**Annex no. 1**

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**TERMS OF REFERENCE**

**International Consultant for the mid-term evaluation of the Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration Project**

**Job title:**  International Consultant

**Duty station:** Chisinau, Moldova

**Reference to the project:** Building Institutional Capacity of the Ministry of Foreign

Affairs and European Integration

**Contract type:** Individual Contract (IC)

**Expected workload:**  25 working days

**Starting date:** March, 2013

1. **BACKGROUND:**

The Government of Moldova, through its 2010 – 2014 Programme, regards European integration as a fundamental priority of its domestic and foreign policy. The responsible implementation of commitments, deriving from the European course, is perceived as the most efficient way to achieve political, economic and social modernization, and thus, European integration provides a strong context for reforms in a number of areas.

The Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration Project was initiated in 2008[[1]](#footnote-1) to respond to the needs of the Government and the MFAEI in implementing institutional reforms but also to assist in the process of regional cooperation and European integration. The intervention logic was based on the Central Public Administration Reform strategy, the 2008-2011 National Development Strategy and the development assistance frameworks of the project main donors.

The objective was to strengthen the institutional capacity of the Ministry of Foreign Affairs and European Integration so that it can exercise its functions in a more efficient manner, operate transparently and fulfil its European Integration commitments. In 2010 the project was expanded in order to provide an enhanced assistance to the Moldovan institutions involved in negotiating the Association Agreement between the European Union and the Republic of Moldova.

The current phase of the project, planned for 2012-2014, has continued with the overall objective of strengthening the institutional capacity of the MFAEI. Inter alia, it aims to contribute to the development of the capacities of the MFAEI and the Negotiation Team (comprising of representatives from different Moldovan public institutions) for European Integration, with immediate focus on negotiating the new legal framework of Moldova’s relationship with the European Union – the Association Agreement, and, implicitly, its implementation.

1. **SCOPE OF WORK AND EXPECTED OUTPUTS**

The expected output for the international consultant’s assignment is to evaluate the results of the Project from the beginning of its implementation in 2008, until December 31st 2012, identify and critically analyse the relevance of the project activities as well as the effectiveness of the implementation modalities. The evaluation will examine whether the activities, outputs and objectives lined out in the project document have been achieved and make recommendations on the way forward in the remaining implementation period until the end of 2014.

In order to achieve the stated objective, the International Consultant will have the following responsibilities:

* Conduct a comprehensive desk review of the Project documentation in the period 2008-2012;
* Carry out interviews with relevant Stakeholders;
* Identify the planned, principle approaches and strategies that were employed in the Project to meet the objectives of building the MFAEI and other institutions’ capacity and map out the indicators used for monitoring/ evaluating the implementation and performance of the Project;
* Assess the design, implementation and results of the Project and specifically examine the relevance, efficiency, effectiveness, impact and sustainability of the Project;
* Evaluate the degree to which the Project has been successful so far, including the extent to which the targeted beneficiaries have benefited from the support;
* The analysis should differentiate between short and long term effects, with special reference to the MFAEI institutional capacity development and the European integration process. If results other than the planned ones have been reached, whether they are positive and or negative, these should also be described and analysed;
* Assess whether the Project implementation support and financing arrangements of UNDP were the most cost-effective to achieve the desired outputs and outcomes; and assess how the Project’s management arrangements have been implemented;
* Identify and analyse the challenges and constraints which confronted the Project during its implementation and draw lessons learnt;
* Assess the impact or prospects of the Project, enhancing the consideration of cross cutting issues such as gender and human rights;
* Draft a set of concrete recommendations based on evaluation findings and identified opportunities for intervention, including recommendations on the relevant changes to the Results and Resources Framework and the Risk Log;
* Prepare and present a comprehensive evaluation report.

The Evaluation of the Building Institutional Capacity of the MFAEI Project will be conducted by two consultants, one international consultant and one local consultant, working together as a team. The international consultant is expected to provide leadership in the execution of this assignment, according to the abovementioned responsibilities.

**Mission Schedule:**

Deliverables, activities, and milestones follow this tentative schedule:

1. **DELIVERABLES AND TENTATIVE TIMEFRAME**

|  |  |  |
| --- | --- | --- |
| **Nr.** | **Deliverables** | **Tentative timeframe/deadline** |
|  | **A detailed Work Plan** developed, discussed and submitted for approval | 20 March, 2013 |
|  | **1st Mission to Chisinau**  | 25 March – 5 April, 2013 |
|  | **A first draft Evaluation Report** prepared and submitted for comments to UNDP and the Beneficiary | By 19 April, 2013 |
|  | **2nd Mission to Chisinau**  | 24-26 April, 2013 |
| **3.** | **A round table discussion** on the draft Evaluation organized  | By 26 April, 2013 |
| **4.** | **Final draft of the evaluation report,** based on comments and suggestions received, submitted for approval | By 29 April, 2013 |

All the deliverables have to be coordinated and agreed by the UNDP Portfolio Manager.

