



United Nations Trust Fund
for Human Security



***Final Evaluation of the UNTFHS project for
‘Promotion of Human Security of Ukrainian
Refugees, Third Country Nationals (TNCs) and the
Host Communities in Moldova through Socio-
Economic Empowerment and Inclusion’***

EVALUATION REPORT

March 2024

Table of contents

Executive summary	6
Introduction	11
1 Context and background	12
1.1 Political and Socioeconomic Context	12
1.1.1 Critical Areas of Concern	13
1.2 Overview of the Project " Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TCNs), and Host Communities in Moldova through Socio-Economic Empowerment and Inclusion"	14
2 Evaluation Purpose, Objectives and Scope	15
2.1 Purpose and objectives of the final evaluation	15
2.2 Scope of the final evaluation	16
2.3 Target groups and beneficiaries	16
3 Evaluation Criteria and Questions	16
3.1 Evaluation Criteria	16
3.2 Key Evaluation Questions	17
4 Evaluability Analysis	18
5 Cross-cutting issues	18
6 Evaluation approach and methodology	19
6.1 Specific approach to this evaluation	19
6.2 Reconstructing the Theory of Change	20
6.3 Data collection methods and instruments and data analysis	24
6.3.1 Analysis of Project records and secondary literature	24
6.3.2 Primary data collection	25
6.4 Data analysis	25
6.5 Ethical Considerations	26
7 Evaluation findings	27
7.1 Relevance	27
7.2 Coherence and responsiveness	31
7.3 Effectiveness	34
7.4 Efficiency	40
7.5 Sustainability	44
7.6 Impact	47
7.7 Cross-cutting: gender and leave no one behind	48
8 Conclusions	50
8.1 Relevance	50
8.2 Coherence and responsiveness	51
8.3 Effectiveness	51
8.4 Efficiency	52

8.5	Sustainability	52
8.6	Impact	53
8.7	Cross-cutting: Gender and Leave No One Behind	53
9	Lessons learned	54
10	Recommendations	54
11	Annexes	58
	Annex 1: Evaluation Matrix	58
	Annex 2 Interviewed stakeholders	66
	Annex 3: Interview guides	67
	UNDP Team	67
	IOM Team	70
	National Partners	72
	Annex 4: Terms of Reference	74
	Annex 5: Evaluability checklist	84

Project information			
Project/outcome title	Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TNCs) and the Host Communities in Moldova through Socio Economic Empowerment and Inclusion		
Project IDs	01000373 (UNDP) CS.1204 (IOM)		
Corporate outcome and output	<p>OUTCOME 1 By 2027, institutions deliver human rights-based, evidence-informed and gender-responsive services for all with the focus on those who are left behind</p> <ul style="list-style-type: none"> OUTPUT 1.1 National and subnational institutional capacities and policy frameworks for quality, resilient and inclusive service delivery are enhanced <p>OUTCOME 2 By 2027, more accountable, and transparent, human rights based and gender responsive governance empowers all people of Moldova to participate in and to contribute to development processes</p> <ul style="list-style-type: none"> OUTPUT_2.2 Rule of law institutions have strengthened capacities to protect human rights, expand access to justice and legal remedies to ensure social cohesion and security for all. OUTPUT_2.3 Rights holders, in particular the most vulnerable and women, are empowered to participate in transparent and accountable governance. <p>OUTCOME 3 By 2027, all people of Moldova, especially the most vulnerable, benefit from inclusive, competitive and sustainable economic development and equal access to decent work and productive.</p> <ul style="list-style-type: none"> OUTPUT 3.1 Right holders, in particular vulnerable groups, including from regions with special status have improved livelihoods and access to decent jobs 		
Country	Republic of Moldova		
Region	Europe and Central Asia		
Date project document signed	16-12-2022 ¹ / 20-02-2023 ²		
Project dates	Start	Original End	Extended End Date
	01-02-2023	31-01-2024	31-03-2024
Project budget	US \$ 1,645,305		
Funding source	UNTFHS -Japan Supplementary Budget 2022		
Implementing party	UNDP and IOM Moldova		
Evaluation Information			
Evaluation type	Project Evaluation		
Final/midterm review/	Final Evaluation		
Evaluators	Mr. Tomislav Novović, Senior Evaluation Expert		
Evaluator e-mail address	tomislav.novovic@gmail.com		
Evaluation Dates	Start	Completion	
	February 2024	March 2024	

¹ Project proposal was submitted on this date, which was later accepted to serve as the project document.

² UN-UN Transfer agreement was signed on this date.

List of abbreviations

CA	Contribution Analysis
CSO	Civil Society Organization
DAC	Development Assistance Committee of the OECD
EC	Evaluation Consultant
ER	Evaluation Report
EU	European Union
FE	Final Evaluation
GBV	Gender- Based Violence
GoM	Government of Moldova
HRBA	Human-Rights Based Approach
IOM	International Organization for Migrations
IR	Inception report
JTC	Joint Technical Committee
KII	Key Informants Interviews
ODIHR	Office for Democratic Institutions and Human Rights
OECD	Organization for Economic Cooperation and Development
OSCE	Organization for Security and Cooperation in Europe
OVI	Objectively Verifiable Indicator
PB	Project Board
PCA	Project Cooperation Agreement
PM	Project Manager
PMF	Performance Measurement Framework
Prodoc	Project document
PT	Project Team
SDG	Sustainable Development Goals
SMART	Specific Measurable Accepted Realistic Timely
SO	Specific Objective
SoV	Sources of Verification
TNCs	Third Country Nationals
TOC	Theory of Change
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNTFHS Project or the Project	United Nations Trust Fund for Human Security Project for “Promotion of Human Security of Ukrainian refugees, third country nationals (TCN) and Host Communities in Moldova through Socio-Economic Empowerment and Inclusion”

Executive summary

The "Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TCNs), and Host Communities in Moldova through Socio-Economic Empowerment and Inclusion" project was initiated on February 1, 2023, as a collaboration between UNDP, IOM, and funded by the Government of Japan via United Nations Trust Fund for Human Security (UNTFHS), to mitigate the impacts of the Ukrainian refugee crisis on Moldova by enhancing economic, health, personal, and community security.

The evaluation aimed to assess the Project's achievements against its objectives, highlighting its successes and areas needing improvement. The primary goal was to inform stakeholders and guide future actions by identifying strategic lessons learned from the Project's implementation.

The evaluation employed a mixed-methods approach, incorporating qualitative and quantitative data collection and analysis techniques to assess the Project's implementation framework. The methodology was designed to ensure a balanced and thorough understanding of the Project's impacts, incorporating theory-based evaluation to assess causality and contribution analysis to delineate the Project's contributions towards observed changes. A reconstructed Theory of Change (ToC) provided a framework for understanding the intended sequence of events and causal pathways leading to the desired outcomes. This approach facilitated the systematic assessment of the Project's activities and their effectiveness in achieving the planned outputs and outcomes.

The evaluation utilised various data collection methods, including project record reviews, key informant interviews, group discussions, and participatory methods to gather insights from project participants and stakeholders. Data was analysed using qualitative data analysis software, employing a code-and-classify approach based on the evaluation matrix. Cross-validation techniques were applied to ensure the accuracy of findings, with data triangulation used to confirm major trends and establish patterns from different sources.

Relevance and coherence

The UNTFHS project exemplified strategic alignment with national and EU priorities, a deep commitment to the SDGs, and a comprehensive approach to human security. The Project has been critical in fostering resilience, social inclusion, and sustainable development across Moldova. The evaluation points out the necessity for improvements in internal coherence and advocates for a more integrated approach to bolster the Project's effectiveness and transformative potential. The evaluation identified several key findings.

The Project has strategically aligned with Moldova's national development strategies (Moldova 2030) and EU integration objectives. This alignment is particularly notable in the Project's contributions to national priorities for greater social inclusion and human security and Moldova's EU accession priorities (F1, F2). Its focused effort on Sustainable Development Goals (SDGs) addressed immediate needs and contributed towards long-term sustainability goals. Significant are efforts for eradicating poverty, achieving gender equality, reducing inequalities, and promoting peace and justice, underlining the Project's commitment to broader sustainable development frameworks (F2). Stakeholders have unanimously commended the Project's human security approach for its inclusivity and participatory programming, effectively meeting the identified needs of its target groups. This approach has been instrumental in aligning the Project with the organisational needs and priorities concerning the social inclusion of vulnerable groups (F3).

The Project's implementation showcased a holistic and integrated strategy for human security. By enhancing economic, personal, community, and political security, the Project has been lauded for building resilience and preventing crises among the affected communities (F4). Despite encountering challenges in achieving internal coherence and needing a more integrated approach to link different outcomes and activities, the Project remains highly relevant. It continues to align well with its beneficiaries' and partners' evolving needs and priorities, underscoring the need for strategic adjustments to enhance its internal coherence (F5, F6).

The UNTFHS project exhibits strategic coherence with the priorities of UN, UNDP, and IOM country programs, aligning with broader development frameworks. This alignment has contributed to fostering just, inclusive institutions and ensuring equal opportunities for human development (F7). In addition, the Project demonstrated effective complementarity and synergies with other initiatives and reinforced its pivotal role in a cohesive and integrated response to human security needs in Moldova. It highlighted the importance of

collaborative efforts and strategic coordination among diverse stakeholders to achieve shared priorities and respond effectively to the identified needs (F8).

Effectiveness

The evaluation thoroughly reviewed the Project's achievements relative to its primary objectives. These objectives included enhancing infrastructure and basic services with sustainable technologies, improving livelihood and employment opportunities for marginalized groups, and strengthening protection services for survivors of gender-based violence (GBV) and human trafficking.

Despite the challenges posed by the short implementation period and regional instability, the UNTFHS project made significant strides in enhancing the well-being and security of its target populations in Moldova. Its comprehensive and inclusive approach to fostering safety and resilience has established a solid foundation for ongoing improvements in human security within the country.

Key accomplishments highlighted in the evaluation include the successful delivery of infrastructure and basic services that demonstrated a commitment to modernization and sustainability, specifically tailored to the needs of vulnerable groups (F9). The Project effectively broadened access to livelihood and employment opportunities, significantly contributing to self-reliance and fostering dignified lives for women, the elderly, and persons with disabilities. It also assured universal access to protection services, offering vital support to individuals affected by GBV and human trafficking (F9).

The UNTFHS project's approach to enhancing human security was comprehensive, addressing security's economic, personal, community, and political dimensions. This was evident through the initiatives to create "build-forward-better" environments, promoting economic empowerment, and efforts to combat violence and discrimination (F10). Despite the project's brief one-year timeframe for implementation, it encountered inherent challenges in making meaningful changes to human security. These challenges were compounded by the evolving situation in Ukraine and the complex nature of refugee movements, highlighting the difficulty of assessing the Project's long-term effects (F11).

The EC lauded the UNTFHS for its dynamic, demand-driven methodology, which engaged stakeholders throughout the Project, fostering a sense of ownership and commitment to the Project's goals. This strategic approach, combined with the robust technical expertise and sectoral understanding of UN agencies such as UNDP and IOM, played a critical role in the Project's success in promoting social cohesion and integrating vulnerable groups into Moldovan society (F12).

Efficiency:

The Project, funded by the Government of Japan and implemented through a partnership between UNDP and IOM, was strategically designed with a detailed budget allocation reflective of each organisation's role and expertise. Despite challenges such as the initiative's complexity, multidimensional scope, and delayed fund transfers, the Project completed its activities within a slightly extended timeframe, thanks to the efficient involvement of UNDP and IOM project teams and their collaborative efforts with partners (F13).

The budget prioritisation ensured that most funds were directed towards program-related activities, emphasising direct engagement and effectiveness. This financial strategy supported substantial programmatic impact while maintaining compliance with fiscal rules and regulations (F13).

A well-established management approach was critical in delivering the Project's results. This approach included a robust management and coordination mechanism and the formation of a joint technical/ programmatic committee between IOM and UNDP. However, the evaluation noted that more strategic joint activities were somewhat limited due to the pressure of implementing activities and delivering resources within the Project's timeframe (F14).

The Project team's dedication and focus were pivotal in ensuring activities' efficient implementation and continuity. Adopting a results-oriented annual work plan grounded in a gender-sensitive approach facilitated the planning, implementation, and synchronization of activities. This approach was enhanced by a monitoring system that, while effective at the output level, faced challenges in defining targets and measuring progress at

the outcome level. The Project's communication and visibility strategy effectively disseminated its key messages, showcasing the results in critical areas of intervention (F15).

Sustainability

The Project's sustainability is anchored in the degree of country ownership and the strength of partnerships with key stakeholders, including government entities, civil societies, and the private sector. These collaborations are crucial for continuing and scaling project achievements, ensuring that the positive impacts are preserved and expanded in the future (F16). Significant efforts were made to lay a robust foundation for local public services and infrastructure sustainability, exemplified by the readiness of local public authorities (LPAs) and institutions to maintain essential services. Initiatives such as the multifunctional sports field and the introduction of mobile teams by the National Employment Agency illustrate sustainable extensions of services to the community (F16). A cornerstone of the Project's sustainability efforts was establishing the Ungheni Regional Centre for women survivors of violence. This Centre, financed through the national budget, represents a comprehensive and sustainable support system for survivors, integrating multiple services within a long-term support framework (F16).

Capacity development initiatives have enhanced the skills and institutional service delivery capabilities across various domains. Institutionalising training materials on platforms like the CALM E-Platform ensures these capacities are embedded within the system for future reference and utilisation. However, the sustainability of specific project components, such as entrepreneurship training and small business grants, may require continued support (F16).

The Project also faced challenges in ensuring the financial sustainability of certain initiatives, such as summer camps and the national forum of the alliance of hometown associations. Efforts have been made to address these challenges, including exploring co-financing models and securing alternative funding sources or innovative funding models (F17).

Impact

The project effectively enhanced economic opportunities, exemplified by the establishment of mobile teams and a job fair that connected 2,000 visitors with potential employers. Additionally, it improved access to employment by integrating job-seeking portals and conducting labor market studies, further supported by small business grants and vocational and entrepreneurship training programs. However, the scope of these activities was primarily aimed at providing immediate support rather than fostering widespread economic integration or systemic enhancements in health, personal, and community security domains. As a result, the project's impact on broader systemic changes remained limited, highlighting a gap between immediate project outputs and the overarching goal of achieving sustainable integration for vulnerable groups (F18).

Leave no-one behind

The Project significantly invested in capacity development, infrastructure improvement, and direct support services, creating a comprehensive network for protection and assistance. These efforts were primarily geared towards immediate needs and long-term empowerment, laying a solid foundation for future initiatives to build an inclusive society in Moldova (F19). The initiatives included enhancing vulnerable beneficiaries' access to newly constructed inclusive facilities, extending vital services into rural areas, and providing comprehensive support for survivors of gender-based violence and trafficking (F19). Furthermore, the Project's strategic framework was notably integrated with human rights and gender perspectives, ensuring that the Project systematically incorporated these principles across all outcomes. This approach led to targeted measures to enhance access to essential services for vulnerable groups, mainly focusing on women and girls and facilitating their social integration and economic empowerment. The Project's dedication to protecting and empowering beneficiaries was manifested in efforts to improve local public services, vocational training, and support for survivors of GBV, demonstrating a proactive approach to addressing the needs of vulnerable groups (F20).

The UNTFHS Project's strategic incorporation of gender perspectives and human rights principles across its activities effectively met the diverse needs of refugee and host community populations. The Project advanced the principles of leaving no one behind, promoting social cohesion, inclusion, and gender-sensitive practices. These efforts provided immediate support to those displaced by conflict while also establishing the groundwork

for sustainable social integration and cohesion, aligning with Moldova's commitment to democratic values of equality, respect, and dignity in its refugee response strategy and activities (F20).

CONCLUSIONS:

The UNTFHS Project stands as a testament to strategic, inclusive, and effective international development practice, with significant contributions to Moldova's socio-economic resilience and human security. Its achievements underscore the importance of strategic partnerships, comprehensive approaches to human security, and the need for ongoing support and resource allocation to sustain and expand its impacts.

The EC's thorough assessment of the UNTFHS Project in Moldova concludes that it is highly relevant to the country's strategic development goals, directly contributes to sustainable growth, and aligns with EU accession priorities. The project's holistic human security approach has been pivotal in tackling economic, personal, community, and political insecurities, making notable strides in infrastructure development, capacity building, and the inclusion of vulnerable populations (C1, C2, C4, C5).

While the project demonstrated a commendable level of internal and external coherence, it identified the need for enhanced horizontal integration among its components. It highlighted its strategic alignment with broader development agendas and partnerships (C3, C4, C5). The project's effectiveness in addressing human security and resilience amidst the region's compounded crises laid a solid foundation for ongoing initiatives to improve living standards and foster inclusion (C6).

Efficiency was marked by the project's ability to utilise resources judiciously and achieve targeted outcomes within a constrained timeframe. However, challenges were noted in fully integrating and strategizing partnership activities between UNDP and IOM (C9, C10). Sustainability emerged as a key strength, with the project laying a robust foundation for ongoing and future initiatives. It demonstrated the potential for enduring benefits through strategic resource allocation, effective management, and local commitment to maintaining enhanced services and infrastructure (C11).

The project's impact, although limited in scope for broader systemic change, showed tangible advancements in improving the economic, health, personal, and community security of vulnerable beneficiaries. It highlighted the need for a longer-term, multi-sectoral strategy to achieve systemic changes (C12).

Cross-cutting themes of gender mainstreaming and the "leave no one behind" principle were effectively implemented, showcasing the project's commitment to inclusivity, rights-based approaches, and gender-sensitive measures. These efforts have laid the groundwork for continued progress towards an inclusive and cohesive society in Moldova, addressing the varied needs of refugees, TCNs, and local communities (C13, C14).

RECOMMENDATIONS:

The evaluation consultant has put forth a set of recommendations to guide future actions and enhance the effectiveness and sustainability of initiatives similar to the UNTFHS Project.

Recommendation 1: Extend Implementation Timeframes for Comprehensive Engagement – recommends longer project durations to allow for thorough stakeholder engagement, adaptation to evolving challenges, and the embedding of practices for lasting impact, ensuring initiatives can fully address vulnerabilities and build sustainable solutions (C8).

Recommendation 2: Enhance Horizontal Integration Across Project Components – there is a need to advocate for a more interconnected approach across different project areas like economic development, infrastructure, social cohesion, and health services to achieve a unified impact where efforts in one domain reinforce outcomes in another, suggesting the implementation of integrated monitoring and evaluation systems (C3).

Recommendation 3: Leverage and Amplify Existing Initiatives through Strategic Partnerships – recommends the importance of aligning with ongoing initiatives through strategic partnerships to pool resources, knowledge, and expertise, advocating for coordination mechanisms to ensure objective alignment and foster synergies (C5).

Recommendation 4: Transition Focus Towards Initiatives that Catalyze Systemic Changes – there is a need to shift towards initiatives aimed at influencing systemic reforms to address underlying vulnerabilities, enhance

societal resilience, and ensure the sustainability of improvements in human security through capacity building of local institutions (C12).

Recommendation 5: Promote Inclusive Programming and Embedded Capacity Building – there is a need for project to adopt an inclusive approach, ensuring responsiveness to the entire community's needs and integrating capacity-building activities to empower stakeholders for the sustained success of project outcomes (C13, C14).

Recommendation 6: Leverage Innovative Funding Models for Project Sustainability—This recommendation suggests exploring diverse funding mechanisms, including social impact investments, crowdfunding, and public-private partnerships, to ensure the continuity and growth of projects, diversify funding sources, and enhance project resilience (C11).

Recommendation 7: Implement Rigorous Monitoring and Evaluation with Qualitative and Quantitative Indicators – there is a need for a robust monitoring and evaluation framework that employs both qualitative and quantitative indicators to capture the comprehensive impact of interventions, supporting continuous improvement and responsiveness to beneficiary needs (C8).

Recommendation 8: Enhance Awareness of Topics Concerning Social Cohesion and Inclusion (and Showcase Successes)- Recommends developing targeted communication strategies to raise awareness about social cohesion and inclusion, leveraging various platforms to share achievements and engage a broad audience, fostering sustained support for inclusive community practices.

Introduction

This document is the draft report for the Final Evaluation of the United Nations Trust Fund for Human Security Project for ‘Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TNCs) and the Host Communities in Moldova through Socio-Economic Empowerment and Inclusion’ (UNTFHS Project or the Project). Beginning with the **Introduction** and **Context and background**, the report sets the stage by presenting Moldova's political and socioeconomic landscape and highlighting the critical areas of concern. This foundation underscores the project's relevance and urgency within the broader context of Moldova's challenges and opportunities.

Following the introductory sections, **Section 2** delineates the **Evaluation Purpose, Objectives, and Scope**, specifying the rationale behind the evaluation, its intended goals, and the breadth of its inquiry. This part clarifies the evaluation's focus, ensuring stakeholders understand its aims and the extent of its examination. **Section 3** further refines the report's framework by discussing the **Evaluation Criteria and Questions**, laying out the specific criteria used to assess the project's impact and the key questions guiding the evaluators' investigation. This section ensures a structured and focused evaluation approach, directing attention to critical aspects of the project's implementation and outcomes.

An **Evaluability Analysis** in **Section 4** evaluates the project's readiness for assessment, considering the available data, project documentation, and the feasibility of achieving reliable evaluation outcomes. This analysis is vital for anticipating and addressing potential challenges in the evaluation process. **Section 5** highlights **Cross-cutting issues**, such as the human rights-based approach and gender equality, emphasising the importance of integrating these perspectives throughout the evaluation to ensure a comprehensive and inclusive analysis. The core of the report, **Section 6**, details the **Evaluation approach and methodology**, including the reconstruction of the Theory of Change, data collection methods, and analysis techniques. This section is pivotal, providing a methodological roadmap for navigating the evaluation process, from data gathering to interpretation.

Section 7 presents the **Evaluation findings**, systematically addressing each evaluation criterion—from relevance and coherence to effectiveness, efficiency, sustainability, and impact—culminating in an assessment of cross-cutting issues. This section forms the report's substantive content, offering evidence-based conclusions drawn from the evaluation. In **Section 8**, these findings lead to overarching **Conclusions**, summarising the project's achievements and areas for improvement. This synthesis provides a clear, concise articulation of the project's overall performance and its alignment with intended goals and societal needs. **Section 9** discusses **lessons learned** and captures valuable insights for future initiatives. This section is instrumental for understanding best practices and challenges encountered during the project, offering guidance for enhancing future interventions. Finally, **Section 10** proposes **Recommendations**, translating conclusions and lessons learned into actionable advice for stakeholders. These recommendations aim to inform decision-making processes, ensuring the project's long-term impact and the successful continuation of its objectives.

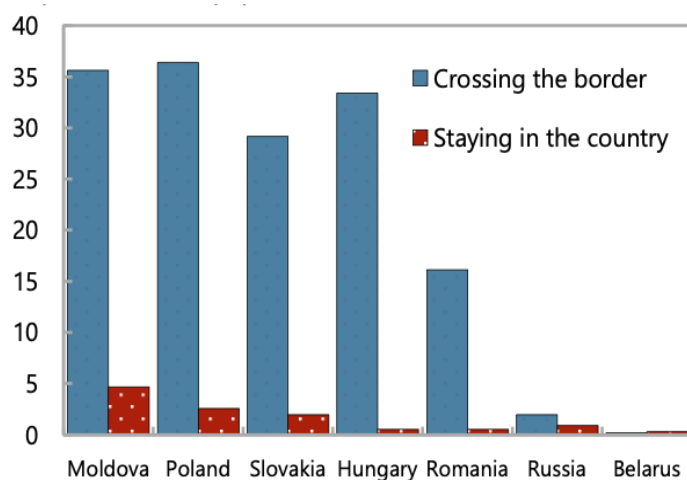
Annexes provide supplementary material, including stakeholder lists, interview guides, and an evaluability checklist, offering additional context and supporting information to underpin the report's findings and conclusions. This comprehensive structure ensures the report is a robust tool for understanding the project's impact, challenges, and future directions, offering stakeholders a detailed and actionable evaluation.

1 Context and background

1.1 Political and Socioeconomic Context

The unfolding Ukrainian refugee crisis has placed an unprecedented burden on Moldova, a country that ranks among Europe's smallest and most economically struggling nations. Moldova's encounter with this crisis amplifies its existing vulnerabilities, further complicating its socio-economic landscape amidst already challenging conditions. The arrival of over one million individuals³ fleeing the conflict since Russia's invasion of Ukraine on February 24th, 2022, has tested the resilience and resources of this lower-middle-income country, as classified by the World Bank. A significant aspect of this crisis is the demographic shift, with more than 100,000 Ukrainian refugees remaining in Moldova as of December 2023.

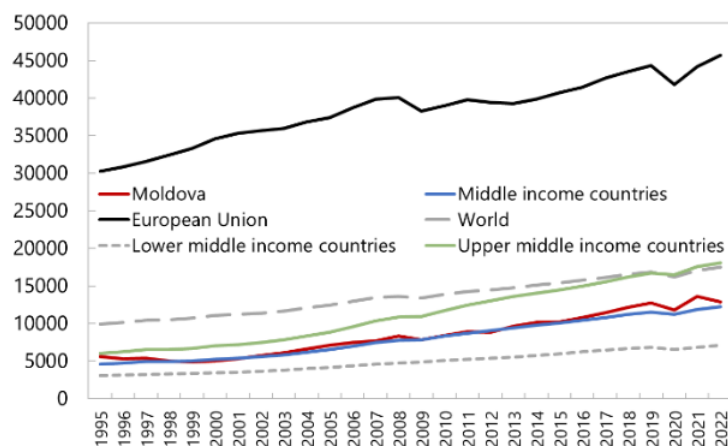
Figure 1: Refugees from Ukraine (per cent of total population)



Source: UNHRC, EuroStat, National Authorities

This influx represents nearly 5 per cent of Moldova's total population, a substantial proportion that highlights the scale of displacement and its impact on the host country. Among these refugees, women and girls constitute about 65 per cent, a demographic that faces distinct risks, including exploitation, trafficking, and gender-based violence, further exacerbating their plight and underscoring the need for targeted protection and support measures.

Figure 2 GDP Per Capita (2017 PPP international dollars)



Source: World Bank

³ <https://data.unhcr.org/en/country/MDA>

Economic Strain and Social Tensions: Moldova's economy, already reeling from the effects of the COVID-19 pandemic and grappling with the highest inflation rate in Europe at over 34%, faces additional pressures from the refugee influx. Average consumer prices in December 2023 compared to December 2022 (in the last 12 months) increased by 4,2% (for information: in December 2022 compared to December 2021 average consumer prices increased by 30,2%), including food and non-food products by 4,6% and services provided to the population by 2,5%⁴. The situation fuels social tensions, with the risk of increasing dissatisfaction and resentment within host communities towards refugees, who are often seen as an additional burden on limited resources and services.

Human Security and Social Cohesion Risks. The displacement crisis places refugees in highly vulnerable positions, often outside the protection systems designed to safeguard individuals' rights and well-being. The heightened vulnerabilities, particularly for women and girls, underscore the need for comprehensive support and protection mechanisms. Furthermore, Moldova's pre-existing social cohesion challenges are amplified by the crisis, with increased risks of discrimination, exclusion, and tensions between different community groups, including marginalised populations like the LGBTQI+ community, individuals living with HIV, and those with psychosocial and intellectual disabilities.

