Energy (former Energy Efficiency Agency)	National Centre for Sustainable Energy (former Energy Efficiency Agency)
	Private Appliance Suppliers	Provision of energy efficient household appliances under Ecovoucher program
Vendor	Private Suppliers and Installers	Provision and installation of energy efficient appliances, photovoltaic systems, biomass boilers, and other renewable energy technologies under Green Home and other programs
Beneficiaries	Vulnerable Households	Implementation of energy efficiency measures under Ecovoucher and Green Home program
	Households providing parental services	Implementation of energy efficiency and renewable energy interventions under Green Home program
	Owners Associations	Implementation of refurbishment of heating system in multi-story residential buildings
	Rayon Hospitals	Implementation of renewable energy systems (photovoltaic installations) and energy efficiency measures

The tentative schedule of interviews and field visits is presented in Annex 2.

IV. Evaluability Analysis

The project is highly evaluable, both formally and substantively. The availability of clear outputs, indicators, baselines, and comprehensive data collection mechanisms, combined with a well-

defined theory of change and results framework, ensures that the evaluation can be conducted effectively. The proposed methodology will leverage these strengths to provide a thorough assessment of the project's relevance, effectiveness, efficiency, sustainability, and impact on cross-cutting issues.

4.1. Clear Outputs, Indicators, and Baselines

Outputs: The project document outlines specific outputs for each component, particularly for Component 4, which focuses on demonstration and pilot projects for energy efficiency and renewable measures. These outputs include the implementation of pilot programs, the development of sustainable financing mechanisms, and the establishment of renewable energy sources for public buildings.

Indicators: The project uses well-defined indicators to measure progress and achievement. These indicators include the number of pilot projects implemented, the amount of energy saved, the number of households and public buildings benefiting from renewable energy sources, and the reduction in energy costs for vulnerable groups.

Baselines: Baseline data is available for most key indicators, providing a reference point against which progress can be measured. For example, baseline data on energy consumption, energy poverty levels, and the existing energy mix in Moldova are used to evaluate the project's impact.

4.2. Data Availability

Data Sources: The project has established robust data collection mechanisms at output and outcome levels, including regular technical and financial reports, and data from focus group discussions. These sources provide reliable and comprehensive data to support the evaluation.

Data Quality: The data collected is expected to be of high quality, given the project's emphasis on rigorous monitoring and evaluation processes. This includes the use of standardized data collection tools and protocols to ensure accuracy and consistency.

4.3. Identification of Problem Addressed

Problem Statement: The project clearly identifies the energy crisis in Moldova as the primary problem, focusing on issues such as energy security, energy poverty, and the need for a clean energy transition.

Contextual Analysis: The project document provides a thorough analysis of the socio-economic and geopolitical context, highlighting the factors contributing to the energy crisis and the need for targeted interventions.

4.4. Theory of Change

Logical Framework: The project's theory of change is well-articulated, with a logical framework that connects activities, outputs, outcomes, and impacts. It outlines how specific interventions, such as pilot projects and policy improvements, will lead to enhanced energy security, reduced energy poverty, and increased use of renewable energy.

Assumptions and Risks: The theory of change includes key assumptions and identifies potential risks, such as political instability or changes in energy prices, which could impact project implementation and outcomes.

4.5. Results Framework

Structured Results: The results framework is detailed and aligns with the project's objectives. It includes clearly defined outcomes and outputs, each linked to specific indicators and targets. This structure facilitates systematic tracking of progress and assessment of results.

Alignment with Strategic Goals: The results framework aligns with broader strategic goals, such as Moldova's National Energy Strategy and the EU's Clean Energy Package, ensuring that the project contributes to long-term national and regional priorities.

4.6. Implications for the Proposed Methodology

The evaluability analysis confirms that the project can be evaluated using a comprehensive approach, combining qualitative and quantitative methods. This includes document reviews, budget and timeline analysis, results framework analysis, semi-structured interviews, and field visits to gather diverse data and perspectives.

The use of participatory methods, involving key stakeholders and beneficiaries, is crucial for validating findings and ensuring that the evaluation reflects the experiences and insights of those directly impacted by the project.

Triangulation of data from multiple sources will enhance the reliability and validity of the evaluation findings. By cross-referencing information from documents and interviews and site visits, the evaluation will provide a well-rounded analysis of the project's performance.

V. Cross-cutting Issues

Evaluating cross-cutting issues such as gender equality, environmental sustainability, human rights, and disability inclusion is essential to providing a holistic assessment of Component 4 of the project. This process will involve integrating these considerations into the data collection and analysis methods to ensure comprehensive and inclusive evaluation outcomes, as per table below.

Table 3. Data collection and analysis methods for cross-cutting issues

Cross-Cutting Issue	Data Collection Methods	Data Analysis Methods
Gender Considerations	<ul style="list-style-type: none"> • Interviews with female beneficiaries, project staff, and government officials • Document review of project reports and monitoring data 	<ul style="list-style-type: none"> • Disaggregation by sex • Thematic analysis of qualitative data • Comparative analysis between male and female beneficiaries
Inclusion of Vulnerable Groups	<ul style="list-style-type: none"> • Targeted sampling to include diverse stakeholders • In-depth interviews with representatives from vulnerable groups 	<ul style="list-style-type: none"> • Disaggregation by age, disability status, and socio-economic status
Environmental Sustainability	<ul style="list-style-type: none"> • Review of project environmental impact assessments and reports • Interviews with government officials and project staff • Observations during site visits 	<ul style="list-style-type: none"> • Use of sustainability metrics (e.g., energy consumption reduction, greenhouse gas emissions)
Human Rights and Social Standards	<ul style="list-style-type: none"> • Rights-based questions in interviews (focus on access, equity, and non-discrimination) 	<ul style="list-style-type: none"> • Rights-based analysis against principles such as participation, non-discrimination, and empowerment

VI. Evaluation Approach and Methodology

The evaluation will adopt a mixed-methods approach, integrating both qualitative and quantitative data to provide a comprehensive assessment of the project's performance. The design will adhere to evaluation principles such as impartiality, credibility, and utility, and will comply with UNDP's Evaluation Guidelines.