The timeframe for the work of the International Consultant is tentatively planned through March – April 2013. The Consultancy should involve about 25 calendar days of work, including two visits to Moldova; the first one will count for 12 days and the second one for 3 days in-country. The remaining number of days is home-based.

**Management Arrangements:** The international consultant will work under the guidance of UNDP’s counterpart at the Ministry of Foreign Affairs and European Integration and in close cooperation with the UNDP Portfolio Manager for Governance, Justice and Human Rights – for substantive aspects of the assignment, and under the direct supervision of the Project Manager – for administrative and financial aspects. The national consultant will work in team with the international consultant and report to the MFAEI appointed representative and the Project Manager. The Project Manager will make all relevant project documentation in electronic format available to both the international and the national consultant, upon their selection and prior to the submission of the Detailed Work Plan.

**Financial arrangements:** Each candidate will be required to submit an aggregated financial offer (“aggregated financial offer” is the total sum of all financial claims of the candidate for accomplishment of the task), which includes proposed consultancy fee, travel costs, visa costs (if required), Daily Subsistence Allowance at UNDP rate for Chisinau (for accommodation, meals and local transport / communication). In general, UNDP shall not accept travel costs exceeding those of an economy class ticket.

Payment will be disbursed in two instalments upon submission and approval of deliverables and certification by the Project Manager that the services have been satisfactorily performed.

1. **QUALIFICATIONS AND SKILLS REQUIRED:**

Minimum Qualifications:

* University / Master degree in Law, Public Administration or related field;
* At least 7 years of relevant professional experience in evaluation of development assistance projects;

Experience:

* Experience of advisory work on institutional development in transitional or emerging democracies, including Central and Eastern Europe or CIS countries is a strong advantage;
* Proven technical experience in processes related to foreign policy-making, including experience in the field of European integration;
* Experience in working with government institutions, international organizations (successful experience in working with UN agencies is an asset);

Abilities:

* Strong analytical and drafting skills, ability to organize and meet expected results, adapt to different environments (cultural, economic, political and social);
* Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly and effectively;
* Fluency in English. Knowledge of Romanian will be an asset; Russian will be an advantage.

Skills:

* Computer literacy and ability to effectively use office technology equipment, IT tools.

**Documents to be included when submitting the proposals:** Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal: explaining why he/she is the most suitable for the work; the consultant’s understanding of the TOR and the objectives of the assignment, the methodology for carrying out the activities and obtaining the expected outputs, possible problems and how to overcome them.
2. Financial proposal;
3. Personal CV including past experience in similar projects and at least 3 references.

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**TERMS OF REFERENCE**

**National Consultant for the mid-term evaluation of the Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration Project**

**Job title:**  National Consultant

**Duty station:** Chisinau, Moldova

**Reference to the project:** Building Institutional Capacity of the Ministry of Foreign

Affairs and European Integration

**Contract type:** Individual Contract (IC)

**Expected workload:**  25 working days

**Starting date:** March, 2013

1. **BACKGROUND:**

The Government of Moldova, through its 2010 – 2014 Programme, regards European integration as a fundamental priority of its domestic and foreign policy. The responsible implementation of commitments, deriving from the European course, is perceived as the most efficient way to achieve political, economic and social modernization, and thus, European integration provides a strong context for reforms in a number of areas.

The Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration Project was initiated in 2008[[2]](#footnote-2) to respond to the needs of the Government and the MFAEI in implementing institutional reforms but also to assist in the process of regional cooperation and European integration. The intervention logic was based on the Central Public Administration Reform strategy, the 2008-2011 National Development Strategy and the development assistance frameworks of the project main donors.

The objective was to strengthen the institutional capacity of the Ministry of Foreign Affairs and European Integration so that it can exercise its functions in a more efficient manner, operate transparently and fulfil its European Integration commitments. In 2010 the project was expanded in order to provide an enhanced assistance to the Moldovan institutions involved in negotiating the Association Agreement between the European Union and the Republic of Moldova.

The current phase of the project, planned for 2012-2014, has continued with the overall objective of strengthening the institutional capacity of the MFAEI. Inter alia, it aims to contribute to the development of the capacities of the MFAEI and the Negotiation Team (comprising of representatives from different Moldovan public institutions) for European Integration, with immediate focus on negotiating the new legal framework of Moldova’s relationship with the European Union – the Association Agreement, and, implicitly, its implementation.