1.1.1 Critical Areas of Concern

Food Insecurity: Moldova's reliance on severely disrupted Ukrainian wheat imports poses a significant challenge to food security. The crisis has increased food production costs and price hikes, burdening struggling households and communities responsible for supporting the displaced population.

Energy Poverty: The country's dependency on external energy sources has made it particularly vulnerable to global market fluctuations. The recent surge in energy costs has exacerbated energy poverty, affecting vulnerable families the most and leading to difficult choices, especially as winter approaches.

Healthcare Accessibility: Moldova's insufficient healthcare infrastructure to meet its population's demands is further strained by the needs of the refugee population. Limited access to healthcare services for refugees- reportedly, only 14% of families can access these services-, highlights the urgent need for capacity building and resource allocation in the health sector.

Table 1 Moldova's EU Accession Process

Moldova was granted EU candidate status in 2022; in November 2023, the EU Commission recommended that the European Council open accession negotiations.

According to the November 2023 EU Commission Enlargement Package , Moldova has achieved important progress towards completing the nine steps identified by the European Commission to advance its path to EU accession, which cover: i) justice-system reform; ii) implementation of the Office for Democratic Institutions and Human Rights (ODIHR) and Venice Commission recommendations in the area of justice; iii) fighting corruption; iv) de-oligarchisation; v) fighting organised crime; vi) public administration reform; vii) PFM reform; viii) involving civil society in decision-making; and ix) strengthening the protection of human rights.

While more work is needed in the areas of justice, fighting corruption, and de-oligarchisation, all other steps have been completed. In light of these results, the Commission recommended the Council to start accession negotiations.

It also recommended that the Council adopts the negotiating framework once Moldova completes the remaining requirements. The Commission will report back to the Council by March 2024 on progress.

⁴ https://statistica.gov.md/en/consumer-price-indices-in-the-republic-of-moldova-in-december-9485_60870.html

Moldova requires a holistic and integrated approach that goes beyond immediate humanitarian relief to effectively respond to the multifaceted challenges posed by the Ukrainian refugee crisis. Long-term strategies to strengthen economic security, foster social cohesion, and address discrimination are critical. Enhancing the capacities of national and local institutions to provide sustainable and inclusive protection, security, and legal remedies for both displaced individuals and the broader Moldovan population is essential. Key focus areas include bolstering healthcare services, law enforcement capabilities, and the operational capacity of non-discrimination bodies to ensure a response that prioritises human security and supports lasting peace and stability in Moldova.

1.2 Overview of the Project "Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TCNs), and Host Communities in Moldova through Socio-Economic Empowerment and Inclusion"

The "Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TCNs), and Host Communities in Moldova through Socio-Economic Empowerment and Inclusion" project was launched on 1 February 2023 as a collaborative initiative between the UNDP and IOM, with financial support from the Government of Japan via UNTFHS. This project was rooted in the humanitarian-development-peace nexus, aiming to mitigate the negative impacts of the humanitarian crisis on Moldova by addressing the pressing needs and vulnerabilities of refugees and host communities. By embracing a human security approach, the project sought to strengthen resilience and advance sustainable development over its year-long duration.

The Project's overall objective has been to enhance the economic, health, personal and community security of Ukrainian refugees, TCNs and their host communities in Moldova by addressing their increasing, urgent and interconnected vulnerabilities and socially and economically integrating them, accounting for gender, age, and disability.

This overall objective has been further organised around four interrelated outcomes and outputs:

Outcome 1. Infrastructure and basic services are effectively and adequately provided to the refugees, TCNs and the host communities, demonstrating "build-forward-better" with green, energy-efficient, and digital technologies.

Output 1.1. The critical infrastructure supporting the provision of basic services is upgraded.

Output 1.2. The capacity of central and local governments to support the inclusion of refugees is improved.

Outcome 2. Refugees TCNs, returning Moldovan migrants, and host community members, particularly women, older persons, and persons with disabilities, have access to livelihoods and employment opportunities, including in agriculture and food supply chains, that help them build self-reliance and live with dignity.

Output 2.1. The capacity of national institutions and businesses to provide job-matching and employability services is enhanced.

Outcome 3. Universal access to protection, including support to survivors of Gender-Based Violence (GBV) and trafficking in persons (TIP), is ensured for the refugees, TCNs, and Moldovan communities with special attention to women, children, older persons and persons with disabilities and other vulnerable groups.

Output 3.1: The Government and civil society have enhanced capacities to provide protection, security and access to legal remedies and measures.

Output 3.2: Protection measures and services benefiting refugees, TCNs, asylum seekers and host community members are established.

Outcome 4. Refugees, TCNs, return migrants, and host communities live in an inclusive, non-discriminatory, and peaceful environment where social cohesion, mutual trust, and enhanced human security prevail.

Output 4.1: Local community members, including refugees and TCNs, have the needed capacities and tools to ensure peaceful coexistence.

Output 4.2: The right of refugees and TCNs not to be subject to discrimination is promoted, and remedies in cases of discrimination against refugees are brought before the relevant authorities.

Beneficiaries included approximately 1,200 refugees, TCNs, and 40,000 vulnerable Moldovan host community members, with a priority on women, girls, disabled persons, and youth in at least five communities with high refugee concentrations and vulnerability.

The Project supported local authorities in upgrading public services and enhancing crisis resilience. The National Employment Agency and its territorial offices improved their ability to effectively assist refugees in their employment searches. Private sector entities benefited from capacity-building activities and support programs.

In line with UN General Assembly resolution 66/260, the project addressed the widespread challenges to the survival, livelihood, and dignity of people living in Moldova by concentrating on economic, personal, community, and political security. It operated on five guiding principles: people-centred, comprehensive, context-specific, prevention-oriented, and a blend of protection and empowerment.

The implementation strategy involved anchoring the initiatives within existing projects, following a portfolio management approach. For **UNDP**, key projects such as the EU4Moldova/Focal Regions Project, Resilient and Inclusive Markets in Moldova Project, Access to Justice Project, and Gender-Based Violence Project played essential roles. The implementation included a dedicated program office to facilitate coordination and enhance operational capacity. For **IOM**, the program support officer and thematic specialists in protection, livelihoods, and social cohesion led the project activities, with oversight from the emergency coordinator.

2 Evaluation Purpose, Objectives and Scope

2.1 Purpose and objectives of the final evaluation

The **purpose** of the final evaluation has been to assess the project's results against its output targets, contributing to the progress under four outcomes.

The **objective** has been to assess successful/unsuccessful elements and their underlying reasons, highlight intended and unintended results and provide strategic lessons to guide decision-makers and inform stakeholders for future courses of action.

The EC summarised findings, presenting data-driven facts from its comprehensive analysis. In the conclusions section, the EC provided substantiated, balanced statements that address the Project's strengths, weaknesses, and outcomes, ensuring a logical link to the findings and reflecting on issues crucial to the beneficiaries. In addition, the EC assessed the extent to which the Project considered social and gender inclusion, equality and empowerment and applied these principles, also analysing UNDP/ IOM's commitment to rights-based approaches and gender mainstreaming⁵.

Recommendations have been proposed to be actionable, practical, and tailored to guide the evaluation's users. They stem directly from evidence and are linked to the evaluation's key questions. The report also

⁵ More details are provided in the Section 5 Cross-cutting and Section 6 Evaluation methodology and approach

encapsulated lessons learned, detailing effective and ineffective practices and offering valuable insights for other UNDP/ IOM initiatives.

Good practices in Project design and implementation have been highlighted, and gender-related results have been particularly emphasised throughout the conclusions, recommendations, and lessons learned.

2.2 Scope of the final evaluation

The scope of the final Project's evaluation spans its entire duration, ensuring a comprehensive perspective on its various components.

The final evaluation of the UNTFHS Project encompassed an exhaustive review of its deliverables to ensure a thorough understanding of its multifaceted elements.

2.3 Target groups and beneficiaries

The project supported refugees, TCNs, and vulnerable members of the Moldovan host communities, with an emphasis on women and girls, persons with disabilities, and youth. These groups stand to gain from various support activities, including capacity-building initiatives, enhancements to public services, bolstered crisis resilience, and financial support mechanisms.

The project was based on a human security approach and aimed to support refugees, TCNs, and vulnerable members of the Moldovan host community. To ensure its success, it focused on comprehensive governance and oversight mechanisms. The Joint Technical Committee (JTC) was planned to provide technical guidance, facilitate coordination, and ensure the quality of results.

The Project Board (PB) was established to provide the overall guidance and direction to ensure the project operated within specified constraints. It achieved its intended outcomes- however, the limited duration of the Project included only one PB meeting. Members of the PB consisted of key national government representatives, such as the Ministry of Internal Affairs, Ministry of Social Protection and Labour, State Chancellery, senior officials from UNDP and IOM, representatives from Civil Society Organization (CSO), Resident Coordinator's Office, the donor—the Government of Japan—and the Human Security Unit, among others.

The EC ensured inclusive participation from stakeholders, including both men and women.

3 Evaluation Criteria and Questions

The EC focused on the criteria from the ToR, namely, relevance (including coherence as required by OECD DAC criteria), efficiency, effectiveness, impact, and sustainability. The evaluation also considered gender mainstreaming and leaving no one behind cross-cuttingly.

3.1 Evaluation Criteria

The EC assessed **relevance**, analysing how closely it aligned with Moldova's national development priorities and strategies and, thus, its contribution to the country's public administration reform. This included assessing its fit with the country program's expected outcomes, the UN Development Cooperation Framework, strategic plans, and relevant Sustainable Development Goals (SDGs). The Project's responsiveness to prospective political, legal, economic, and institutional changes in Moldova was also crucial in this process. The Project's relevance was continually assessed throughout its implementation, with adaptations made to maintain its effectiveness in the evolving national context.

The evaluation incorporated a **coherence assessment** of how the Project aligned and interacted with existing national and international initiatives. This involved reviewing activities to understand how the

Project synchronised with, complemented, and potentially enhanced other efforts. It explored synergistic or conflicting elements.

The EC examined **effectiveness**, looking at how it achieved its main objectives in alignment with the planned activities, outputs, and performance indicators. This assessment covered the progress in delivering adequate and effective infrastructure and basic services to refugees, TCNs, and host communities, focusing on sustainable "build-forward-better" practices. Indicators included improved access to social services and public infrastructure, the number and type of local public services, and the participatory selection and successful implementation of projects. Additionally, the EC evaluated access to livelihoods and employment opportunities for vulnerable groups, noting any increase in institutional capacities to support employment for refugees and community members. The assessment also considered the project's contribution to universal access to protection and support for GBV and trafficking survivors, gauging the feeling of safety among the targeted populations and the effectiveness of legal and protection services. Lastly, the EC looked at how the project fostered an inclusive, non-discriminatory, and peaceful environment, measuring changes in social cohesion, mutual trust, and the capacity to combat discrimination against refugees and TCNs. This comprehensive assessment utilized various data points, including the number of persons supported, capacity-building interventions, and the impact on local governance and community cohesion.

The EC assessed the Project's **efficiency** by examining whether outputs were delivered on schedule and budget, according to the work plan. This included evaluating the timeliness of activities, the effective utilisation of resources (human, material, and financial), and the efficacy of management and administrative arrangements. Additionally, the EC reviewed the project management structure's appropriateness and efficiency, focusing on management practices, the role of monitoring systems in facilitating efficient implementation, and the cost-effectiveness of the implementation strategy. This streamlined evaluation aimed to ascertain the project's success in achieving its objectives efficiently.

The EC assessed the Project's **sustainability** by exploring the potential for its activities and outcomes to persist beyond UNTFHS support. Key areas of focus included the existing capacities within the country to sustain the results, local authorities' plans to continue the initiatives, and the level of national ownership and stakeholder partnerships. Additionally, the EC evaluated the development of stakeholder capacities, the long-term benefits to target groups, and efforts to secure alternative funding for future sustainability. Under the **impact**, the EC assessed whether the project addressed vulnerabilities (economic, health, personal, and community security) and economic integration of Ukrainian refugees, TCNs, and their host communities in Moldova.

The evaluation included a comprehensive assessment of how the program's design, implementation, and monitoring had integrated critical cross-cutting issues (see Section 5 for more details).

3.2 Key Evaluation Questions

The TOR provided the basis for the evaluation questions that the EC analysed and proposed and the main evaluation questions (EQ). It also used opportunities to introduce other evaluation questions to ensure that all areas indicated under the TOR were considered and covered.

The evaluation report answered these questions using specific, objectively verifiable indicators (OVI) generated for each EQ to assess the situation, output delivery, and progress towards the intended outcomes.

4 Evaluability Analysis

The EC applied an evaluability checklist to assess the evaluability of the UNTFHS Project, focusing on the project design, availability of information, and the institutional context.

In carrying out the evaluability assessment, the EC concluded positively on the Project's readiness for evaluation. The Project, aimed at supporting Ukrainian refugees, TCNs, and host communities in Moldova, demonstrated a comprehensive approach despite the absence of an explicitly stated Theory of Change (ToC) within the project document. Instead, the EC identified a robust problem analysis that effectively stood in for a ToC, lending itself to a clear intervention logic. The Project's goal to improve various aspects of security for the beneficiaries was evident and aligned with the multi-faceted vulnerabilities faced by these groups. The interventions were well-structured, targeting necessary improvements in infrastructure, essential services, access to livelihoods, and legal protections, including mechanisms to support survivors of Gender-Based Violence (GBV) and trafficking.

The EC's evaluability assessment found that all stakeholders shared a common understanding of the Project's aims, ensuring a targeted and comprehensive evaluation process. This was further reinforced by a well-articulated results framework complete with SMART indicators that were particularly well-defined at the output level. Although some indicators at the outcome level posed challenges in verification, the EC noted that these benchmarks were essential for a meaningful evaluation, setting the foundation for a systematic approach to achieving the desired outcomes.

Moreover, the EC confirmed the sufficiency and quality of the available data, which included comprehensive baseline information, monitoring data against set targets, and detailed progress reports, ensuring a nuanced evaluation. The relevance of the planned evaluation remained intact despite changes in the context, anchored by a well-defined purpose and scope that had been agreed upon by all stakeholders. The EC refined evaluation questions to resonate with the criteria established for the Project. The EC's positive assessment was also supported by the acknowledgement of the adequacy of resources—both human and financial—despite recognizing the ambitious nature of the evaluation timeline. The proposed approach to integrating the evaluation into Moldova's political, social, and economic fabric was seen as innovative and indicative of a strategic understanding of the environment, promising an evaluation that would contribute to inclusive development and informed decision-making for the future of the Project.

5 Cross-cutting issues

The EC implemented a multifaceted approach to undertake a comprehensive and in-depth analysis of cross-cutting issues throughout the evaluation, ensuring a deep integration of gender considerations and incorporating diverse stakeholder perspectives at every evaluation phase. Specifically, the EC examined the extent to which human rights considerations have been embedded in the Project's activities, also focusing on the benefits to people experiencing poverty, women, and other disadvantaged groups. For gender equality, the evaluation assessed how the UNTFHS Project addressed gender issues throughout its fairly short lifecycle. It also included the analysis of these measures in the context of their transformative changes in promoting gender equality. It will also reflect on the Project's overall contribution to gender equality, human rights, and human security and development in Moldova.

6 Evaluation approach and methodology

6.1 Specific approach to this evaluation

The framework for this final evaluation has been set in the ToR, and following its provisions, the EC has developed a tailor-made methodology. The main reference for the evaluation methodology remains OECD/DAC Evaluation Criteria⁶. The EC adhered to UN Evaluation Group (UNEG) Norms and Standards⁷ and UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation⁸.

Expanding this basis, the EC applied a theory-based evaluation approach⁹ using the (reconstructed) Theory of Change (TOC—Chapter 6.2); furthermore, the evaluation included contribution analysis and system thinking, also reflecting gender-responsive principles and a human-rights-based approach. The following paragraphs outline how a unique methodology combining such approaches has emerged for the Project's evaluation.

Theory-based evaluation has been grounded in reconstructed ToC for the UNTFHS Project, providing a comprehensive and dynamic evaluation approach, emphasising accountability and continuous learning. It provided a structured framework, looking at the ToC as a roadmap that outlined the intended sequence of events and causal pathways leading to the desired outcomes and the overall objective. This clear articulation of assumptions and expected outcomes allowed the EC to systematically assess whether and how the UNTFHS Project activities lead to the planned outputs and desired outcomes. This approach has been instrumental in the context of the UNTFHS Project, as it facilitated the identification of critical components and variables to measure and analyse. This has been especially important in the UNTFHS Project as multiple, interrelated factors contributed to the outcomes. The EC promoted the theory-based evaluation for adaptability and learning. The EC compared the actual achievement of outputs and outcomes with those presented in the (re/constructed) ToC. This comparison revealed discrepancies, showing aspects of the Project that have and have not worked as expected. Furthermore, this iterative process of testing the ToC fostered a deeper understanding of the underlying mechanisms and contextual factors that had influenced the delivery of outputs and progress towards outcomes.

Contribution analysis is a robust evaluation tool, mainly used to complement the methodology for complex interventions like the UNTFHS Project implemented within a limited period. At its core, this method focused on disentangling and examining the plausible connections between the Project's initiatives and the observed outcomes, striving to comprehend the mechanisms and reasons behind the changes observed. It established a causal chain within the ToC, detailing the expected sequence of events from the project's activities to its ultimate achievements- overall objective level. This established a blueprint of how the Project's designers envisioned the intervention's success. Following this, the analysis gathered meticulous evidence to validate each chain step. The UNTFHS evaluation included verifying whether the planned activities were executed, whether they achieved immediate outputs and progressed towards outcomes, and so on.

The strength of contribution analysis lies in its thorough consideration of alternate explanations for the observed outcomes. Evaluating the Project involves scrutinising external influences or other interventions that might have impacted the UNTFHS or human security or social inclusion and economic development of the targeted groups in the country. By excluding or integrating these other factors, the evaluation can more

⁶ Organisation for Economic Cooperation and Development / Development Assistance Committee (OECD/DAC), Network on Development Evaluation, Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use, 2019, available at: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

⁷ <http://www.unevaluation.org/document/download/2787>

⁸ <http://www.uneval.org/document/download/1294>

⁹ Centre of Excellence for Evaluation (2012). Theory-Based Approaches to Evaluation: Concepts and Practices. Treasury Board of Canada Secretariat.

convincingly attribute the observed changes to the Project. Additionally, contribution analysis acknowledges the critical role of context, especially relevant for the UNTFHS Project in Moldova, where the political, economic, and social landscape and the border with Ukraine, recent security threats and the EU accession process significantly shape the country's situation.

Therefore, the evaluation is adaptive. It continuously refines the causal chain based on emerging evidence, ensuring that understanding the Project's impacts remains relevant and accurate in light of new findings.

The EC benefited from Systems Thinking¹⁰, with its holistic emphasis on understanding interactions and relationships within a system. This approach enabled the EC to grasp the broader interplay within the context to enhance the economic, health, personal, and community security of Ukrainian refugees, TCNs, and their host communities in Moldova. It enabled the EC to delve into the root causes behind observed outputs (and outcomes) and ensure that recommendations are grounded in the foundational dynamics of the system.

Moreover, systems thinking introduced adaptive feedback loops, ensuring the evaluation remains agile and responsive to emerging findings and changing circumstances. The intricate web of UNTFHS-related stakeholders and their relationships have been mapped and analysed more clearly, revealing power dynamics and potential synergy or conflict areas. This “systems thinking” approach has been particularly useful when analysing the UNTFHS Project's sustainability. It highlighted the possible effects of addressing urgent and interconnected vulnerabilities of the target groups and socially and economically integrating them, accounting for gender, age, and disability.

6.2 *Reconstructing the Theory of Change*

The UNTFHS project had established national ownership of transformative initiatives. This project exemplified the power of international cooperation in driving significant changes. Adopting a human security approach, it was essential for addressing the refugee crisis in Moldova caused by the conflict in Ukraine. This integrated strategy tackled the complex socio-economic challenges, protection risks, and social tensions experienced by the affected populations. It focused on enhancing protective measures and empowering community actors to sustainably lessen risk exposure, bolster community resilience, and cultivate inclusive, participatory environments that promoted social cohesion in areas heavily impacted by displacement from Ukraine. This approach built upon the existing dynamics within the targeted communities. It leveraged the synergy between program initiatives to reduce risk exposure and strengthen community resilience. Simultaneously, it supported socio-economically vulnerable individuals in these areas by equipping them with the skills and opportunities to secure employment and generate income sustainably, extending beyond the project's life.

The UNTFHS Project hinged on certain contextual prerequisites. It assumed that humanitarian assistance efforts for Ukrainian refugees and host communities in Moldova could be successfully expanded into longer-term socio-economic integration within Moldova's national systems. This integration aligned with the 2023 Regional Refugee Response Plan and Moldova's 'whole-of-society' approach under its 2030 development framework. It was expected to support a combined population of refugees and host community members, with a notable budget dedicated to livelihoods and inclusion. The Project anticipated that, despite initial interventions, refugees would still encounter employment and social integration barriers. However, it presumed that the involvement of UN agencies, particularly UNDP and IOM, in coordination with local NGOs, would strengthen local capacities, leverage national ownership, and enhance community response mechanisms already in place, including support networks, legal aid, and rehabilitation services, pivotal in addressing the immediate and complex needs of refugees and host communities.

¹⁰ Richard Hummelbrunner (2011). Keynote Address “Systems Thinking and Evaluation”. Conference “Systemic Approaches in Evaluation; and Bowman K. et al. (2015). Systems Thinking: An introduction for Oxfam Project Staff

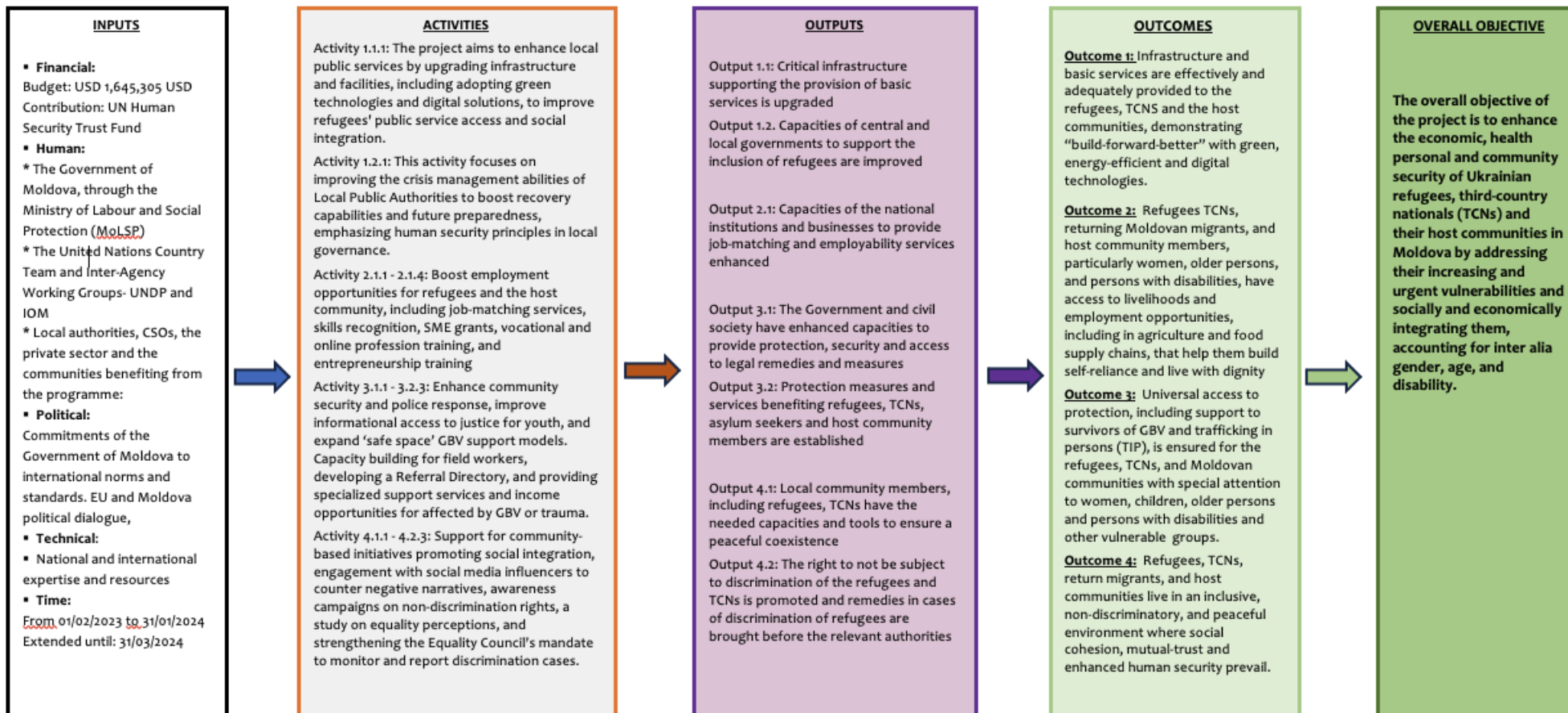
Following this logic, the ToC envisaged that outputs would be delivered if the projected activities were successfully implemented. Implementing (Activity 1.1.1) to upgrade local public services in critical sectors by constructing or rehabilitating infrastructure and facilities, and providing necessary equipment through green technologies and digital solutions, was expected to enhance access to public services and foster the social integration of refugees. Similarly, (Activity 1.2.1), which focused on strengthening the crisis management capacity of target Local Public Authorities (LPAs) to improve their recovery capabilities and strengthen future crisis preparedness by applying and promoting human security principles in local governance, was anticipated to lead to significant improvements. As a result, it was expected to see (Output 1.1), where critical infrastructure supporting the provision of basic services was upgraded, and (Output 1.2), where the capacities of central and local governments to support the inclusion of refugees were improved. These developments would contribute to (Outcome 1): Infrastructure and basic services being effectively and adequately provided to the refugees, TCNs, and the host communities, demonstrating a "build-forward-better" approach with green, energy-efficient, and digital technologies.

To support the economic empowerment and self-reliance of refugees, TCNs, returning Moldovan migrants, and host community members, with a focus on vulnerable groups such as women, older persons, and persons with disabilities, the Project undertook several key activities: Facilitating job-matching and skills recognition to help integrate job seekers into the labor market ((Activity 2.1.1), Providing grants to local SMEs and startups to expand and create jobs in promising sectors ((Activity 2.1.2), Offering vocational and online professional training tailored especially for women (Activity 2.1.3), and Delivering entrepreneurship training, focusing on financial literacy and digital and green-tech businesses ((Activity 2.1.4). These activities aimed to enhance the job-matching and employability services of national institutions and businesses ((Output 2.1)), creating accessible employment and business opportunities. Consequently, this led to (Outcome 2): Ensuring that affected individuals had access to livelihoods and employment opportunities, helping them to build self-reliance and live with dignity. This streamlined approach aimed at socio-economic integration, emphasizing the Project's dedication to fostering inclusive growth and development.