The evaluation will be guided by the following conceptual models:

- **Theory of Change (ToC):** This model will be used to understand the logical sequence of activities, outputs, outcomes, and impacts. It will help in assessing whether the project's design and implementation are aligned with the intended goals and outcomes.
- **Results-Based Management (RBM):** This approach will focus on measuring the project's performance against predefined indicators and targets. It will facilitate the assessment of the project's effectiveness, efficiency, and sustainability.
- **OECD-DAC Criteria:** The evaluation will employ the OECD-DAC criteria (Relevance, Effectiveness, Efficiency, and Sustainability) to provide a comprehensive analysis of the project.

The evaluation will use a diversity of data collection and analytical methods to ensure comprehensive and inclusive evaluation outcomes, as per Annex 3.

A comprehensive sampling strategy will be employed, integrating purposeful sampling, stratified sampling, and convenience sampling to ensure a robust and inclusive assessment. Purposeful sampling will be used to select key stakeholders, such as project implementing partners and policymakers, for interviews. Stratified sampling will be used to ensure diverse representation from different beneficiary groups, including marginalized and vulnerable populations, for interviews. Convenience sampling will be used for site visits to select locations based on accessibility and relevance for the evaluation. This mixed-methods approach ensures that the evaluation is both thorough and representative, capturing a wide range of experiences and outcomes to inform future project improvements.

VII. Evaluation Matrix

The evaluation matrix provided in the Annex 4 is a detailed framework designed to assess various aspects of a project focused on addressing the energy crisis in the Republic of Moldova. It encompasses a range of evaluation criteria, each with key evaluation questions and main sub-questions to thoroughly investigate the project's impact and effectiveness. The criteria include Relevance, Effectiveness, Efficiency, Sustainability and the cross-cutting issues such as Human Rights, Gender Equality, and Disability.

Each criterion is associated with specific data sources, such as project documents, government reports, and interviews with stakeholders, and outlines the data collection methods like document reviews and semi-structured interviews. The matrix ensures that the project's alignment with government policies, achievement of targets, efficient use of resources, sustainability measures, and inclusivity of marginalized groups are meticulously evaluated. Performance standards for each criterion provide benchmarks for assessing the project's success, challenges, and areas for improvement, ensuring a comprehensive evaluation of the project's overall performance and impact.

VIII. Schedule key milestones, deliverables and responsibilities

The schedule of key milestones, deliverables and responsibilities is presented in the table below.

Table 5. Evaluation schedule

Activity	Estimated # of days	Date of completion	Place	Responsible party
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing 22 July 2024	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing 22 July 2024	Via email	Evaluation manager and commissioner
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	3 days	25-Jul-24	Home-based	Evaluation Consultant
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing		Evaluation Consultant
Comments and approval of inception report	-	Within 3 days of submission of the inception report	UNDP	Evaluation manager
Phase Two: Data-collection mission				
Consultations and field visits, indepth interviews, and focus groups	10 days	Within four weeks of contract signing	In country With field visits	UNDP to organize with local project partners, project staff, local authorities, Evaluation consultant
Debriefing to UNDP and key stakeholders	1 day		In country	Evaluation consultant
Phase Three: Evaluation report writing				
Preparation of draft evaluation report for component 4 (30 pages maximum excluding annexes)	7 days	Within three weeks of the completion of the field mission	Home-based	Evaluation consultant
Draft report submission	-	15-Aug		Evaluation consultant
Consolidated UNDP and stakeholder comments to the draft report	-	Within two weeks of submission of the draft evaluation report	UNDP	Evaluation manager and evaluation reference group
Debriefing with UNDP	1 day	Within three days of receipt of comments	Remotely UNDP	UNDP, evaluation reference group, stakeholder, and evaluation consultant

Finalization of the evaluation report incorporating the evaluation for the component 4 and comments provided by project staff and UNDP country office	3 days	Within one week of final debriefing	Home-based	Evaluation consultant
Submission of the final evaluation report to UNDP country office (30 pages maximum excluding executive summary and annexes)	-	20-Aug-24	Home-based	Evaluation consultant

IX. Resource requirement

The evaluation will require a coordinated effort involving human resources, travel and logistics, and specific support from UNDP. These resources are essential for conducting a thorough and effective evaluation, ensuring all activities and deliverables are completed as planned. UNDP's assistance in providing documentation, coordinating stakeholders, and arranging logistics is crucial for the success of the evaluation.

X. Outline of the draft/ final report

The outline of the final report is presented in Annex 5

Interview Guide for Donor and Government Officials

Introduction:

- Introduce yourself and explain the purpose of the interview.
- Ensure confidentiality and explain how the information will be used.
- Obtain consent for the interview and recording, if applicable.

Relevance:

1. How did the project contribute to overcoming the energy crisis in Moldova?
 - How were project objectives aligned with Moldova's energy needs during the crisis?
 - What specific components addressed immediate versus long-term energy needs?
2. Were the activities implemented within Component 4 supportive of the government's vision for addressing the energy crisis?
 - How well did activities complement existing government initiatives?
 - Were there any activities that were particularly innovative or effective?
 - Were the activities adaptable to changing circumstances?
3. Were the objectives within Component 4 clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
 - What were the challenges in meeting the objectives?
 - How realistic were the timelines and resource allocations?
 - Were the objectives understood and agreed upon by all stakeholders?

Effectiveness:

4. To what extent has the project already achieved the expected outcome, outputs, and respective targets?
 - What specific outcomes have been achieved?
 - How do these outcomes compare to the initial targets?
 - What is the evidence supporting these outcomes?
5. What have been the main contributing and challenging factors towards the project's success in attaining its targets?
 - Which factors most significantly contributed to the success?
 - What were the major obstacles faced?
 - How were these challenges managed?
6. To what extent were cross-cutting issues such as gender equality, environmental sustainability, human rights, and social standards addressed in the design and implementation of the project?
 - How were gender equality and human rights integrated into the project?
 - What measures ensured environmental sustainability?
 - How did the project address the specific needs and concerns of various community members, especially those often excluded?

- How did the project ensure equitable access to its benefits for all social groups, including marginalized and vulnerable populations?

Efficiency:

7. Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?
 - Were the project activities completed within the planned timelines?
 - Were there any significant delays in the project implementation? If so, what were the causes of these delays?
 - What were the main challenges encountered in the implementation of the project related to time and personnel resources?

