Terms of Reference for a Consultant to carry out an objective Evaluation of the “Protection and Empowerment of Victims of Human Trafficking and Domestic Violence” Project in Moldova

A. Job Title: Project Evaluation Consultant

B. Duty Station: CHISINAU, MOLDOVA

C. Section/Unit: “Protection and Empowerment of Victims of Human Trafficking and Domestic Violence in Moldova” Project

D. Project reference: “Protection and Empowerment of Victims of Human Trafficking and Domestic Violence in Moldova” Project

E. Working days: 15 days

F. Organizational setting: The consultant will be contracted for a period of 20 days. The Consultant will work in cooperation with the Project Coordinator and with partner agencies (UNDP, UNFPA, IOM, OSCE).

G. Purpose of the evaluation

**Overall objectives of the evaluation**

1. Provide an objective assessment of the achievements, constraints, performance, results, impact, relevance and sustainability of the interventions
2. Generate lessons from experiences in the respective interventions for the period 2008 to date to inform current and future programming at the country level
3. Identify whether past results represent sufficient foundation for future progress towards achieving improved human security
4. Provide clear and forward-looking recommendations in order to suggest effective and realistic strategies by UNDP and partners.

The evaluation should be comprehensive and cover the outcome, outputs, activities and inputs of the project. The results of the evaluation will be used for re-focusing the interventions and guiding future programming. In this context, the evaluation will:

(i) Extract lessons learned and best practices for future interventions in the sector;
(ii) Propose improvement of the coordination between donor-supported interventions in meeting national requirements;
(iii) Outline main focus areas for next stage Human Security projects.
**Brief Description of the Project to be evaluated**

The Goal of this Project is as follows: **At-risk persons, including those exposed to human trafficking and domestic violence, enjoy increased equitable and guaranteed access to basic services of good quality provided by the State and empowered communities and civil society organizations.**

The Project “Protection and Empowerment of Victims of Human Trafficking and Domestic Violence” is implemented jointly by UNDP, UNFPA, IOM Mission and OSCE Mission to Moldova. It was designed so as to address actual and pressing human security needs in Moldova from two inter-connected perspectives: enhancing Protection to victims and potential victims of human trafficking and domestic violence through a strengthened system (a top-down approach in partnership with appropriate governmental institutions) and encouraging Empowerment of local communities and individuals to prevent and address the problems at their roots (a bottom-up approach in partnership with local officials, civil society, and the media). Together, the Protection and Empowerment components of the Project were designed to help vulnerable citizens of Moldova to achieve and sustain a life free from the threat or experience of domestic violence and human trafficking.

Project Duration: September 2008 – September 2011
Budget: USD 3,357,624.69

**H. General Terms of the Evaluation**

**Scope:**
The scope of the evaluation should incorporate the following categories of analysis:

**Relevance:** The degree to which the purpose of the project was valid and pertinent

**Efficiency:** The productivity of the implementation process - how cost efficient the process of transforming inputs into outputs and outcomes was

**Effectiveness:** The extent to which the project has effectively achieved its goals

**Capacity development:** As a key to development effectiveness, the achievement of project sustainability

The evaluation is expected to address the following:

**Outcome status:**

*Outcome Analysis - what and how much progress has been made towards the achievement of the outcome (including contributing factors and constraints)*
- Determine whether or not the outcome has been achieved and, if not, what was the progress made towards its achievement.
- List innovative approaches tried and capacities developed through project assistance.
- Assess the relevance of outputs to the outcome. Ascertain the progress made in relation to the outputs.
- List the factors (positive and negative) that affected the accomplishment of outputs.

**Outputs status:**

*Output Analysis - the relevance of and progress made in terms of the IOM, UNDP, UNFPA and OSCE outputs*

Were the outputs relevant to the outcome? Were the outputs achieved? What were the factors (positive and negative) that affected the accomplishment of the outputs? Assess the implementing Agencies’ ability to advocate best practices, and influence the government response to the issues of human trafficking and domestic violence.

**Activities status:**

*Analysis of activities - Were the activities to achieve the outputs effective and efficient?*

How well the activities were planned and implemented? Were key methodologies and approaches that facilitate the success of the initiative, particularly regarding participation and empowerment, gender balance, and delivery of necessary inputs appropriate?

**Inputs status:**

*Inputs Analysis - What contribution have UNDP and other implementing Agencies made towards the implementation of activities and achievement of the output and outcome?*

How appropriate were the inputs? Were the inputs sufficient to achieve the results? How cost effective they were?