The Project efforts to guarantee universal protection and support for refugees, TCNs, and local Moldovan communities, with a particular focus on vulnerable groups, included work to enhance police responses to community security threats (Activity 3.1.1) and improve informational access to justice for young adults, highlighting rights and protection mechanisms (Activity 3.1.2). This would strengthen the government and civil society's ability to offer protection and legal support (Output 3.1). The Project expanded the 'safe space' model for GBV survivors to include specialized support and income opportunities (Activity 3.2.1), boosting mental health and anti-trafficking training for field staff (Activity 3.2.2), and developing a comprehensive Referral Directory for protection services (Activity 3.2.3). These efforts established essential protection measures and services (Output 3.2). Together, these focused initiatives contributed to (Outcome 3): Ensuring all community members, especially those most vulnerable, had access to comprehensive protection and support against GBV and trafficking, reinforcing the Project's commitment to creating a safe and inclusive environment for everyone.

The Project worked on creating an environment where refugees, TCNs, return migrants, and host communities could thrive in inclusivity, non-discrimination, and peace, enhancing social cohesion and mutual trust (Outcome 4). It set forth a series of targeted activities, such as Supporting collaborative community-based initiatives for social mixing among refugees, TCNs, return migrants, and host communities (Activity 4.1.1), and partnering with young social media influencers to counter divisive narratives and promote positive content (Activity 4.2). These efforts aimed to equip community members with the capacities and tools needed for peaceful coexistence (Output 4.1). The Project also launched an awareness campaign on the non-discrimination rights of refugees and TCNs (Activity 4.2.1), conducted a study to monitor changes in equality perceptions (Activity 4.2.2), and enhanced the Equality Council's mandate and capabilities to address discrimination cases (Activity 4.2.3). Through these measures, the Project ensured the promotion of non-discrimination rights and access to remedies for refugees and TCNs

in instances of discrimination (Output 4.2). These concerted actions contributed directly to realising a community where everyone, regardless of background, could coexist harmoniously, underscoring the Project's dedication to creating a safe, inclusive, and supportive setting for all.



Problem: vulnerability and lack of social and economic integration of Ukrainian refugees, Third Country Nationals (TCNs), and their host communities in Moldova

Causes: War in Ukraine contributes to volatile political and security environment, operational and socio-economic risks, and fragile social cohesion and the existing challenges within the country's social fabric.

ASSUMPTIONS

- The continued legitimacy and operation of the Government of Moldova and its ministries and bodies, are assumed to persist throughout the project.
- There is an assumed critical need for the socio-economic inclusion of refugees and TCNs in Moldova's social protection, education, and labor markets to prevent exclusion and safeguard community well-being.
- Strengthening the Equality Council's mandate and technical capacity is assumed to be essential for effectively monitoring and addressing discrimination against refugees and TCNs.
- The stakeholders are interested to participate and benefit from the program and develop capacities to address increasing and urgent vulnerabilities among targeted beneficiaries (including measures for their social and economic integration) accounting for inter alia gender, age, and disability

ASSUMPTIONS

- Continued political stability and security in Moldova
- Government of Moldova's commitment towards reforms and EU accession continues.
- Conditions in Moldova favourable for improvement of the economic, health personal and community security of Ukrainian refugees, third-country nationals (TCNs) and their host communities in Moldova

During the data collection phase, the EC focused on the ToC and considered two key questions: whether the ToC was valid and credible, and if it was realistic and achievable. They assessed the validity and credibility of the ToC by analyzing the intervention logic, scrutinising the hierarchy of objectives, identifying potential gaps, and evaluating the sufficiency of preconditions to achieve both specific and overall objectives.

Regarding realism and achievability, the EC evaluated if the UNTFHS Project could attain its outputs and progress toward outcome targets, contributing to planned changes. This involved examining whether the partners, notably the Government of Moldova through the Ministry of Labour and Social Protection, critical national institutions, the UNCT, and affected communities, had the necessary capacity and resources to implement the activities and sustain established capacities or if they required additional support. The EC also considered whether the scope, expectations, and timeline of the ToC required any adjustments.

6.3 Data collection methods and instruments and data analysis

The UNTFHS Project culminated in a final evaluation incorporating both summative and formative methodologies. The summative aspect aimed to capture and critically assess the lessons learned, identifying the achievement of tangible results at both output and outcome levels. Looking forward, the formative element considered the adaptability of these results for future phases and potential expansions of the Project. The evaluation utilised various information sources, benefiting from various data-gathering tools that provided a comprehensive understanding of the Project's rollout and impact in Moldova. The EC's proposed methodology for this evaluation reflected the ToC model and employed a mixed-methods approach, blending qualitative and quantitative data collection and analytical techniques.

Qualitative data methods were at the forefront, featuring tools such as key informant interviews, group discussions, and reflective sessions. At the same time, quantitative data from the UNTFHS, the MoLSP, and other institutions provided a supportive backdrop.

Participatory data-gathering methods were pivotal, ensuring the representation and expertise of project participants from different sectors of Moldovan society were validated. Mindful of potential research biases, the EC committed to full immersion and continual self-reflection on possible power imbalances with respect to evaluation subjects. Data triangulation was essential to authenticate findings, drawing insights from various sources to underscore consensus and differences.

This evaluation methodology, enriched by the EC's experience in similar contexts, was designed to affirm the UNTFHS Project evaluation's relevance, applicability, and integrity within the scope of Moldova's public administration and civil service reform.

6.3.1 Analysis of Project records and secondary literature

The evaluative process included an in-depth UNTFHS Project examination and its inputs and deliverables while revising national and sector-specific strategic documents and project-level inputs. It encompassed the national strategic framework, including the Moldova 2030 Strategy, sectoral and EU Progress Reports, and the overarching strategic directives aligned with the Project's intent. These repositories offered a window into Moldova's human security and development pulse during the implementation of this initiative. Beyond this core repository, the EC ventured into an expansive landscape, spotlighting external variables influencing the situation in the country and the war in Ukraine. It also provided an overview of the context in which the UNTFHS Project was implemented and various operational details that emerged.

The EC's desk audit also assimilated insights from various national reports, enabling fine-tuning the evaluation queries and ensuring their synergy with the evaluative mission's objectives.

The EC deployed a standardised analytical tool aligned (Chapter 6.4. Data analysis) with the evaluative matrix to systematise findings from various primary and secondary sources, allowing for a cohesive and holistic comprehension of the Project.

6.3.2 Primary data collection

This evaluation followed gender-sensitive and feminist approaches that ensured stakeholders' participation in interviews and group interviews, including men and women from the national institutions (e.g., the UNTFHS, the National Employment Agency, local public authorities, other partners including CSOs, etc). These methods have been further enriched through a human rights-based approach (HRBA), ensuring that the principles of transparency, equality, and non-discrimination have been integrated. For evaluating the Project, the EC employed a purposive sampling technique-focusing on the key informants' selection influenced by their level and nature of engagement ("purpose"), encompassing areas such as formulation, decision-making, implementation, monitoring, and benefiting. The EC organised in-person and online semi-structured interviews (Annex 2 Interview Guides) with the key informants in Moldova, including visits to stakeholders in Cahul and Ungheni municipalities, where meetings with local public authorities, grants beneficiaries and discussions with final beneficiaries have been organised. Also, the EC participated in numerous meetings with the stakeholders in Chisinau. In addition, meetings have been organised with the UNDP and IOM management and implementation teams. This approach ensured a multi-faceted perspective on the Project's accomplishments and challenges.

Semi-structured interviews and group discussions have been applied, considering the UNTFHS Project's scope and the evaluation's time limits. This approach ensured consistent data collection on predetermined themes and offered the latitude to delve into spontaneously emerging insights, challenges, and success narratives.

6.4 Data analysis

The EC analysed data to facilitate the preparation of the evaluation report, using the qualitative data analysis software MAXQDA to upload completed data collection instruments¹¹. The EC prepared codes and classifications based on the evaluation matrix and its elements- the sub-questions, judgement criteria and indicators. In parallel, the EC added classifications and attributes¹² to facilitate data analysis tailored to the evaluation purpose.

The responses have been grouped according to the evaluation matrix and respondent categories, and interview notes have been coded against the evaluation matrix (as indicated in the previous paragraph for direct alignment with the judgement criteria and indicators).

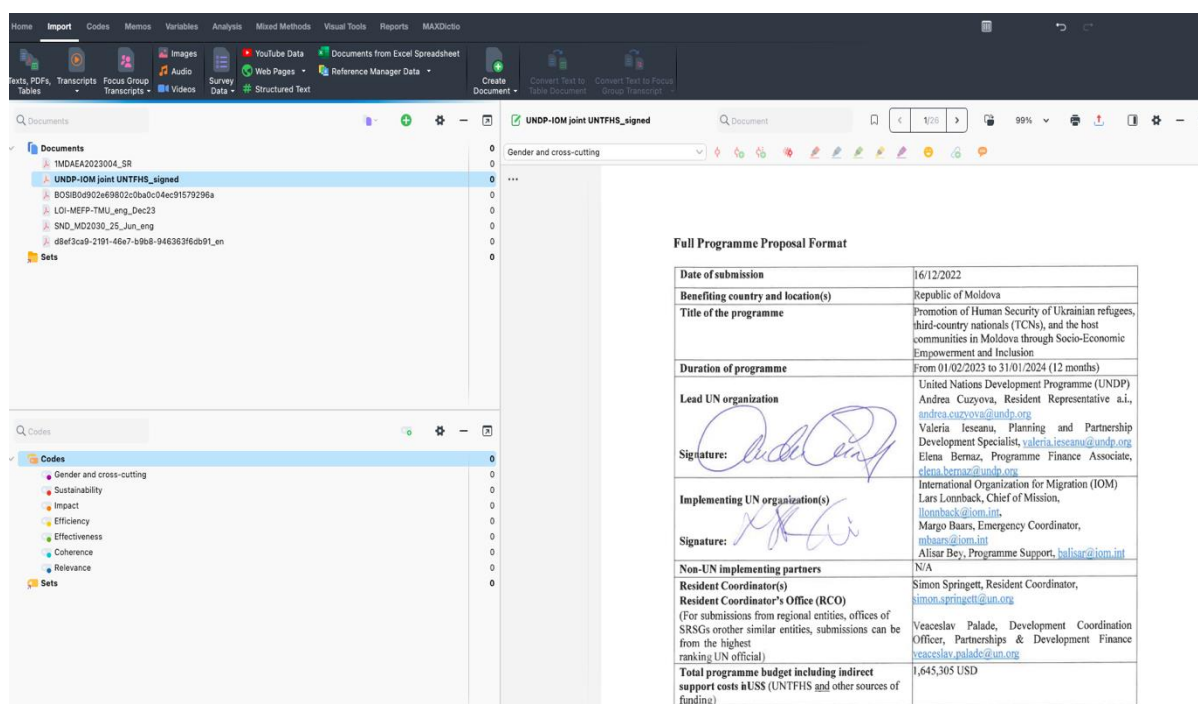
The EC applied a **cross-validation approach**¹³ for information from various sources and different collection methods to ensure the accuracy of findings. In parallel, the EC examined multiple sources to ensure the internal validity of the findings.

¹¹ Such instruments include document review templates, semi-structured interview guides (individual and group), and discussion or reflection guides.

¹² Some examples could be duty bearer, rightsholder, and implementation partners

¹³ Morras-Imas and Rist define triangulation of methods as "Collection of the same information using different methods in order to increase the accuracy of data", p. 300. Morra **Imas**, L. G., & **Rist**, R. C. (2009). *The Road to Results: Designing and Conducting Effective Development Evaluations*. Washington, D.C., World Bank.

Figure 3 MAXQDA for the Project



This **triangulation**, involving various sources, ensured the confirmation and cross-checking of major trends while establishing a pattern through the convergence of data from different sources¹⁴.

6.5 Ethical Considerations

Generally, the EC is aware of the OECD DAC ethical considerations for development evaluations¹⁵ and United Nations Ethical Guidelines¹⁶. The EC followed ethical considerations in selecting interviewees, interacting with them, and respecting their personal and institutional rights.

The EC requested informed consent from stakeholders before asking questions about the UNTFHS Project evaluation. To obtain consent, the EC briefly explained the evaluation's reasons and objectives and the questions' scope. Stakeholders had the right to refuse or to withdraw at any time. The EC will also ensure respondent privacy and confidentiality, as disclosing confidential information may seriously jeopardise the efficiency and credibility of the evaluation process. Therefore, the EC has been responsible for exercising discretion in all matters of the final UNTFHS Project evaluation, not divulging confidential information without authorisation. The EC respected informants' right to provide information confidentially and ensured that sensitive information could not be traced to its source to protect the key informants from reprisals. Original data, including interview records and notes from interviews, will be retained in confidential files until the completion of the evaluation. The EC is fully independent and unaware of any conflicts of interest regarding this work.

¹⁴Morras- Imas and Rist, p. 376.

¹⁵ <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

¹⁶ United Nations Evaluation Group (UNEG), UNEG Ethical Guidelines for Evaluation- UNEGFN/CoC , 2020. Ref to <http://www.unevaluation.org/document/detail/2866>

7 Evaluation findings

The final evaluation has presented the following findings, responding directly to the evaluation criteria and questions detailed in the scope and objectives section of the report. It is based on evidence derived from data collection and analysis methods described in the methodology section.

7.1 Relevance

In evaluating the relevance of the UNTFHS project in Moldova, the EC considered several critical aspects. The initial step was to assess whether the Project's design and strategy aligned with Moldova's national priorities, primarily concerning the social inclusion of vulnerable groups. This included assessing how the Project had contributed to implementing national strategies.

Furthermore, the EC assessed the extent to which the project addressed the needs of its stakeholders. This encompassed an evaluation of the project's relevance to the needs of its beneficiaries and partners, including partners' involvement in the implementation. The EC analysed if the project areas of intervention remained relevant during the implementation period.

JC1.1. The extent to which the Project responded to the country's priorities concerning economic, health, personal and community security of Ukrainian refugees, TCNs and their host communities in Moldova

- ***F1. The UNTFHS Project aligns with national priorities for greater social inclusion and enhanced human security. It addresses urgent vulnerabilities and social and economic integration of vulnerable groups (Ukrainian refugees, TCNs and their host communities) in Moldova.***

The UNTFHS Project's holistic human security approach responded to the immediate and interconnected vulnerabilities faced by refugees, TCNs, and host communities and aligns with the National Development Strategy "Moldova—2030"¹⁷.

The Moldova 2030 is a comprehensive plan that targets sustainable and inclusive economic growth, enhanced access to utilities and improved living conditions, better working environments, and the protection of the fundamental right to a healthy environment and security. For example, the Project's commitment to upgrading infrastructure and basic services using "green, energy-efficient, and digital technologies"¹⁸ (Outcome 1) directly supported its objective to expand access to utilities, improve living conditions, and push the frontier towards sustainable development. The Project's infrastructure enhancement efforts strived to address poverty, contributing to equitable access to quality public services. In addition, the efforts to improve the employability of refugees, TCNs, returning migrants, and host community members (Outcome 2) contributed to economic inclusion and equity as a critical aspect of Moldova's goal to halve poverty and mitigate economic inequality by 2030.

In connection with this, the efforts to enhance capacities for protection and legal remedies and support survivors of Gender-Based Violence (GBV) and trafficking integrated with Moldova 2030's aim to provide a healthy and secure environment (Outcome 3). Finally, the Project addressed the disparities and tensions that could arise within mixed communities (Outcome 4). It fostered conditions for harmonious development, echoing the strategy's vision for a society where economic inclusion and reduced inequality were paramount.

¹⁷ Original text available at: <http://lex.justice.md>; Translation available at: <https://www.elibrary.imf.org/downloadpdf/journals/002/2023/085/article-A001-en.xml>

¹⁸ Envisaged under Outcome 1 and its outputs

In addition, the Project aligned with the Regional Refugee Response Plan¹⁹ (RRP) for Ukraine by focusing on critical areas such as social inclusion, economic empowerment, and protecting Ukrainian refugees and TCNs in Moldova. Specifically, the Project underscored its relevance in providing refugees with access to legal status and protection (RRP's SO1), echoing the RRP's commitment to safeguarding refugees' rights. The Project's efforts to address the urgent needs of vulnerable groups, including gender-based violence survivors and those at risk, mirrored the RRP's objective to offer targeted support (PPR's SO2). Finally, the Project's initiatives to enhance employment opportunities and livelihoods for refugees and reinforce their integration align with the RRP's goals of improving refugees' self-reliance (SO3) and strengthening social bonds (SO4), especially with the host communities.

- ***The UNTFHS Project aligns and contributes to Moldova's EU accession priorities.***

The UNTFHS Project supported the country's endeavours towards alignment with the stringent objectives stipulated in the European Union Multiannual Indicative Programme (MIP) for Moldova (2021-2027)²⁰. Particularly relevant are the Project's efforts to amplify the capabilities of critical institutions, including local public authorities and CSOs, tasked with upholding, protecting, and promoting respect for fundamental human rights and facilitating social inclusion of the country's most vulnerable population. More specifically, the Project aligned with the MIP's multidimensional approach to promoting social inclusion by creating a safer, more regulated, and economically beneficial environment to ensure that vulnerable populations, including migrants, contribute to Moldova's development and the well-being of its people²¹.

In the context of EU integration, the Project's strategic efforts to fortify stakeholders' competencies in addressing urgent vulnerabilities of target groups and integrating them socially and economically aligned with the EU Eastern Partnership policy beyond 2020: Reinforcing Resilience – an Eastern Partnership that delivers for all²². The Project contributed to the actions to combat all forms of discrimination and ensure accessible products and services²³. It also aligned with the EU Partnership's priorities to enhance cooperation between institutions with a shared commitment to facilitating that everyone can “fully enjoy civil and political, economic, social and cultural rights²⁴”.

The EC finds that the recent EU Progress Report confirmed the UNTFHS Project's relevance to Moldova's measures to support the integration and cohesion of Ukrainian refugees, TCNs, and host communities. The EU report noted that the government had implemented a temporary protection decree that aligns with the EU Temporary Protection Directive, facilitating access to identity documents, the labour market, healthcare, education, and refugee residence rights²⁵. The EU Progress report recognised that “Moldova responded to an immediate crisis and laid the groundwork for a more inclusive and resilient society, aligned with EU standards and values²⁶”. The key informants confirmed that the Project has been, along with other initiatives in this area, relevant in extending efforts beyond

19 Ukraine Situation: Regional Refugee Response Plan - January-December 2024, <https://data.unhcr.org/fr/documents/download/105903>

20 Multiannual Indicative Programme (2021-2027) for the Republic of Moldova- EU Neighbourhood, Development and International Cooperation Instrument, https://neighbourhood-enlargement.ec.europa.eu/document/download/ecfd53f7-c434-4b78-9d22-fce05e28b793_en

21 Ibidem, MIP- Republic of Moldova

22 “Reinforcing Resilience - an Eastern Partnership that delivers for all”; Eastern Partnership policy beyond 2020; SWD (2020) 56 final, Brussels, 18.3.2020, https://www.eas.europa.eu/sites/default/files/1_en_act_part1_v6.pdf

23 The document explicitly highlights prevention of discrimination Including sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation-

24 Ibidem, “Reinforcing Resilience - an Eastern Partnership that delivers for all”

25 As of August 2023, this initiative has successfully granted temporary protection to 10,747 individuals, underscoring Moldova's commitment to providing comprehensive support to those displaced by conflict.

26 Ibidem, EU Progress Report for the Republic of Moldova, 2023

temporary measures to create a lasting impact on the country's social fabric. They recognised these efforts as important in supporting Moldova's efforts to meet accession criteria under Chapter 23: Judiciary and Fundamental Rights and Chapter 24: Justice, Freedom, and Security, "by strengthening institutions and fostering a climate of transparency, accountability, and citizen engagement."²⁷

- ***F2. The Project methodically targeted specific objectives under the SDGs, addressing immediate necessities and contributing to the overarching sustainable development framework.***

In its commitment to SDG 1, the Project's endeavours to boost economic access and opportunities strived to eradicate "extreme poverty for all people everywhere" (Target 1.1) and reduce poverty in all its dimensions per national definitions (Target 1.2). For SDG 5: Gender Equality, the Project's initiatives to assist GBV and trafficking survivors, along with ensuring women's full participation, directly engage with eliminating violence against women and girls (Target 5.2) and promoting gender equality at every level of political, economic, and public life (Target 5.5).

In addition, the Project's focus on fostering socio-economic integration and advocating for a non-discriminatory and peaceful environment aligns with SDG 10: Reduced Inequalities. The efforts to empower and promote the inclusion of all individuals, irrespective of their status (Target 10.2), ensure equal opportunity by eliminating discriminatory laws, policies, and practices (Target 10.3). In parallel, the Project's efforts contributed to promoting decent work and economic growth by improving employability and economic opportunities (SDG 8, Target 8.5). The Project outcomes focused on supporting SDG 16: Peace, Justice, and Strong Institutions reducing violence- including gender-based violence (Target 16.1) and promoting access to justice and other services for all (Target 16.3).

The infrastructure projects contributed to sustainable city targets as they refer to public spaces and services and followed green, energy-efficient approaches and aligned with SDG 11, Target 11.1.

The Project's holistic approach further extends its effects to additional SDGs. For example, by enhancing access to healthcare and protection measures, the Project contribute to good health and well-being (SDG 3, Target 3.8).

JC1.2. The extent to which the UNTFHS project objectives are relevant to the needs of the partners and beneficiaries and their involvement in the design and implementation

- ***F3. The Project's approach, anchored in principles of human security, garnered unanimous acclaim from all stakeholders. They particularly commended the whole-of-society lens UNTFHS employed to address the social inclusion and vulnerabilities of the main beneficiaries. In addition, national partners (who participated in the Project activities) unequivocally confirmed its effective alignment with their organisational needs and priorities concerning the social inclusion of vulnerable groups.***

The UNTFHS Project had demonstrated its strategic foresight by adopting an "inclusive and participatory programming approach", which aided in constructing a "robust and demand-responsive framework that reflected long-lasting partnerships and continuing UNDP and IOM initiatives"²⁸. The (institutional) partners endorsed this approach, stating the benefits of combining the Project's activities with ongoing initiatives. According to the partners, this approach enabled them to effectively identify challenges through a bottom-up collaborative and participative approach, recognising the atmosphere of "mutual respect, cooperation, and understanding"²⁹ that two UN Agencies promoted and applied. Moreover, this methodology facilitated a "demand-driven support" adjusted to their (these partners' organisations) mandates and capacities while reflecting beneficiaries' unique needs. It

²⁷ <https://www.consilium.europa.eu/en/policies/enlargement/moldova/>

²⁸ KII notes

²⁹ KII notes

responded to the target groups' needs, as identified in the Multi-Sector Needs Assessment³⁰. This assessment uncovered that over 70% of refugee household heads were unemployed, and more than 60% relied on savings and humanitarian assistance as their main source of income³¹. The challenges were compounded by an imminent food and energy crisis and the strain on local capacities and systems due to the refugees' high numbers and prolonged stay.

The Project addressed these multifaceted challenges through targeted interventions under its outcomes. For example, the efforts to improve access to livelihoods and employment opportunities directly tackle the high unemployment rates among refugees and the reliance on savings for daily expenses. It enhanced the capacity of national institutions and businesses to provide job-matching and employability services, particularly for vulnerable groups such as women, older persons, and persons with disabilities. In parallel, the Project's initiative focused on enhancing basic services. It addressed stretched local capacities to ensure sustainable support mechanisms also working on assistance to the most vulnerable (measures such as protection, supporting survivors of GBV and trafficking and addressing the healthcare needs gap, with specific attention to women, children, older persons, persons with disabilities, and other vulnerable groups).

- ***F4. The stakeholders highlighted that the human security approach within this joint initiative has been "holistic and integrated", building resilience, preventing crises, and supporting individuals in all aspects, marking progress in creating a more secure environment in the country.***

The key informants recognised the added value of the human security approach in “tackling the complex challenges threatening the various dimensions of socioeconomic lives, livelihood, and dignity of targeted groups in Moldova³²”. Amidst the compounded crises impacting every facet of the human security framework, the Project identified and addressed several critical insecurities that are pervasive and interconnected. These efforts included enhancing economic security through livelihoods and access to economic opportunities, addressing personal security issues such as GBV and human trafficking, improving community security by mitigating tensions and bolstering social cohesion, and strengthening political security. The partnership model, with the involvement of national institutions and local public authorities, CSOs and service providers, “created a platform for a cohesive and integrated response³³”.

Guided by people-centred and context-specific principles³⁴, the Project continuously assessed how different communities and individuals experience various threats and vulnerabilities. This approach ensured accurately tailored initiatives that met the needs of targeted groups. The Project recognised the complexity and interconnected nature of these challenges, proposing a broad and holistic response that addressed identified insecurities. In addition, the Project emphasised strategic entry points that can have multiplier effects across different security dimensions, such as working with LPAs and engaging with SMEs.

The Project's context-specific nature acknowledged the variability of risks and challenges across different settings, guiding the initiative through consultations with LPAs and other stakeholders,

³⁰ <https://www.unicef.org/moldova/media/8951/file/Evaluarea%20onevoilor%20multisectoriale%20iCC%82n%20Moldova%20EN.pdf>

³¹ Particularly for persons with disabilities and their families, this dependency, coupled with barriers to accessing aid and basic services such as healthcare and transport, increases their vulnerability to abuse, exploitation, GBV, and trafficking.

³² KII notes

³³ KII notes

³⁴ UNHSTF Project document and also <https://sherloc.unodc.org/cld/en/education/tertiary/tip-and-som/module-4/key-issues/human-security.html#:~:text=The%20human%20security%20approach%20broadens,see%20also%20UNDP%2C%202013>).

including CSOs. This process enabled the combination of top-down protection measures with bottom-up empowerment initiatives.

Under this framework, the EC finds that the Project integrated institutional strategies with community-based actions, cultivating participation, opportunity expansion, capacity building, and mutual respect. The specific aspects of this strategy have been fostering greater social cohesion and laying the groundwork for the sustainable development of Moldova.

JC1.3. The degree of lasting relevance of the UNTFHS Project

- ***F5. The UNTFHS remained well-aligned with Moldova's efforts to promote social cohesion, build resilience, and enhance human security to enable the inclusion of Ukrainian refugees, TCNs, and host communities.***

The analysis of changes on the demand side³⁵ confirms that UNTFHS's intervention logic remained relevant throughout its implementation. The critical national strategic documents, such as the National Development Strategy- Moldova 2030, are still relevant for the country. This national strategy recognised the need for building resilience and securing a whole-of-society approach to enhance infrastructure and services, improve access to livelihoods and employment, ensure universal protection, and foster an inclusive, peaceful environment for all groups, including refugees from Ukraine, TCN and host communities. Furthermore, this document acknowledged the need to build resilient communities to enhance capacities for managing emergencies and improve the effectiveness, accessibility, and quality of essential services.³⁶

In addition, the EU Progress Report³⁷ recognised Moldova's efforts to consolidate activities that responded to the immediate humanitarian needs of Ukrainian refugees and sought to improve the social inclusion of marginalised communities. In addition to addressing the immediate humanitarian needs of refugees, Moldova is actively working to improve social inclusion across its society. Although efforts to integrate marginalised communities have been highlighted, the overarching priority remains the seamless integration of refugees and TCNs into Moldovan society. This includes continuing efforts to ensure equitable access to essential services, promoting employment opportunities, and facilitating educational access for children and adults- all the core areas of UNHSTF intervention.

7.2 Coherence and responsiveness

When assessing the UNHSTF Project's coherence, the EC first scrutinised its internal consistency, analysing the logical connection between its outcomes, outputs, and activities. The EC gauged how these activities fed into the Project's overarching objective.

