



REPORT

Final Evaluation of the *Disaster and Climate Risk Reduction* Project implemented by UNDP Moldova



Report prepared by:

Gheorghe Caraseni -National Consultant

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OCT CARASENI
Consulting & Training Services
2/2, Studentilor Str., Chisinau
Republic of Moldova

Tel: +373/22 000-594
Mob: + 373 69129998
Email: consulting@caraseni.md
Skype: gheorghecaraseni

CONTENTS

Acknowledgements
Disclaimer
Acronyms
Executive summary

I. INTRODUCTION

- A. Background and project context
- B. Purpose and Objectives of the Evaluation
- C. Expected use of the project evaluation
- D. Overview of the Project

II. METHODOLOGY OF THE EVALUATION

- A. Evaluation Approach and Methodology
- B. Field Mission
- C. Limitations in Data Collection

III. FINDINGS

- A. RELEVANCE
 - 1. Relevance of project design and intervention logic
 - 2. Relevance of project objectives in addressing needs of the target group
- B. EFFECTIVENESS
 - 1. Project effectiveness in context of results achieved
 - 2. Stakeholders interest and satisfaction with project results
- C. EFFICIENCY
 - 1. Cost effectiveness of the project
 - 2. Efficient use of resources
- D. SUSTAINABILITY
 - 1. Sustainability prospects of benefits from the project

IV. CONCLUSIONS AND LESSONS LEARNED

V. RECOMMENDATIONS

VI. ANNEXES

- Annex 1: Questionnaires for Stakeholders
- Annex 2: List of Documents Reviewed
- Annex 3: List of Stakeholders Consulted

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Disclaimer

This project evaluation report presents the view of the evaluator and does not necessarily represent the views of UNDP Moldova or other stakeholders referred to in this evaluation report.

Every effort has been made to ensure that the information given here is correct, and any factual error that may appear is unintended and is the responsibility of the Consultant.

ACRONYMS

BCPR	Bureau of Crisis Prevention and Recovery
CPESS	Civil Protection and Emergency Situations Service
CSA	Country Situation Analysis
DCRM	Disaster and Climate Risks Management
DRR	Disaster Risk Reduction
ECC	Emergency Command Centre
GRIP	Global Risk Identification Program
IDP	Institutional Development Plan
LDP	Local Development Plan
LPA	Local Public Authority/ies
MDG	Millennium Development Goals
ME	Ministry of Environment
MoH	Ministry of Health
NDO	National Disaster Observatory
NGO	Non-Governmental Organization
PDNA	Post-Disaster Needs Assessment
PPE	Personal protection equipment
PPRD	Partnership for the Prevention, Preparedness & Response to Disasters
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UN DMT	United Nations Disaster Management Team
WB	World Bank

Executive summary

This report presents the findings, conclusions and recommendations of the final evaluation of the project “*Disaster and Climate Risk Reduction*” implemented by the UNDP Moldova in close cooperation with national and local stakeholders.

The purpose of the external evaluation is to assess the relevance, performance, management arrangements and success of the project. Particular emphasis was put on the project results, the lessons learned, achievement of development goals, their effectiveness and efficiency, the impact and sustainability of results, focusing on their contribution to capacity development. The evaluation provides recommendations for the next phase of the project based on the findings of the evaluation process.

UNDP and the Civil Protection and Emergency Situations Service (CPESS) of the Ministry of Interior have started the “Moldova Disaster and Climate Risk Reduction Project” (September 2010 -July 2013). The objective of the project is to reduce disaster and climate risks in Moldova, covering the following key outputs: 1) Disaster risk assessment capacities strengthened and priorities identified at the national level to inform country disaster risk & climate risk management strategies and program development; 2) Vulnerabilities reduced & capacities strengthened to manage climate risks at local levels and 3) Strengthened capacity of UN Country Team to manage disaster and climate risks.

The project seeks to strengthen disaster and climate risk assessment capacities and identify priorities at the national level to inform country disaster risk and climate risk management strategies and program development. The project represented the first experience of cooperation between the UNDP and CPESS and encountered numerous challenges.

The final evaluation proves that the project managed to set up a multi-stakeholder and a three level approach and each level of intervention is reflected in a separate project component/specific project objective. An analysis of the intervention logic and the links between the outcomes, outputs, activities and inputs show that the project’s design reflects interventions that target the “*right holders*” (local communities of the project sites), “*duty bearers*” (public authorities) and international community. The evaluation finds that the project objectives are mostly addressing the identified needs of the target group and the project component 1 and 2 are very relevant, while the component 3 is quite controversial and the reasons are described in the report.

The evaluation revealed that ***the project has suffered some adjustments during its implementation, but, nevertheless, it was implemented within its logframe and, generally targeted mostly the first and second project component.***

The project proved to be flexible, adjusting “on spot” the initial approach and, as mentioned, emphasising the first two components.

The deck review, field visits and discussions with stakeholders showed that the project scored satisfactory under the project objectives 1&3 and very well under the project objective 2, even if it encountered numerous implementation challenges. The evidences are described below.

The stakeholders demonstrate sufficient interest toward project and are involved in the project activities. The key stakeholders are cooperating closely with each other and most of them, which were consulted during the evaluation, appreciated that the project is very important, welcomed, and deals with the vital problems of the national and local communities.

The evaluation also revealed that the project procurements are respecting the UN procedures and the costs are mostly accordingly to the general budget. The evaluation did not find any alternative services and resources available locally, which could be provided at fewer expenses and which would be more economical for the project.

Findings from the field mission suggest that the project team took measures to instil confidence that efforts made and the achievements obtained so far by the project prove sustainable.

The project managed to mainstream the disaster and climate risk reduction measures into the local development planning and even, to secure some budgetary commitments. Moreover, the active engagement of the local communities, particularly local public authorities (LPA) represents a solid sustainability prerequisite.

The long term partnerships with key national stakeholders were improved by the project and this fact also should be seen as prerequisite for solid sustainability prospects. However, the consultations with the stakeholders proved that the cooperation between the national decision makers is still deficient and in many cases the national level actors are reactive instead of being proactive.

A significant lesson that should be learned here is that it is important for a complex project to be flexible and to find a balance, of one hand- to stay focused/results based, of other hand - to adjust its interventions to the changing external environment in order to avoid shortcomings and deadlocks.

Another important lesson is the fact that the follow up initiatives have to continue consolidation of the partnerships between the UNDP and CPESS and to make common decisions on the key issues of the project, for instance both national and international consultants should be recruited jointly by the UNDP and CPESS.

Another lesson that should be learned is that project objective 3, even if it was perceived by some stakeholders as controversial, has an important role in raising sensitiveness toward the DCRM issues and capacity building related aspects in terms of knowledge, skills, tools, empowerment events, such as study tours etc.

In conclusion, the project proved to be successful in supporting and delivering an impressive number of activities and interventions targeting DCRM, cooperating with the similar initiatives, involving available expertise and resources, providing multidimensional support to the target group and building productive and sustainable partnerships with all local and national stakeholders.

Evaluator's recommendations (explained in the report) refer both to operational and strategic issues of the project and include:

- Target and monitor the DCRM Strategy implementation
- Develop the interventions capacities of the key actors on DCRM
- Support the elaboration of the institutional development plan of the CPESS
- Keep donors coordinating meetings with active involvement of the CPESS
- Provide expertise in mainstreaming the DCRM software in the activity of the DCRM mechanism
- Involve more actively civil society in DRR awareness raising
- Provide additional support for some localities, which benefited of micro projects during the I phase of the project but are still vulnerable to disasters
- Enhance the cooperation and communication between all project components

I. INTRODUCTION

A. Background and project context

Moldova's economy, population, and environment are highly exposed and vulnerable to natural hazards. Climate change is expected to amplify exposure to hydro-meteorological hazards. Population of the country, especially in rural areas, is prone to different types of hazards, including drought, floods, severe weather, earthquakes, and landslides. Average annual losses from hydro-meteorological hazards comprise around three percent of GDP (if the 2007 drought is factored into the annual average). They have a severe impact upon the rural population of Moldova, which makes up around 60% of the total and depends largely upon agriculture for their livelihood. Overall annual losses from geophysical hazards account for 0.9% of GDP. These primarily threaten infrastructure, homes, and public buildings, especially in Chisinau. Since the 1980s annual air temperature has increased dramatically (about 0.58 °C per decade). Spring precipitation has risen since the 1980s (by around 6 mm per decade), summer precipitation has declined (by over 13 mm per decade), and variability has been amplified in spring and autumn. Meteorological hazards as: drought and floods, have become more frequent and intense.