Sustainability:

8. What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
 - How were the sustainability strategies integrated?
 - How were risks to sustainability mitigated?
9. What needs to be done and/or improved to ensure sustainability?
 - What are the key recommendations for sustainability improvements?
 - How can current practices be enhanced?
 - What future actions are necessary for sustaining the project benefits?
10. Have the pilot programs implemented within the project been institutionalized?
 - What steps have been taken towards institutionalization?
 - How effective has the integration into existing structures been?
 - What barriers exist to further institutionalization?

Human Rights:

11. To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
 - What strategies did the project use to ensure the participation of underrepresented groups?
 - What measures were taken to make sure that all beneficiaries could access the resources, services, and support provided by the project?
 - How did the project address and prevent discrimination within its activities and services?

Gender Equality:

12. To what extent has the project promoted positive changes in gender equality and the empowerment of women?

- In what ways has the project included women in its activities and decision-making processes?
 - What opportunities has the project provided to women that they did not have before?
 - What gender-specific outcomes have been observed?
13. Did any unintended effects emerge for women, men, or vulnerable groups?
- What were the unintended positive or negative effects?
 - How were these effects managed?
 - What lessons can be learned from these effects?

Disability:

14. What proportion of the beneficiaries of the programme were persons with disabilities?
- How effectively were persons with disabilities included?
 - What specific accommodations were made?
 - What barriers exist to further inclusion of persons with disabilities?

Closing:

- Thank the participant for their time and insights.
- Provide information on how the findings will be used.
- Ask if they have any questions or additional comments.

Interview Guide for Project Staff and Implementing Partners

Introduction:

- Introduce yourself and explain the purpose of the interview.
- Ensure confidentiality and explain how the information will be used.
- Obtain consent for the interview and recording, if applicable.

Relevance:

1. How did the project contribute to overcoming the energy crisis in Moldova?
 - How were project objectives aligned with Moldova's energy needs during the crisis?
 - What specific components addressed immediate versus long-term energy needs?
2. Were the activities implemented within Component 4 supportive of the government's vision for addressing the energy crisis?
 - How well did activities complement existing government initiatives?
 - Were there any activities that were particularly innovative or effective?
 - Were the activities adaptable to changing circumstances?
3. Were the objectives within Component 4 clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
 - What were the challenges in meeting the objectives?
 - How realistic were the timelines and resource allocations?
 - Were the objectives understood and agreed upon by all stakeholders?

Effectiveness:

4. To what extent has the project already achieved the expected outcome, outputs, and respective targets?
 - What specific outcomes have been achieved?
 - How do these outcomes compare to the initial targets?
 - What is the evidence supporting these outcomes?
5. What have been the main contributing and challenging factors towards the project's success in attaining its targets?
 - Which factors most significantly contributed to the success?
 - What were the major obstacles faced?
 - How were these challenges managed?
6. To what extent were cross-cutting issues such as gender equality, environmental sustainability, human rights, and social standards addressed in the design and implementation of the project?
 - How were gender equality and human rights integrated into the project?
 - What measures ensured environmental sustainability?
 - How did the project address the specific needs and concerns of various community members, especially those often excluded?
 - How did the project ensure equitable access to its benefits for all social groups, including marginalized and vulnerable populations?

Efficiency:

7. To what extent were all items/equipment purchased and used as planned under this project/programme?
 - Were there any deviations in procurement and utilization?
 - What challenges, if any, were encountered during the procurement and utilization of items and equipment?
9. Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?
 - Were the project activities completed within the planned timelines?
 - Were there any significant delays in the project implementation? If so, what were the causes of these delays?
 - What were the main challenges encountered in the implementation of the project related to time and personnel resources?

Sustainability:

10. What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
 - How were the sustainability strategies integrated?
 - How were risks to sustainability mitigated?
13. What needs to be done and/or improved to ensure sustainability?
 - What are the key recommendations for sustainability improvements?
 - How can current practices be enhanced?
 - What future actions are necessary for sustaining the project benefits?
14. Have the pilot programs implemented within the project been institutionalized?
 - What steps have been taken towards institutionalization?
 - How effective has the integration into existing structures been?
 - What barriers exist to further institutionalization?

Human Rights:

15. To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
 - What strategies did the project use to ensure the participation of underrepresented groups?
 - What measures were taken to make sure that all beneficiaries could access the resources, services, and support provided by the project?
 - How did the project address and prevent discrimination within its activities and services?

Gender Equality:

16. To what extent has the project promoted positive changes in gender equality and the empowerment of women?
- In what ways has the project included women in its activities and decision-making processes?
 - What opportunities has the project provided to women that they did not have before?
 - What gender-specific outcomes have been observed?
15. Did any unintended effects emerge for women, men, or vulnerable groups?
- What were the unintended positive or negative effects?
 - How were these effects managed?
 - What lessons can be learned from these effects?

Disability:

16. What proportion of the beneficiaries of the programme were persons with disabilities?
- How effectively were persons with disabilities included?
 - What specific accommodations were made?
 - What barriers exist to further inclusion of persons with disabilities?

Closing:

- Thank the participant for their time and insights.
- Provide information on how the findings will be used.
- Ask if they have any questions or additional comments.

Interview Guide for Suppliers of Household Appliances under the Ecovoucher Program

Purpose: To gather in-depth qualitative data from suppliers of energy-efficient appliances to understand their perspectives on the Ecovoucher program's implementation, efficiency, effectiveness and relevance.

Introduction:

- Explain the purpose of the interview.
- Assure confidentiality and obtain consent.
- Provide an overview of the Ecovoucher program and its objectives.

Interview Questions

Background Information

1. Can you please introduce yourself and your role within the company?
2. How long have you been involved with the Ecovoucher program?

Relevance

3. How did you become a supplier for the Ecovoucher program?
 - Was it challenging to meet the program requirements?
4. Were the program objectives clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
 - What were the challenges in meeting the objectives?
 - How realistic were the timelines?

Efficiency

5. Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?
 - Can you describe the process of participating in the Ecovoucher program from your perspective as a supplier?
 - How efficient do you find the administrative processes (e.g., registration, voucher redemption) of the program?
 - Have there been any challenges in managing the supply and demand for energy-efficient appliances under this program?
 - How could the administrative processes be improved to enhance efficiency?