The EC assessed the Project's external coherence by examining how well it aligned with UN strategic priorities presented in the United Nations Sustainable Development Cooperation Framework 2023-2027 for the Republic of Moldova and UNDP/ IOM programmes for the country. In parallel, the EC explored the extent to which the Project was coordinated with other interventions addressing the critical needs of the target groups in Moldova and whether it established synergies with other UNDP/ IOM initiatives and actions of other development partners.

³⁵ The EC assessed if the UNTFHS external developments required response was made to adjust and fine-tune the intervention as set out in the Project's intervention logic and its logical framework. The evaluation has focused on whether the overall objective and outcomes, as the main references under the intervention logic, remained valid and achievable or whether there was a case for revision to take account of changes in the external environment, demand, or speed of delivery.

³⁶ <https://www.elibrary.imf.org/downloadpdf/journals/002/2023/085/article-A001-en.xml>

³⁷ <https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-10/Serbia%20Report%202022.pdf>

JC 2.1. The extent to which internal coherence exists- the objectives, activities, and expected outcomes of the DemSec project are logically connected and consistent with each other

- ***F6. The UNTFHS Project in Moldova clearly crafted its strategic framework to foster a firm nexus between its objectives, activities, and anticipated results. Under this project, UNDP and IOM collaborated to advance the human security of people in Moldova, who are facing high vulnerability due to the war in Ukraine and enhance resilience to the compounded crisis in the country exacerbated by the war in Ukraine.***

With its comprehensive strategy and four distinct outcomes, the Project was designed to address the vulnerabilities of Ukrainian refugees, TCNs, and host communities in Moldova. Its intervention logic encompassed broad objectives such as infrastructure enhancement, livelihood and employment opportunities, universal access to protection, and fostering an inclusive environment, which reflected the essential needs of the affected populations.

Still, the EC has identified a key area for improvement in the Project's internal coherence. Despite each outcome addressing a crucial aspect, the integration of outcomes and activities has been limited. For instance, the efforts to upgrade infrastructure (Outcome 1) and enhance livelihood opportunities (Outcome 2) are intrinsically linked to improving the overall quality of life, which in turn supports the objectives of ensuring protection (Outcome 3) and fostering an inclusive environment (Outcome 4). Still, these activities were insufficiently linked and connected during the implementation- this approach resulted in each outcome being almost considered as an independent, separate initiative, resulting in weak synergies under outcomes. Hence, a more integrated approach that explicitly connects outcomes and activities could amplify the Project's effectiveness and transformative changes.

Moreover, the EC has found differences in the scope of the Project's outcomes (as presented in the intervention logic). For example, Outcome 4's scope has been broad, almost encapsulating the Project's ultimate goal. Still, the outputs and activities designed under this outcome appear limited and may not sufficiently address the complexities of realising such a broad objective. Practically, outputs (4.1 and 4.2) focused on awareness among local stakeholders and promoting non-discrimination- although important, these efforts are insufficient to capture the extensive work needed to foster social cohesion and build trust across diverse communities.

The Project could benefit from a strategic adjustment to enhance its feasibility and internal coherence. The EC finds the need to refine the Project's strategy and ensure that each outcome and output is realistic and interlinked with the broader objective of fostering an inclusive, secure, and resilient society in Moldova. This may include developing a more detailed Theory of Change to articulate the pathways from activities to desired changes. The key informants recognised the need for a holistic and unified crisis response platform to facilitate coordination and cooperation among development actors to enhance human security and societal resilience (especially in times of crisis).

JC2.2. The extent to which the Project fits within UN, UNDP and IOM country programmes and mandates in Moldova

- ***F7. The UNTFHS Project exemplified strategic coherence with the UN, UNDP and IOM country programme priorities and followed the mandates of these agencies in Moldova.***

The UNHSTF Project intricately aligns with the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Moldova 2023-2027³⁸. For example, the Project's efforts to develop inclusive, evidence-informed, and gender-responsive services contribute to Outcome 1: Just and Inclusive Institutions and Equal Opportunities for Human Development. The Project has been working to

³⁸ United Nations Sustainable Development Cooperation Framework- The Republic of Moldova 2023-2027; available at: https://unsdg.un.org/sites/default/files/2023-11/Moldova_Cooperation_Framework_%202023_2027%20f.pdf

enhance the capacities of institutions to deliver services that prioritise human rights and target the most vulnerable populations, aligning with the Framework's objective to empower rights holders and improve access to quality public services. In parallel, the Project supported and promoted inclusive economic growth initiatives and equal access to employment opportunities. The Project focused on the economic empowerment of women and other vulnerable groups, contributing to an environment conducive to sustainable economic development, entrepreneurship, and decent work, in line with Outcome 3: Enhanced Shared Prosperity in a Sustainable Economy³⁹.

The Project aligns with the UNDP Country Programme for Moldova 2023-2027⁴⁰, contributing to social inclusion, economic empowerment, and human rights protection among the beneficiaries. The efforts to improve access to basic services and upgrade infrastructure for affected populations directly supported institutional capacities and policy frameworks to deliver inclusive and quality services (Output 1.1). The Project's efforts in providing vocational training, entrepreneurship training, and small business grants (Activities 2.1.2., 2.1.3, and 2.1.4 under Outputs 2.1) have been instrumental in fostering economic inclusion and creating employment opportunities, especially for vulnerable groups. Similarly, the Project aligned with the IOM Strategy for the Republic of Moldova (2023-2025)⁴¹, providing humanitarian assistance and protection, enhancing resilience and empowerment, and promoting human mobility. The Project contributed to ensuring the dignity and rights of affected populations, aligning with IOM's commitment to timely and practical support for Moldova's critical humanitarian assistance needs. Furthermore, the Project's initiatives to build local resilience and foster socio-economic inclusion mirror IOM's strategic objectives of empowering migrants to live in equitable, inclusive societies and strengthening evidence-based migration governance.

- **JC2.4. The extent to which the Project complemented and coordinated with other interventions and initiatives addressing human security and social inclusion (including initiatives of other development partners)**
 - ***F8. The UNTFHS Project has demonstrated complementarity and synergies with other UNDP and IOM initiatives and coordination with other stakeholders addressing various aspects of human security.***

The UNTFHS Project, through its strategic integration with ongoing UNDP and IOM initiatives, has set a powerful precedent for coordination among diverse stakeholders in enhancing human security. The Project's alignment with UNDP and IOM interventions within key priority areas has led to an approach that bolstered the economic, health, personal, and community security of Ukrainian refugees, TCNs, and their host communities in Moldova. For example, the UNDP Effective Governance cluster has connected outputs 3.1. and 4.2. with its ongoing initiatives, such as Strengthening the Police Training Capacities in the Republic of Moldova and the Access to Justice Project. Similarly, Output 1.1 is linked with the EU4 Moldova- Focal Regions Programme. At the same time, the Inclusive Growth Cluster and its projects (line Resilient and Inclusive Markets in Moldova- PRIM) have been linked to Outputs 2.1 and 4.2.

The IOM-implemented components are also well-integrated into organisational efforts in Moldova—this primarily relates to the IOM Livelihood and Inclusion portfolio.

³⁹ The UNHSTF Project indirectly supported Outcome 2 by enhancing governance capacities, promoting human rights, and fostering gender equality. These efforts contribute to transparency, accountability, and responsiveness, strengthening participatory governance and bolstering social cohesion

⁴⁰ Country programme document for the Republic of Moldova (2023-2027)- available at: <https://moldova.un.org/sites/default/files/2022-12/undp%20program.pdf>

⁴¹ IOM Strategy for the Republic of Moldova (2023-2025); available at: https://moldova.iom.int/sites/g/files/tmzbd11626/files/documents/2023-09/iom-country-strategy-final-002_o.pdf

This impactful integration embodies the principles the OECD DAC policy underscored, advocating for harmonised strategies across international development organisations, particularly to strengthen resilience, advance sustainable development, and promote gender equality. The EC has recognised the Project's effective internal communication and collaboration efforts as evidence of the robust partnership between UNDP, IOM, and partner institutions, further emphasising the tangible advantages of this collaboration for the beneficiaries.

In reinforcing the Project's coherence and operational integration, development partners have lauded UNDP and IOM's adeptness at navigating the intersections of multiple projects and initiatives, further enriched by clear division of tasks and cohesive management arrangements. Regular information exchange, coordination, and interaction between UNDP and IOM teams exemplify a commitment to joint efforts. In addition, the involvement of the Project Coordinator facilitated the preparation of consolidated work plans for two agencies, involving IOM and UNDPs units/ clusters and project teams. Moreover, the Project underscored the importance of strategic coordination by participating in high-level meetings, particularly within the Refugee Coordination Forum and various working groups, further enhancing the project's coherence. These meetings, attended by key stakeholders from various sectors, including ministries, UN agencies (UNHCR, UNICEF, UN Women, UNDP, IOM), the EU, and other entities, provided a valuable platform for discussing collective strategies and approaches. The emphasis on collaborative effort and coordination among diverse stakeholders highlights the Project's role in achieving shared priorities and effectively responding to the needs identified in the Regional Refugee Response and the Multi-sectoral Needs Assessment. These partnership efforts enabled the Project to advocate for Human Security and implement the Humanitarian-Development Nexus in Moldova, utilising existing bilateral and multilateral partnerships to align interventions and boost results.

7.3 Effectiveness

In assessing the effectiveness of the UNTFHS project, the EC thoroughly reviewed its achievements against its main objectives. This encompassed examining the delivery of infrastructure and basic services with forward-looking and sustainable technologies and providing livelihood and employment opportunities focusing on self-reliance and dignity, particularly for marginalised groups such as women, the elderly, and persons with disabilities. Furthermore, the EC evaluated the project's contribution to protection services and support for GBV and trafficking survivors and the creation of inclusive environments fostering social cohesion and human security.

Progress in promoting human security was gauged, and factors that influenced the success or shortcomings of the project outputs were identified. Finally, the collaboration among project partners was evaluated, considering how internal and external factors impacted the project's effectiveness and areas where the project either excelled or underperformed, ensuring a comprehensive assessment of the project's impact in the context of Moldova.

- **JC3.1. The extent to which the Project's main objectives have been achieved in keeping with the original activities, outputs and performance indicator**

- ***F9. The Project has contributed to enhancing the living standards of refugees, TCNs, and local Moldovan communities. It has effectively delivered infrastructure and basic services, employing a 'build-forward-better' approach. These advancements demonstrated a commitment to modernisation and sustainability and reflected a deep understanding of the specific needs of vulnerable groups.***

Furthermore, the Project has broadened access to livelihood and employment opportunities. This achievement has contributed to self-reliance and fostered dignified lives for women, the elderly, and persons with disabilities. The Project results extend to providing universal access to

protection, a critical lifeline to those affected by Gender-Based Violence and human trafficking. It has notably focused on tailoring its support to safeguard the well-being of women, children, older individuals, and other susceptible groups, underpinning a holistic and inclusive approach to human security and well-being.

The Project under **Outcome 1** envisaged "effective and adequate infrastructure and basic services to refugees, TCNs, and host communities with a focus on green, energy-efficient, and digital technologies". The stakeholders recognised the particular value of this outcome, noting "substantial advancements in infrastructure development and capacity building of local public authorities (LPAs) as a precondition for enhancing inclusivity and support for refugees and the local community⁴²". UNDP and stakeholders reported that 53,000 community members were estimated to enjoy improved access to social services and public infrastructure (exceeding the initial target of 40,000 local and refugee community members, including at least 50% women⁴³). The EC finds methodological challenges to verify this achievement- as, generally, all community members, including target groups from the respective regions, could benefit from improved infrastructure and essential services. The issue is to measure actual benefits and not assumed benefits for the entire population. Thus, the indicator and established target could only partially reflect on achievement under this outcome. Additional qualitative indicators, for example, on target groups' perception of access to services or benefits from using this infrastructure, could be used as complementary indicators to better reflect on the Project's benefits.

Output 1.1 focuses on upgrading critical infrastructure to support basic services⁴⁴. Operationally, activities to improve local public services by constructing and rehabilitating infrastructure (Activity 1.1.1, UNDP implemented) resulted in five infrastructure projects (meeting the initially established target).

The EC finds that the partners (UNDP and local stakeholders- local public authorities and CSO representatives) have selected and implemented two large-scale infrastructure projects. The first, providing 10 safe play spaces in communities hosting Ukrainian refugees, has been completed. The second, constructing a multi-functional sports field, has been generally completed, with finalisation pending favourable weather conditions. Additionally, the Project implemented three smaller projects, improving health and recreational facilities in various communities (despite some delays with contracting companies and construction works).

Output 1.2 seeks to enhance the capacities of central and local governments for social inclusion of refugees and the Project met the target. The stakeholders reported that essential human security principles have been discussed with the LPAs from nine districts and cities in Moldova. These training materials are institutionalised in the CALM E-Platform.

The Project under **Outcome 2** attempted to secure opportunities for livelihoods and employment for refugees, TCNs, repatriated Moldovan migrants, and members of the host communities — mainly focusing on the most vulnerable groups (women, older people, and people with disabilities). These (generated) opportunities span various economic sectors, empowering these beneficiaries towards self-sufficiency and enabling a life of dignity. The activities under Outcome 2 that UNDP and IOM implemented have achieved planned targets and, in some cases, exceeded them. These results underscore the progress in expanding job opportunities, fostering entrepreneurship, and providing tailored training to meet the diverse needs of refugees, migrants, and the local community in Moldova. Planning to ensure that 60 representatives of target groups have access to such opportunities, the

⁴² KII notes

⁴³ Monitoring matrix and results reporting; also, KII notes

⁴⁴ The baseline was three enhanced local public services, with a target to add five more. This target has been met, with five additional services upgraded, including constructing and improving ten courtyards.

Project expanded it, with improved livelihood access for 200 refugees and job-seekers. The available data indicate that half were women from host communities.

Under Output 2.1, the National Employment Agency (NEA) capacity enhancement was a critical achievement. Initially confronted with limited outreach capacity, the target was to advance NEA's mechanisms to better serve refugees with employment services. In this vein, the Project (under Activity 2.1.1- UNDP implemented) has supported creating two mobile teams equipped with vehicles and ICT devices, enhancing outreach capacities of two territorial employment agencies . In addition, the Project assisted in organising job fairs and improved the NEA's job portal to feature more job opportunities⁴⁵.

The Project responded to SMEs' need for more institutional support and growth opportunities, providing small grants (under Activity 2.1.2- IOM implemented). In connection to this, the EC finds a remarkable response with 111 applications, leading to the selection of 16 businesses, including one established by a Ukrainian refugee, for grant awards. Most of these businesses have completed the funding-implementation cycle⁴⁶. The Project supported selected individuals- a total of 35 with vocational training. These beneficiaries, predominantly women⁴⁷, received cash/ grants for training in sought-after skills like cosmetology, photography, and more,

Entrepreneurship training was one of the activities concerning economic integration. The Project involved seventy-three individuals (exceeding the initial target of 35) who benefited from comprehensive training in entrepreneurial skills to support self-employment and expand existing businesses (Activity 2.1.4- IOM⁴⁸).

Outcome 3 has been centred on ensuring universal access to protection, prioritising support for survivors of Gender-Based Violence (GBV): it supported establishing a foundation for protection services, improving access to justice and support services, and strengthening capacities among responders and the community in Moldova⁴⁹.

Under its **Output 3.1** the Project bolstered the Government and civil society's ability to provide protection, security, and legal remedies. In this context, the Project addressed the need to improve police response times to emergency calls⁵⁰ (Activity 3.1.1- UNDP implemented). The Project provided three new police vehicles; the informants stated that this “enhancement contributed to quicker emergency responses⁵¹”. The Project has effectively strengthened the access of young men and women to justice information, focusing on rights and protection mechanisms (Activity 3.1.2.- UNDP implemented). The “#YOUthAct - Youth for Justice⁵²” summer camp brought together 186 young individuals from across the Republic of Moldova, including Găgăuzia, the left bank of the Nistru River, and Ukrainian refugees. Over five days, they engaged in a rich curriculum focused on human rights, justice, and digital and financial literacy, addressing taboo topics like online and offline sexual abuse and empowerment for advocacy. This third consecutive year of the camp aimed to equip the youth with

⁴⁵ The EC finds that the research into the labour supply and demand for refugees has commenced, but during the time of evaluation .

⁴⁶ At the time of the evaluation (first week of March 2024), only a few of them were about to finalise procurement process.

⁴⁷ The Project, throughout the application process for skills development, highlighted a strong gender focus

⁴⁸ This activity covered essential business skills and addressed the unique needs of start-ups and established companies, promoting sustainable growth and financial literacy.

⁴⁹ Each initiative has met or exceeded its targets, demonstrating effective implementation and significant influence on the communities served.

⁵⁰ The Project target was to decrease this response time by 2 minutes; although the baseline was unavailable.

⁵¹ KII notes

⁵² The project's target of improving the capacities of 60 young individuals has been surpassed, reaching 186 young people through educational summer camps.

21st-century skills, emphasising the importance of facing reality preparedly and becoming advocates for human rights and justice.

Output 3.2 worked on protection measures and services for refugees, TCNs, asylum seekers, and host community members. There was no specialised service for assisting GBV and refugee cases in the Ungheni region, so the goal was to institutionalise such a service. In this context, the Project (Activity 3.2.1- UNDP implemented) expanded the 'safe space' model for GBV support. Previously, the Ungheni region did not have a safe space. Still, the Project boasted a fully functional safe space, marked by the renovation of the former Centre for Social Assistance of Family and Child (CREDO) site as the new regional centre for assisting and protecting women survivors of violence in Ungheni. The regional centre is fully operational, providing critical services- shelters, psychological counselling, and social and economic integration to women survivors of violence.

In parallel, the Project has been effective (UNDP and IOM jointly implemented activity 3.2.2) and involved capacity building for field workers and staff in safe spaces, focusing on mental health and anti-trafficking efforts. The Project organised and delivered the Common Elements Treatment Approach (CETA)⁵³ training for a compact cognitive-behavioural therapy method incorporating various components across its modules. Its popularity stemmed from the short duration of therapy and flexibility in responding to therapeutic changes. Practitioners found the techniques particularly effective for addressing issues like anxiety, depression, trauma, addiction, and violence—common challenges faced by victims of violence⁵⁴. The stakeholders highly regarded the training for its step-by-step guidance on addressing complex emotional and behavioural issues, making "therapeutic work more straightforward and helping to minimise errors". The CETA programme has successfully trained 17 individuals, moving them towards full accreditation. IOM's training sessions have equipped 89 frontline workers with skills in identifying and referring victims of trafficking⁵⁵.

Finally, the Project (Activity 3.2.3- IOM implemented) developed a Referral Directory to improve the response of frontline workers. The Project delivered the initial training with staff from the Kirsova shelter, setting the stage for further sessions.

Outcome 4 envisaged a setting where refugees, TCNs, return migrants, and host communities coexist peacefully in an inclusive, non-discriminatory environment marked by social cohesion, mutual trust, and enhanced security.

The EC finds that the indicator under this outcome—the Social Distance Index—is appropriate to measure social cohesion in the country but inappropriate for measuring actual progress, especially considering the focus of its subordinated outputs and the scope of activities. The target is also over-optimistic, as SDI is expected to improve from 2.3 to 2.0 for the group labelled "foreigners."

Output 4.1 empowered local community members, including refugees and TCNs, providing them with the capacities and tools necessary for peaceful coexistence⁵⁶. The Project (under Activity 4.1.1- implemented by UNDP and IOM) planned and delivered joint initiatives for local communities and refugees to bolster social cohesion. Significant progress has been seen with the UNDP facilitating social mixing at summer camps with over 350 participants and organising a national forum to promote social cohesion. Concurrently, IOM has signed an agreement to support community-based projects and has

⁵³ This counselling programme, developed by specialists from Johns Hopkins University in the USA and piloted in several countries where there is a shortage of mental health services and professionals trained to provide them, enables professionals to assist people struggling with alcoholism, violence, as well as mild forms of anxiety and depression.

⁵⁴ This initial training was the stepping stone towards international certification, with Ukrainian trainers authorised to teach the CETA counselling methodology.

⁵⁵ <https://www.undp.org/moldova/news/unique-treatment-approach-multiple-mental-health-challenges-now-familiar-professionals-moldova-well>

⁵⁶ The Project managed to increase this number for 25 communities (as the baseline records 32 host communities with enhanced social cohesion).

organised a social cohesion event, fulfilling the target for this activity. In addition, the EC finds that the Project achieved results in collaborating with young influencers and Junior hometown associations to produce content that challenges divisive narratives and supports a peaceful community environment (Activity 4.2 by UNDP). The goal to involve 15 new groups has been achieved (enhancing the initial 28 groups engaged in this effort initially). This activity has been integrated into the summer camps.

Output 4.2 focused on promoting the rights of refugees and TCNs against discrimination and ensuring that the relevant authorities address any instances. Initially, the Equality Council had limited capacity to tackle such cases, but the aim has been to enhance its capacities, ensuring capable operations are in place. The Project (Activity 4.2.1 implemented by UNDP) implemented campaigns on equality and non-discrimination. Various events have been conducted, including social media campaigns and training sessions, indicating a proactive approach to increasing refugees' awareness of their rights and protection instruments in Moldova. In parallel, the Project (Activity 4.2.2, UNDP) supported a study to observe changes in perceptions regarding equality during the crisis, enabling measuring progress in understanding and tracking societal attitudes. Finally, the Project (Activity 4.2.3 by UNDP) reinforced the Equality Council's mandate and capabilities in examining and reporting discrimination cases. With the delivery of ICT equipment, the foundation for reviewing at least six cases has been set, suggesting steps toward strengthening institutional capacity.

- **JC3.2. The extent to which the country and the targeted regions progressed in ensuring human security**

- ***F10. The Projects' concerted efforts addressed multiple aspects of human security and woven them into the fabric of everyday life for individuals and communities, thereby underscoring their comprehensive and inclusive approach to fostering safety and resilience.***

The Project embraced the expansive notion of human security⁵⁷ in various transformative ways. Its efforts to enhance physical infrastructure and service delivery to vulnerable groups, including refugees and TCNs, addressed economic and personal dimensions of human security. Access to improved public services and the construction of facilities like play areas or improved accessibility to services could be foundational to the well-being and stability of individuals and communities.

This focus on creating a "build-forward-better" environment represents a steadfast commitment to long-term resilience and sustainability, providing reassurance and confidence in this approach. In parallel, the Project work at the local level included activities and measures for reinforcing the capacities of local governments to incorporate human security principles into their decision and policy-making processes; in addition, it improved their abilities to design and respond to crises. The stakeholders recognised that integrating human security topics into local governance platforms and enhanced local capacities are pivotal for fostering a safer, more inclusive society. Furthermore, the key informants stated that "the Project helped mitigate vulnerabilities and ensured local governance can respond effectively to the needs of their diverse populations, especially in times of crisis".

In the realm of livelihood and employment, the Project addressed the economic dimension of human security by creating opportunities for employment, employability and self-sufficiency. Through targeted interventions, the Project provided vocational training and support for small businesses,

⁵⁷ United Nations defines "Human security as a holistic concept that emphasises the protection of individuals' fundamental freedoms—freedoms vital for people to live in dignity. It extends beyond the traditional notion of security to include economic, food, health, environmental, personal, community, and political dimensions. This concept ensures that individuals and communities are shielded from chronic threats like hunger, disease, and repression and protected from sudden disruptions in the patterns of daily life, whether in homes, jobs, or communities". More available at: HUMAN SECURITY IN THEORY AND PRACTICE Application of the Human Security Concept and the United Nations Trust Fund for Human Security

equally focusing on empowering women and other vulnerable and excluded groups, thereby promoting economic stability and dignity across these critical population cohorts.

Finally, the Project's dedication to protecting individuals against violence and discrimination and fostering social cohesion tackled the community and political dimensions of human security. The stakeholders highlighted that the Project addressed the societal fractures that threaten individual safety and community solidarity, emphasising initiatives to counter hate speech and enhance the capacity to fight discrimination. The Project's contribution to establishing safe spaces for GBV survivors has been one of the outstanding achievements.

JC3.3. The extent to which external challenges affected the progress of the project- from a human security point of view

- ***F11. Given the brief one-year implementation timeframe, The Project's efforts to enhance human security faced inherent challenges. Ensuring meaningful changes in human security requires developing institutions and establishing systems, which requires time, following a well-elaborated and sustainability-focused approach.***

Although no significant external challenges directly affected the Project's execution, the evolving situation in Ukraine posed a growing concern. The refugees from Ukraine obtain temporary protection, including granted rights. However, the fluid nature of refugee movements and frequent border crossings complicates the assessment of true inclusion and the Project's enduring effects. This back-and-forth movement underscores the complexity of evaluating tangible improvements in the lives of those the Project aims to serve. In addition, the informants and the analysis indicate that the war in Ukraine and regional instability will likely extend. This ongoing instability can hinder the stabilisation and integration efforts critical to the concept of human security.

EQ3.4. The extent to which the Project partners collaborated during the implementation of activities

- ***F12. The EC recognises that the UNTFHS has embraced a dynamic, demand-driven methodology, engaging stakeholders at every stage and fostering a sense of ownership and commitment to the Project's goals.***

Through a rigorous needs assessment guided by critical instruments like the Regional Refugee Response Plan for Ukraine refugees and the Multi-Sectoral Needs Assessment⁵⁸, the UNTFHS has ensured the interventions remain well-directed. This process, grounded in the human security framework, has reinforced the relevance of UNTFHS's initiatives and facilitated progress in achieving desired outcomes.

The UN agencies involved, notably UNDP and IOM, have excelled as implementing partners, earning accolades for their enduring presence in Moldova, robust technical expertise, and deep sectoral understanding. These qualities, combined with a steadfast commitment to upholding impartiality and addressing development sensitivities, have rightly positioned UNDP and IOM as trusted partners capable of bolstering social cohesion and integrating vulnerable groups into society⁵⁹. Their efforts in promoting economic integration and social inclusion have further underscored the significance of developing infrastructure and fostering social progress in Moldova.

Collaboration with national stakeholders (and partners) has been crucial for tailoring the UNTFHS activities to address the articulated needs, leading to bespoke capacity-building measures aligned with human security priorities. This inclusive approach during the planning and implementation stages has made stakeholders active participants and advocates for the Project's broader impact. UNDP's and

⁵⁸ Elaborated under the Relevance part of this report

⁵⁹ KII notes

IOM's pivotal roles, supported by their reputations for reliability, specialised knowledge, and neutrality, have been fundamental to advancing these efforts. The Project's success in promoting inclusive and citizen-centric approaches is a testament to the collaborative modality aligned closely with the human security methodology. The EC finds that national partners- representatives of LPAs and critical institutions participated in Project activities as "equal partners" expressing commitment to achieving shared developmental aspirations and comprehensive outcomes⁶⁰.

7.4 Efficiency

The evaluation of efficiency focused on two primary dimensions. Initially, the EC assessed the strategic allocation of resources, encompassing financial, human, and technical support, to ascertain their effectiveness in realising the Project's outcomes. This process aimed to determine if the Project channelled resources most effectively to maximise the desired results. The EC delved into the Project's management structure, analysing the effectiveness of UNDP and IOM's joint efforts, including operational and administration roles, understanding how these roles contributed to the results, and determining any potential areas for optimisation.