B. Purpose and objectives of the evaluation

The objective of the Final Evaluation is to assess the relevance, performance, management arrangements and success of the project. Particular emphasis was put on the project results, the lessons learned, achievement of development goals, their effectiveness and efficiency, the impact and sustainability of results, focusing on their contribution to capacity development. The evaluation provides recommendations for the next phase of the project based on the findings of the evaluation process. The purpose of the Final Evaluation is:

- To assess overall performance against the project objective and outcomes as set out in the project document and other related documents.
- To assess the effectiveness and efficiency of the project.
- To analyze critically the implementation and management arrangements of the project.
- To assess the sustainability of the project's interventions.
- To list and document lessons concerning project design, implementation and management.
- To assess project relevance to national priorities.
- To provide recommendations for the next phase of the project.

C. Expected use of the project evaluation

It is expected that the findings of evaluation will be used as a basis for improvement of project design and services/interventions improvement for future development of similar initiatives.

D. Overview of the Project

UNDP and the Civil Protection and Emergency Situations Service (CPESS) of the Ministry of Interior have started the "Moldova Disaster and Climate Risk Reduction Project" (September 2010 - July 2013). The objective of the project is to reduce disaster and climate risks in Moldova, covering the following key outputs:

1. Disaster risk assessment capacities strengthened and priorities identified at the national level to inform country disaster risk & climate risk management strategies and program development
2. Vulnerabilities reduced & capacities strengthened to manage climate risks at local levels
3. Strengthened capacity of UN Country Team to manage disaster and climate risks

The project seeks to strengthen disaster and climate risk assessment capacities and identify priorities at the national level to inform country disaster risk and climate risk management

strategies and program development. This was done through the creation of a National Disaster Observatory, support for elaboration of the National Disaster Risk Management Strategy and conducting a Country Situation Analysis. In parallel, actions were taken at the local level to reduce vulnerabilities and strengthen capacities to manage climate risks. Innovative risk reduction measures were piloted, a Local Level Risk Management Toolkit was elaborated and local level risk management will be mainstreamed into local development planning processes.

II. METHODOLOGY OF THE EVALUATION

A. Evaluation Approach and Methodology

The methodology is in line with the one presented in the UNDP Handbook on Planning, Monitoring and Evaluation of the Development Results.

The evaluation adopted a strong *participatory approach* involving and engaging key stakeholders. Stakeholders' participation was absolutely necessary for accountability, promoting ownership and sustainability, facilitating buy in, and further use of the evaluation recommendations. The participatory approach was very useful in engaging stakeholders and gaining their insights, experiences with the project and the benefits accrued to them as a result of the project.

The evaluation approach was also *results oriented* to provide evidence of the achievements and the results obtained by the project (or not) as set out in the project proposal. Both primary and secondary data were used in the evaluation, and collected from a diverse range of primary and secondary sources. Secondary information was collected from documents provided to the evaluator. Primary information was collected from the stakeholders of the project through on site direct observations, semi structured interviews, and focus group discussions with the stakeholders.

B. Field Mission

The main aim of the field mission was to obtain primary data and information, observe first hand field level operations, validate the information provided in the documents through a participatory process of engaging diverse stakeholders and project beneficiaries. The site visits were particularly useful to ascertain the translation of project activities to the field situation and the benefits that have accrued to the target group of beneficiaries. The geographical areas covered in the field mission included the villages Tiganca and Gotesti, Cantemir district and Boghenii Noi and Negurenii Vechi, Ungheni district. The sampling framework include: (i) beneficiaries of the project; (ii) implementing partners, and (iii) project team. Please see *Annex 3: List of Stakeholders consulted*.

In the preparatory phase to the field mission the consultant reviewed the project documentation sent by the project manager, including: Prodocs, narrative reports, country report on risks analysis and other documents and various materials produced within the scope of the project (*Annex 2 List of documents reviewed*). The questions/instruments prepared for stakeholders were used as a basis for refining the evaluation questionnaires for the field mission. During the field mission and throughout the evaluation process, the evaluator reviewed its notes and exchanged information with key stakeholders on all question to be covered as per the ToR. It ensured that questions and answers were triangulated with diverse stakeholders and brought in their perspectives on results achieved, issues, and recommendations.

C. Limitations in data collection methodology

While the evaluation used primary and secondary data sources for data collection, as explained, there are some limitations related to obtaining accurate, objective and in-depth data, such as limitations in obtaining objective and accurate primary data from semi structured interviews, key informants; as responses were often subjective and limited. Because of the time and resources constraints, the evaluator has visited four project sites in two rayons and, therefore

the sampling size has been partially representative. However, the data e.g. perceptions, changes occurring and reasons for this were subject to different types of interpretation and may not be entirely objective.

However, the evaluator attempted to mitigate limitation issues by triangulation of information from stakeholders including the project team, and corroborating the information obtained from all perspectives.

III. FINDINGS

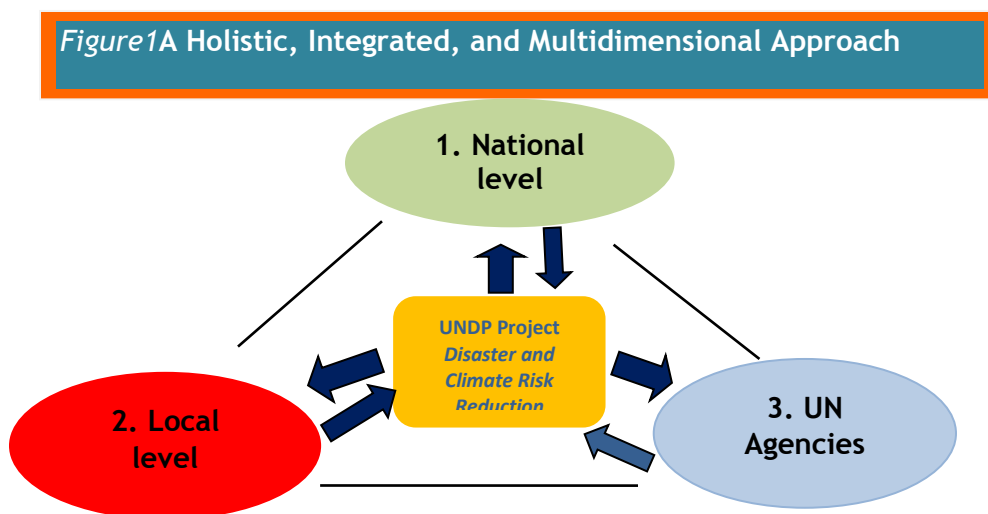
The findings of the summative project evaluation are organized to highlight project **Relevance, Effectiveness, Efficiency and Sustainability**.

A. RELEVANCE

The relevance of the project was analyzed in the context of the project design, the approach and strategy, logic of intervention, and the objectives and activities set out to address the problems and the needs of the target group. Before assessing the project relevance, it worth noting that the project represented the first experience of cooperation between the UNDP and CPESS and, as mentioned one of the stakeholders consulted, “...of one hand, we did not know the UNDP procedures and the project management rules, on another hand, probably they were not familiar with our style of working and sometimes we faced some difficulties in understanding each other, because we were asking for one kind of help, for instance equipment and they were providing us strategy development support ”. This raises a issue related to project relevance, therefore this topic is described below.