Effectiveness

6. To what extent has the program already achieved the expected outcome, outputs, and respective targets?
 - How has the Ecovoucher program impacted your business in terms of sales and customer engagement?

- To what extent do you believe the program has achieved its intended outcomes (e.g., increased distribution of energy-efficient appliances)?
7. What have been the main contributing and challenging factors towards the program's success in attaining its targets?
 - What factors have contributed to the success of the program from your perspective?
 - What factors have hindered the success of the program?
 8. To what extent were cross-cutting issues such as gender equality, environmental sustainability, human rights, and social standards addressed in the design and implementation of the program?
 - What measures are in place to recycle or safely dispose of old appliances under Ecovoucher program?

Sustainability

9. What needs to be done and/or improved to ensure sustainability?
 - What measures do you think are necessary to sustain the benefits of the Ecovoucher program in the long term?
 - How has your company adapted to support the sustainability of the program's outcomes?
 - Are there any practices you have implemented to continue promoting energy efficiency beyond the program?

Human Rights, Gender Equality, and Disability:

10. To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
 - In your opinion, how well does the program address the needs and preferences of the beneficiaries, particularly of marginalized groups, including women and people with disabilities, in accessing energy-efficient appliances?
 - What specific accommodations for disabled people were made?
 - What suggestions do you have to make the program more inclusive and equitable?

Overall Experience and Recommendations

11. What has been your overall experience with the Ecovoucher program?
12. Do you have any suggestions for improving the program for suppliers, beneficiaries, and other stakeholders?
13. Are there any additional comments or insights you would like to share about the Ecovoucher program?

Conclusion:

- Thank the interviewee for their time and insights.
- Explain the next steps in the evaluation process.

Interview Guide for Suppliers of Energy Efficient and Renewable Energy solutions

Introduction:

- Explain the purpose of the interview.
- Assure confidentiality and obtain consent.
- Provide an overview of the Green Home and other programs and their objectives.

Interview Questions

Background Information

1. Can you please introduce yourself and your role within the company?
2. How long have you been involved with the Green Home program?
3. How did you become a supplier for the Green Home program?
4. What specific renewable energy and energy-efficient solutions did you provide under the program?

Relevance

5. How relevant are your solutions to the energy needs of the beneficiaries?
6. Were the program objectives clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
 - What were the challenges in meeting the objectives?
 - How realistic were the timelines?

Efficiency

7. Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?
 - Can you describe the process of participating in the Green Home program from your perspective as a supplier?
 - Have there been any challenges in managing the supply and demand for energy-efficient and renewable energy solutions under this program?
 - How well was the coordination between your company and the project management team?
 - How could the program administrative and coordination processes be improved to enhance efficiency?

Effectiveness

8. To what extent has the program already achieved the expected outcome, outputs, and respective targets?
 - How has the Green Home program impacted your business in terms of sales and customer engagement?

- To what extent do you believe the program has achieved its intended outcomes (e.g., increased deployment of renewables and energy efficient solutions)?
 - What feedback have you received from the beneficiaries regarding the effectiveness of your solutions?
9. What have been the main contributing and challenging factors towards the program's success in attaining its targets?
- What factors have contributed to the success of implementation of your solutions from your perspective?
 - What factors have hindered the success?
 - Were there any innovative aspects of your solutions that were particularly effective in this program?

Sustainability

10. What needs to be done and/or improved to ensure sustainability?
- What measures do you think are necessary to sustain the benefits of the Green Home program in the long term?
 - How has your company adapted to support the sustainability of the program's outcomes?
 - What kind of support and maintenance services do you provide to ensure the continued effectiveness of your solutions?
 - Are there any practices you have implemented to continue promoting energy efficiency beyond the program?

Human Rights, Gender Equality, and Disability:

14. To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
- In your opinion, how well does the program address the needs and preferences of the beneficiaries, particularly of marginalized groups, including women and people with disabilities, in accessing energy-efficient and renewables solutions?
 - What specific accommodations for disabled people were made?
 - What suggestions do you have to make the program more inclusive and equitable?

Overall Experience and Recommendations

15. What has been your overall experience with the Green Home program?
16. Are there any additional measures or supports you believe would enhance the effectiveness and efficiency of such program?
17. Do you have any suggestions for improving the program for suppliers, beneficiaries, and other stakeholders?
18. Are there any additional comments or insights you would like to share about the Green Home program?

Conclusion:

- Thank the interviewee for their time and insights.
- Explain the next steps in the evaluation process.

Interview Guide for Beneficiaries (Ecovoucher and Green Home Programs)

Introduction:

- Introduce yourself and explain the purpose of the interview.
- Ensure confidentiality and explain how the information will be used.
- Obtain consent for the interview and recording, if applicable.

Relevance:

1. How did the Ecovoucher/Green Home program help in addressing your energy needs during the crisis?
 - How were program objectives aligned with your energy needs during the crisis?
 - What specific support addressed your immediate versus long-term energy needs?
2. Were the program objectives clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
 - What were the challenges in meeting the objectives?
 - How realistic were the timelines and resource allocations?
 - Were the objectives understood and agreed upon?

Effectiveness:

3. To what extent has the project already achieved the expected outcome, outputs, and respective targets?
 4. What types of renewable energy (RE) and energy efficiency (EE) solutions have you implemented through the program?
 5. Were you provided with adequate support and information to implement these solutions effectively?
 6. How have these solutions impacted your household energy consumption and costs?
7. What have been the main contributing and challenging factors towards the project's success in attaining its targets?
 8. Which factors most significantly contributed to the success of implementation of the solutions?
 9. What challenges did you face during the implementation of the solutions?

Efficiency:

10. Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?
 11. How would you rate the process of receiving support and resources from the program?
 12. Were there any delays in receiving the support or equipment? If so, what were the causes?
 13. Have any issues emerged, if so, which ones and why?
 14. Do you feel that the resources provided were sufficient to meet your needs?

Sustainability:

15. What needs to be done and/or improved to ensure sustainability?
16. Do you think the benefits you have received from the program will continue in the long term?
17. Are you planning to maintain or further improve the energy solutions implemented?
18. What measures or support would help ensure the sustainability of these solutions?