JC4.1.1. The degree of timely implementation of the UNTFHS Project in a logical sequence and availability of inputs in a timely fashion

- ***F13. The UNTFHS Project embodied efficient execution and a strategic vision, demonstrating strong delivery speed and an appropriate allocation of resources. These factors contribute to the Project's alignment with the priorities and needs of target groups (refugees from Ukraine, and purposefully position it to foster gender equality (in non-traditional and often overlooked areas).***

The UNTFHS project was planned from February 2023 until February 2024, a twelve-month implementation period. However, the complexity of this initiative and its multi-dimensional human-security-driven scope and the delayed transfer of funds posed limitations and challenges to completing all activities within this very limited timeframe. Still, the involvement of UNDP and IOM project teams in implementing various activities and project components facilitated the efficient implementation and completion of all the tasks. The Project received a two-month no-cost extension; this additional time for implementation allowed the UNDP and IOM teams and their partners to complete all activities and processes and wrap up the Project activities.

The national stakeholders recognised the project's added value and comprehensive human security approach; still, they stated that the limited time for implementation prioritised delivering results over processes that are highly important in some cases. For example, developing capacities of the national institutions and businesses to provide job-matching and employability services or establishing and strengthening protection measures and services require sufficient time for adopting and applying acquired knowledge and institutionalise new practices⁶¹

JC4.1.2. The extent to which the resources, including human, material and financial, have been used to achieve the results

Project Document⁶² has been signed between UNDP and IOM with the UNTFHS; the Government of Japan funded this initiative. It included a detailed budget with a clear financial structure and well-elaborated details. The budget provided that UNDP received 69,8% (\$1,149,214.33) of the total budget,

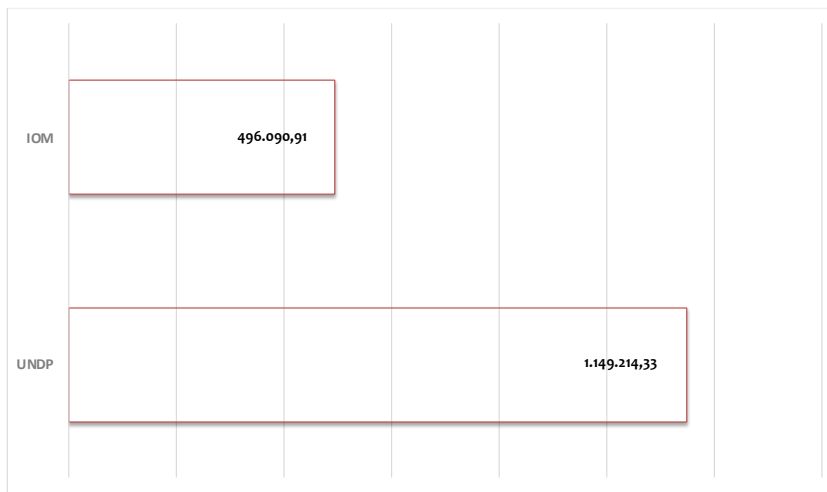
⁶⁰ This is based on the observation and interviews with the partners and stakeholders

⁶¹ This is often called a "delivery trap" where undue pressure falls primarily on the execution of activities and the disbursement of funds

⁶² Submitted on 16 December 2022

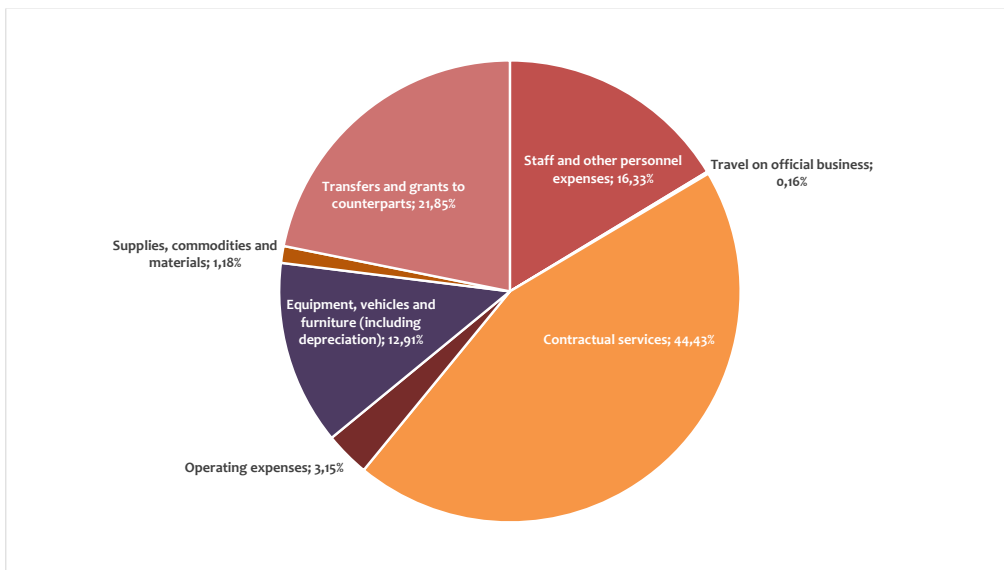
while IOM received 30,2% (\$496,090.91). These figures reflect the proportional distribution of funds between the two implementing organisations, reflecting each organisation's specific roles and expertise in achieving the project's objectives.

Graph 1 Distribution of funds between UNDP and IOM



The EC used operational ratio measurement for the cost-benefit analysis (CBA)⁶³. The analysis indicates funds were utilised cost-effectively regarding operational overhead and programmatic funding.

Graph 2 Overview of the Project budget by categories



Source: Annex B- Project budget

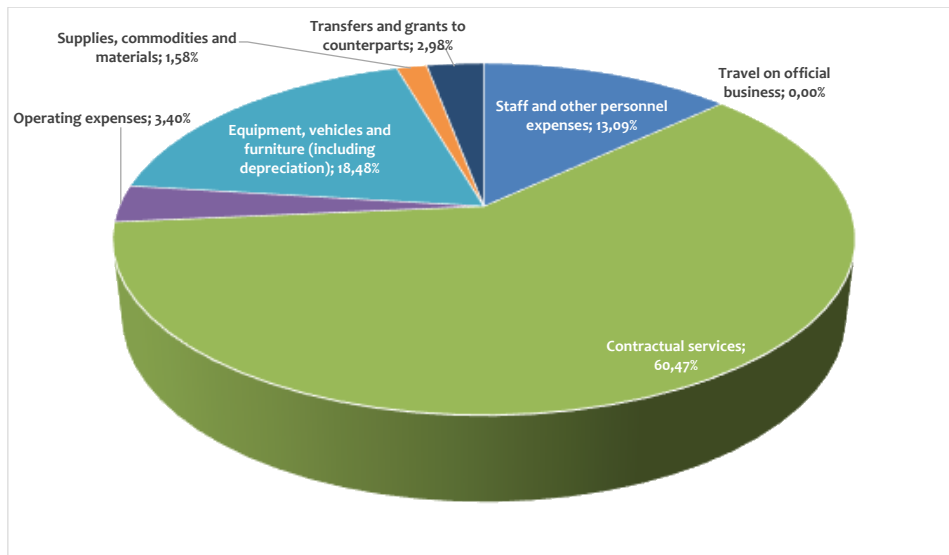
Most of the project's budget was strategically allocated to program-related activities, with contractual services taking up 44.43%, equipment, vehicles, and furniture comprising 12.91%, and transfers and grants to counterparts representing 21.85%. These figures, approximately 79.19%, underscore a budget structure prioritising direct engagement and effectiveness. Staff and other personnel expenses were 16.33%, including operational and programmatic costs, reflecting a budget focused on delivering substantial programmatic impact.

The management and transparency of actual spending have been effective and conducted with high compliance with the UNDP and IOM contractual fiscal rules and regulations.

⁶³ The lack of a baseline assessment and the common standards in programme financial analysis shaped this approach.

For the UNDP-implemented portion of the budget, a significant 60.47% was dedicated to contractual services, indicating a strong focus on engagement with external partners and service providers for projectgram delivery. Equipment, vehicles, and furniture received 18.48%, reflecting investment in essential assets for project operations. Combined with the modest 2.98% for transfers and grants to counterparts, these figures suggest that around 81.93% of the budget supported direct program-related activities. Staff and other personnel expenses accounted for 13.09%, which likely includes a mix of management and specialised technical expertise, pointing to a balanced allocation emphasising operational efficiency and expert-driven execution.

Graph 3: Overview of the UNDP-implemented budget

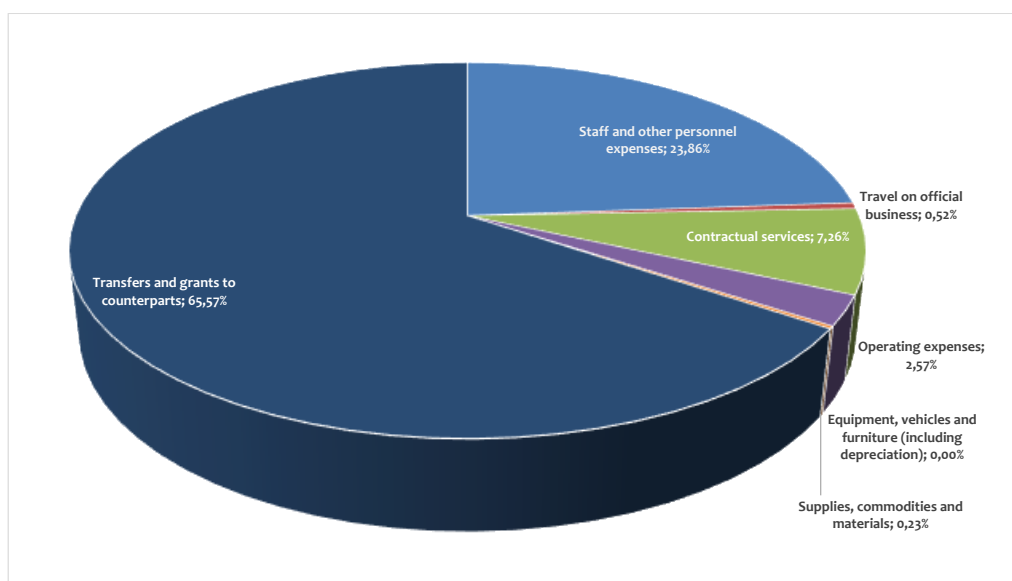


A detailed analysis of Output 1.1. which envisaged constructing/rehabilitating infrastructure and facilities and providing necessary equipment, or Output 3.1. which included efforts to enhance police response capacities to emerging community security threats, showed that the UNDP project followed the fixed-effectiveness approach⁶⁴, as the Project was looking for the least costly yet most conducive methods within the approved budgets. Financially, these elements reached 42 per cent of the total programme costs⁶⁵, and the EC finds that the costs are proportionate to their benefits.

⁶⁴ The literature recognised two approaches: i) the fixed-effectiveness approach determines the least costly method of achieving a known goal—in this case, mine clearance to a level of at least 99% percent, or the fixed-effectiveness approach and ii) the fixed budget approach finds the policy alternative to provide the most considerable benefits for a given level of expenditure (approved budget).

⁶⁵ The total programme costs are planned at 1,228,215 USD, and with indirect costs reached 1,314,190,05 USD

Graph 4 Overview of the IOM-implemented budget



In the IOM-implemented section of the budget, the largest allocation is for transfers and grants to counterparts, at 65.57%, suggesting a primary focus on directly supporting partners and beneficiaries. Staff and other personnel expenses account for 23.86%, a notable portion of the budget covering operational personnel and technical experts⁶⁶.

JC4.2.1. The extent to which the Project has introduced sound and effective management practices (including reporting and communication)

- **F14. The UNTFHS Project had a well-established management approach that contributed to delivering results.**

The EC recognises that the UNTFHS Project was a multifaceted and managerially demanding initiative. It envisaged a robust management and coordination mechanism, employing an area-based approach to deliver integrated and cohesive support with expected effects on human security.

In addition, the project document envisaged that IOM and UNDP in Moldova set up a joint technical/programmatic committee to plan and monitor collaborative activities. This mechanism has been in place, and the Project Coordinator has organised and facilitated its regular meetings. The EC finds these meetings were organised monthly but confined to exchanging information. The actual interaction between the two agencies has been mainly at the level of participation in public/promotional/awareness-raising events. More strategic joint activities have been less apparent, partially due to pressure to implement activities and deliver resources.

At the operational level, engaging experienced and highly skilled professionals from the UNDP and IOM teams with sector-specific knowledge, a full-time Project Coordinator, a Communication Associate and a GBV specialist added strength to the implementation structure. The Project benefited significantly from the UNDP and IOM support, enriched with technical knowledge. They provided administrative and financial support, demonstrating a commitment to excellence and alignment with the formal implementation arrangements. This approach ensured the cost-efficient use of resources and the delivery of high-quality services. The partners stated that the "IOM and UNDP accomplishments within this Project derive from excellent partnerships, planning, and strategic alignment", recommending this model for future initiatives.

⁶⁶ The EC finds from the discussion that the funds are committed and will be used by the end of the Project completely.

The steering structure and coordination mechanism have been established in a timely manner and contributed to sound decision-making (on strategic and operational priorities). The Project Steering Committee (PSC) ensured planned and transparent coordination of the Project's implementation and monitoring. The PSC provided essential policy guidance, aligning the Project's goals with the national efforts and needs of the target groups. Collaboratively, the PSC members addressed challenges, monitored progress, and steered the Project towards its objectives. Overall, these coordination mechanisms fostered collaboration, cohesion, and information exchange among the implementing agencies (UNDP and IOM) and other diverse stakeholders, enhancing the effectiveness and impact of the human security approach⁶⁷.

JC4.2.2. The extent to which management systems, including monitoring mechanisms, facilitated efficient implementation

- ***F15. The partners acknowledged that the UNTFHS Project Team has been focused and dedicated, ensuring efficient implementation and continuity of activities.***

The Project adopted a results-oriented annual work plan⁶⁸, providing a solid foundation for scheduling, resource allocation, budget control, and achieving desired objectives. This comprehensive work plan facilitated activities' planning, implementation, and synchronisation, ensuring coherence and responsiveness to identified priorities and needs (and also considering other partners' institutions-including local public authorities in Moldova). The EC finds that the preparation of the work plan reflected a comprehensive, gender-sensitive approach involving the efforts of the UNDP and IOM projects teams in planning inputs and scheduling activities. The key informants from these two UN Agencies highlighted the benefits of this approach, as it facilitated collaboration and synergy with on-going UNDP and IOM initiatives in the respective sectors.

The monitoring system has been based on the UNTFHS work plan. The Project employed intervention logic and strategic framework that connected its objectives, activities, and expected outcomes (to enhance the human security of Ukrainian refugees, TCNs fleeing the war in Ukraine, and their host communities in Moldova)⁶⁹. Still, the EC identified challenges related to defining targets and measuring progress. While outputs-level indicators effectively encapsulated the Project's initiatives and were well-monitored and analysed in progress reports, the outcome-level indicators presented challenges as they are more appropriate for output-level references. As already mentioned, the structure of the intervention logic, with four outcomes, has been unnecessarily complex and complicated, as it was unrealistic to expect such changes in one year of implementation. These issues could hinder the accurate measurement and reporting of progress at the level of transformation. Therefore, the EC finds the need to reassess and refine its outcome-level targets and indicators, facilitating more effective progress tracking and analysis.

The Project demonstrated a high communication standard, effectively disseminating key messages through various channels and tailored approaches. Its communication and visibility strategy provided directions for spotlighting the Project's results in the critical areas of intervention.

7.5 Sustainability

The EC assessed the Project's sustainability by exploring the country's capacities to uphold the results achieved, focusing on the financial and human resources available. This analysis included local

⁶⁷ KII notes, including inputs from UNDP and IOM

⁶⁸ The AWP was based on the logical matrix and indicators established during the design phase

⁶⁹ As already highlighted, these results align with the priorities to address the increasing vulnerabilities and support conflict-affected populations' social and economic integration (considering elements such as gender, age, disability, and other diverse characteristics of individuals).

authorities' strategies for continuing project initiatives beyond their conclusion, emphasising the importance of country ownership and stakeholder collaboration for enduring success.

Additionally, the EC considered how the Project's interventions have bolstered individual and institutional capacities, ensuring long-term benefits for target groups. The potential for attracting future funding from external donors beyond the Project and the opportunities for further developing and expanding the multi-agency human security initiative were critical aspects of the assessment, pointing to a positive outlook for sustaining and amplifying the Project's achievements.

JV5.1. Existence of capacities, plans and ownership in the country to maintain the results achieved (and the extent to which financial and human capacities are in place)

JC5.2.1. The extent to which stakeholders' capacities (individual and institutional) have been developed to ensure the sustainability of efforts and benefits

- ***F16. The Project has successfully built a sustainable framework for service delivery and capacity development in Moldova, creating a resilient structure for ongoing and future initiatives. Nonetheless, realising these efforts' full potential and maintaining the achievements will necessitate ongoing strategic partnerships and resources, especially in areas where external support remains crucial for sustained progress.***

The EC finds that the degree of country ownership over the Project's results and the strength and breadth of partnerships with relevant stakeholders is critical to sustainability. Actual country ownership extends beyond mere acceptance of project outcomes; it encompasses an integrated approach where national stakeholders, including government entities, CSOs, and the private sector, are deeply invested in the continuation and scaling of project achievements. The collaboration between these stakeholders and their shared commitment to the Project's goals is essential for ensuring that the positive impacts are preserved and expanded upon in the future.

The UNTFHS Project, which adopted a human security approach, leveraged a one-year timeframe for a development-oriented intervention (although this minimal implementation time is generally appropriate for emergencies and direct crisis responses). The EC finds that the Project delivered results and made progress under its outcomes, with generally positive sustainability prospects.

The EC analysed internal factors and external conditions, forecasting possibilities for the long-term sustainability of these achievements while also considering that some of the activities are ongoing.

The Project has laid a robust foundation for local public services and infrastructure sustainability, reflecting a deep-seated commitment from LPAs in targeted municipalities⁷⁰. Authorities have expressed readiness to maintain essential services such as the multifunctional sports field in Cahul, with local schools ensuring security. This exemplifies a shared stewardship model between LPAs and institutions. This model extends to critical health services, with LPAs like those in Ungheni and institutions such as the Cornesti Health Center collaborating to ensure continuity and quality of care.

The National Employment Agency's introduction of mobile teams signifies a sustainable extension of services to rural locales, employing permanent staff members for core operations. Similarly, the Project's enhancement of police capabilities ensures a sustainable increase in community safety and a more nuanced approach to violence against victims, establishing lasting effects on personal and community security.

A cornerstone of the Project's sustainability efforts is the renovation and opening of the Ungheni Regional Centre for women survivors of violence. Financed through the national budget and offering multilateral services, the Center represents a comprehensive, sustainable support system for survivors,

⁷⁰ Notes from visits to Cahul and Ungheni municipalities

integrating legal, social, psychological, and vocational counselling within a framework designed for long-term support.

The Project's capacity development initiatives have enhanced individual skills and institutional service delivery capabilities. Training programs across various domains have equipped LPA representatives, frontline workers, and other professionals with the skills to address human security issues effectively, enhancing the overall crisis response and service delivery framework. Institutionalising training materials on platforms like the CALM E-Platform ensures these capacities are embedded within the system for future reference and utilisation. However, while training and capacity building have significantly improved individual competencies and institutional capabilities, the sustainability of specific project components, such as entrepreneurship training and small business grants, requires continued support to ensure the knowledge and resources provided are fully leveraged. The Project's focus on established businesses over start-ups aims to bolster the sustainability of financial investments. Yet, the continued viability of skills training and other initiatives may depend on securing alternative funding sources or innovative funding models.

The EC finds that certain initiatives need continued financial backing to face sustainability challenges. Among these, the summer camps and the national forum of the alliance of hometown associations stand out as valuable for community engagement and social cohesion but are flagged for their financial viability without ongoing support. For example, the summer camps have been pivotal for fostering integration and understanding among youth from diverse backgrounds. The Project and the partners recognised this sustainability challenge concerning summer camps; thus, co-financing (by parents, private sector, and LPAs) was considered and introduced. There is already high demand for such summer camps, and the stakeholders confirmed already ensured financial contribution of parents., the private sector and LPAs. The ET finds that this is an important step towards sustainability, as the continuity of these camps requires feasible and continuous resources (provided by the participants or subsidised by other funding sources).

Similarly, the national forum of the alliance of hometown associations, which plays a role in discussing and advancing local community development through increased social engagement, faces sustainability issues without external support. In this context, the EC finds that this issue has been somewhat addressed. Switzerland and UNDP have launched a collaborative project titled “Strengthen social cohesion through inclusive participation and empowered citizens” to enhance diaspora involvement in the sustainable development of their communities of origin in Moldova. The initiative spans 2023 to 2026, building on successful community cooperation and diaspora engagement. reinforcing democratic practices, public participation, and empowering various local stakeholders, including focusing on the Alliance of Hometown Associations⁷¹.

The Project's efforts to increase awareness of the rights and protection instruments for refugees in Moldova through youth information campaigns, social media engagement, quizzes, debates, and training sessions have significantly contributed to a better-informed and more inclusive society. Yet, these activities require a sustainable funding model to ensure their continuation. The reliance on external funding sources underscores the need for innovative solutions to maintain and expand these critical initiatives.

JC5.2.2. The extent to which target groups benefited (and will continue benefiting) from the UNTFHS Project

- ***F17. The UNTFHS Project has enhanced support for social cohesion and inclusion of the target groups through immediate benefits and laying the groundwork for sustainable support***

⁷¹ <https://www.undp.org/moldova/press-releases/switzerland-and-undp-will-continue-support-diaspora-engagement-enhancing-economic-development-native-communities>

mechanisms. The EC finds that the Project's holistic approach to human security, combined with strategic partnerships and capacity-building efforts, ensures that the benefits realized will continue to resonate within the targeted communities, promoting resilience, integration, and dignity for all beneficiaries.

The UNTFHS Project's target groups, encompassing refugees, TCNs, returning Moldovan migrants, and local community members, have benefited from its wide array of initiatives to enhance multiple dimensions of human security⁷². For example, infrastructure and public service enhancements have mostly been completed, providing needed assistance and opportunities for improved quality of life for the target groups. The emphasis on accessibility and inclusivity ensured that benefits derived from such infrastructure were momentary and would continue to positively affect the community members for years to come. The Project's efforts to enhance the operational capacities of local public authorities and institutions, such as the National Employment Agency's expansion into rural areas, further secure the longevity of these benefits by embedding the mechanisms for ongoing support within the framework of existing national systems.

Capacity building and training initiatives have been pivotal in empowering individuals within the target groups with the skills and knowledge necessary to navigate and mitigate the challenges posed by their circumstances. Training public employees-service providers (law enforcement officers, healthcare professionals, and local public authority representatives) in handling the specific needs of vulnerable populations improves the immediate response to these groups' needs. It institutionalises a more sensitive and informed approach to public service delivery⁷³.

The establishment of the Regional Center for Women Survivors of Violence in Ungheni is a testament to the commitment to providing comprehensive support to those most in need. The Centre's offer of multidisciplinary services addresses survivors' immediate needs and contributes to their long-term recovery and reintegration into society. The Centre's funding through the national budget exemplifies a sustainable model for continued operation and support, ensuring that future beneficiaries will access them. This result demonstrates the dedication to providing holistic support to the community's most vulnerable members.

Youth camps have been recognised as an effective measure of fostering social cohesion and understanding. These camps have benefited local youth and included participants from the diaspora, creating a unique opportunity for cultural exchange and mutual learning. The key informants stated that the inclusion of youth from the diaspora has enriched the experience for all participants, broadening their perspectives and strengthening ties within the broader Moldovan community⁷⁴.

7.6 Impact

In analysing the Project's impact, the focus was on assessing how the initiative contributed to economic integration and enhanced vulnerable beneficiaries' economic, health, personal, and community security. The evaluation sought to measure the effectiveness of the Project in fostering a more inclusive economic environment, improving health outcomes, and creating safer, more supportive communities for individuals facing vulnerabilities, thereby contributing to a holistic enhancement of their well-being and integration into society.

⁷² These benefits, manifested through improved access to infrastructure, local services, legal support, or economic opportunities, have laid a solid foundation for these vulnerable populations' sustained well-being and integration into Moldovan society.

⁷³ Some argue that this capacity development support ensures that the project's benefits extend beyond direct recipients to influence broader systemic change.

⁷⁴ KII informants

JC6.1.1. The extent to which the Project contributed to the economic integration and improved economic, health, personal and community security of the vulnerable beneficiaries

- ***F18. The Project's endeavours to enhance vulnerable beneficiaries' economic, health, personal, and community security have shown progress through targeted activities, albeit within a framework that primarily focused on immediate interventions rather than initiating systemic changes.***

The Project made tangible strides in enhancing economic opportunities for refugees, TCNs, and local communities. For example, it supported the establishment of mobile teams⁷⁵ and organised a well-targeted job fair that connected 2,000 visitors with potential employers. Furthermore, integrating the NEA's job-seeking portal with its Employment Management Information System (EMIS) and initiating a study on the labour supply and demand among refugees underscored a proactive approach to addressing these groups' employment challenges.

The project's achievements included economic integration efforts with small business grants and vocational and entrepreneurship training programs⁷⁶. Despite these successes, the Project's impact on the broader economic integration of beneficiaries and the systemic enhancement of health, personal, and community security remains limited. The activities, crucial in providing support and opportunities for the direct beneficiaries, fell short of catalysing widespread systemic reforms or deeply integrating economic opportunities into the fabric of the local economy to inclusively accommodate the needs of refugees, TCNs, and returning migrants. This limitation points to a gap between the Project's immediate outputs and the broader goal of achieving long-term, sustainable integration and security for vulnerable populations. The Project's engagement has been limited; thus, could not significantly alter employment practices, health service provision, or community integration policies to ensure these enhancements are enduring and inclusive.

A longer-term and multi-sectoral strategy encompassing broader stakeholder engagement, policy reform, and sustained financial investment could be critical to elevating the Project's impact from beneficial activities to transformative systemic change. Such a strategy would build upon the Project's initial successes and ensure that economic, health, personal, and community security improvements are embedded within national systems, making them durable and accessible to all members of society. This approach requires a commitment to address the immediate needs of vulnerable populations and fundamentally reshape the systems that underpin their security and integration into society.

7.7 Cross-cutting: gender and leave no one behind

The EC assessed the Project's commitment to inclusivity and equality, focusing on two key areas. Firstly, the EC evaluated how well partners were prepared to apply the "leave no one behind" principle and a rights-based approach, ensuring that the Project's benefits effectively reached disadvantaged and marginalised groups. The EC analysed the training provided to partners, the strategies for identifying and addressing the needs of these groups, and the measures in place to safeguard their rights throughout the Project. Secondly, the EC examined the Project's approach to gender mainstreaming,

⁷⁵ At the same time, the creation of the mobile teams was coordinated and accomplished in synergies both of other UNDP projects (e.g. PRIM), as well as of other development partners (e.g. GIZ).

⁷⁶ As indicated in the previous paragraphs, the measurable results included 16 awarded SMEs for grants, including businesses established by Ukrainian refugees, and the assistance provided to 35 beneficiaries with cash for skills training in various domains are evidence of the Project's commitment to fostering economic self-reliance. The entrepreneurship training delivered to 73 individuals further highlights the Project's initiative to empower beneficiaries with the skills necessary for self-employment and business development, covering critical areas such as business planning, financial management, and market surveying.

assessing how the partners within the Project integrated gender equality into project planning and implementation.