1. Relevance of Project Design and intervention logic

To address the above mentioned issues described in the project context and contribute to reducing the disaster and climate risks in Moldova both at the national and local levels (in the targeted communities), the UNDP Moldova team designed the project using a participative manner, i.e. consulting the key stakeholders. Thus, the overall project design comprises a three level based approach with active involvement of the key stakeholders as represented below in the Figure 1.



The final evaluation proves that the project managed to set up a multi-stakeholder and a three level approach as presents the *Figure 1*. Each level of intervention is reflected in a separate project component/specific project objective.

Thus, the National level is targeted by the Project Component 1 - Disaster risk assessment capacities strengthened and priorities identified at the national level to inform country disaster risk & climate risk management strategies and program development - and includes the following output targets:

- Capacity and Needs Assessment conducted
- Risk assessment capacity development actions agreed among stakeholders and initiated
- Risk assessment capacities improved
- Climate and disaster risks analyzed

The Project Component 2 is expressed as - *Vulnerabilities reduced & capacities strengthened to manage climate risks at local levels* and includes the following outputs:

- Tools for local level risk management developed
- Local level climate and disaster risks assessed and actions identified
- Local level risk management actions initiated
- Actions to address climate risks at local level implemented
- Tools for local level risk management refined
- Approaches for potential replication analyzed and incorporated into relevant strategies and programmes

The Project Component 3 states - *Strengthened capacity of UN Country Team to manage disaster and climate risks* and includes the outputs:

- UN Disaster Management Team established
- Elaboration of UN DRR Strategy initiated
- UNCT contingency planning initiated
- Contingency planning of UN partners strengthened
- Post Disaster Needs Assessment and Early Recovery capacities enhanced
- National Platform concept is elaborated and advocated

An analysis of the intervention logic and the links between the outcomes, outputs, activities and inputs shows that the project's design reflects interventions that targets the “right holders” (local communities of the project sites), “duty bearers” (public authorities) and international community. The project design reflects the targets and log frame indicators and takes into consideration the potential of the human resources involved in the project implementation (project team and both national experts and international ones).

2. Relevance of project objectives and activities in addressing the needs of the target group

Evaluation Question (EQ) - Are project objectives and activities addressing identified needs of the target group in the local context?

The external evaluation finds that the project objectives are mostly addressing the identified needs of the target group. However, the project faced several internal and external challenges, mainly during the first two years of implementation (See the *Effectiveness* part of the report).

The relevance of the project objectives and interventions should be analysed separately for each project component, because, in the evaluator's opinion, the degree of the relevance of the project differs from component to component.

The Project Component 1. The final evaluation revealed that *the project is mostly relevant under this component* and the reasons are described below.

Initially, under this component the project was perceived as a national initiative and targeted a strategic and complex approach, including knowledge transfer, skills development, risks and needs analysis, strategy development etc, while the CPESS was waiting for a more tangible technical assistance, mainly, for infrastructure development and equipment supplies. In this context are very eloquent the statements of one consulted stakeholder: “I am not sure whether

we really need a Country Report on disaster risks and needs assessment but I agree on the necessity of a Strategy on the disaster risks management". It was an "eyes opening question" when the evaluator asked "Ok, but how did you developed a Strategy without assessing the needs and the risks?" The answer was ... a bright smile!

This example illustrates the fact that the CPESS in deed needs tailored and strategic capacity development interventions, because from evaluator`s previous project evaluation experience, many public authorities often perceive themselves mainly as beneficiaries and less as implementing partners, which share the responsibility for successful project implementation. Moreover, it already became a proverbial situation when a public authority demonstrates an "everything is ok" attitude except "we need some equipment".

Initially, the central public authorities lacked the ownership of the project. Thus, a key stakeholder, consulted during the project evaluation, stated "*The project was relevant, because it was the first initiative which targeted the capacity building of the CPESS, particularly the IT and informational management system of the CPESS (which was rudimentary). Initially, we were pushing the project activities and it seems like, the CPESS was not ready for this project. De - facto, the initial perception was - UNDP came to implement its project*".

It worth mentioning, that step by step the reluctance was overcome and the public authority started to understand better the role of the strategic approach and analysis getting involved more actively in the project activities and synchronising each other objectives and approaches. As a result, the CPESS got more and more involved in the project activities providing more support and turning from the beneficiary into the implementing partner. This fact positively influenced the project implementation (See the *Effectiveness* part of the report).

However, the evaluation also revealed that the representative of the CPESS still does not fully understand the role of the Country Disaster Risks and Needs Assessment Report and frankly wandered: "*We do not report to anybody and therefore, nobody is asking from us such kind of document, why we need to spend money on its development?*" This represents a problem that should be addressed during the second phase of the project.

The Project Component 2. The evaluation revealed that **this project component is very relevant** in addressing the identified needs of the targeted local communities by building their understanding and capacitating them to manage more effectively the disasters and climate risks. The local stakeholders consulted proved that the project is very popular, because it provided tangible support and helped them to solve/contribute to solving a vital issue, such as climate hazards. In other words, it is obvious that the local priorities coincide with the project targets.

As mentioned, consultations show that this project component is highly popular among local communities and the words of one local stakeholder illustrates its relevance: "*This project fits many of our local needs related to the climate risks. De- facto, it was quite difficult to select one issue out of so many*".

The consultations highlighted that the local actors are aware of their climate related issues, but they perceive differently the solutions and there is no yet a common vision and understanding among them. Therefore, it is commendable that, the project combined and applied two approaches under this component: strategic analyses (such as needs assessment, local/urban development plans) and well focused interventions in each project site (building the green houses, filling the ravines, raising the dikes etc).

The Project Component 3. In the opinion of the evaluator, this component is **controversial from the relevance perspective**. Of one hand, the UN Agencies are very much part of the Disaster and Climate Risks Management and cooperate actively with the line ministries and other central public authorities and the DCRM is equally mainstreamed in the UNDAF and in the priorities of the Moldovan Government; on other hand, many stakeholders consulted during the project evaluation were questioning the relevance of this project component mentioning that the DCRM is already in the UNDAF and it is not relevant to build the capacity of the UN in DCRM because of

the lack of ownership and as mentioned one stakeholder: “*What are the benefits for Moldova to use the UN money to strengthen UN?*”.

In the opinion of the evaluator, there is a plausible reason behind the above mentioned question and the people are entitled to ask themselves such kind of questions. However, this third component should be regarded as one of the driving forces of the project and as a backup of the previous two components, because, de-facto by mainstreaming it in the UN system, it sensitised the Moldovan central public officials and raised their awareness on DCRM. The *Effectiveness* part of the evaluation report provides the evidences which support this conclusion.

Overall, the project was found to be mostly relevant to the national and local context related to DCRM, including its intervention logic and it is well aligned with the priorities and commitments of the local communities and central public authorities.

B. EFFECTIVENESS

1. Project effectiveness in context of results achieved

EQ: To what extent the Project achieved the planned results?

The following part of the report presents the findings of the evaluation related to the effectiveness of the project at the level of expected results achieved and in the context of the evaluation variables reflected in TOR.

The evaluation revealed that ***the project has suffered some adjustments during its implementation, but, nevertheless, it was implemented within its logframe and, generally targeted mostly the first and second project component.***

The project proved to be flexible, adjusting “on spot” the initial approach and, as mentioned, emphasising the first two components. Before going into details, it worth noting that the project faced numerous internal and external challenges as the staff turnover (particularly, project managers¹), resistance of the CPESS, tensions with the international High Level Advisor, etc. All these issues affected the project implementation and its achievements. Nevertheless, all three project components were implemented but at the different degree, being directly differently influenced by the difficulties encountered by the project. Please see below the findings of the external evaluation related to the project achievements.

Project objective 1: Disaster risk assessment capacities strengthened and priorities identified at the national level to inform country disaster risk & climate risk management strategies and program development

The evaluation and discussions with stakeholders showed that the project scored satisfactory under this project objective, even if it encountered numerous implementation challenges. The evidences are described below.