Human Rights

19. To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
 - Were there specific efforts made by the project to ensure your participation?
 - Were you able to easily access the resources, services, and support provided by the project?
 - Did you experience any form of discrimination while participating in the project?

Gender equality:

20. To what extent has the project promoted positive changes in gender equality and the empowerment of women?
 21. How were you included in the project's activities and decision-making processes?
 22. What new opportunities has the project provided to you that you did not have before?
 23. What measurable improvements have you observed in your life since participating in the project?
24. Did any unintended effects emerge for you?
 - What were the unintended positive or negative effects?

Disability

25. What proportion of the beneficiaries of the programme were persons with disabilities?
 - How were you included in the project's activities and decision-making processes?
 - What specific accommodations were provided to support your participation in the program?
 - What barriers did you face while participating in the program?

Feedback and Recommendations:

26. What are your overall impressions of the Ecovoucher/Green Home program?
27. What improvements would you suggest for the program?
28. Do you have any additional comments or feedback?

Closing:

- Thank the participant for their time and insights.
- Provide information on how the findings will be used.
- Ask if they have any questions or additional comments.

Interview Guide for Beneficiary Homeowners Associations (HOAs)

Introduction:

- Introduce yourself and explain the purpose of the interview.
- Ensure confidentiality and explain how the information will be used.
- Obtain consent for the interview and recording, if applicable.

Interview Questions

Relevance:

1. How did the project contribute to overcoming the energy crisis in the Republic of Moldova?
 - How did the project help your association in addressing the energy challenges you faced?
 - How were the program objectives aligned with your energy needs, particularly regarding heating and domestic hot water services?
2. Were the program objectives clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
 - What were the challenges in meeting the objectives?
 - How realistic were the timelines and resource allocations?
 - Were the objectives understood and agreed upon by all stakeholders, particularly by home owners?

Effectiveness:

3. To what extent has the project already achieved the expected outcome, outputs, and respective targets?
 - What specific outcomes have been achieved?
 - What changes have been made to the heating system in your building?
 - How have these changes impacted the ability of apartment owners to regulate their heat intake and manage energy use?
 - How satisfied are the apartment owners with the quality of domestic hot water service after the refurbishment?
 - Have there been improvements in measuring real heat intake and the quality of service in each apartment?
4. What have been the main contributing and challenging factors towards the project's success in attaining its targets?
 - What challenges did you encounter during the implementation of the project?
 - How did you manage the challenges faced?
 - What factors contributed to the success of the project?
5. To what extent were cross-cutting issues such as gender equality, environmental sustainability, human rights, and social standards addressed in the design and implementation of the project?

- How did the project address the specific needs and concerns of various apartment owners, especially those often excluded?

Efficiency:

6. Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?
 - Was the project completed within the planned timeline?
 - Were there any significant delays in the project implementation? If so, what were the causes of these delays?
 - How was the coordination between the project staff, contractor and the HOA during the implementation process?
 - What were the main challenges encountered in the implementation of the project?

Sustainability:

7. What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
 - What measures are in place to ensure the continued effectiveness and maintenance of the new heating system?
 - How prepared is the HOA to manage and maintain the system in the long term?
 - How has the project affected the financial management of the HOA?
 - Are there any financial savings or additional costs associated with the new system?
 - What future actions are necessary for sustaining the project benefits?

Human Rights and Inclusion:

8. To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
 - How were residents, including marginalized and vulnerable groups, involved in the decision-making processes for the project?
 - Were there specific efforts to ensure that the needs and opinions of all residents were considered?
9. Did any unintended effects emerge for women, men, or vulnerable groups?
 - What were the unintended positive or negative effects?
 - How were these effects managed?
10. What is the proportion of the home owners are women-headed households and persons with disabilities?
 - What specific accommodations were made?

Feedback and Recommendations:

11. What are your overall impressions of the project and its outcomes?
12. How has the project met your expectations and addressed your initial concerns?

13. What improvements would you suggest for future projects of a similar nature?
14. Are there any additional measures or supports you believe would enhance the effectiveness of such projects?
15. Do you have any additional comments or feedback regarding the project and its implementation?

Closing:

- Thank the participant for their time and insights.
- Provide information on how the findings will be used.
- Ask if they have any questions or additional comments.

Interview Guide for Beneficiary Medical Institutions

Introduction:

- Introduce yourself and explain the purpose of the interview.
- Ensure confidentiality and explain how the information will be used.
- Obtain consent for the interview and recording, if applicable.

Interview Questions

Relevance:

1. How did the project contribute to overcoming the energy crisis in the Republic of Moldova?
 - How does the project align with your institution's energy needs and financial constraints?
 - How relevant do you find the installation of photovoltaic systems to your institution's goals of improving energy efficiency and sustainability?
2. Were the objectives within Component 4 clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?
 - What were the challenges in meeting the objectives?
 - How realistic were the timelines and resource allocations?
 - Were the objectives understood and agreed upon by all stakeholders?

Effectiveness:

3. To what extent has the project already achieved the expected outcome, outputs, and respective targets?
 - To what extent have the project's objectives been achieved in your institution?
 - How has the installation of photovoltaic systems impacted your energy consumption and costs?
 - What improvements have you observed in the financial management of your institution as a result of energy savings?
 - How have the savings been utilized to improve the quality of health services?
4. What have been the main contributing and challenging factors towards the project's success in attaining its targets?
 - What challenges did you encounter during the implementation of the project?
 - How did you manage the challenges faced?
 - What factors contributed to the success of the project?

Efficiency:

5. Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?
 - Was the project completed within the planned timeline?

- Were there any significant delays in the project implementation? If so, what were the causes of these delays?
- How was the coordination between the project staff, contractor and the Medical Institution during the implementation process?
- What were the main challenges encountered in the implementation of the project?

Sustainability:

6. What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
 - What measures are in place to ensure the continued effectiveness and maintenance of the photovoltaic system?
 - How prepared is the Medical Institution to manage and maintain the system in the long term?
 - How has the project affected the financial management of the Medical Institution?
 - Are there any financial savings or additional costs associated with the new system?
 - What future actions are necessary for sustaining the project benefits?