JC7.1. The degree to which partners are capacitated to implement “leave no one behind” and rights-based approach and ensure benefits to disadvantaged and marginalised groups

- ***F19. The Project's commitment to "leave no one behind" is reflected in the investments in capacity development, infrastructure improvement, and direct support to services, all converging to create a robust network of protection and assistance. The stakeholders recognised that the Project's focus on immediate needs and longer-term empowerment laid the groundwork for initiatives to continue building an inclusive and cohesive society in Moldova.***

The key informants recognised the Project's efforts and results in mainstreaming the "leave no one behind" and a rights-based approach, highlighting the importance of capacity development support they received to advance these principles⁷⁷. For example, the Project enhanced vulnerable beneficiaries' economic and personal security by adapting newly constructed infrastructure, such as the inclusive sports field in Cahul, ensuring all individuals, including those with disabilities, have access to such facilities. Similarly, the National Employment Agency was equipped to extend its services into rural areas, actively reaching the most vulnerable populations to inform them about vocational and professional training programs to facilitate their employability and economic integration.

In terms of health security, the Project uplifted community and personal security by focusing on survivors of gender-based violence and trafficking in persons. The opening of the regional Centre in Ungheni ensured accommodation and comprehensive services, including legal, social, and psychological support and vocational counselling for victims of violence. About 150 people annually, predominantly women and girls, are set to receive these multidimensional services, embodying the Project's commitment to empowering the most vulnerable and fostering dignity.

Moreover, the Project's dedication to community safety is underscored by the police force's enhanced response capabilities to security threats and improved support for violence victims. The existence of mobile teams working out of the Regional Centre in Ungheni expands this protective net, offering consultations and comprehensive assistance, including legal aid and economic empowerment through retraining and entrepreneurship courses. These initiatives, extended to various regions, including the Găgăuzia region, align with the broader goal of ensuring that every member of society, irrespective of their status or background, can access the support they need to overcome adversity and thrive.

JC7.2. The extent to which gender mainstreaming was considered implemented and promoted under the UNTFHS Project

- ***F20. The Project's strategic framework integrated human rights and gender perspectives at its core, ensuring the systematic incorporation of human rights principles and gender perspectives across all outcomes.***

Throughout its execution, the Project emphasized the protection and empowerment of beneficiaries, focusing particularly on vulnerable groups. This dedication manifested in targeted measures to enhance access to essential services per the pressing needs identified in the Multi-Sector Needs Assessment. For example, efforts to improve local public services were particularly tailored to the circumstances of vulnerable women and girls, enhancing their access (to these services) and facilitating social integration. The inclusion of vocational training, including TVET and entrepreneurship training, took into account women's needs from the design phase and guaranteed equitable participation during implementation.

⁷⁷ KII notes and PSC meeting minutes

Throughout its execution, the Project demonstrated a proactive approach to protecting and empowering beneficiaries, focusing on vulnerable groups. This commitment was evident in targeted measures to enhance access to essential services based on the pressing needs identified in the Multi-Sector Needs Assessment. For instance, the Project supported efforts to improve local public services to meet the needs of vulnerable women and girls, thereby enhancing their access and facilitating social integration. The inclusion of vocational training, including TVET and entrepreneurship training, was another evidence of the Project's commitment to women's needs, ensuring equitable participation during implementation. Moreover, small business grants to local SMEs and start-ups created employment opportunities, notably benefiting vulnerable women and Ukrainian refugees, with the EC noting that the newly employed were predominantly from these vulnerable groups.

The Project has given special attention to protection services, including support for survivors of GBV and trafficking. The Project expanded the 'safe space' model for GBV support, offering protection, specialised services, and access to income opportunities for affected refugees, TCNs, and women in host communities. Efforts to bolster capacities for gender consideration and protection targeted field workers and safe space staff, enhancing support in mental health and counter-trafficking measures. By creating a Referral Directory detailing specialised protection services and referral pathways, the Project contributed to improved accessibility for the most vulnerable groups.

Stakeholders acknowledged the Project's foundational and strategic incorporation of gender perspectives and human rights principles, effectively addressing the varied needs within refugee and host community populations, embodying the principle of leaving no one behind. The Project solidified the governance structures needed for an efficient crisis response by promoting social cohesion, inclusion, and gender-sensitive practices, facilitating broad stakeholder participation in setting priorities, and addressing pressing needs (of these groups). These efforts provided immediate support to those displaced by conflict. They laid the foundation for sustainable social integration and cohesion, ensuring Moldova's commitment to democratic values of equality, respect, and dignity in its refugee response strategy and activities.

8 Conclusions

The EC has analysed collected findings concerning judgement criteria and prepared the following conclusions:

8.1 Relevance

C1. The UNHSTF Project in Moldova has been highly relevant to the country's strategic development goals, its beneficiaries' immediate and long-term needs, and its alignment with EU accession priorities and sustainable development objectives. By adhering closely to Moldova's National Development Strategy "Moldova—2030", the Regional Refugee Response Plan for Ukraine and targeting key areas such as infrastructure enhancement, social inclusion, and human security, the Project has directly contributed to sustainable growth, improved living conditions, and poverty alleviation efforts (F1).

Furthermore, the Project's alignment with the EU Eastern Partnership policy and the European Union Multiannual Indicative Programme for Moldova (2021-2027) highlights its strategic relevance in promoting social inclusion and enhancing institutional capacities to uphold fundamental human rights. These efforts are integral to Moldova's endeavours towards EU accession, demonstrating the Project's capacity to address EU standards and values while fostering a more inclusive and resilient Moldovan society (F2).

The Project's initiatives have also methodically targeted specific objectives under the Sustainable Development Goals (SDGs), tackling poverty eradication, gender equality, reduced inequalities, and

promoting peace, justice, and strong institutions. This targeted approach aligns with global goals and caters to Moldova's specific developmental needs, enhancing the Project's relevance and potential impact on sustainable development (F3).

C2. The Project's human security approach has been holistic and integrative, capable of addressing the complex challenges threatening the socio-economic lives and dignity of targeted groups in Moldova. This approach has effectively tackled insecurities across various dimensions, including economic, personal, community, and political, thus aligning with the EU Eastern Partnership policy's broader objectives (F4). The EU Progress Report further validates the Project's relevance by acknowledging Moldova's efforts, supported by the UNHSTF Project, to integrate refugees and TCNs and to work towards a more inclusive society aligned with EU standards (F5).

8.2 Coherence and responsiveness

C3. The UNTFHS Project's internal coherence, while demonstrating a solid vertical alignment between its objectives, activities, and anticipated outcomes, has revealed a necessity for enhanced horizontal integration among its various components (F6). This acknowledgement stems from recognizing that, although the Project effectively addresses individual aspects of human security—from infrastructure enhancement to livelihood opportunities—there's a pivotal opportunity to weave these distinct elements more closely together. Such integration would bolster the Project's comprehensive strategy to support the human security of vulnerable groups in Moldova and amplify its overall effectiveness by creating synergistic impacts across different sectors. This need for a more interconnected approach highlights an area for strategic refinement, aiming to deepen the Project's influence through a multifaceted and cohesive framework.

C4. In external coherence, the Project aligns seamlessly with the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Moldova 2023-2027, contributing significantly across its outcomes and reflecting priorities from UNDP and IOM Country Programmes (F7). This alignment underscores the Project's strategic fit within a broader development agenda, facilitating contributions to inclusive, gender-responsive services and sustainable economic growth.

C5. Moreover, the Project has demonstrated effective complementarity and coordination with other interventions targeting human security and social inclusion in Moldova, establishing synergies with ongoing UNDP and IOM initiatives and broader development partner actions (F8). This collaborative approach underscores the Project's role in fostering a unified response to the challenges faced by its target groups, enhancing the collective efficacy of interventions aimed at improving the economic, health, personal, and community security of Ukrainian refugees, TCNs, and host communities.

8.3 Effectiveness

C6. The UNHSTF Project in Moldova has effectively addressed critical aspects of human security and resilience amidst compounded crises, showcasing a commendable level of internal and external coherence with strategic priorities. Despite identified areas for improvement and the inherent challenges posed by the regional context, the Project's achievements in enhancing living standards, fostering economic and social inclusion, and advancing a holistic approach to human security lay a solid foundation for ongoing and future initiatives aimed at ensuring the well-being and dignity of all individuals in Moldova.

The Project's contribution to improving the living standards of refugees, TCNs, and the local Moldovan communities has been notable, mainly through delivering advanced infrastructure and essential services employing sustainable technologies (F9). These efforts demonstrate a commitment to modernisation and sustainability and underscore a keen understanding of the needs of vulnerable groups, paving the way for enhanced self-reliance and dignity. The Project's alignment with the 'build-

forward-better' approach has shown notable strides in infrastructure development and capacity building, directly contributing to the inclusivity and support for refugees and the local community (F9).

C7. However, while the Project exceeded initial targets in some areas, such as improving access for over 53,000 community members to social services and public infrastructure, it is challenging to verify these achievements fully, indicating the need for additional qualitative indicators to assess the impact comprehensively.

The Project's work on human security (F10) embraced a holistic approach, addressing the dimensions of economic, health, personal, community, and political security. The Project's focus on development priorities and local governance capacities to implement human security principles laid a foundation for more inclusive and safer communities. The targeted support for livelihood and employment further emphasised economic stability for vulnerable groups, promoting their economic integration and dignity.

C8. External challenges, particularly the evolving situation in Ukraine, presented inherent difficulties in thoroughly assessing the Project's long-term impacts on true inclusion and stability within the target regions (F11). Despite these challenges, the Project demonstrated a significant capacity for collaboration among partners, employing a dynamic and demand-driven methodology that engaged stakeholders at every stage and fostered ownership and commitment to the Project's goals (F12). This collaborative approach, underpinned by rigorous needs assessments and alignment with critical regional and national priorities, has been pivotal in achieving tangible outcomes and reinforcing the Project's relevance and effectiveness.

8.4 Efficiency

C9. The Project showcased efficient execution across multiple fronts, from judicious resource utilisation to achieving targeted outcomes within a constrained timeframe, despite initial delays in fund transfers (F13). The strategic allocation of the budget prioritised direct engagement and programmatic impact, with a significant portion dedicated to program-related activities. This strategic financial planning ensured that the Project's actions directly contributed to its goals, demonstrating high operational efficiency and effective use of resources. The Project's ability to deliver on its objectives within the available timeframe, coupled with its focus on gender equality and the needs of vulnerable groups, underscores its operational success. However, the one-year implementation period, although extended by two months, posed challenges, emphasising the complexity of accomplishing multidimensional human security objectives within such a timeframe. This limitation highlighted the need for longer periods to fully implement and institutionalise complex initiatives like those under the UNHSTF Project.

C10. Management and collaboration structures within the Project pointed to areas of both strength and potential improvement (F14). The Project benefited from the involvement of experienced professionals and was further supported by a structured management and coordination mechanism. This structure facilitated efficient implementation and leveraged UNDP and IOM's technical and administrative expertise. Yet, while effective in some respects, the collaboration between UNDP and IOM fell short of realising a more integrated and strategic partnership, particularly in operationalising joint activities around key themes. Still, there is a need to enhance strategic collaboration and integration of activities, pointing to the need for longer timelines for implementing comprehensive human-security-driven initiatives and furthering the partnership between UNDP and IOM for maximised impact.

8.5 Sustainability

C11. The UNTFHS Project has laid a robust foundation for the sustainability of human security initiatives in Moldova, with local authorities and institutions prepared to continue this critical work. To realize the full potential of these efforts and maintain the achievements, ongoing strategic partnerships,

innovative funding solutions, and a commitment to embedding the Project's initiatives within the national context for long-term effect are essential.

The Project has established a sustainable infrastructure and capacity-building framework that promises enduring benefits for vulnerable populations in Moldova. Through strategic resource allocation and effective management, it has enhanced the living standards of refugees, TCNs, and local Moldovan communities by providing improved infrastructure, access to livelihood opportunities, and protective services, employing a forward-thinking approach with a focus on green, energy-efficient technologies (F16). Local authorities and institutions have shown a strong commitment to maintaining the enhanced services and infrastructure, exemplifying a model of shared stewardship critical for sustainability. The Project's capacity-building initiatives have also ensured that the benefits realized will continue positively impacting the targeted communities, promoting resilience, integration, and dignity (F17).

The Project tested opportunities for sustainable funding solutions to ensure the longevity and impact of initiatives such as summer camps and forums to promote social cohesion and community engagement. The inclusion of youth from the diaspora in these camps has been particularly effective, enriching the experience for all participants and strengthening ties within the broader Moldovan community.

8.6 Impact

C12. The UNTFHS Project's focused interventions have incrementally enhanced vulnerable beneficiaries' economic, health, personal, and community security, demonstrating tangible advancements in economic opportunities, infrastructure, and basic services. The Project addressed the capacities of critical employment institutions, piloting and testing various active labour and employment measures (business fairs, small business grants, and targeted training programs) that contributed to economic self-reliance among beneficiaries.

However, the Project's broader impact on systemic economic integration and comprehensive enhancement of beneficiaries' security remains limited, suggesting a need for extended, multi-sectoral strategies to achieve transformative systemic changes (F18).

8.7 Cross-cutting: Gender and Leave No One Behind

C13. The Project effectively implemented the "leave no one behind" principle and a rights-based approach, creating a sustainable support network for disadvantaged and marginalised groups. This approach was exemplified by infrastructural adaptations, such as the inclusive sports field in Cahul, and extended services into rural areas, enhancing employability and economic integration. The opening of the Ungheni Centre for survivors of gender-based violence underscored a multidimensional support commitment, while enhanced police response capabilities and the establishment of mobile teams emphasized a community and personal security focus. These initiatives represent the Project's holistic approach to empowerment and support, laying the groundwork for continued progress towards inclusivity and cohesion in Moldova (F19).

C14. The integration of gender mainstreaming within the Project's strategic framework facilitated the protection and empowerment of all beneficiaries, with particular attention to vulnerable groups. Initiatives such as tailored local public service improvements, vocational training programs, and small business grants directly supported vulnerable women and Ukrainian refugees. Expanding the 'safe space' model for GBV support further demonstrated the Project's commitment to gender-sensitive measures and protection services, enhancing accessibility to specialised services and fostering an environment of safety and inclusion for all members of society (F20).

9 Lessons learned

Based on the detailed review of the UNTFHS project, the EC highlights several lessons learned. These lessons reflect the complexity of implementing human security initiatives and the importance of a strategic, adaptable, inclusive, and partnership-driven approach. Such insights are invaluable for guiding future projects to improve human security and foster sustainable development.

- **Human Security Requires Time and Joint Efforts:** Implementing a project to enhance human security underscores the complexity of addressing interrelated issues such as economic stability, personal safety, and community cohesion. The Project reinforced the lesson that achieving sustainable results in human security necessitates prolonged engagement beyond a one-year timeframe and relies on the comprehensive involvement of all societal stakeholders, embracing a whole-of-society approach for deep-rooted impact.
- **Synergies with Ongoing Initiatives Enhance Efficiency:** Leveraging existing, ongoing initiatives and linking them with the Project's implementation has proven highly efficient and effective. This approach facilitated the achievement of synergies, amplifying the Project's outcomes by building upon the established momentum and frameworks of existing programs. Thus, it ensures synergies and contributes to cost efficiency with strategic use of resources.
- **Inclusive programming and capacity building generate results if implemented jointly:** A critical insight from the Project is the importance of integrating inclusive programming with concerted capacity-building efforts. By engaging stakeholders through a participatory process and focusing on enhancing the capabilities of local authorities, civil society organisations, and direct beneficiaries, the Project ensured that interventions were demand-driven and helped embed resilience and sustainability within community infrastructures and service delivery systems.
- **Adaptability and responsiveness are key to crisis management:** The Project's experience highlighted the essential nature of adaptability and responsiveness in the face of unforeseen challenges. Swiftly adjusting plans and interventions in response to evolving conditions and needs ensured that the Project remained relevant and effective, emphasising the need for flexible project designs to accommodate changing scenarios.
- **Focused interventions for marginalised groups enhance security:** The Project's targeted support efforts for vulnerable populations demonstrated that focusing on the challenges marginalised groups face is crucial. The Project successfully promoted inclusivity and ensured that benefits reached those most in need by designing tailored interventions, such as accessible infrastructure projects and specialised training programs.
- **Strategic partnerships amplify impact:** The Project's collaborative efforts with a wide array of partners—from government bodies, LPAs, CSOs, and NEA to international development partners—underscored the value of strategic partnerships in amplifying the reach and impact of interventions. These partnerships proved instrumental in pooling resources, sharing expertise, and leveraging collective strengths to address complex issues related to human security more effectively.

10 Recommendations

The primary and secondary data analysis served to define findings and form conclusions. Considering these inputs, recommendations are a framework for further analysis and follow-up actions.

The evaluation consultant has formulated the following main recommendations:

<p>Recommendation 1:</p> <p>For: UNDP, IOM, GoM, UNHSTF</p>	<p>Extend Implementation Timeframes for Comprehensive Engagement</p> <ul style="list-style-type: none"> - Implementing complex human security projects requires sufficient time for stakeholder engagement, adaptation to evolving challenges, and embedding practices for long-term impact. Future projects should consider implementation timelines that reflect the scope and complexity of their objectives, allowing for phased approaches that include planning, execution, and reflection periods. Extended timeframes facilitate deeper community involvement, enabling initiatives to address the root causes of vulnerability more effectively and build sustainable solutions. (C8)
<p>Recommendation 2:</p> <p>For: UNDP, IOM, GoM, UNHSTF</p>	<p>Enhance Horizontal Integration Across Project Components</p> <ul style="list-style-type: none"> - Projects should employ a holistic approach that interlinks various components such as economic development, infrastructure improvement, social cohesion, and health services. This integration fosters a comprehensive impact, ensuring that efforts in one area reinforce and amplify outcomes in another. Strategies for horizontal integration may include joint planning sessions with all stakeholders, cross-sectoral teams focused on specific outcomes and integrated monitoring and evaluation systems that track interconnected impacts. (C3)
<p>Recommendation 3:</p> <p>For: UNDP, IOM, GoM, UNHSTF</p>	<p>Leverage and Amplify Existing Initiatives through Strategic Partnerships</p> <ul style="list-style-type: none"> - Identifying and collaborating with ongoing initiatives can maximize resources, avoid duplication of efforts, and strengthen collective impact. Strategic partnerships with government bodies, NGOs, the private sector, and international organizations can facilitate sharing of knowledge, expertise, and resources. Coordination mechanisms such as joint working groups or partnership platforms can ensure the alignment of objectives and foster synergies, making interventions more resilient and adaptable to changing circumstances. (C5)
<p>Recommendation 4:</p> <p>For: UNDP, IOM, GoM,</p>	<p>Transition Focus Towards Initiatives that Catalyze Systemic Changes</p> <ul style="list-style-type: none"> - The partners should aim to achieve lasting impact and work to influence systemic reforms that address underlying vulnerabilities and enhance societal resilience. This process should involve partners in policy advocacy, contributing to developing inclusive and sustainable policies, and working with community leaders and influencers to foster societal change. Projects should also focus on building the capacity of local institutions to sustain these reforms, ensuring that improvements in human security are deeply integrated into local governance and community practices. (C12)
<p>Recommendation 5:</p>	<p>Promote Inclusive Programming and Embedded Capacity Building</p>

<p>For: UNDP, IOM, GoM,</p>	<ul style="list-style-type: none"> - Designing projects with an inclusive approach ensures that interventions are responsive to the needs of all community members, particularly the most vulnerable. Capacity-building activities should be integral to project design, focusing on empowering individuals, communities, and institutions with the skills and knowledge necessary for sustaining project outcomes. Inclusive programming also involves active participation from beneficiaries in decision-making processes, ensuring that projects are grounded in local realities and have the buy-in necessary for success. (C13, C14).
<p>Recommendation 6:</p> <p>For: UNDP, IOM, GoM,</p>	<p>Leverage Innovative Funding Models for Project Sustainability</p> <ul style="list-style-type: none"> - Exploring innovative funding mechanisms is crucial for ensuring the continuity and expansion of human security projects. This could include partnerships with the private sector for social impact investments, crowdfunding campaigns to engage wider communities, and leveraging public-private partnerships to mobilize resources. Such approaches can provide a diversified funding base, reducing dependence on traditional donor funding and enhancing project resilience and scalability. (C11).
<p>Recommendation 7:</p> <p>For: UNDP, IOM,</p>	<p>Implement Rigorous Monitoring and Evaluation with Qualitative and Quantitative Indicators</p> <ul style="list-style-type: none"> - Effective monitoring and evaluation (M&E) systems are vital for understanding the impact of interventions and guiding adaptive management. Projects should incorporate a mix of qualitative and quantitative indicators that capture the multifaceted nature of human security outcomes. Qualitative indicators can provide insights into the social and community dynamics affected by the project, while quantitative data offers measurable evidence of progress. A robust M&E framework supports continuous learning and improvement, ensuring that projects remain responsive to beneficiary needs and achieve their intended impact. (C8)
<p>Recommendation 8:</p> <p>For: UNDP, IOM,</p>	<p>Enhance Awareness of Topics Concerning Social Cohesion and Inclusion (and Showcase Successes)</p> <ul style="list-style-type: none"> - Enhancing awareness of topics concerning social cohesion and inclusion is pivotal for the success of initiatives aimed at building resilient and harmonious communities. Projects should craft targeted communication strategies that spotlight achievements, disseminate key insights, and underscore the direct impact of interventions on fostering inclusive environments. Leveraging diverse channels, from digital media campaigns to local forums, ensures that narratives around social cohesion and inclusion resonate widely with stakeholders, including community leaders, potential partners, and civil society. By effectively communicating these success stories and the importance of inclusion efforts, projects will educate and engage a wide audience and pave the way

	for sustained engagement and support, reinforcing the foundation for continued progress in social cohesion and inclusive practices.
--	---

11 Annexes

Annex 1: Evaluation Matrix

The EC has improved the understanding of the Project's structure and available data sources through an initial document review and the creation of an evaluation matrix. This matrix, which includes the main evaluation questions from the Terms of Reference (ToR) and additional sub-questions, was reviewed to ensure that the questions are answerable, all Project's components are appropriately addressed, there is no duplication or undue overlap, the question formulation is precise, and that it allows for an exploratory approach to data collection.

As a result of this review, the list of evaluation questions has been consolidated, as questions that were too similar have been combined. Other questions and sub-questions have been re-framed to make them more focused, while a few others have been rephrased and linked to appropriate evaluation criteria. Furthermore, the questions addressing the impact criterion have been reformulated to reflect the relatively short implementation period for the UNTFHS Project and, therefore, focus more on evidence of results and outcomes on targeted stakeholders, assuming possible impact.

Relevant sub-question	Judgement criteria	Indicators	Data analysis	Data Sources & collection tools
Relevant evaluation criteria: RELEVANCE				
<i>EQ1.1. To what extent has the design and implementation of the Project responded to the national priorities concerning economic, health, personal and community security of Ukrainian refugees, TCNs and their host communities in Moldova?</i>	JC1.1. The extent to which the Project responded to the country's priorities concerning economic, health, personal and community security of Ukrainian refugees, TCNs and their host communities in Moldova	<ul style="list-style-type: none"> Evidence that the objectives and outputs of the Project are supporting priorities concerning economic, health, personal and community security of Ukrainian refugees, TCNs and their host communities in Moldova The existence of measures that addressed increasing, urgent and interconnected vulnerabilities of Ukrainian refugees, TCNs and their host communities in Moldova and economically integrating them, 	<p>Desk based research</p> <p>Assessment of the strength of the ToC designed for the Project (explicit or implicit).</p> <p>Interviews and group interviews with identified stakeholders concerning UNTFHS Project</p>	<p>Programming documents: Project documents, Project Matrix, Progress Reports and other deliverables</p> <p>Stakeholders from the UNDP/ IOM, other partners from the national and local levels, public and, other institutions, and development partners in the respective fields</p>
<i>EQ1.2. To what extent has the Project addressed the needs of final beneficiaries? How did the human security approach bring added value?</i>	<p>JC1.2.1. The extent to which the Project addressed the needs of final beneficiaries</p> <p>JC1.2.2. The extent to which the human security approach brought the value to the beneficiaries</p>	<ul style="list-style-type: none"> Evidence that the Project and its activities responded to the needs of final beneficiaries- Evidence and examples (including opinions) that the human security approach brought value to the beneficiaries Examples that implementing human security principles lead to new solutions, strategies or ways of working to address the priorities 		
<i>EQ1.3. Has the project proven to be as relevant as originally envisaged??</i>	<p>JC1.2.1. The degree of lasting relevance of the UNTFHS Project and its activities (measured through the flexibility of the project and changes introduced during planning and implementation)</p> <p>JC1.2.2. Existence of changes in the UNTFHS's environment that required changes and adjustments of the intervention</p>	<ul style="list-style-type: none"> Evidences (including opinions) about the changes in the UNTFHS Project environment and the need to adjust activities and implementation approach Justification for modifying and adjusting the UNTFHS Project's implementation approach and evidence of the Project's flexibility Evidence (including opinions and desk examples) that the Project considered and responded to the political, legal, economic institutional changes in the country 		
Relevant evaluation criteria: COHERENCE				

<p>EQ2.1. To what extent has the UNTFHS Project established and ensured internal coherence?</p>	<p>JC2.1.1. The extent to which the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent</p> <p>JC2.1.2. The extent to which the objectives of the project clear, realistic, and likely to be achieved within the established time schedule</p>	<ul style="list-style-type: none"> • Analysis of the ToC and the links between outputs and outcomes, assumptions and activities- logical connections and consistency • Analysis of the indicators at various levels (including baselines and targets) • Analysis the benchmarks and if the targets were realistic to be achieved within the given timeframe 	<p>Desk based research</p> <p>Analysis of national and sector-specific priorities that the UNTFHS Project addressed</p> <p>Analysis of the Moldova’s International benchmarks- especially huma security-related recommendations</p> <p>Analysis of socio-economic and vulnerability indexes</p> <p>Interviews with key informants including development partners</p>	<p>Programming documents: The Project, Reports. Other project deliverables</p> <p>Stakeholders from the UNTFHS-related institutions, public institutions, policy-making bodies and other government institutions, and development partners in the respective fields</p>
<p>EQ2.2. To what extent has the Project responded to the national priorities concerning economic, health, personal and community security? Has the Project been relevant for SDGs and specific targets?</p>	<p>JC2.2.1. The extent to which the Project responded to the country development and human security priorities</p> <p>JC2.2.2. The extent to which the Project is relevant for the UN priorities and UNDCF outputs and outcomes and SDG targets</p>	<ul style="list-style-type: none"> • Evidence that the objectives and outputs of the Project are supporting the national development priorities • Evidence that the UNTFHS Project aligns with the UN Development Cooperation Framework • Evidence that the UNTFHS Project addressed SDGs and contributed to its targets 		
<p>EQ2.3. To what extent is the project cooperating and coordinating with other UNDP and IOM project and activities of the GoM and other partners?</p>	<p>JC2.3.1. The extent to which the Project and its outputs and outcomes synergized and coordinated with other UNDP and IOM initiatives, activities of GoM and other development partners</p>	<ul style="list-style-type: none"> • Evidence and opinions about the UNTFHS Project objectives (at various levels) are in synergy and coordination with the UNDP/ IOM activities, activities of the GoM and other development partners 		