The project managed to deliver the key activities² under this project component such as Country Situation Analysis, National Disaster Observatory (NDO), study tours to Armenia and Tajikistan and different public events, as workshops and public events on: data entry; Flood Prevention Exercise and Risk Assessment; analysis tools;

The evaluation proves that the project undertaken the first **Country Situation Analysis for Risk Assessment (CSA)** carried out by a team of two national consultants. The CSA Report is the first output which aimed at establishing National Disaster Observatory (NDO) and it also represents an innovative analysis which examines the current country situation of disaster risk assessment in Moldova and its use in decision making. In the opinion of the evaluator, it is particularly

¹ During the project implementation period the project had 3 (!) project managers

² See the Narrative Report

important because it is based on the systematically inventory and evaluation of what exists in Moldova in terms of disaster risk assessment, including historic disasters and major hazards prevailing in Moldova; risk assessment studies and projects; availability of data and information for risk assessment; institutions and organizations related to risk assessment as data providers, risk assessment implementers and end users; key professional expertise. The report represents a critical study which highlights the issues and challenges Moldova is facing in conducting disaster risk assessment on its own; identifies gaps and needs to enhance the country capacity for risk assessment; and presents a set of recommendations for implementing national risk assessment. The evaluation revealed that the development of this output was challenging and it took 18 months instead of initially 6 months planned, mainly due to its complexity, outdated and poor information, and insufficient implication of the other stakeholders during the project development (second project manager, the representatives of the CPESS and even the international expert). However, the project experts tried to involve stakeholders after the report development, debriefing the findings, conclusions and recommendations of the report with more than 20 institutions, including ministries, respective institutions, and academia, local and international NGOs and GRIP experts.

Thus, although the final CSA report reflects the inputs from the key stakeholders, it still remains underestimated by the decision makers, i.e. the representative of the CPESS during the evaluation was reluctant toward the report. It is the assumptions of the evaluator, that the reluctance is determined pretty much by the quite critical content of the report regarding the national context of the DCRM and the capacities of the central public authorities in managing disaster and climate risks. Particularly, she has mentioned: *"I think, the report exaggerates about the DRCRM issues and honestly, I still do not understand why we need this report which solves nothing and, probably, collects dust on shelf as many other documents"*. It is obvious that the follow up initiatives have to target the capacity building and awareness raising of the decision makers, but again, it is the perception of the evaluator that this is mainly a human factor related issue.

The National Disaster Observatory (NDO) represents the second output of the first project component and the core element of it. The establishment of a NDO for Moldova is being considered to support strengthening DRM information management system in the country. The evaluation proves that the NDO is a sustainable system established at the national level (linked with all relevant institutions and regions in the country) for the systematic collection, analysis and interpretation of DRM data at different levels³. The project managed to develop a strategy, structure and implementation mechanisms for NDO in a participative manner through intensive consultations with the key stakeholders. The NDO was established and equipped and the staff was trained and the representative of the CPESS consulted during the project evaluation stated: *"Initially, I was very reluctant and sceptic toward this idea, but later I realised that this NDO is very helpful tool for us and it increases our efficiency, therefore it is more than welcomed and thank you UNDP for it!"* Thus, this represents a tangible and a real (as mentioned one of the consulted stakeholders) support in capacitating the national authorities in DRCM. However, insufficient and weak cooperation and communication between the key governmental bodies (for instance, HydroMeteo Service/CPEES/Ministry of Agriculture) still persists and affects the information management system and, subsequently the DRCM.

As for capacity building of the CPESS, the evaluation revealed that the first step was undertaking (the Country Situation Analysis), it was developed a strategy for DCRM (second step), however there is no yet an institutional development plan of the CPESS (third step), which would assess

³ It consists of 3 key components – an official institution hosting the NDO, a nation-wide network of disaster registration (historic and present data), and a computational infrastructure (software, database, applications, etc.) to provide analytical products in support of decision making at all levels.

the capacity development needs, set up institutional development priorities, draw an IDP budget etc. This remains to be achieved in future initiatives.

The evaluation showed that, as an effect of the project interventions and cooperation with key stakeholders, it was increased the awareness of the decision makers about the necessity of the strategic approach of the issues related to the DCRM. Moreover, the stakeholders consulted have mentioned that the UNDP and the related governmental bodies set up a trust building relationship and there are excellent prerequisites for providing joint activities targeting the issues related to DCRM. In the opinion of the evaluator, this is, probably, the most important achievement not only under this project component, but under the whole project as such, because the decision makers figured out that they are not simply the beneficiaries, but they are both implementing partners and beneficiaries and also share the responsibility for successful project implementation.

In conclusion, the project is relatively effective under this project component and results achieved are in the line with the prodoc.

Project objective 2: Vulnerabilities reduced & capacities strengthened to manage climate risks at local levels

In the context of the results achieved, the evaluation findings show that the project scores very well under this project component and, during the project implementation period project team delivered planned activities and interventions and managed to reduce the vulnerability and to increase the capacities of the local actors to manage disaster and climate risks. The project used available national expertise and helped targeted localities not only to solve some of their problems related to the climate risks, but also to assess those risks and to prioritize their solving. It worth mentioning the capacity building efforts of the project such as: seminars, consultations, exchange of experience etc.

The 2nd project component is covered by the initial budget resources, but also from reallocation of the saved resources from the 3rd DCRM project component⁴. The main objective of this component is to reduce the vulnerabilities and strengthen capacities of communities and local public administrations (at the village and district/rayon level), which are most directly affected by disaster and climate risks. The project used successfully several interventions to achieve the above mentioned objective, such as: Local Level Risk Management Method⁵; local micro projects for the selected communities and stock taking exercise.

Implementation of the micro projects in the communities represents one of the key elements not only of the second project component, but of the entire project as such. The project assessed 20 localities and supported 10 of them, providing various kinds of support aimed at reducing their vulnerability and strengthening their climate risk management capacities. Three engineers, hired by the project, supported the communities in the process of technical design, public procurement process and monitoring of the implementation of construction works.

Thus, the input of the project differs from the site to site, for instance in the *Badicul Moldovenesc, Cahul District*- design phase supported for construction of an embankment and of water drainage channels, which would counteract abundant floods that erode and mud the central road and the 52 households near it.

⁴ A total of USD 544,218 mobilized by UNDP Bratislava through Austrian Government specifically for the purpose of reducing vulnerabilities and strengthening capacities to manage disaster and climate risks at the local level in Moldova.

⁵ A five volume document which includes information about: 1) Disaster and climate risk assessment and possibilities for the integration of the risk assessment into the development strategies; 2) Process of risk assessment, conducting the disaster and climate risk assessment, including templates to be used; 3) Supporting information for the Climate Change; 4) Annexes - 20 reports which were done for the selected communities in Moldova and 5) Training materials which can be used for the Risk assessment

In *Gotesti, Cantemir District* it was developed a community urban plan with integration of disaster risk reduction measures, in particular against flooding, and long-term climate risk management measures. Climate assessment conducted by the Climate change expert has been integrated into the Urban Development Plan elaborated by a openly selected company Urban Project. In the public procurement process the project had savings which were reallocated for filling a ravine within the Gotesti village.

In *Horodiste, Rezina District* it was reconstructed the river bed of *Valea Satului* river and the system of water level regulation of the embankment on the pond to prevent flooding in the village.

In *Lingura, Cantemir District* the project constructed the drainage channels near the only bridge across the river Lingura, for securing the traffic and crossing by old and disabled people, children who go to school etc. Thus, the danger of soil erosion and bridge collapse was eliminated and the problem of access of population to social and cultural institutions has been solved.

In *Marianca de Jos, Stefan Voda District* the project has undertaken measures to protect arable land against erosion by planting a forest shelter belt and created conditions for drainage of precipitation water as well as restored the bridge across Babei river in the village. Additionally, the component related to disaster and climate risk management has been integrated into the Local Development Action Plan elaborated with the support of the consultant provided by the project.