Feedback and Recommendations:

7. What are your overall impressions of the project and its outcomes?
8. How has the project met your expectations and addressed your initial concerns?
9. What improvements would you suggest for future projects of a similar nature?
10. Are there any additional measures or supports you believe would enhance the effectiveness of such projects?
11. Do you have any additional comments or feedback regarding the project and its implementation?

Closing:

- Thank the participant for their time and insights.
- Provide information on how the findings will be used.
- Ask if they have any questions or additional comments.

Schedule of interviews and field visits

Monday, August 5, 2024

Time	Stakeholder	Location	Activity
09:30-11:30	UNDP Country office	UNDP Office, Chisinau	Semi-structured interview
12:30-15:00	UNDP Project Staff	Project Office, Chisinau	Semi-structured interview
16:00-17:00	EU Delegation in Moldova	EU Delegation, Chisinau	Semi-structured interview

Tuesday, August 6, 2024

Time	Stakeholder	Location	Activity
09:00-10:30	Ministry of Infrastructure and Regional Development (MoIRD)	MoIRD office, Chisinau	Semi-structured interview
11:00-12:00	Ministry of Health	Ministry office, Chisinau	Semi-structured interview
13:30-15:00	Ministry of Labor and Social Protection	Ministry office, Chisinau	Semi-structured interview
15:30-17:00	Private Appliance Supplier	Supplier Office, Chisinau	Semi-structured interview

Wednesday, August 7, 2024

Time	Stakeholder	Location	Activity
09:00-11:30	National Centre for Sustainable Energy	Center office, Chisinau	Semi-structured interview
12:30-13:30	Private Appliance Supplier	Supplier Office, Chisinau	Semi-structured interview
14:00-17:00	Owners Associations	Association Office, Chisinau	Semi-structured interview

Thursday, August 8, 2024

Time	Stakeholder	Location	Activity
10:00-13:00	Vulnerable Households	Households, Chisinau	Site Visits and Semi-structured interviews
14:30-15:30	Rayon hospitals	National Centre Office, Chisinau	Site Visits and Semi-structured interviews

16:00-17:00	Regional Development Agencies	MoIRD Office, Chisinau	Semi-structured interview
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Friday, August 9, 2024

Time	Stakeholder	Location	Activity
10:00-11:00	Private Appliance Suppliers	Supplier Office, district TBD	Semi-structured interview
11:00-12:30	Regional Development Agencies	Regional Development Agency Office, district TBD	Semi-structured interview
13:30-15:00	Vulnerable Households	District, TBD	Site Visits and Semi-structured interviews
15:30-17:00	Households providing parental services	District, TBD	Site Visits and Semi-structured interviews

Data collection and analysis methods

Data collection method	Data Sources	Purpose	Details	Data Analysis Methods	Limitations
Document Review	Project documents, government strategy papers, progress reports, financial records, procurement reports	To gather comprehensive quantitative and qualitative data on project relevance, effectiveness, efficiency, and sustainability.	Review key documents to extract data on project goals, outputs, indicators, implementation progress, financial management, procurement activities, and compliance with national and international policies.	Content analysis, Comparative analysis, Thematic analysis	May be limited by the completeness and accuracy of available documents; Potential for bias in reporting; Time-consuming.
Semi-Structured Interviews	Government officials, project staff, implementing partners, beneficiaries	To gather in-depth qualitative data on stakeholder perceptions, experiences, and insights regarding the project.	Conduct interviews using a flexible guide to explore key evaluation questions, allowing for follow-up sub-questions to probe deeper into responses.	Thematic analysis, Narrative analysis	Responses may be biased by interviewee's perspectives; Time-intensive to conduct and analyze; Relies on interviewer skills.
Site Visits	Project sites, pilot program locations	To validate the implementation and usage of project resources and equipment, and to observe the outcomes of pilot programs and interventions.	Conduct visits to selected sites to inspect facilities, observe activities, and interview beneficiaries.	Observational analysis, Photographic documentation, Field notes	Observations may be subjective; Limited by the number of sites that can be visited; Time and resource-intensive.
Budget Analysis	Project budget documents, financial plans	To examine the allocation and utilization of budgetary resources.	Review budgetary documents to assess whether financial resources were allocated appropriately and used as planned. Evaluate the adequacy of budget provisions for different project activities and components.	Variance analysis, Comparative analysis	May be affected by inaccuracies in budget documents; Does not capture the efficiency of resource use; Requires access to detailed budget information.
Analysis of Results Framework	Project proposal, logical framework, monitoring and evaluation reports	To assess the coherence and effectiveness of the project's logical framework and results chain.	Analyze the results framework to ensure that it logically links activities, outputs, outcomes, and impacts. Assess the relevance and clarity of indicators and targets, and evaluate progress against these metrics.	Logical framework analysis, Progress tracking, Indicator analysis	Frameworks may not fully capture complex project dynamics; Quality depends on the initial design; Can be time-consuming to assess thoroughly.

<p>Timeline Analysis</p>	<p>Project timeline, implementation schedules, progress reports</p>	<p>To evaluate the efficiency and timeliness of project implementation.</p>	<p>Review the project timeline and compare planned versus actual implementation dates. Identify any delays or deviations from the schedule, and analyze their causes and impacts on project outcomes.</p>	<p>Gantt chart analysis, Delay impact analysis</p>	<p>Data may be incomplete or inaccurately recorded; Focuses on timing rather than quality; Requires detailed and accurate timeline</p>
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Evaluation Matrix

Evaluation Criteria	Key Evaluation Questions	Main Sub-Questions	Data Sources	Data Collection Methods	Performance Standards
Relevance	How did the project contribute to overcoming the energy crisis in the Republic of Moldova?	<ul style="list-style-type: none"> - How were project objectives aligned with Moldova's energy needs during the crisis? - What specific components addressed immediate versus long-term energy needs? 	Project documents, Government reports, Interviews with government officials, project staff, and beneficiaries	Document review, Semi-structured interviews	Alignment with government policies and strategic priorities
	Were the activities implemented within Component 4 supportive of the government's vision for addressing the energy crisis?	<ul style="list-style-type: none"> - How well did activities complement existing government initiatives? -Were there any activities that were particularly innovative or effective? -Were the activities adaptable to changing circumstances? 	Project documents, Government strategy papers, Interviews with government officials, project staff and implementing partners	Document review, Key informant interviews	Complementarity with government vision, innovative, effective and adaptable
	Are the expected results/outputs under Component 4 consistent with the outcome, immediate impact, and overall goal/impact?	<ul style="list-style-type: none"> - How do the outputs translate to measurable impacts? -What immediate benefits have been observed? -How do these results align with the Description of Action? 	Project documents, Logical framework, Progress reports	Document review, Analysis of results framework	Coherence with project goals and objectives
	Were the objectives within Component 4 clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?	<ul style="list-style-type: none"> - What were the challenges in meeting the objectives? - How realistic were the timelines and resource allocations? -Were the objectives understood and agreed upon by all stakeholders? 	Project documents, Budget reports, Interviews with government officials, project staff and implementing partners, beneficiaries	Document review, Budget analysis, Semi-structured interviews	Feasibility and clarity of objectives