Relevant evaluation criteria: **EFFECTIVENESS -**

<p>EQ3.1. To what extent were the project’s main objectives achieved in keeping with the original activities, outputs and performance indicators?</p>	<p>JC3.1.1. The extent to which the Project progressed with the delivery of adequate and effective Infrastructure and basic services to the refugees, TCNS and the host communities, demonstrating “build-forward-better” with green, energy-efficient and digital technologies.</p>	<ul style="list-style-type: none"> • Evidence that refugees and community members (disaggregated by gender) enjoy better access to improved social services and public infrastructure in host communities • Number of enhanced local public services (by type) for refugees and local community members • Number of projects selected in a participatory manner and implemented successfully • Number of LPAs hosting refugees with enhanced abilities to mainstream and apply human security (HS) principles in local decision-making and local crisis response • Number of capacity building interventions on HS principles in local crisis response 	<p>Desk-based research including national and organizational statistics, and third-party reports</p> <p>National statistics and international performance indicators on the priority areas</p> <p>Interviews and group interviews with identified stakeholders from UNTFHS and national institutions.</p> <p>The intention is on validating or refuting lines of inquiry - collecting</p>	<p>Project document, Progress Reports. Other project deliverables</p> <p>Stakeholders from the UNTFHS, public institutions, policy-making bodies and other government institutions, and development partners in the respective fields</p>
---	--	---	---	---

	<p>JC3.1.2. The extent to which refugees TCNs, returning Moldovan migrants, and host community members, particularly women, older persons, and persons with disabilities, have access to livelihoods and employment opportunities, including in agriculture and food supply chains, that help them build self-reliance and live with dignity</p>	<ul style="list-style-type: none"> • Evidence that refugees and local job-seekers from host communities have enhanced access to livelihoods and are guided to find a job on the local job market • <i>Institutional capacity of NEA to reach out to refugees and provide employment services improved</i> • <i>Number of territorial employment services with enhanced capacity to offer job-matching services to refugees and host communities to enhance their employability</i> • <i>Number of businesses supported with small grants</i> • <i>Number of persons supported (host community, refugees, and TCNs) disaggregated by age and sex</i> • <i>Number of persons supported (host community, refugees, and TCNs) disaggregated by age and sex</i> 	<p>perceptions about results (outputs) achieved with the reference to outputs and progress towards outcomes.</p>	
	<p>3.1.3. The extent to which the program contributed to universal access to protection, including support to survivors of Gender-Based Violence (GBV) and trafficking in persons (TIP), for the refugees, TCNs, and Moldovan communities with special attention to women, children, older persons and persons with disabilities and other vulnerable groups.</p>	<ul style="list-style-type: none"> • The extent to which people are feeling safe in the regions targeted by the programme • <i>Number of refugees and community members (disaggregated by gender) benefitting from protection, security and access to legal remedies following programme interventions</i> • <i>Average police's response time to a 112-emergency call in targeted districts</i> • <i>Number of young men and women, disaggregated by nationality, with enhanced capacities on the Moldovan legal system</i> • <i>Service for assisting GBV and refugee cases in Ungheni region</i> • <i>Presence of the Safe Space in Ungheni region</i> • <i>Number of counselors who graduated CETA program</i> • <i>Number of persons directly benefitting from countering and preventing trafficking in persons (M/W/B/G)</i> 		

		<ul style="list-style-type: none"> • % of target frontline workers responding that their response capacity increased with the technical support of seconded experts 		
	JC3.1.4. The extent to which refugees, TCNs, return migrants, and host communities live in an inclusive, non-discriminatory, and peaceful environment where social cohesion, mutual-trust and enhanced human security prevail.	<ul style="list-style-type: none"> • The changes under the Social Distance Index • Number of host communities with enhanced social cohesion, mutual trust and human security • Number of joint initiatives carried out in local communities to support social cohesion and peaceful co-existence • Number of groups of young people fighting hate speech and promoting peaceful environment in communities hosting refugees • The Equality Council has strengthened capacities to address discrimination cases against refugees • Number of refugees reached out by the information/awareness raising campaigns on equality and non-discrimination • Study on the perceptions over equality tackling perceptions over refugees and TCNs • Number of cases of discrimination against refugees examined by Equality Council 		
EQ3.2. Has there been any significant progress in promoting human security as a result of this project?	JC3.2. The extent to which the country and the targeted regions progressed in ensuring human security	<ul style="list-style-type: none"> • Evidence including opinions that the country has progressed in human security in the region- including contribution claims that the program contributed to these results 		
EQ3.3. What factors have contributed to achieving or not achieving the intended outputs?	<p>JC3.3.1. The extent to which external challenges affected the progress of the project- from a human security point of view</p> <p>JC3.3.2. The extent to which these external developments had an impact on tangible improvements in people's lives</p>	<ul style="list-style-type: none"> • Evidence, including opinions and examples, that external challenges affected the progress of the project- from a human security point of view • Evidence, opinions and examples, that these external developments had an impact on tangible improvements in people's lives 		

<p>EQ3.4. How effectively did the project partners collaborate?</p>	<p>JC3.4.1. Existence of areas that the UNTFHS Project has shown greatest achievement (or underperformed).</p> <p>JC3.4.2. The extent to which external and internal factors to the UNTFHS Project affected (supported or constrained) the effectiveness</p>	<ul style="list-style-type: none"> • Analysis of external situation that have affected implementation of the Project • Opinions of stakeholders if the Project has achieved some unintended results and examples of these results • Examples of negative and unplanned internal and external developments that have affected the achievement of the outputs of the Project 		
<p>Relevant evaluation criteria: EFFICIENCY</p>				
<p>SQ4.1. Were the anticipated outputs generated on time and within the budget, as specified in the workplan and implementation schedule?</p>	<p>JC4.1.1. The degree of timely implementation of the UNTFHS Project in a logical sequence and availability of inputs in a timely fashion</p> <p>JC4.1.2. The extent to which the resources, including human, material and financial, have been used to achieve the results</p> <p>JC4.1.3. The extent to which the management and administrative arrangements were effective during the implementation</p>	<ul style="list-style-type: none"> • Evidence of timely implementation of activities (without delays)- analysis of planned vs implemented activities and delivery of outputs or delays and changes in the implementation of plans • Evidence that resources have been available and used to achieve results • Evidence and examples of effective management practices that the UNTFHS Project introduced and followed • Evidence that the management and administrative arrangements were effective including best practices and lessons learned 	<p>Desk-based research including national and organizational statistics, and third parties' reports</p> <p>Analysis of the UNTFHS Project budget and management/ organizational structure</p> <p>Analysis of the management and advisory mechanisms and coordination approaches from the meetings- to verify decision-making approaches</p>	<p>Programming documents: The Project Document, and Reports. Other deliverables.</p> <p>Available meeting minutes</p> <p>Contractual arrangements including analysis of the approved budget</p> <p>Stakeholders from the implementing partners- UNTFHS, IOM/ UNDP, grants beneficiaries, other ministries and governmental structures, local authorities</p>
<p>SQ4.2. To what extent was the project management structure appropriate and efficient in generating the expected results?</p>	<p>JC4.2.1. The extent to which the Project has introduced sound and effective management practices (including reporting and communication)</p> <p>JC4.2.2. The extent to which management systems, including monitoring mechanisms, facilitated efficient implementation</p> <p>JC4.2.3. The extent to which the project implementation strategy and its execution have been efficient and cost-effective</p>	<ul style="list-style-type: none"> • Evidence that the Project's management structure has been optimized and cost-efficient to ensure efficient delivery • Evidence that management system was well-established (compared to development assistance benchmarks) and facilitated delivery of results • Evidence that the monitoring data were objectively used for management of risks, actions and decision making • Evidence that the Project implementation strategy contributed to the efficiency 	<p>Interviews with key informants –group interviews with beneficiaries and experts</p>	
<p>Relevant evaluation criteria: SUSTAINABILITY</p>				

<p>SQ5.1. What is the prospect that the project's activities and achievements will be sustained following UNTFHS support?</p>	<p>JV5.1.1. Existence of capacities in the country to maintain the results achieved (and the extent to which financial and human capacities are in place)</p> <p>JC5.1.2. Existence of the plans or approaches of the local authorities to ensure that the initiatives will be continued after the project ends</p> <p>JC5.1.3. Existence of the country ownership of the results and partnerships with relevant stakeholders</p>	<ul style="list-style-type: none"> • Type of national mechanisms/ structures to maintain the results achieved • Evidence that financial resources are assigned to the national institutions and stakeholders for the delivery of services • The extent to which partners are committed to providing continuing support • Evidence that plans and approaches of local authorities to ensure the continuation of benefits for men and women in the future • Evidence and examples of country ownership of results and partnerships 	<p>Desk-based research including national and organizational statistics, and third parties' reports</p> <p>Analysis of the project budget and management/ organizational structure</p> <p>Interviews with key informants -</p> <p>Group interviews if possible (to discuss achievements and validate findings)</p>	<p>Programming documents: The Project Document, and Reports. Other deliverables.</p> <p>Available meeting minutes</p> <p>Contractual arrangements including analysis of the approved budget</p> <p>Stakeholders from the implementing partners- UNTFHS, IOM/ UNDP, grants beneficiaries, other ministries and governmental structures, local authorities</p>
<p>SQ5.2. To what extent did the project interventions contribute towards sustaining the results achieved by the project?</p>	<p>JC5.2.1. The extent to which stakeholders' capacities (individual and institutional) have been developed to ensure sustainability of efforts and benefits</p> <p>JC5.2.2. The extent to which target groups benefited (and will continue benefiting) from the UNTFHS Project</p> <p>JC5.2.3. The extent to which donors/s (outside of the UN system) and/or other effective strategies are employed to secure funding.</p>	<ul style="list-style-type: none"> • Evidence that institutional systems (legal frameworks, policies and governance structures and processes) and individual capacities are in place for sustaining benefits • Existence of positive perception of the Project by the beneficiaries and evidence that they have received appropriate services from the UNTFHS Project • Evidence that about ensured donor funding (outside of UN system) and other effective strategies to secure funding 		
<p>SQ5.3. What are potentials for continuation or replication up scaling of this multi-agency human security initiative?</p>	<p>JC5.3. Opportunities for continuation and expansion of the results and activities in the area of the human security through multi-agency approach</p>	<ul style="list-style-type: none"> • Evidence about the opportunities for continuation and expansion of the results and activities in the human security sector and project areas (including innovative approaches and practices) 		
<p>Relevant evaluation criteria: IMPACT</p>				
<p>EQ6.1. To what extent has the project contributed to addressing vulnerabilities and economic integration of Ukrainian refugees, TCNs and their host communities in Moldova?</p>	<p>JC6.1.1. The extent to which the Project contributed to the improved economic, health personal and community security of the vulnerable beneficiaries</p> <p>JC6.1.2. The extent to which the Project contributed to economic integration of beneficiaries</p>	<ul style="list-style-type: none"> • Evidence- examples and opinions- that the Project contributed to the improved economic, health personal and community security of the vulnerable beneficiaries • Evidence that the Project contributed to the improved economic, health personal and community security of the vulnerable beneficiaries 	<p>Desk based research including national and organizational statistics, and third parties' reports</p> <p>Interviews with key informants -</p> <p>Group interviews</p>	<p>Project document and deliverables National and international statistics</p> <p>Stakeholders from the implementing partners, public institutions and other</p>

Relevant evaluation criteria: **CROSS-CUTTING**

<p>EQ7.1. To what extent have the disadvantaged and marginalised groups benefitted from the work of the project and with what results?</p>	<p>JC7.1.1. The degree to which partners are capacitated to implement “leave no-one behind” and rights-based approach</p> <p>JC7.1.2. The extent to which the Project ensured benefits to poor, women and other disadvantaged and marginalized groups</p>	<ul style="list-style-type: none"> • Examples of practices in the promotion and mainstreaming of human rights during its formulation and implementation • Evidence- opinions that the Project contributed to the capacity development of the stakeholders to implement “leave no one behind” and human rights principles in its activities 	<p>Desk based research including national and organizational statistics, and third parties’ reports</p> <p>Interviews with key informants -</p> <p>Group interviews (to discuss achievements and validate findings)</p>	<p>Project document, Progress Reports. Project deliverables.</p> <p>National and international statistics</p> <p>Stakeholders from the implementing partners, public institutions and other stakeholders</p>
<p>EQ7.2. To what extent has gender been addressed in the design, implementation and monitoring of the UNTFHS Project?</p>	<p>JC7.2.1. The extent to which gender mainstreaming was considered and implemented under the UNTFHS Project</p> <p>JC7.2.2. The extent to which UNTFHS’s promoted positive changes in gender equality (including unintended results)</p>	<ul style="list-style-type: none"> • Evidence and opinions that gender was considered and mainstreamed during the UNTFHS Project implementation • Evidences that partners enhanced capacities for gender mainstreaming in all activities 		

Annex 2 Interviewed stakeholders

Institution/body/ agency
Alliance of Hometown Association
Congress of Local Authorities of Moldova (CALM)
General Police Inspectorate
IOM SME grants recipients
IOM Vocational Training Trainees
Local authorities, members of the host communities/ Cahul
Local authorities, members of the host communities/ Unghi
Local Hometown Associations/IOM subgrants recipients
National Employment Agency (NEA)
The Centre for Assistance and Protection of Women Survivors of Domestic Violence
UNDP Moldova
IOM Moldova

Annex 3: Interview guides

UNDP Team

RELEVANCE

EQ1.1: To what extent has the design and implementation of the Project responded to the national priorities concerning the security of Ukrainian refugees, TCNs, and their host communities in Moldova?

- SQ1.1. How have the project's objectives and outputs aligned with and supported national priorities for the economic, health, personal, and community security of the target groups?

EQ1.2: To what extent has the Project addressed the needs of final beneficiaries, and how has the human security approach brought added value?

- SQ1.2.1 Can you provide examples of project activities that directly responded to the specific needs of the final beneficiaries?
- SQ1.2.2 In what ways has the human security approach provided additional benefits or innovative solutions to the challenges the target groups face?

EQ1.3: Has the project maintained its relevance throughout its execution, adapting to changes?

COHERENCE

EQ2.3: How effectively is the project cooperating and coordinating with other related initiatives?

- SQ2.3.1 Describe how the project's objectives and outcomes have been integrated and coordinated with other UNDP, IOM, governmental, and partner initiatives to enhance overall effectiveness and avoid duplication of efforts.

EFFECTIVENESS

EQ3.1: To what extent were the project's main objectives achieved in keeping with the original activities, outputs, and performance indicators?

SQ3.1.1 Infrastructure and Basic Services:

- How effectively did the project improve refugee and community members' access to social services and public infrastructure, particularly considering gender disparities?
- Can you quantify the enhancement of local public services provided to refugees and local community members?
- What evidence exists of projects selected through participatory methods and their successful implementation?
- How many Local Public Authorities (LPAs) have successfully integrated human security principles into their decision-making and crisis response mechanisms?
- Detail the scope and impact of capacity-building interventions focused on human security principles within local crisis response.

SQ3.1.3 Universal Access to Protection:

- Assess the project's contribution to ensuring safety and access to legal remedies for refugees, TCNs, and vulnerable groups within Moldovan communities.
- How has the project impacted the average police response time to emergency calls in targeted districts?
- Describe the enhancement of legal system knowledge among young men and women and the provision of services for GBV and trafficking survivors.

- Quantify the direct beneficiaries from actions countering and preventing trafficking in persons and measure the improvement in frontline workers' response capacity due to technical support.

SQ3.1.4 Inclusivity, Non-discrimination, and Social Cohesion:

- What changes have been achieved in addressing social distance and the enhancement of social cohesion, trust, and human security in host communities?
- How many community-led initiatives were successfully carried out to foster social cohesion and peaceful coexistence?
- Detail the efforts and outcomes of combating hate speech and promoting a peaceful environment among young community members.
- Assess the strengthened capacity of the Equality Council to address discrimination cases against refugees and the impact of informational campaigns on equality and non-discrimination.

EQ3.2: Has there been any significant progress in promoting human security due to this project?

- SQ3.2 Provide evidence or opinions on the progress made in human security within the country and targeted regions, including specific contributions of the project to these outcomes.

EQ3.3: What factors have contributed to achieving or not achieving the intended outputs?

- SQ3.3.1 What areas have the UNTFHS Project shown the most significant achievement or underperformance?

EQ3.4: How effectively did the project partners collaborate?

Efficiency

EQ4.1: Were the anticipated outputs generated on time and within the budget, as specified in the work plan and implementation schedule?

- SQ4.1.3 What management practices were introduced to ensure the project's goals were met efficiently?
- How did management and administrative arrangements contribute to overcoming project challenges?

EQ4.2: To what extent was the project management structure appropriate and efficient in generating the expected results?

SUSTAINABILITY

EQ5.1: What is the prospect that the project's activities and achievements will be sustained following UNTFHS support?

- SQ5.1.1: What existing capacities within the country can maintain the results achieved by the project, and are financial and human resources adequately in place to support this?
- SQ5.1.2 Do local authorities have plans or strategies to continue the project's initiatives, and how?
- SQ5.1.3 To what extent is there evidence of country ownership and effective partnerships to sustain these results?

EQ5.2: To what extent did the project interventions contribute to the results' sustainability?

- SQ5.2.1 How have stakeholders' individual and institutional capacities been developed to ensure the continued effectiveness and benefits of the project's efforts?
- SQ5.2.2 Are there indications that the target groups will continue to benefit from the project in the long term?
- SQ5.2.3 What evidence is there that continued funding or other strategies are in place to sustain the benefits achieved by the project?

EQ5.3: What are the potentials for continuing or replicating this multi-agency human security initiative?

IMPACT

EQ6.1: To what extent has the project contributed to addressing vulnerabilities and the economic integration of Ukrainian refugees, TCNs, and their host communities in Moldova?

- SQ6.1.1 Can you provide evidence or examples indicating that the project has enhanced vulnerable beneficiaries' economic, health, personal, and community security?
- SQ6.1.2 How has the project facilitated the economic integration of Ukrainian refugees, TCNs, and their host communities in Moldova, and what lasting changes have been observed?

CROSS-CUTTING

EQ7.1: To what extent have the poor, ethnic minority groups, women, people with disabilities, and other disadvantaged and marginalized groups benefited from the work of the project and with what results?

EQ7.2: To what extent has gender been addressed in the design, implementation, and monitoring of the UNTFHS Project?

IOM Team

RELEVANCE

EQ1.1: To what extent has the design and implementation of the Project responded to the national priorities concerning the security of Ukrainian refugees, TCNs, and their host communities in Moldova?

- SQ1.1. How have the project's objectives and outputs aligned with and supported national priorities for the economic, health, personal, and community security of the target groups?

EQ1.2: To what extent has the Project addressed the needs of final beneficiaries, and how has the human security approach brought added value?

- SQ1.2.1 Can you provide examples of project activities that directly responded to the specific needs of the final beneficiaries?
- SQ1.2.2 In what ways has the human security approach provided additional benefits or innovative solutions to the challenges the target groups face?

EQ1.3: Has the project maintained its relevance throughout its execution, adapting to changes?

COHERENCE

EQ2.3: How effectively is the project cooperating and coordinating with other related initiatives?

- SQ2.3.1 Describe how the project's objectives and outcomes have been integrated and coordinated with other UNDP, IOM, governmental, and partner initiatives to enhance overall effectiveness and avoid duplication of efforts.

EFFECTIVENESS

EQ3.1: To what extent were the project's main objectives achieved in keeping with the original activities, outputs, and performance indicators?

SQ3.1.2 Access to Livelihoods and Employment Opportunities:

- Describe how the project facilitated access to livelihoods and employment for its target groups.
- How has the institutional capacity of the National Employment Agency (NEA) been enhanced to assist refugees and host community job-seekers?
- Provide data on the number of territorial employment services that have increased their capacity to offer job-matching services.
- Detail the support extended to businesses through small grants and the demographic breakdown of persons supported.

SQ3.1.3 Universal Access to Protection:

- Assess the project's contribution to ensuring safety and access to legal remedies for refugees, TCNs, and vulnerable groups within Moldovan communities.
- Quantify the direct beneficiaries from actions countering and preventing trafficking in persons and measure the improvement in frontline workers' response capacity due to technical support.

SQ3.1.4 Inclusivity, Non-discrimination, and Social Cohesion:

- Evaluate changes in social distance and the enhancement of social cohesion, trust, and human security in host communities.
- How many community-led initiatives were successfully carried out to foster social cohesion and peaceful coexistence?
- Assess the strengthened capacity of the Equality Council to address discrimination cases against refugees and the impact of informational campaigns on equality and non-discrimination.

EQ3.2: Has there been any significant progress in promoting human security due to this project?

- SQ3.2 Provide evidence or opinions on the progress made in human security within the country and targeted regions, including specific contributions of the project to these outcomes.

EQ3.3: What factors have contributed to achieving or not achieving the intended outputs?

- SQ3.3.1 What areas have the UNTFHS Project shown the most significant achievement or underperformance?

EQ3.4: How effectively did the project partners collaborate?

EFFICIENCY

EQ4.1: Were the anticipated outputs generated on time and within the budget, as specified in the work plan and implementation schedule?

EQ4.2: To what extent was the project management structure appropriate and efficient in generating the expected results?

SUSTAINABILITY

EQ5.1: What is the prospect that the project's activities and achievements will be sustained following UNTFHS support?

- SQ5.1.1: What existing capacities within the country can maintain the results achieved by the project, and are financial and human resources adequately in place to support this?
- SQ5.1.2 Do local authorities have plans or strategies to continue the project's initiatives, and how will they ensure the continuation of benefits?
- SQ5.1.3 To what extent is there evidence of country ownership of the project's results and effective partnerships to sustain these results?

EQ5.2: To what extent did the project interventions contribute to the results' sustainability?

- SQ5.2.1 How have stakeholders' individual and institutional capacities been developed to ensure the continued effectiveness and benefits of the project's efforts?
- SQ5.2.2 Are there indications that the target groups will continue to benefit from the project in the long term?
- SQ5.2.3 What evidence is there that continued funding or other strategies are in place to sustain the benefits achieved by the project?

EQ5.3: What are the potentials for continuing or replicating this multi-agency human security initiative?

IMPACT

EQ6.1: To what extent has the project contributed to addressing vulnerabilities and the economic integration of Ukrainian refugees, TCNs, and their host communities in Moldova?

- SQ6.1.1 Can you provide evidence or examples indicating that the project has enhanced vulnerable beneficiaries' economic, health, personal, and community security?
- SQ6.1.2 How has the project facilitated the economic integration of Ukrainian refugees, TCNs, and their host communities in Moldova, and what lasting changes have been observed?

CROSS-CUTTING

EQ7.1: To what extent have the poor, ethnic minority groups, women, people with disabilities, and other disadvantaged and marginalized groups benefited from the work of the project and with what results?

EQ7.2: To what extent has gender been addressed in the design, implementation, and monitoring of the UNTFHS Project?

National Partners

Thank you for participating in this interview to assess efforts and achievements under the project “Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TNCs) and the Host Communities in Moldova through Socio-Economic Empowerment and Inclusion”, which was initiated on 1 February 2023.

United Nations Development Programme (UNDP) and the International Organization of Migration (IOM) have collaborated to address the urgent needs and vulnerabilities of the affected, including the host communities, while simultaneously tackling the root causes of their vulnerabilities.

The project focused on promoting resilience and finding longer-term development solutions by working within the humanitarian-development-peace nexus (HDPN) and applying a human security approach. It is a one-year intervention supported by humanitarian funding from the Government of Japan channelled through the United Nations Trust Fund for Human Security

For national partners: You were selected as a partner/ beneficiary of the Project, and we would like to discuss with you several issues that will help us understand the effects of these efforts and recommend possible improvements for future similar actions.

Participation is voluntary and confidential; nothing you say will be linked to your identity. We will use this information only for this evaluation.

Please briefly present yourself and indicate which project activities you have participated in.

RELEVANCE

EQ1.2: To what extent has the Project addressed the needs of final beneficiaries, and how has the human security approach brought added value?

- SQ1.2.1 Can you provide examples of project activities that directly responded to the specific needs of the final beneficiaries?
- SQ1.2.2 In what ways has the human security approach provided additional benefits or innovative solutions to the challenges the target groups face?

EQ1.3: Has the project maintained its relevance throughout its execution, adapting to changes?

COHERENCE

EQ2.3: How effectively is the project cooperating and coordinating with other related initiatives?

EFFECTIVENESS

EQ3.1. What are the main results that you have achieved in partnership with UNHSTF? Which key results and changes were attained?

EQ3.2: Has there been any significant progress in promoting human security due to this project?

- SQ3.2 Provide evidence or opinions on the progress made in human security within the country and targeted regions, including specific contributions of the project to these outcomes.

EQ3.3: What factors have contributed to achieving or not achieving the intended outputs?

EQ3.4: How effectively did the project partners collaborate?

EFFICIENCY

- SQ4.1.1. If you were involved in operational aspects of UNHSTF Project (with UNDP/ IOM), to what extent did project outputs result from an economic use of resources?
- SQ4.1.2. From your experience, to what extent has the UNHSTF initiative been delivered on time? What could be improved, and how do UNDP/IOM practices, policies, decisions, constraints and capabilities affect the implementation and delivery of results?
- SQ4.2.1. To what extent were partnership modalities conducive to delivering the initiative you participated in?

- *What has been your observation on the extent of effective partnerships established by UNDP/IOM to achieve the intended outcomes?*
- *What has been your observation on the extent of UNDP/ IOM's coordination with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve results?*

SUSTAINABILITY

EQ5.1: What is the prospect that the project's activities and achievements will be sustained following UNTFHS support?

- *SQ5.1.1: What existing capacities within the country can maintain the results achieved by the project, and are financial and human resources adequately in place to support this?*
- *SQ5.1.2 Do local authorities have plans or strategies to continue the project's initiatives, and how will they ensure the continuation of benefits?*

EQ5.2: To what extent did the project interventions contribute to the results' sustainability?

- *SQ5.2.1 How have stakeholders' individual and institutional capacities been developed to ensure the continued effectiveness and benefits of the project's efforts?*
- *SQ5.2.2 Are there indications that the target groups will continue to benefit from the project in the long term?*

IMPACT

- *SQ6.1.1 Can you provide evidence or examples indicating that the project has enhanced vulnerable beneficiaries' economic, health, personal, and community security?*
- *SQ6.1.2 How has the project facilitated the economic integration of Ukrainian refugees, TCNs, and their host communities in Moldova, and what lasting changes have been observed?*

CROSS-CUTTING

EQ7.1: To what extent have the poor, ethnic minority groups, women, people with disabilities, and other disadvantaged and marginalized groups benefited from the work of the project and with what results?

EQ7.2: To what extent has gender been addressed in the design, implementation, and monitoring of the UNTFHS Project?