In the village *Otac, Rezina District* the project provided rain water collection tanks for most vulnerable households, including water retention/reservoir structures, and flow-breakers beyond the 'reservoir' to avoid further land erosion due to spill over and water run-off from the system.

In the village *Pocimbauti, Riscani District* it was prevented flood and erosion risks, particularly it was reconsolidated of the embankment and it was cleaned the rainwater drain channels.

In the *Tiganca village, Cantemir district* the project supported the procurement of a bulldoexcavator and performance of earthworks to reduce risks of flooding (e.g. Cleaning rainwater drainage channels, consolidation of embankment for collection of rainwater etc).

In the *Negurenii Vechi and Boghenii Noi, Ungheni district*, respectively 2 greenhouses (720 square meters) and 3 greenhouses(1200 square meters) were installed for fighting the impacts of drought. For the identification of measures for the communities Boghenii Noi and Negurenii Vechi international agricultural consultant was hired. The main objective of consultancy was to develop a Guidance note outlining selected measures for implementation agricultural measures in two selected communities.

The evaluator has visited four project sites: Tiganca and Gotesti villages from the Cantemir district (Southern Region of Moldova) and Negurenii Vechi and Boghenii Noi, Ungeni district (Central Region of Moldova). Thus, the project sites visits showed that the project provided in deed tangible support for those localities, which is very much appreciated by them and proved to be sustainable (See the *Sustainability* part of the evaluation report).

The evaluation proved that the project managed to improve the understanding of the local communities by capacitating them and increasing their knowledge, providing risk assessment tools and, sometimes, even the necessary equipment. Inter-ministerial groups created at the local level, for instance in the Gotesti village, represent one of the key driving forces and can be regarded as a best experience of the project. However, in the opinion of the evaluator the greatest achievement of this subcomponent is the fact that the project helped local communities to understand that they can solve their problems by themselves with some outside support.

Stock taking exercise was another activity under this project component. Thus, an international consultant with expertise in CRM (climate risk management) and climate change adaptation has been hired by the EE Practice of the Bratislava Regional Center to analyze the CRM activities in the three countries, in order to develop a "Stock-Taking Report of CRM activities" underthe

regional project. In order to carry out the assessment⁶, the stock-taking exercise has been done through a combination of techniques, including: desk study review of all relevant project documentation; extended interviews with selected stakeholders; two country visits (Moldova and Macedonia), including visits to project sites and consultations with local communities.

It worth noting, that this was an eyes opening exercise, which helped beneficiaries to learn from each other and from their colleagues from other countries.

Project objective 3. Strengthened capacity of UN Country Team to manage disaster and climate risks.

Again, in the context of the results achieved, the evaluation findings show that the project scores satisfactory under this project component, even if, as mentioned, it is quite controversial from the relevance perspective. The initial areas of project focus were coordination mechanisms, contingency planning, training, integration of prevention and mitigation actions into development frameworks, and programme development.

However, the evaluation revealed that, even if the project aimed strengthening of the disaster and climate risks management capacities of the UNCT, de-facto it represented the continuation of the efforts of the project component 1 targeting the enhancement of the DRCM skills of the national key decision makers. This component aimed to strengthen the capacities of the National Partner in/and Elaboration of the Disaster Risk Reduction Strategy; Seminar for the Elaboration of the National Platform and the Study Tour to Sweden. Thus, the Disaster Risk Reduction Strategy was developed with the support of the international consultant provided by the project. The strategy represents a common product developed in a participative manner including respective national partners, such as: state institutions, local authorities, civil society and international organizations. The strategy is in line with the international DRR framework - Hyogo Framework for Action 2005 - 2015 and with the EC Communication⁸ on the “Community approach on the prevention of natural and man-made disasters”, which sets out an overall Disaster Prevention Framework and proposes measures to minimize the impacts of disasters.

The project also delivered a two days’ workshop for the representatives of the main stakeholders. This workshop was a part of the mission of BCPR and CARDI experts to Moldova. Participants got the knowledge about the identification of disaster risks, elaborated the common understanding of the DRR platform, and gained knowledge about functioning of the national platforms in other countries. The workshop was useful because it created a common vision and helped the participants to establish a National Platform in Moldova.

As for the study tour to Sweden, the representatives of the Civil Protection and State Service Hydrometo visited Swedish Civil Contingencies Agency in Stockholm and Karlstad, which is the national focal point for Sweden's commitment to Hyogo-Declaration and the Hyogo Framework for Action 2005-2015. It worth reminding, that the interviews showed that the Government of Moldova aims not only the establishment of its own National Platform but fulfillment of a longer term Strategy to help with the prioritization of disaster risk reduction in the country. Therefore, the Swedish experience, as mentioned one of the stakeholders was “very welcomed for us” and evaluation revealed that Swedish approaches provide unique experiences to learn from, as well as allow obtaining best practices to be applied in Moldova. Apart from it, the five representatives from Moldova, which visited the Swedish counterparts, got the knowledge and materials about functioning, structure and responsibilities of the Swedish Civil Contingencies Agency.

⁶The assessment included: 1) Assessment of implementation set-up under the regional Project, including management effectiveness; 2) Assessment of CRM interventions in Armenia, Moldova and Macedonia in terms of pilot projects concept and design, expected results and impacts, stakeholder engagement and ownership, sustainability; 3) Changes in awareness of CRM due to the Project activities and 4) Lessons learned on piloting CRM.

⁷<http://www.preventionweb.net/english/hyogo/framework/>

⁸<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2009:0082:FIN:EN:PDF>

As mentioned, the project encountered numerous difficulties and implementation related challenges: such as the turnover of the project managers, the tensions related to one of the international advisors, delays in implementation of some activities etc. As outlined the actual project manager *“I was hired during the last project year, and I was in a position to learn and to adjust “on spot” the project implementation”*. The consulted stakeholders, including the representative of the CPESS, have commended the project management style of the actual project manager, stating that she managed to resuscitate the project and to reload it, putting together all efforts and improving the relations with all key actors involved in the project implementation. Therefore, the project manager can also be seen as one of the key driving forces and success factors of the project.

In the evaluator`s opinion, other key driving forces of the project were: flexibility of the project (it adjusted the inefficient interventions, such as international expertise in the case of the project component 1, reallocated the resources from the 3rd to the 2nd project components etc); grounding/focused approach of the project (tangible support); inter-ministerial cooperation, which brought the complex approach of the DCRM issues; multilevel approach of the DCRM issues; combination of the available national and international expertise and results oriented project management applied by the last project manager.

The project also created a good synergy with other similar projects, for instance the World Bank project *“Disaster and Climate Risk Management”*, which includes three main components, dealing with: 1). Establishment of the Emergency Command Centre - ECC (international known as Crisis Management Centre) within CPESS; 2) Establishing a communication platform for the Ministry of Agriculture and Food Industry, in a form of an alert system (early warning) for agricultural workers, businesses, and communities in Moldova and 3) Technical support to Hydrometeo Service with the installment of radar system, as well as meteorological and hydrological stations around the country. The first component, which targets the establishment of the ECC, has a lot of similar activities with the UNDP DCRR Project, specifically with the 1st component (CSA and NDO). This was remarked by the representatives of the CPESS, which stated that the NDO fits well the idea of the Crisis Center establishment financed by WB. In such a way, it is obvious that the UNDP project complement very well the WB initiative and this is commended by the evaluator.

Another good example of the synergy is the cooperation with the *Eastern Partnership initiative for the Prevention, Preparedness & Response to natural and man-made Disasters* (PPRD East). The PPRD East Project reinforces the capacity of participating countries for disaster prevention, preparedness and response, and facilitates cooperation with the EU and among the countries themselves (Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine). National Counterpart for PPRD Project is also the Civil Protection Service and creation of Electronic Regional Atlas (by the PPRD) has a link with the creation of the NDO, and again they complement each other, therefore the UNDP project team has coordinated the activities of the creation of the National Disaster Observatory with the PPRD Project in order to use the existing means in the most efficient and effective way.