Effectiveness	To what extent has the project already achieved the expected outcome, outputs, and respective targets?	<ul style="list-style-type: none"> - What specific outcomes have been achieved? - How do these outcomes compare to the initial targets? - What is the evidence supporting these outcomes? 	Progress reports, Monitoring data, Interviews with government officials, project staff, implementing partners, beneficiaries	Document review, Semi-structured interviews	Achievement of targets as per project indicators
	What have been the main contributing and challenging factors towards the project's success in attaining its targets?	<ul style="list-style-type: none"> - Which factors most significantly contributed to the success? - What were the major obstacles faced? - How were these challenges managed? 	Project reports, Interviews with government officials, project staff, implementing partners	Document review, Semi-structured interviews	Identification of key success factors and challenges
	To what extent were cross-cutting issues such as gender equality, environmental sustainability, human rights, and social standards addressed in the design and implementation of the project?	<ul style="list-style-type: none"> - How were gender equality integrated into the project? - What measures ensured environmental sustainability? - How did the project address the specific needs and concerns of various community members, especially those often excluded? - How did the project ensure equitable access to its benefits for all social groups, including marginalized and vulnerable populations? 	Project documents, Interviews with government officials, project staff, implementing partners	Document review, Semi-structured interviews	Integration of cross-cutting issues in project design and implementation
Efficiency	To what extent were all items/equipment purchased and used as planned under this project/programme?	<ul style="list-style-type: none"> - Were there any deviations in procurement and utilization? - What challenges, if any, were encountered during the procurement and utilization of items and equipment? 	Financial reports, Procurement reports, Inventory lists, Interviews with project staff	Document review, Financial analysis, Semi-structured interviews, Site visits	Efficient use of resources and compliance with procurement plans

	Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so, which ones and why?	<ul style="list-style-type: none"> - Were the project activities completed within the planned timelines? - Were there any significant delays in the project implementation? If so, what were the causes of these delays? - Were the project staff and personnel allocated appropriately to various tasks and activities? - What were the main challenges encountered in the implementation of the project related to time and personnel resources? 	Project timeline, Staff reports, Interviews with governmental officials, project staff, implementing partners	Document review, Timeline analysis, Semi-structured interviews	Efficient project implementation and resource utilization
Sustainability	What were the major factors which influenced the achievement or non-achievement of sustainability of the project?	<ul style="list-style-type: none"> - How were the sustainability strategies integrated? - How were risks to sustainability mitigated? 	Project documents, Interviews with governmental officials, project staff, implementing partners	Document review, Semi-structured interviews	Factors influencing sustainability identified and addressed
	What needs to be done and/or improved to ensure sustainability?	<ul style="list-style-type: none"> - What are the key recommendations for sustainability improvements? - How can current practices be enhanced? - What future actions are necessary for sustaining the project benefits? 	Project reports, Interviews with governmental officials, project staff, implementing partners, beneficiaries	Document review, Semi-structured interviews	Recommendations for sustainability improvements
	Have the pilot programs implemented within the project been institutionalized?	<ul style="list-style-type: none"> - What steps have been taken towards institutionalization? - How effective has the integration into existing structures been? - What barriers exist to further institutionalization? 	Project documents, Government reports, Interviews with governmental officials and project staff	Document review, Semi-structured interviews	Degree of institutionalization of pilot programs

Human Rights	To what extent have poor, indigenous, physically challenged individuals, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?	<ul style="list-style-type: none"> - What strategies did the project use to ensure the participation of underrepresented groups? - What measures were taken to make sure that all beneficiaries could access the resources, services, and support provided by the project? - How did the project address and prevent discrimination within its activities and services? 	Project reports, Interviews with governmental officials, project staff, implementing partners, beneficiaries	Document review, Semi-structured interviews, Site visits	Inclusion and impact on marginalized groups
Gender Equality	To what extent has the project promoted positive changes in gender equality and the empowerment of women?	<ul style="list-style-type: none"> - In what ways has the project included women in its activities and decision-making processes? - What opportunities has the project provided to women that they did not have before? - What gender-specific outcomes have been observed? 	Project reports, Interviews with governmental officials, project staff, implementing partners, beneficiaries	Document review, Semi-structured interviews	Promotion of gender equality and empowerment of women
	Did any unintended effects emerge for women, men, or vulnerable groups?	<ul style="list-style-type: none"> - What were the unintended positive or negative effects? - How were these effects managed? - What lessons can be learned from these effects? 	Project reports, Interviews with governmental officials, project staff, implementing partners, beneficiaries	Document review, Semi-structured interviews	Identification of unintended effects
Disability	What proportion of the beneficiaries of the programme were persons with disabilities?	<ul style="list-style-type: none"> - How effectively were persons with disabilities included? - What specific accommodations were made? - What barriers exist to further inclusion of persons with disabilities? 	Beneficiary data, Project reports, Interviews with governmental officials, project staff, implementing partners, beneficiaries	Document review, Semi-structured interviews	Inclusion of persons with disabilities

Evaluation Report Content

1. **Title and opening pages** should provide the following basic information: ✦
 - Name of the evaluation intervention.
 - ✦ Time frame of the evaluation and date of the report.
 - ✦ Countries of the evaluation intervention. ✦ Names and organizations of evaluators.
 - ✦ Name of the organization commissioning the evaluation.
 - ✦ Acknowledgements.