1. **SCOPE OF WORK AND EXPECTED OUTPUTS**

The expected output for the National Consultant’s assignment is to offer needed support in the work of an international consultant contracted to evaluate the results of the Project from the beginning of its implementation in 2008, until December 31st 2012, help identify and critically analyse the relevance of the project activities as well as the effectiveness of the implementation modalities. The evaluation will examine whether the activities, outputs and objectives lined out in the project document have been achieved and make recommendations on the way forward in the remaining implementation period until the end of 2014.

The Evaluation of the Building Institutional Capacity of the MFAEI Project will be conducted by two consultants, one international consultant and one National Consultant, working together as a team. The National Consultant is expected to work under the leadership of the International Consultant in the execution of this assignment, having the following responsibilities:

* Support the International Consultant in conducting a comprehensive desk review of the Project documentation in the period of 2008-2012;
* Organize interviews and meetings with relevant stakeholders and provide logistical support during the International Consultant’s mission to Moldova;
* Provide all necessary assistance to the International Consultant in carrying out the Project evaluation and in drafting the final report and recommendations, including, but not limited to, by providing an analysis of the political, social and economic context and the related EU Integration process issues.

**Mission Schedule:**

Deliverables, activities, and milestones follow this tentative schedule:

1. **DELIVERABLES AND TENTATIVE TIMEFRAME**

|  |  |  |
| --- | --- | --- |
| **Nr.** | **Deliverables** | **Tentative timeframe/deadline** |
|  | **A detailed Work Plan** developed, discussed and submitted for approval | 20 March, 2013 |
|  | **1st Mission of the International Consultant to Chisinau** organized and provided logistical and analytic support | 25 March – 15 April, 2013 |
|  | **A set of inputs to the first draft Evaluation Report** prepared and submittedas requested by International Consultant and UNDP/Beneficiary | By 17 April, 2013 |
|  | **2nd Mission of the International Consultant to Chisinau** organized and provided logistical and analytic support | 24-26 April, 2013 |
| **3.** | **A round table discussion** on the draft Evaluation organized  | By 26 April, 2013 |
| **4.** | **A set of inputs to the Final draft of the Evaluation Report,** prepared and submitted, based on comments and suggestions received and further requests from International Consultant and UNDP/Beneficiary | By 28 April, 2013 |
| **5.**  | **A final report on the results of the consultancy mission** prepared and submitted for approval | By 29 April, 2013 |

All the deliverables have to be coordinated and agreed by the UNDP Portfolio Manager and presented to UNDP in English (hard copy and electronically).

The timeframe for the work of the National Consultant is tentatively planned through March – April 2013. The Consultancy should involve about 25 calendar days of work, including two visits of the International Consultant to Moldova.

**Management Arrangements:** The National Consultant will work under the guidance of UNDP’s counterpart at the Ministry of Foreign Affairs and European Integration and in close cooperation with the UNDP Portfolio Manager for Governance, Justice and Human Rights – for substantive aspects of the assignment, and under the direct supervision of the Project Manager – for administrative and financial aspects. The National Consultant will work in team with the International Consultant and report to the MFAEI appointed representative and the Project Manager. The Project Manager will make all relevant project documentation in electronic format available to both the International and the National Consultant, upon their selection and prior to the submission of the Detailed Work Plan.

**Financial arrangements:** Each candidate will be required to submit an aggregated financial offer (“aggregated financial offer” is the total sum of all financial claims of the candidate for accomplishment of the task).

Payment will be disbursed in two instalments upon submission and approval of deliverables and certification by the Project Manager that the services have been satisfactorily performed.

1. **QUALIFICATIONS AND SKILLS REQUIRED:**

Minimum Qualifications:

* University / Master degree in Law, Public Administration or related field;
* At least 3 years of relevant professional experience in evaluation of development assistance projects, public administration or EU integration-related fields;

Experience:

* Proven technical experience in processes related to foreign policy-making, including experience in the field of European integration;
* Experience in working with government institutions, international organizations (successful experience in working with UN agencies is an asset);

Abilities:

* Good knowledge of the current status of Moldova-EU relations and the Moldovan Government’s EU integration agenda, and familiarity with Moldovan public institutions and Civil Society Organizations dealing with foreign policy and EU integration;
* Strong analytical and drafting skills, ability to organize and meet expected results, adapt to different environments (cultural, economic, political and social);
* Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly and effectively;
* Fluency in English and Romanian; Russian will be an advantage.

Skills:

* Computer literacy and ability to effectively use office technology equipment, IT tools.

**Documents to be included when submitting the proposals:** Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal: explaining why he/she is the most suitable for the work; the consultant’s understanding of the TOR and the objectives of the assignment, possible problems and how to overcome them.
2. Financial proposal;
3. Personal CV including past experience in similar projects and at least 3 references.
1. See <http://www.undp.md/projects/MFAEI.shtml> for the original project document [↑](#footnote-ref-1)
2. See <http://www.undp.md/projects/MFAEI.shtml> for the original project document [↑](#footnote-ref-2)