2. Stakeholders interest and satisfaction with project results

EQ: To what extent are the target group and beneficiaries were involved and demonstrated interest to the project activities/outcomes? To what extent have beneficiaries been satisfied with the preliminary results?

The evaluation revealed that the stakeholders demonstrate sufficient interest toward project and are involved in the project activities. The key stakeholders are cooperating closely with each other and some of them which were consulted during the evaluation appreciated that the project is very important, welcomed, and deals with real problems affecting the entire national and local communities.

As for their satisfaction, the project sites visits and the meetings with the local stakeholders, including interviewed beneficiaries, highlighted that they are very thankful and satisfied with project support and expressed interest toward the project activities. In this context the words of one of the local mayors are very eloquent “*I am happy, because this project did not give us the fish, it gave us the rod and we can fish by ourselves*”.

C. EFFICIENCY

1. Cost Effectiveness of the Project

EQ: Is the project cost-effective, i.e. could the expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?

The cost effectiveness was examined in terms of the overall project costs and the major project activities. The evaluation findings show that the resources invested in the project (human resources, micro projects, study tours, seminars etc) mostly adequately and sufficient in terms of reaching the planned results of the project, except those related to the international expertise (project component 3), which were considered as very expensive and inefficient, and therefore the project was adjusted and the savings reallocated for other project interventions. At the initial stage of the project implementation, the project has spent much more input/resources than the outputs generated, mainly due to the project management impediments (delays, staff turnover, relationship tensions etc), however later on, especially at the last year, the project managed to recover the wasted time and opportunities and turned to be very efficient producing the targeted outputs/deliverables with less resources than it was planned, even if it was non cost extended for 6 months.

The external evaluation revealed that the project procurements are respecting the UN procedures and the costs are mostly accordingly to the general budget. The evaluation did not find any alternative services and resources available locally, which could be provided at fewer expenses and which would be more economical for the project. The resources are used economically and project follows the established project management procedures.

A major part of the budget is appropriately focused on project outputs, and a much smaller percentage on operations and administration. Analysing the budget breakdown of the project costs in relation to the number of activities carried out within each of the three project components, one can conclude that the distribution of costs is more or less appropriate.

Given this, the project has performed well in achieving results in a cost effective manner, and used appropriate delivery mechanisms.

2. Efficient use of resources

EQ: What measures have been taken during planning and implementation to ensure that resources are efficiently used?

A fundamental principle noted in the project's efficiency was to work through and use existing national and local public/community institutions and resources. This is an integral part of the partnership arrangement with the key stakeholders, for instance with the local public authorities in the cases of the micro projects. The project outputs to-date, in most of the cases, have been provided accordingly with the adjusted work plan and point to an efficient use of project resources, in particular given the relatively small size of the project team and the scale of work that has been developed with the contribution (both in kind and financial) of the numerous local actors involved in the project implementation.

It is worth noting that the project scored well on mobilization of local resources (project component 2) and, therefore, it represents a good example of how one can achieve a lot, if one tries to be creative and think hard about an effective involvement, partnership building, and even buy in and ownership.

Given this, it is not clear how the outputs/results could have been achieved at lower cost through applying a different approach. Therefore, the evaluation can not recommend any feasible options for similar initiatives for costs reduction and costs saving alternatives for reaching the project results with less input.

D. SUSTAINABILITY

1. Sustainability prospects of benefits from the project

EQ: What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time?

Findings from the field mission suggest that the project team took measures to instil confidence that efforts made and the achievements obtained so far by the project prove sustainable.

The preliminary project's results are particularly important because a multi-stakeholder approach was applied and productive local and national partnerships were established⁹.

Project partners and beneficiaries acquired knowledge and developed necessary skills and, as mentioned one of the stakeholders: *"Usually, it is for a long period of time"*. The project managed to mainstream the disaster and climate risk reduction measures into the local development planning and even, to secure some budgetary commitments. Moreover, the active engagement of the local communities, particularly local public authorities (LPA) represents a solid sustainability prerequisite. For instance, in one of the visited project sites (Tiganca, Cantemir district), the bulldoexcavator, purchased in 2011, was used not only for cleaning the drainage channels along the streets in the village, but also for the road snow removal on winter time. It is on the balance of the local enterprise¹⁰ founded by the LPA and it also provides paid services for the households and other neighbouring communities¹¹. As mentioned the director of the enterprise, *"We provide paid services for our clients from other villages and we gain resources for its maintenance and not only"*. The information was confirmed by the driver, who stated that the machine is popular among the clients and he added *"I am almost always busy"*.

The elaboration of the Urban Development Plan represents nothing but a road map for the local decision makers from the Gotesti village, which, as mentioned the local mayor, *"will regulate the local community development and should facilitate the investments attractions into it"*. The public official added *"...many of my colleagues, still do not understand or underestimate the importance of such a document. Some of them will understand later, but I am sure that it is a smart investment, which will be returned sooner or later and, what I like is that -this is pretty much depending on us!"*.

As for the green houses supported by the project in two localities¹², in one of them the greenhouses already become the property of the municipal enterprise, while in the second one it is in the process, as well¹³. This will consolidate their sustainability, because they will produce and sell the vegetables and in the cases of the necessity it can be, partially supported by the founder (LPA) after the end of the project. However, the evaluation revealed that the owners of the greenhouses in both villages are pretty much production oriented, instead of being sales oriented. Therefore, they know very well the production process, but they still have vague idea about the sales strategy (to whom they will sell, pricing, promotion, delivery etc).

The long term partnerships with key national stakeholders set was improved by the project and this fact also should be seen as prerequisite for solid sustainability prospects. This achievement is

⁹ See the "Effectiveness" part of the project evaluation report

¹⁰ Municipal Enterprise

¹¹ The mayor of Tiganca village stated that in the radius of 30 km, there is no such a machine. The information was confirmed by the mayor of the Gotesti village (about 15 km from the Tiganca village).

¹² Boghenii Noi and Negurenii Vechi, Ungheni district.

¹³ In the Negurenii Vechi, the LPA is in the process of registration of the enterprise which will manage the greenhouses.

commended by the evaluator. However, the consultations with the stakeholders proved that the cooperation between the national decision makers is still deficient and, in many cases, the national level actors are reactive instead of being proactive. As mentioned one of the key stakeholders (project experts): *“The CPESS is equipped as in move, but the professional development of its human resources is still low. Their human resources need to be capacitated in terms of knowledge and skills related to DCRM”.*

IV. CONCLUSIONS& LESSONS LEARNED

EQ: Are there any lessons learned that can be taken into consideration in future programming by UNDP Moldova?

At the outset of this final report section, it is important to emphasize that the project represents a complex and multi-stakeholder approach, which proved flexible reacting to the internal and external environment and adjusting the project in order to increase its effectiveness and efficiency. It managed not only to involve key national and local actors and build productive partnerships with them, but also to put together available national and international expertise which represents an added value of the project.

It is worth mentioning, that the project is scoring relatively well at all components, and the key stakeholders view the project as important and needs based and project team's efforts in partnership building with diverse local and national key actors is strongly commended by all stakeholders involved in this project.

The project created a satisfactory level of visibility through providing public campaigns, spreading information events such as seminars, meeting with the officials, study tours etc. A big part of success is due to the dedication of the project management and local experts and the strong and efficient technical and managerial support provided by the project portfolio manager. At the level of expected project achievements, the external evaluations concluded that the project delivered the key deliverables in a participative manner and the national and local actors, improved substantially their knowledge and developed practical skills in managing disaster and climate risks, the local initiatives supported by the project proved a satisfactory level of the sustainability being anchored in the local development plans.

The project design reveals that adopting a complex and multi stakeholder and multi level approach, rather than addressing just a policy making intervention, is most relevant in addressing the concrete disaster and climate risks management needs.