**Objectively Verifiable Indicators (OVIs):**

*Analysis of the objectively verifiable indicators – Where all of the indicators/targets set at the beginning of the project met? If not, why? Where any exceeded?*

**Partnership strategy:** Ascertain whether the project’s partnership strategy has been appropriate and effective. What were the partnerships formed? What was the role of UNDP vis-à-vis the other implementing partners? How did the partnership contribute to the achievement of the outcome? What was the level of the stakeholders’ participation? Examine the partnership among the implementing Agencies and other donor organizations in the relevant field.
**Cross-cutting issues: Sustainability:** an assessment of the likelihood that the project’s results will endure after the end of the implementing partners’ active involvement. To what extent the changes (and benefits) brought by the project can be expected to last after project completion. The evaluation consultant is requested to provide recommendations for potential follow-up interventions, i.e. how feasible the follow-up actions would be, what alternatives can be identified and/or what components can be added to it, what knowledge products could be developed.

**I. Methodology:**
An overall guidance on outcome evaluation methodology can be found in the UNDP Handbook on Monitoring and Evaluating for Results and the UNDP Guidelines for Outcome Evaluators. The evaluators should come up with a suitable methodology for the evaluation of this intervention based on the guidance given in these two documents.

The evaluator must not have been associated with the project’s formulation, implementation or monitoring.

During the evaluation, the evaluator is expected to apply the following approaches for data collection and analysis:
- Desk review of relevant documents (project documents with amendments made, review reports -midterm/final, donor-specific, etc);
- Discussions with the Senior Management and program staff of UN and other implementing agencies in Moldova;
- Briefing and debriefing sessions with UN and the Government, as well as with other donors and partners
- Interviews with partners and stakeholders (including gathering the information on what the partners have achieved with regard to the outcome and what strategies they have used); other donors, etc.
- Field visits to selected project sites and discussions with project teams, project beneficiaries;
- Consultation meetings.

**J. Evaluation mission schedule (tentative: 1 September – 20 September, 2011)**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe and responsible party</th>
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<tbody>
<tr>
<td>Evaluation design and work plan</td>
<td>1 day, evaluation consultant</td>
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<tr>
<td>Desk review of existing documents</td>
<td>2 days, evaluation consultant</td>
</tr>
<tr>
<td>Field visits, interviews with partners, and key stakeholders</td>
<td>5 days, evaluation consultant</td>
</tr>
<tr>
<td>Drafting of the evaluation reports</td>
<td>4 days, evaluation consultant</td>
</tr>
<tr>
<td>Debriefing with Implementing partners and National Counterparts</td>
<td>1 day, evaluation consultant, UNDP, UNFPA, IOM, OSCE</td>
</tr>
<tr>
<td>Finalization of the evaluation reports (incorporating comments received on first drafts)</td>
<td>2 days, evaluation consultant</td>
</tr>
</tbody>
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Working days: 15
K. Expected Deliverables

The key product expected from this evaluation is a comprehensive analytical report in English that should, as a minimum, include the following contents:

- Executive summary;
- Introduction;
- Description of the evaluation methodology;
- Analysis of the situation with regard to the outcome, the outputs, the activities, the OVIs and the partnership strategy;
- Analysis of opportunities to provide guidance for the future programming;
- Key findings (including best practices and lessons learned);
- Conclusions and recommendations
- Annexes: ToRs, field visits, people interviewed, documents reviewed, etc.

The consultant is required to discuss and finalize the evaluation reports prior to departure from Moldova. The reports shall be submitted in hard copy and electronic form.

L. Qualifications and Skills

Competencies:

- Advanced university degree in social sciences, public administration, international development studies, law or other related areas;
- At least eight years of work experience in the field of development (local development, participatory planning for sustainable development, including participatory monitoring and evaluation);
- Sound knowledge of results-based management (especially results-oriented monitoring and evaluation);
- Demonstrated relevant experience in the review, evaluation and assessment of development projects;

Qualifications:

- Excellent communication skills;
- Excellent knowledge of English, both written and verbal;
- Knowledge of Romanian or Russian would be an asset;

Personal Qualities:

- Good interpersonal skills, solid judgment/decision making, having demonstrated initiative; creative and team player; self-starter and results-oriented.
M. Reference materials

The following documents should be studied by the evaluator:

1. UNDP Handbook on Monitoring and Evaluating for Results
2. UNDP Guidelines for Outcome Evaluators
3. UNDP Results-Based Management: Technical Note
5. Project Document and relevant reports
6. Other documents and materials related to the outcome to be evaluated (from the government, donors, etc.)