Annex 4: Terms of Reference



United Nations Trust Fund
for Human Security



FINAL EVALUATION OF THE PROJECT FOR PROMOTION OF HUMAN SECURITY OF UKRAINIAN REFUGEES, THIRD COUNTRY NATIONALS (TCNs), AND THE HOST COMMUNITIES IN MOLDOVA THROUGH SOCIO- ECONOMIC EMPOWERMENT AND INCLUSION

TERMS OF REFERENCE

Consultancy title: International Consultant to perform the Terminal Evaluation of the Project

Type of Contract: Individual Contract (IC)

Assignment Type: International Consultant

Unit/Cluster: Inclusive Growth

Duty Station: Home-based (with 1 travel mission to Chisinau, and regions Republic of Moldova)

Starting Date: February 2024

Duration of Assignment: 27 working days February-March 2024

1. Background

Since the Russian Federation launched a full-scale war on Ukraine on 24 February 2022, over 984,000 people crossed the border into the Republic of Moldova from Ukraine to date.⁷⁸ The number of Ukrainian refugees remaining in the Republic of Moldova has been increasing since late June 2022 and has reached over 100,000 by the beginning of 2023⁷⁹. Women and girls constitute around 60% of the total number of Ukraine refugees.⁸⁰ The displaced population, removed from the systems and institutions that are designed to protect them, faced multiple vulnerabilities and challenges, while their protracted presence needs for basic needs put a strain on the national and local authorities as well as on the host communities.

To limit the negative impacts of the humanitarian crisis on Moldova and its hard-won development gains over the years, the project 'Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TNCs) and the Host Communities in Moldova through Socio Economic Empowerment and Inclusion' was initiated on 1 February 2023. United Nations Development Programme (UNDP) and International Organization of Migration (IOM) have collaborated to address urgent needs and vulnerabilities of the affected including the host communities, while simultaneously tackling the root causes of their vulnerabilities. By working within the humanitarian-development-peace nexus (HDPN), and applying human security approach, the project focused on promoting resilience and finding longer-term development solutions. It is a one-year intervention supported by humanitarian funding from the Government of Japan channeled through United Nations Trust Fund for Human Security.

The project information is summarized in the table below.

PROJECT INFORMATION

⁷⁸ UNHCR operational data portal, <https://data.unhcr.org/en/country/mda>, accessed 9 December 2023

⁷⁹ Ibid, as of 3 December, there are 112,811 Ukrainian refugees in Moldova.

⁸⁰ UNHCR Republic of Moldova Daily Population Trend, <https://data.unhcr.org/en/dataviz/248?sv=0&geo=680>, accessed 9 December 2023

Project/outcome title	Promotion of Human Security of Ukrainian Refugees, Third Country Nationals (TNCs) and the Host Communities in Moldova through Socio Economic Empowerment and Inclusion		
Project IDs	01000373 (UNDP)		
Corporate outcome and output	<p>OUTCOME 1 By 2027, institutions deliver human rights-based, evidence-informed and gender-responsive services for all with the focus on those who are left behind</p> <ul style="list-style-type: none"> • OUTPUT 1.1 National and subnational institutional capacities and policy frameworks for quality, resilient and inclusive service delivery are enhanced <p>OUTCOME 2 By 2027, more accountable, and transparent, human rights based and gender responsive governance empowers all people of Moldova to participate in and to contribute to development processes</p> <ul style="list-style-type: none"> • OUTPUT_2.2 Rule of law institutions have strengthened capacities to protect human rights, expand access to justice and legal remedies to ensure social cohesion and security for all. • OUTPUT_2.3 Rights holders, in particular the most vulnerable and women, are empowered to participate in transparent and accountable governance. <p>OUTCOME 3 By 2027, all people of Moldova, especially the most vulnerable, benefit from inclusive, competitive and sustainable economic development and equal access to decent work and productive.</p> <ul style="list-style-type: none"> • OUTPUT 3.1 Right holders, in particular vulnerable groups, including from regions with special status have improved livelihoods and access to decent jobs 		
Country	Republic of Moldova		
Region	Europe and Central Asia		
Date project document signed	16-12-2022 ⁸¹ 20-02-2023 ⁸²		
Project dates	Start	Original End	Extended End Date
	01-02-2023	31-01-2024	31-03-2024
Project budget	US \$ 1,645,305		
Project expenditure at the time of evaluation	US \$ (it will be updated during the evaluation)		
Funding source	UNTFHS -Japan Supplementary Budget 2022		

⁸¹ Project proposal was submitted on this date, which was later accepted to serve as the project document.

⁸² UN-UN Transfer agreement was signed on this date.

Implementing party	UNDP and IOM Moldova
---------------------------	----------------------

Table 1: Project Information

The overall objective of the project is to enhance the economic, health, personal and community security of Ukrainian refugees, TCNs and their host communities in Moldova by addressing their increasing, urgent and interconnected vulnerabilities and socially and economically integrating them, accounting for gender, age, and disability. The objective is to be achieved through four interrelated outcomes and outputs⁸³ as below:

Outcome 1. Infrastructure and basic services are effectively and adequately provided to the refugees, TCNs and the host communities, demonstrating “build-forward-better” with green, energy-efficient, and digital technologies.

Output 1.1. Critical infrastructure supporting the provision of basic services is upgraded.

Output 1.2. Capacities of central and local governments to support the inclusion of refugees are improved.

Outcome 2. Refugees TCNs, returning Moldovan migrants, and host community members, particularly women, older persons, and persons with disabilities, have access to livelihoods and employment opportunities, including in agriculture and food supply chains, that help them build self-reliance and live with dignity.

Output 2.1. Capacities of the national institutions and businesses to provide job-matching and employability services enhanced.

Outcome 3. Universal access to protection, including support to survivors of Gender-Based Violence (GBV) and trafficking in persons (TIP), is ensured for the refugees, TCNs, and Moldovan communities with special attention to women, children, older persons and persons with disabilities and other vulnerable groups.

Output 3.1: The Government and civil society have enhanced capacities to provide protection, security and access to legal remedies and measures.

Output 3.2: Protection measures and services benefiting refugees, TCNs, asylum seekers and host community members are established.

Outcome 4. Refugees, TCNs, return migrants, and host communities live in an inclusive, non-discriminatory, and peaceful environment where social cohesion, mutual-trust and enhanced human security prevail.

Output 4.1: Local community members, including refugees, TCNs have the needed capacities and tools to ensure a peaceful coexistence.

Output 4.2: The right to not be subject to discrimination of the refugees and TCNs is promoted and remedies in cases of discrimination of refugees are brought before the relevant authorities.

The primary beneficiaries of the proposed project are the refugees, TCNs and the vulnerable Moldovan host community members, with a focus on women and girls, persons with disabilities and youth. The project adopted an area-based programming approach, focusing on at least five communities with a high concentration of refugees and TCNs, and high level of vulnerability with imminent needs across multiple sectors at a large scale. Residents in these communities, are estimated to be **approximately 1,200 refugees and TCNs and 40,000 host community people in total.**

The project is expected to bring benefits to Local Public Authorities leading the target communities from support in upgrading the local public services and enhanced crisis resilience. At the same time, National Employment Agency and its territorial offices is anticipated to enhance their capacity to effectively support refugees in need of assistance on their job-seeking journey. Private sector representatives will benefit from both capacity building activities and grant/support schemes.

Guided by UN General Assembly resolution 66/260, the project has identified a widespread and cross-cutting challenges to the survival, livelihood and dignity of the people living in Moldova. While the country faces compound crises that all aspects of human security (political, community, personal, economic, food, health and

⁸³ Refer to workplan and result matrix for more details

environmental), this project focuses on addressing 1) economic security, 2) personal security, 3) community security of the affected as well as 4) political security by supporting rule of law and governance.

Adopting the human security approach, this project is guided by five fundamental principles.

- **People-centered:** the project considers the broad range of conditions that challenge people and their communities, particularly refugees, TCNs and host communities, and ensures how different communities, groups and people are experiencing different type of threats and vulnerabilities.
- **Comprehensive:** the project recognizes the complexity and interconnected nature of the challenges that confront people in Moldova and directly or indirectly focuses on all seven insecurities, working with Local Public Authorities and its Association, engaging with the private sector as well.
- **Context-specific:** the project recognizes that risks to the human condition vary considerably. It is guided by consultations with local communities and civil society and promotes national ownership through the integration of the findings into the policies and intervention, particularly at the local level.
- **Prevention-oriented:** the project tackles solutions to help mitigate the impact of the ongoing compound crisis in Moldova. By strengthening the resilience of people, communities and institutions, it aims to enhance communities' preparedness for future challenges. Outcome 4 has an additional and dedicated focus in strengthening vertical and horizontal cohesion to promote preventive approaches and a peaceful environment.
- **Protection and empowerment:** this project combines top-down protection and bottom-up empowerment measures, which brings a wide range of stakeholders based on their comparative advantages in addressing the insecurities of the target population and leverage factors of resilience at all levels.

The strategy for the efficient and effective implementation of this project is to anchor the initiatives in the existing projects and adopt a portfolio management approach. For UNDP, for example, EU4Moldova/Focal Regions Project (Outcome 1), Resilient and inclusive markets in Moldova Project (Outcome 2), Access to Justice Project and Gender Based Violence Project (Outcome 3) and Strengthen Social Cohesion through Inclusive Participation and Empowered Citizens Project and Access to Justice Project (Outcome 4) play instrumental roles in implementing the activities and delivering results with technical guidance and support of the respective thematic lead from the Country Office. The programme implementation office dedicated to this project⁸⁴ is set up, consisting of a Project Coordinator, a Communication specialist, Project Associates for Procurement as well as Finance and Administration, to facilitate and coordinate the project implementation and to boost operational capacities.

As for IOM, an existing Programme Support Officer and three thematic specialists (protection, livelihoods, and social cohesion) lead the implementation of the project activities under the supervision and oversight of the emergency coordinator.

2. Objectives of the Evaluation:

The purpose of the final evaluation is to assess the results of the project against the four outcomes. The final evaluation should scrutinize successful/unsuccessful elements and their underlying reasons, highlight intended and unintended results and provide strategic lessons to guide decision makers and inform stakeholders for future course of actions.

3. Scope of Work:

The scope of the final evaluation is to assess the overall project results against the intended outcome, outputs and indicators and targets for the results mandated by the project donor (UNTFHS) and as stipulated in the approved project proposal and workplan and result framework in line with the [UNDP's evaluation Guidelines](#). Emphasis should be placed on the coherence of the intended outputs and planned and implemented activities and whether these produced intended impacts.

The evaluation should address the relevance, efficiency, effectiveness, and sustainability of the project, as per the OECD DAC Evaluation Criteria. The evaluation should also reflect the degree to which cross-cutting issues such as

⁸⁴ Also to another human security project funded by the Government of Japan

gender equality, human rights and social standards as well as partnership, were addressed during project design and implementation.

4. Evaluation Criteria and Guiding Questions

The evaluation will follow the four OECD-DAC evaluation criteria - Relevance, Effectiveness, Efficiency, and Sustainability. Human Rights and Gender Equality will be added as cross-cutting criteria. The guiding questions outlined below should be further refined by the consultant and agreed with UNDP.

Criteria	Evaluation Questions
Relevance	<p>To what extent is the project in line with national development priorities and strategies, country programme outputs and outcomes, UNDCF, strategic plan as well as relevant SDGs?</p> <p>To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent?</p> <p>Were the objectives of the project clear, realistic, and likely to be achieved within the established time schedule and with the allocated resources?</p> <p>Has the project proven to be as relevant as originally envisaged?</p> <p>In this regard, how did the human security approach bring added value?</p> <p>How did implementing the human security principles lead to new solutions, strategies or ways of working to address the priority challenges of the project?</p> <p>What lessons did the project produce to support advancing the major global agendas identified as relevant in the proposal?</p> <p>Were there any exceptional cases or stories that demonstrated any of the above?</p>
Effectiveness	<p>To what extent were the project's main objectives achieved in keeping with the original activities, outputs and performance indicators?</p> <p>What factors have contributed to achieving or not achieving the intended outputs?</p> <p>How effectiveness were the management and administrative arrangements employed to implement the project? Any best practices or lessons learned? What might be done differently?</p> <p>What were the main challenges from a human security point-of-view during the project period? What trade-offs were made during the project implementation? What impact did these have on tangible improvements in people's lives? How could they have been mitigated differently?</p> <p>Has there been any significant progress in the promotion of human security as a result of this project?</p> <p>How would you assess the effectiveness of the management and administrative arrangements? Did the Project Steering Committee and Technical Working Group function as originally planned?</p> <p>How effectively did the project partners collaborate?</p>
Efficiency	<p>How efficiently were the resources including human, material and financial resources used to achieve the results in a timely manner?</p> <p>To what extent was the project management structure appropriate and efficient in generating the expected results?</p> <p>To what extent has the project implementation strategy and its execution been efficient and cost-effective?</p>

Criteria	Evaluation Questions
	Were the anticipated outputs generated on time and within the budget, as specified in the workplan and implementation schedule?
Sustainability	<p>To what extent did the project interventions contribute towards sustaining the results achieved by the project?</p> <p>What are the plans or approaches of the local authorities to ensure that the initiatives will be continued after the project ends?</p> <p>What is the prospect that the project's activities and achievements will be sustained following UNTFHS support?</p> <p>What is potential follow-up that is likely to influence whether the programme's activities will be sustained.</p> <p>Describe any significant contributions by donors/s (outside of the UN system) and/or effective strategies employed to secure funding.</p> <p>Has this programme and the multi-agency human security approach been replicated elsewhere using other financial resources? Explain why or why not?</p>
Impact	<p>How would you rate and describe the overall impact of the programme?</p> <p>What, if any, significant unintended impacts/outcomes (positive or negative) were there beyond the original programme plans?</p> <p>What were the major lessons (positive and negative) learned through the programme? Are there concrete recommendations that could increase the success of future programmes?</p>
Human rights	To what extent have the poor, ethnic minority groups, women, people with disabilities and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?
Gender equality and social inclusion	<p>To what extent has the gender equality been addressed in the design, implementation and monitoring of the project?</p> <p>To what extent has the project promoted positive changes of in gender equality? Were there any unintended effects?</p>

5. Methodology:

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 UNDP's Evaluation Guidelines](#). The evaluator should review the methodology and propose the final methods and data collection tools as part of the inception report. The methods and tools should adequately address the issues of gender equality and human rights.

The evaluation should apply a mix of qualitative and quantitative processes and methodologies. The evaluator is expected to provide evidence-based information, through rigorous triangulation, that is credible, reliable and useful. The evaluator should follow a participatory and consultative approaches ensuring close engagement with government counterparts, project coordination and implementation teams, UNDP and IOM Country Offices and other key stakeholders, including the affected population and the intended beneficiaries. The data should be disaggregated by social criteria, such as gender, ethnicity, age, and disability.

Methods to be used by the evaluator to collect and analyze the required data shall include but not limited to:

- **Desk review** of all documents relevant to the project, including project document/proposals as well as reports and analysis of the country situation.
- Consultations with UNDP/IOM Country Office Staff, programme and project staff, national and local authorities of the project areas.

- **Field observations, interviews (structured, semi-structured) and consultations** with the affected populations and beneficiaries.
- **Analysis and interpretation** of qualitative and quantitative data available from various credible sources.

The process/steps mentioned above should ensure that the most appropriate and relevant data are gathered for the objectives of the evaluation. The evaluator should select the respondents using an appropriate sampling technique. While selecting the respondent, the evaluators should ensure gender balance and representation.

The final methodological approach including interview schedule, field visits, evaluation matrix and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed with UNDP and IOM.

6. Expected Deliverables:

Under the supervision of the Programme Analyst /Inclusive Growth Cluster, UNDP Moldova/ and the Programme Coordinator of the Project, the evaluator will produce the following deliverables:

No.	Deliverables	Tentative timeframe
1	<p>Deliverable 1: Inception Report, containing the evaluation framework, detailed evaluation methodology, work plan and logistical arrangements.</p> <p>The outline of the inception report should be as follow:</p> <ol style="list-style-type: none"> 1. Background, Purpose and Objectives 2. Evaluation Design and Approach <ol style="list-style-type: none"> 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 <p>(Estimated at 3 working days)</p>	22 February 2024
2	<p>Deliverable 2: Data collection from beneficiaries, implementers and key stakeholders and reporting and debriefing on preliminary findings.</p> <p>(Estimated at 10 working days, including travels to Moldova: 4- 8 March 2024 in Moldova)</p>	10 March 2024
3	<p>Deliverable 3</p> <p>Draft Evaluation Report including annexes for review and comments. The outline for the Evaluation Report will be as follows:</p> <ol style="list-style-type: none"> 1. Executive summary 2. Introduction 3. Background and Context Analysis 	22 March 2024

	<p>4. Evaluation Design and Approach</p> <p>4.1. Methodological Approach</p> <p>4.2. Data Collection and Analysis Tools</p> <p>4.3. Limitations, Risks and Mitigations Measures</p> <p>5. Findings</p> <p>6. Conclusions</p> <p>7. Recommendations</p> <p>8. Annexes</p> <p>All collected data need to be sex-disaggregated, to the extent possible. (Estimated at 10 working days)</p>	
4	<p>Deliverable 4: A presentation of preliminary findings and recommendations. (Estimated 1 day)</p>	22 March 2024
5	<p>Deliverable 4: Final Evaluation Report incorporating comments received on the first draft. (Estimated at 3 working days)</p>	31 March 2024

7. Evaluation Team Composition and Required Competencies

The evaluation will be carried out by an international expert (with experience and exposure to projects and evaluations in other regions). The persons involved in any way in the design, management or implementation or advising any aspect of the intervention that is the subject of the evaluation will not be qualified.

The International Consultant should have the following competencies:

Academic Background

- A masters' degree or equivalent in humanitarian, development, peace, international relations, social sciences, or other relevant fields.

Professional Experience

- At least 4 international assignments in conducting or managing evaluations of humanitarian and/or development responses.
- At least 10 years of proven experience in designing, implementing, and monitoring of humanitarian and/or development projects; in particular experience in migration, displacement and refugee responses is an asset.
- Past experience as a team leader for similar assignments is an advantage.
- Evaluation experiences within the United Nations System are an asset.

Competencies

- Strong analytical and writing skills, with the ability to conceptualize, articulate, present evidence-based analysis and conclusions and realistic and achievable recommendations.
- Excellent skills for and knowledge on qualitative and quantitative data collection tools used for project evaluation.
- Excellent knowledge of the national development context as well as humanitarian crisis
- Fluency in written and spoken English with excellent facilitation and knowledge sharing skills
- Working knowledge of Ukrainian/Romanian/Russian languages would be an advantage

Personal Qualities

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, tolerance, integrity, respect, and impartiality).
- A strong client-service orientation.
- High level of responsibility and organization capacities.
- Consistently approaches work with energy and a positive, constructive attitude.

The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other noncitizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

8. Implementation arrangements

The principal responsibility for managing this final evaluation resides with the UNDP CO in Moldova in partnership with IOM. The UNDP CO will contract the consultant, while the Project Implementation and Coordination Office will ensure the timely provision of logistic arrangements and facilitation within the country for the evaluator. A single travel mission to Moldova, lasting up to 15 days, is required for evaluating project outcomes, conducting field visits, and interviewing beneficiaries. The Project will cover the associated travel costs separately, as outlined in the Financial Arrangements Section.

The UNDP and IOM project teams responsible for implementing the project activities will provide required information, furnishing documents for evaluation to the consultant. They will also support as appropriate with logistic arrangements of the evaluation, setting up stakeholder interviews, arranging field visits, coordinating with the local authorities and beneficiaries in the field.

The consultant will be briefed by UNDP on the objectives, purpose and expected outputs of the evaluation. The consultant will present and propose work plan and methodologies which will be approved by UNDP and IOM prior to the commencement of the evaluation process.

The evaluation will remain fully independent. The final report will be signed off by Deputy Resident Representative of UNDP CO in partnership with IOM.

9. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners. Violation of confidentiality requirement may result in immediate termination of the contract. The evaluator will be held to the highest ethical standards.

10. Financial Arrangements

The contract assignment will be for a fixed amount, calculated by multiplying number of working days by Consultant's professional fee per day. Payments will be provided in instalments, based on the approval and certification by the JPHS Programme Manager that the services have been satisfactorily and timely performed.

The financial proposal shall specify a total lump sum amount. Payments are based upon delivery of the services specified in the TOR.

Travel All envisaged travel costs under the current assignment shall be covered by the Programme directly. This includes all travel costs related to 1 (one) travel mission with up to 15 (fifteen) days to Chisinau/ Moldova. The exact duration and period of the missions shall be coordinated between the Project and the Consultant.

11. Proposals

Interested individual consultants must submit the following documents to demonstrate their qualifications:

- Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating financial proposal.
- Financial proposal shall also be submitted through the system. It should specify a total lump sum amount and payment terms against specific and measurable deliverable requested in the ToR. It should include the detailed breakdown of costs supporting the all-inclusive financial proposal, such as including the daily fee, taxes, and number of anticipated working days. The financial proposal indicated in the Offeror's Letter to UNDP Confirming Interest and Availability match with the offer submitted through the system.
- Proposal (Motivation Letter): explaining why they are the most suitable for the work including previous experience in similar Projects (please provide brief information on each of the above qualifications, item by item, including information, links/copies of documents for similar comprehensive studies);
- CV with at least 3 references.
- Copy of passport

Annex 5: Evaluability checklist

CRITERIA	COMMENTS	Y	N
<p>1. Does the subject of the evaluation have a clearly defined ToC? Is there common understanding as to what initiatives will be subject to evaluation?</p>	<p>The Project document did not include clearly established ToC. Still, the EC found a well-elaborated problem analysis that served as a credible tool for the Project's intervention logic.</p> <p>The Project's overarching objective is to improve the economic, health, personal, and community security of Ukrainian refugees, TCNs, and their host communities in Moldova. This entails addressing their urgent and interconnected vulnerabilities and facilitating their social and economic integration, taking into account gender, age, and disability factors.</p> <p>The Project is structured around a series of interrelated outcomes and outputs to realise this objective. It aims to ensure that infrastructure and essential services are effectively and adequately provided by upgrading critical infrastructure and enhancing the capacity of government entities to support the inclusion of refugees and TCNs. Simultaneously, the Project strives to give the direct beneficiaries, especially the more vulnerable groups such as women, the elderly, and persons with disabilities, access to livelihoods and employment opportunities, helping them build self-reliance and live with dignity.</p> <p>In the realm of protection, the Project ensures universal access to protection services, with support systems established for survivors of Gender-Based Violence and trafficking. This is underpinned by bolstering the capacities of both government and civil society to offer security and legal remedies, as well as establishing protection measures and services for all beneficiaries. Finally, the Project fosters an environment where refugees, TCNs, and host communities can live together in an inclusive, non-discriminatory, and peaceful manner. It equips local community members with the capacities and tools needed for peaceful coexistence and promotes the rights of refugees and TCNs against discrimination, ensuring they have access to legal remedies when necessary.</p> <p>The EC finds a common understanding among all stakeholders regarding the UNTFHS Project- to create a secure and dignified living environment for all involved, contributing to the resilience and cohesion of Moldovan society. This shared perspective ensures that the evaluation process is comprehensive, covering the Project's critical components and aligning them with the higher-level objectives (outcomes and the overall objective).</p>	Y	
<p>2. Is there a well-defined results framework for the initiative(s) that are subject to evaluation? Are goals, outcome statements, outputs, inputs and</p>	<p>Yes, the UNTFHS Project features a well-defined results framework as the initiative that is undergoing evaluation. The Project's goals, outcome statements, outputs, inputs, and activities are articulated, ensuring a systematic approach towards desired outcomes.</p> <p>The indicators used are SMART (Specific, Measurable, Achievable, Relevant, Time-bound) and adequate particularly at the output level. The EC finds that the benchmarks are established under all indicators (baselines and targets). The existence of a sound</p>	Y	

CRITERIA	COMMENTS	Y	N
<p>activities clearly defined? Are indicators SMART?⁸⁵</p>	<p>intervention logic, with indicators will enable effective tracking and measuring progress, outputs, and assess contribution to outcomes. Still, the EC finds that the outcome level indicators in some cases are set at the high level, and the progress is challenging to verify especially considering the limited time for the implementation of this initiative.</p> <p>Still, the EC finds this results framework will underpin a thorough and meaningful evaluation process, aligning closely with the Terms of Reference.</p>		
<p>3. Is there sufficient data for evaluation? This may include baseline data, data collected from monitoring against a set of targets, well-documented progress reports, field visit reports, reviews, and previous evaluations.</p>	<p>Yes, there is sufficient data available for a comprehensive final evaluation.</p> <p>The data encompasses a range of valuable resources, including baseline data, collected from monitoring against a set of targets, well-articulated progress report with set of deliverables. In addition, the EC received more general documents related to human security and the overall socio-economic and developmental situation in Moldova.</p> <p>This data repository will facilitate a nuanced and in-depth assessment, allowing for a thorough analysis of the Project progress and results/ changes over time.</p>	Y	
<p>4. Is the planned evaluation still relevant, given the evolving context? Are the purpose and scope of the evaluation clearly defined and commonly shared among stakeholders? What evaluation questions are of interest to whom? Are these questions realistic, given the project design and likely data availability and resources available for the evaluation?</p>	<p>Yes, despite the evolving context, the planned evaluation maintains its relevance, serving as a pivotal tool in evaluating the UNTFHS Project, as requested by the ToR.</p> <p>The purpose and scope of the evaluation have been clearly defined and are commonly shared among stakeholders, fostering a collaborative and inclusive environment for the evaluation process. (Ref to 2. Evaluation objective, purpose and scope- and 2.1. Objectives and purpose of the final evaluation and 2.2. The scope of the evaluation)</p> <p>The ToR provided set of evaluation questions, which have undergone a process of merging and redefinition to better resonate with the evaluation criteria. These refined questions are realistic given the UNTFHS Project design but are also well-matched with the expectation from this evaluation (while considering data availability and resources allocated for the evaluation). (Ref to 3. Evaluation questions and 8. Evaluation matrix)</p>	Y	
<p>5. Will political, social and economic factors allow for effective implementation and use of the evaluation as envisaged?</p>	<p>Yes, the Project's evaluation is designed to effectively navigate and integrate political, social, and economic factors.</p> <p>The EC proposed a Theory based approach, further supported through the systemic study and contribution analysis methods. This comprehensive methodology will involve profound analysis and understanding of the existing and potential challenges in Moldova. At the same time, the proposed methodology will enable the evaluation to mitigate possible negative effects and leverage opportunities for continuation of activities and planning in the respective areas. The evaluation will analyse the interplay of various factors and dynamic conditions that affect Moldova's development</p>	Y	

⁸⁵ Specific, Measurable, Assignable, Relevant and Time-bound.

CRITERIA	COMMENTS	Y	N
	<p>scenery; the intention is to consider these factors and implement evaluations that will additionally contribute to inclusive development in the country.</p> <p>This methodology ensures that the evaluation's outcomes are relevant and conducive to informed decision-making for the Project's future direction. (ref to part 4 Methodology, and part 5 Data collection methods and instruments and data analysis)</p>		
<p>6. Are there sufficient resources (human and financial) allocated to the evaluation?</p>	<p>Yes, the evaluation is adequately resourced, both in terms of human and financial allocations.</p> <p>The EC brings a rich tapestry of expertise and skills necessary for a comprehensive final evaluation. The EC experience from Ukraine (before and after 2014 changes and recently, with the war in the country) and Moldova, including recent evaluation of governance initiatives and proved understanding of the human security issues promise a thorough and nuanced evaluation that meets the highest standards of quality and integrity.</p> <p>However, the timeline allocated for this evaluation is extremely tight given the UNTFHS Project's importance and also the evaluation objectives, scope and extensiveness.</p>	Y	