However, a significant lesson that should be learned here is that it is important for a complex project to be flexible and find a balance, i.e. of one hand- to stay focused/results based, of other hand - to adjust its interventions to the changing external environment in order to avoid shortcomings and deadlocks.

Another important lesson is the fact that the follow up initiatives have to continue consolidation of the partnerships between the UNDP and CPESS and to make common decisions on the key issues of the project, for instance both national and international consultants should be recruited jointly by the UNDP and CPESS.

Another lesson that should be learned is that project objective 3, even if it was perceived by some stakeholders as controversial, has an important role in raising sensitiveness toward the DCRM issues and capacity building in terms of knowledge, skills, tools, empowerment events, such as study tours etc.

In conclusion, the project proved to be successful in supporting and delivering an impressive number of activities and interventions targeting DCRM, cooperating with the similar initiatives, involving available expertise and resources, providing multidimensional support to the target

group and building productive and sustainable partnerships with all local and national stakeholders.

V. RECOMMENDATIONS

The following part of the report presents the key recommendations based on the findings and conclusions of the evaluation and are set forth for UNDP Moldova team and stakeholders to address in a follow up project, if this is considered most feasible.

Evaluator's recommendations refer both to operational and strategic issues of the project.

5.1 General framework of the recommendations

The diagram below presents the general framework of the external evaluation recommendations.

REC	Recommendations
	A. Operational and strategic recommendations
<i>Rec. 1</i>	<i>Target and monitor the DCRM Strategy implementation</i>
<i>Rec. 2</i>	<i>Develop the interventions capacities of the key actors on DCRM</i>
<i>Rec. 3</i>	<i>Support the elaboration of the institutional development plan of the CPESS</i>
<i>Rec. 4</i>	<i>Keep donors coordinating meetings with active involvement of the CPESS</i>
<i>Rec. 5</i>	<i>Provide expertise in mainstreaming the DCRM software in the activity of the DCRM mechanism</i>
<i>Rec. 6</i>	<i>Involve more actively civil society in DRR awareness raising</i>
<i>Rec. 7</i>	<i>Provide additional support for some localities which benefited of micro projects during the first phase of the project but are still vulnerable to disasters</i>
<i>Rec. 8</i>	<i>Enhance the cooperation and communication between all project components</i>

5.2 Detailed recommendations

Below all recommendations are explained, which, as to the evaluator, could contribute to more efficient management and development of the new initiatives of the UNDP Moldova, as well as to its enhanced effectiveness and impact. The order in which the recommendations are listed does not reflect their importance, but is rather a certain logical framework for their presentation and assimilation.

<i>Rec. 1</i>	<i>Target and monitor the DCRM Strategy implementation</i>
<p>This represents a follow up initiative of the achievement of the project under the component 3. It is recommendable to enhance the planning, coordination, and monitoring capacities of the key national stakeholders to execute the National Disaster Risk Management Strategy. It is obvious that national actors need capacity building support (knowledge, skills, infrastructure, procedures, regulations etc) in order to implement the strategy.</p>	
<i>Rec. 2</i>	<i>Develop the interventions capacities of the key actors on DCRM</i>

It is a vital issue, because not always is possible to prevent disasters and climate hazards, therefore the key actors should be not only equipped properly, but they have to possess needed theoretical knowledge. Above mentioned, IDP could identify the feasible intervention areas related to this recommendation. The key actors should be demand driven and it is important to underline that this recommendation is relevant not only for CPESS but also to National Commission for Emergency Situations which should assume the overall responsibility as DRM Coordination Body.

Rec. 3 *Support the elaboration of the institutional development plan of the CPESS*

As mentioned, the CPESS does not have yet an institutional development (IDP), which would assess the capacity development needs, set up institutional development priorities, draw an institutional development budget etc. The capacity building process implies an organizational/institutional development plan, therefore it is important to assess the capacity development needs of the CPESS and to set up a IDP. It could be done in a participative manner involving an international consultant and (traditionally for UN/DP interventions) national consultant.

Rec. 4 *Keep donors coordinating meetings with active involvement of the CPESS*

This recommendation aims making things clear. The words of the representative of the CPESS are very illustrative in this context: “We are happy that such important organizations want to help us, but sometimes we are a bit confused trying to understand each other and to synchronize their and our efforts”. In the evaluator opinion, the national decision makers should take leadership in coordinating international assistance, but due to the limited capacities, it did not happened yet. Therefore, the implementation of this recommendation could be helpful in reaching a higher level of synergy between these initiatives and avoiding duplication or so called “grey zones¹⁴”. Thus, the establishing of the NDO remains a challenge even if, during project implementation period the number of coordination meetings took place with the representatives of the different departments from Civil Protection. Nevertheless, there are already positive aspects of such coordination, for instance the joint efforts of the UNDP and WB gave the possibility to identify feasible options and needs for the NDO functioning. However, the consultation with other stakeholders, including the Civil Protection, still requires many efforts. Therefore, there is a permanent need to improve coordination of relevant experts within CPESS dealing with 3 projects of UNDP, WB and EU. Increased role of CPESS leadership is required for providing coordination, oversight and inputs for all three projects to strengthen synergies and impact and to avoid overlap. It is very important to identify the institutional setting in the DRR and have the common understanding with the main stakeholders.

Rec. 5 *Provide expertise in mainstreaming the DCRM software in the activity of the DCRM mechanism*

The evaluation proved that the key public actors are aware of the role and importance of the software in the increasing the efficiency of their strategic and day- to- day activities. However, the evaluation revealed that the CPESS do not have yet the needed capacities of anchoring the software adequately. Therefore, it is important to increase further their informational management systems and to provide ongoing IT support for them. The need for IT support was confirmed both by CPESS and by project experts. The particular activities could be set jointly by the project experts and the beneficiary. The implementation of this recommendation will foster the achievements of the project related to increasing the efficiency of the informational

¹⁴ The expression “grey zones” is used for the situation when there is not clear who is dealing with a problem / challenge/situation. It is opposite to the duplication.

management and will accelerate the implementation of the modern informational systems within the national DCRM mechanism.

Rec. 6 *Involve more actively civil society in DRR awareness raising*

This recommendation targets not only capacity building of the decision makers, but also civic education of the civil society and this represents an efficient tool of raising their responsibility, as such. In order to raise awareness concerning DRR, it is recommendable to involve existing education/training system of the national stakeholders and to mainstream the DRR in the school curricula. The collaboration between the project and CPESS and the Ministry of Education is vital. The UNICEF, WHO are important actors interested in promoting disaster-resilient education and safe schools and disaster resilient health facilities and therefore should be actively involved. The SIEDO (Independent Society for Education & Human Rights) and Amnesty International Moldova are two NGOs that could be extremely helpful in implementation of this recommendation, because both of them have extensive experience in developing curricula, manuals for children and guides for teachers on civic education and human rights education (HRE). Both organizations have excellent relations with the Ministry of Education and large national networks of teachers, which have piloted different civic education and HRE related issues.

Another important key player that should be involve mass media. Building the communication capacity of mass media on disaster management should become a priority. In this context it is important to mention that both national and local media outlets should be involved. The Soros Foundation Moldova (SFM) (Mass Media development Program) could be a valuable implementing partner, because SFM during many years, regularly provided capacity building to a network of local media outlets (Radio and TV). The national media associations¹⁵ can also be actively involved, because they have good experience in implementing different mass media development programs.

Rec. 7 *Provide additional support for some localities which benefited of micro projects during the I phase of the project but are still vulnerable to disasters*

As mentioned, the project has helped selected localities by providing various types of DCRM support. However, the project sites visits showed that the local actors still need some capacity building support in order to consolidate fragile achievements of the project and to decrease their vulnerability toward climate and disaster risks.