2. **Project and evaluation information details** to be included in all final versions of evaluation reports (non-GEF)⁴ on second page (as one page):

Project/outcome Information		
Project/outcome title		
Quantum ID		
Corporate outcome and output		
Country		
Region		
Date project document signed		
Project dates	Start	Planned end
Total committed budget		
Project expenditure at the time of evaluation		
Funding source		
Implementing party ⁵		

⁴ GEF evaluations have their own project information template requirements.

⁵ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Evaluation information		
Evaluation type (project/ outcome/thematic/country programme, etc.)		
Final/midterm review/ other		
Period under evaluation	Start	End
Evaluators		
Evaluator email address		
Evaluation dates	Start	Completion

3. **Table of contents**, including boxes, figures, tables, and annexes with page references.
4. **List of acronyms and abbreviations.**
5. **Executive summary (four/ five page maximum).** A stand-alone section of two to three pages that should:
 - ✦ Briefly describe the intervention of the evaluation (the project(s), programme(s), policies, or other intervention) that was evaluated.
 - ✦ Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
 - ✦ Describe key aspects of the evaluation approach and methods.
 - ✦ Summarize principle findings, conclusions and recommendations.
6. **Introduction**
 - ✦ Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
 - ✦ Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
 - ✦ Identify the intervention being evaluated (the project(s) programme(s) policies or other intervention).

- ✦ Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the intended users.
7. **Description of the intervention** provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should:
- ✦ Describe **what is being evaluated, who seeks to benefit** and the **problem or issue** it seeks to address.
 - ✦ Explain the **expected results model or results framework, implementation strategies** and the key **assumptions** underlying the strategy / theory of change.
 - ✦ Link the intervention to **national priorities, UNSDCF priorities, corporate multi-year funding frameworks or Strategic Plan goals, or other programme or country-specific plans and goals.**
 - ✦ Identify the **phase** in the implementation of the intervention and any **significant changes** (e.g., plans, strategies, logical frameworks, theory of change) that have occurred over time, and explain the implications of those changes for the evaluation.
 - ✦ Identify and describe the **key partners** involved in the implementation and their roles.
 - ✦ Include data and an analysis of **specific social groups** affected. Identify **relevant cross-cutting issues** addressed through the intervention, i.e., gender equality, human rights, vulnerable/ marginalized groups, leaving no one behind.
 - ✦ Describe the **scale of the intervention**, such as the number of components (e.g., phases of a project) and the size of the target population (men and women) for each component.
 - ✦ Indicate the **total resources**, including human resources and budgets.
 - ✦ Describe the context of the **social, political, economic, and institutional factors**, and the **geographical landscape** within which the intervention operates, and explain the challenges and opportunities those factors present for its implementation and outcomes.
 - ✦ Point out **design weaknesses** (e.g., intervention logic, theory of change) or other **implementation constraints** (e.g., resource limitations).
8. **Evaluation scope and objectives.** The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.
- ✦ **Evaluation scope.** The report should define the parameters of the evaluation, for example, the time period, the segments of the target population and geographic area included, and which components, outputs or outcomes were or were not assessed.
 - ✦ **Evaluation objectives.** The report should spell out the types of decisions the evaluation will feed into, the issues to be considered in making those

decisions and what the evaluation will need to achieve to contribute to those decisions.

- ✦ **Evaluation criteria.** The report should define the evaluation criteria or performance standards used¹ and explain the rationale for selecting those particular criteria.
- ✦ **Evaluation questions.** The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to those questions address the information needs of users.

9. **Evaluation approach and methods.**² The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the time and money constraints, the approaches and methods employed yielded data that helped to answer the evaluation questions and achieved the evaluation purposes. **The report should specify how gender equality, disability, vulnerability and social inclusion were addressed in the methodology, including how data collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholder groups.** The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description of methodology should include discussion of each of the following:

- ✦ **Evaluation approach.**
- ✦ **Data sources:** the sources of information (documents reviewed and stakeholders met) as well as the rationale for their selection and how the information obtained addressed the evaluation questions.
- ✦ **Sample and sampling frame.** If a sample was used, describe the sample size and characteristics, the sample selection criteria; the process for selecting the sample (e.g. random, purposive); if applicable, how comparison and treatment

groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.

- ✦ **Data collection procedures and instruments:** methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness.

¹ The evaluation criteria most commonly applied to UNDP evaluations are the OECD-DAC criteria of relevance, coherence, efficiency, effectiveness and sustainability.

² All aspects of the described methodology need to receive full treatment in the report. Some of the more detailed technical information may be contained in annexes to the report.

- ✦ **Performance standards:**³ the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g. national or regional indicators, rating scales).
- ✦ **Stakeholder participation:** who participated and how the level of involvement of men and women contributed to the credibility of the evaluation and the results.
- ✦ **Ethical considerations:** including the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).⁴
- ✦ **Background information on evaluators:** the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
- ✦ **Major limitations of the methodology** should be identified and openly discussed, as well as any steps taken to mitigate them.

10. **Data analysis.** The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report should also discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

11. **Findings** should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed.

Findings should reflect gender equality and women's empowerment, disability and other cross-cutting issues, as well as possible unanticipated effects.

12. **Conclusions** should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making

³ A summary matrix displaying, for each of the evaluation questions, the data sources, data collection tools or methods and the standard or measure by which each question was evaluated. This is a good illustrative tool to simplify the logic of the methodology for the report reader.

⁴ UNEG, 2020, Ethical Guidelines for Evaluation: <http://www.unevaluation.org/document/detail/2866>

of intended users, including issues in relation to gender equality and women's empowerment as well as to disability and other cross-cutting issues.

13. **Recommendations.** The report should provide a reasonable number of practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable.

Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should address any gender equality and women's empowerment issues and priorities for action to improve these aspects. Recommendations regarding disability and other cross-cutting issues also need to be addressed.

14. **Lessons learned.** As appropriate and/or if requested in the TOR, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context, outcomes, even evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report. Gender equality and women's empowerment, disability and other cross-cutting issues should also be considered.
15. **Report annexes.** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:
 - ✦ TOR for the evaluation.
 - ✦ Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
 - ✦ List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation team and UNDP.
 - ✦ List of supporting documents reviewed.
 - ✦ Project or programme results model or results framework.
 - ✦ Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators.
 - ✦ Pledge of ethical conduct in evaluation signed by evaluators.