Thus, in Tiganca, Cantemir consolidation of embankment represents an important input in managing the disasters, particularly preventing floods. However, it is far not enough, because statistics shows that such disasters happens almost every third year and the local community and the regional services of the SPESS are not equipped. As mentioned several community members, there is no any pump. Therefore, it is highly recommended in the II Phase of the project to provide a pump for several neighboring localities, which can be used for dissection in the cases of floods, and for irrigation in cases of droughts (which is a very big problem in the agriculture). In such a way, the localities will be equipped in fighting two climate risks: floods and droughts and this represent a solid sustainability prospect.

In the case of using pump for irrigation, a mobile irrigation system would be advisable, because the LPA could provide paid services irrigating the land of private owners, as well.

Rec. 8 *Enhance the cooperation and communication between all project components*

¹⁵ The Association of Independent Press (API), The Association of Electronic Press (APEL), The Center for Independent Journalism

The evaluation revealed that the experts and actors from one component have very vague idea about other project components, therefore they miss the whole puzzle/picture and, therefore they have limited vision on the project and do not see their interconnection and logic of project intervention. It is a project management issue and it is understandable, taking into consideration the staff turnover, but nevertheless, it is recommendable to increase the internal communication between the project components and to set up an orientation meeting at the beginning of the project. An internal mail list and periodical meetings could represent a solution, too.

VI. ANNEXES

Annex 1

QUESTIONNAIRES FOR STAKEHOLDERS

1. Questions for beneficiaries

1. What led you to participate in the project?
2. To what extent did you participate in the project design before project started?
3. Who consulted you about this? What ideas did you provide?
4. What kind of support did you get/provide?
5. How long do you receive/provide the support?
6. Did your needs improve, decrease or remain the same since you joined the project?
7. What difference this support has made in your community?
8. How would you describe the impact of support provided to you by the project, there is something to be added, reduced or removed?
9. Do you think they have a good understanding of your problems? How do you interact with them?
10. To what extent are you satisfied with the project interventions/support?
11. Are activities being implemented in a timely manner by project team?
12. What the challenges you still face now?
13. What do you recommend for the project to make it stronger?

2. Questions for project team

Relevance

1. How do you assess the relevance of the project design and strategy in responding to needs of beneficiaries?
2. To what extent is the project focused on target group?
3. To what extent Project design address locally defined needs and priorities?
4. Whether the project needs to change or expand its target group?
5. To what extent are project activities relevant and realistic in being implemented and why?

Effectiveness

1. What would you say are the project's major achievements?
2. To what extent have project outputs been achieved to date and why?
3. What were major obstacles in achieving the outcomes and how has the project addressed these?
4. To what extent have capacities of project partners and key local stakeholders been strengthened? What other capacity development activities should take place in the upcoming period?
5. What is your assessment of the quality of partnerships that have been created to support the disasters risks management? To what extent is the project team facilitating this?
6. What are the project's unexpected results and key driving forces?
7. Which factors contributed to them?
8. What are the lessons learned that have emerged thus far in the project?

Efficiency

1. How do you assess the efficiency of project implementation?
2. Is the relation between input of resources and results achieved appropriate and justifiable (cost-benefit ratio)?
3. Have resources been used most economically?
4. Are there any alternatives for reaching the same result with less input?
5. Are there feasible options for cost reduction and cost saving while realizing the same level of results and quality?
6. Could the outcomes and results have been achieved at lower cost through applying a different approach?

7. How appropriate is the project budget to achieve project objectives?
8. In what way are implementing partners/beneficiaries contributing to the overall costs of the project, and is there any practice of cost sharing and partnership arrangements? Please provide examples.
9. Have administrative delays or problems (e.g. human resources, financial transfers, timely provision of information, procurement, etc.) impacted on project implementation and results? What are the reasons for this?

Annex 2

List of Documents Reviewed

1. Terms of Reference For evaluation of the “*Moldova Disaster and Climate Risk Reduction*” Project of UNDP Moldova.
2. Project proposal “*Moldova Disaster and Climate Risk Reduction*” Project
3. Country Situation Analysis for Risk Assessment in Republic of Moldova Report
4. First Quarter Progress Report1 January - 31 March 2013
5. Annual Progress Report1 January - 31 December 2012
6. First Quarter Progress Report1 January - 31 March 2012
7. Second Intermediate report15 November 2010 - 30 May 2011
8. Third Intermediate report (3rd Quarterly report)1 June - 30 September 2011
9. Fourth Intermediate report (4th Quarterly report)1 October - 31 December 2011
10. Project work plan 2010-2013
11. Project Board responsibilities (extracted from Programme and Operations Policies and Procedures of UNDP)
12. The Matrix of project activities per each project component
13. Study tours reports (Tajikistan, Armenia, Sweden)
14. Minutes of the Project Board Meetings Local Level Risk Assessment Reports
15. Detailed work plan for NDO
16. Technical evaluation reports
17. Field monitoring visits reports
18. Contributions of the mayoralties to the small project initiated by UNDP DCRR Project
19. Stock-taking of implementation of climate risk management initiatives under UNDP Regional Project “Capacity building for Climate Risk Management in Eastern Europe and CIS” Report, prepared by Gretel Gambarelli
20. Terms of Reference for Stock-taking of implementation of climate risk management initiatives under UNDP Regional Project “Capacity building for Climate Risk Management in Eastern Europe and CIS”
21. National Disaster Risk Management Strategy of the RM 2014-2020
22. Project Document “Moldova Disaster and Climate Risk Reduction Project ”Phase II

Annex 3

The List of consulted stakeholders

Name	Organization/Position	Role/function in the project
Nadja Vettters	UNDP Moldova, Assistant resident Representative, Programme Specialist	Portfolio manager
Ecaterina Melnicenco	UNDP Moldova, Disaster and Climate Risk Reduction Project	Project manager

Daniela Petrusevschi	Freelance consultant	Senior Consultant for the Elaboration of Country Situation Analysis
Svetlana Drobot	Head of International Cooperation Division, Contact person in Civil Protection and Emergency Situations Service	Main contact person in CPESS; Local Expert for Establishment of National Disaster Observatory (NDO) in Moldova;
Vitalie Dilan	Senior Lecturer, the Head of GIS Laboratory, Tiraspol State University	Local GIS expert for establishing of the National Disaster Observatory
Liviu Andriuta	Consultant, Business Consulting Institute	National Consultant (Engineer)
Alexandru Cogalniceanu	Certified Engineer	National Consultant (Engineer)
Rodica Cojocar	Researcher, Institute of Ecology and Geology, Academy of Sciences, Moldova	Climate Change Expert, (worked in Gotesti, Horodiste, Otac, Pociumbauti)
Andrei Palamarciuc	Lead Specialist	Member of Risk Assessment working group; Implementing the technical design in a number of communities
Pavel Gavrilita	Freelance consultant	First project manager; National Consultant for the elaboration of the National Disaster Risk Reduction Strategy
Chicicov Panainte	Primaria Gotesti, Cantemir district	Primar from the community where the pilot activities were implemented
Stefan Ecaterina	Primaria Gotesti, Cantemir district	Specialist from the community where the pilot activities were implemented
Gandrabura Petru	Primaria Tiganca, Cantemir district	Primar from the community where the pilot activities were implemented
Elena Chedrig	Association Apa Buna Tiganca Cantemir	Accountant, Association Apa Buna
Gritco Nicolai	Primaria Tiganca, Cantemir district	Specialist
Peicova Galina	Primaria Tiganca, Cantemir district	Chief Accountant
Leonid Chedrig	Primaria Tiganca, Cantemir district	Excavator driver
Gandrabur Serghei	Association Apa Buna , Tiganca Cantemir	Local Stakeholder
Filipovici Gheroghe	Primaria Boghenii Noi, Ungheni Distirct	Primar from the community where the pilot activities were implemented
Irina Olaru	Primaria Boghenii Noi, Ungheni Distirct	Specialist from the community where the pilot activities were implemented
Ion Rabacu	Primaria Neghrenii Vechi, Ungheni Distirct	Primar from the community where the pilot activities were implemented