

TERMS OF REFERENCE

Team of International and National Consultants to conduct Outcome Mid-term Evaluation of Inclusive Growth Pillar

Job title:	Team of 1 International and 1 National Consultants to undertake the Independent Outcome Mid-term Evaluation of Inclusive Growth Pillar
Contract type:	Individual Contract (IC)
Contract duration:	September - December 2020
Expected Workload:	International Consultant – 15 days of consultancy National Consultant – 18 days of consultancy

A. BACKGROUND

United Nations Development Programme (UNDP) conducts outcome evaluations to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level as articulated in the Country Programme Document (CPD) and in the United Nations Development Strategic Framework (UNSF). These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy and aim to undertake the following:

- Provide evidence to support accountability of programmes and for UNDP to use in its accountability requirements to its investors
- Provide evidence of the UNDP contribution to outcomes
- Guide performance improvement within the current global, regional and country programmes by identifying current areas of strengths, weaknesses and gaps, especially in regard to:
 - The appropriateness of the UNDP partnership strategy
 - Impediments to the outcome being achieved
 - Mid-course adjustments (for Outcome MTRs)
 - Lessons learned for the next programming cycle
- Provide evidence and inform higher-level evaluations, such as ICPE, UNDAF evaluations and evaluations of regional and global programmes, and subsequent planning based on the evaluations.

In line with the Evaluation Plan of UNDP Moldova Country Office (hereinafter UNDP CO), a mid-term outcome evaluation will be conducted to assess the impact of UNDP's development assistance in the Practice Area of Inclusive Growth (hereinafter IG). The proposed evaluation will evaluate the IG Pillar against the relevant Sustainable Development Goals (SDGs), the Country Programme Document (CPD) for Moldova covering the period 2018-2022 and the country programme outcomes and outputs as stated in the CPD.

UNDP in Moldova is guided by its Country Programme Document, and the UN-Moldova Development Assistance for 2018-2022, which is in line with the priorities of the Government of Moldova. UNDP in Moldova is fully aligned with national priorities and the country's commitment to pursue the European vector and achieve the Sustainable Development Goals. The overarching goal of the UNDP Country Programme Document (CPD) for 2018-2022 derives from the vision of the **Partnership Framework for Sustainable Development 2018–2022 (UNDAF)**, signed between the UN and Government of Moldova, of a country free from poverty and corruption, with reduced inequalities and strengthened social cohesion and inclusion, where human rights, gender equality, the rule of law, environmental sustainability and the well-being of the population, across the conflict divide, are nurtured and respected. UNDP pursues three of the four UNDAF

outcomes: (a) governance, human rights and gender equality; (b) sustainable, inclusive and equitable economic growth; and (c) environmental sustainability and resilience. Therefore, UNDP CPD has three major focus areas: (1) Inclusive growth; (2) Effective governance; (3) Climate change, environment and energy; and three cross-cutting areas: Gender equality; Crisis response; Development impact.

The new National Development Strategy 2030 is fully aligned with the Sustainable Development Goals. The UN Country Team supported the Republic of Moldova in adapting the Agenda 2030 to the context of the country, nationalizing 333 indicators (following revision) which implies establishment of a system of reporting and assessing the progress in achieving each relevant goal for the Moldova. While approaching and responding to the structural challenges, Inclusive Growth Pillar bridges linkages with the **Sustainable Development Goals** mainly on SGG 1, 4, 5, 8, 9, 10, 11 and 16.

Current context. COVID-19 crisis

On 11 March 2020, the World Health Organization (WHO) declared COVID-19 global pandemic as the new coronavirus rapidly spread to all regions of the world. On March 7, 2020 the Government of Moldova reported its first confirmed case of COVID-19 and in 10 days later the first death case was reported. The number of COVID-19 confirmed cases are growing rapidly as per the [Real time monitoring dashboard](#), with the local transmission cases exceeding the number of imported ones. Such a rapid pace puts a huge pressure on the health system and risks being overwhelming for the current capacity. The strain on the health system also depends on the share of people aged over 60 in total population, as the infection with COVID-19 is more severe for people in this age group. The Republic of Moldova has an increasingly aging population, but the COVID-19 infection rate on the population over 60 years old is of 26.6% out of the total infection cases. While the response of the Government of Moldova is mostly tactical and dependent on the daily evolution of the situation, there is no specific response or recovery strategy in place. There is nevertheless a continuous dialogue with relevant stakeholders on the consequences and impact of the crisis and it is expected that the Government of Moldova will design and put in practice a recovery strategy with relevant measures.

UNDP Moldova has been on the front lines of supporting the country to urgently respond to COVID-19. In terms of immediate crisis response measures, UNDP Moldova - and as part of the overall UN support - is currently procuring critical medical supplies to Moldovan hospitals by targeting the whole territory, including both banks of the Nistru river, within our ongoing partnerships. On the socio-economic recovery, UNDP is working closely with the UN Country Team, development partners and public authorities to assess the social and economic impact of the COVID-19 crisis and develop a multi-sectoral inclusive response to the pandemic to protect its people and economy leaving no one behind – and with our motto of ‘building forward better’.

UNDP's work in Inclusive Growth area

UNDP assistance under the IG Pillar is focused on sustainable, inclusive and green jobs creation; integrity-based business development; transparent, accountable, efficient and inclusive service provision; and equal and equitable access to economic opportunities.

On the supply side, UNDP will support groups with limited access to the labour market, including but not limited to youth, women, persons with disabilities and ethnic minorities, by helping them to benefit from vocational education and training, better access to financing and improved links between social protection schemes, employment measures and public services. Moving towards transformative gender results, UNDP will work to strengthen policies that address barriers for inclusion of women in the labour market by tackling social stereotypes, ensuring access to affordable services, addressing the issue of unpaid care work, and promoting women's access to entrepreneurship support schemes.

Aiming to enhance accessibility of local public services in targeted geographic regions, UNDP will strengthen local government capacities to engage targeted groups and community members in the planning, delivery and monitoring of services. Community empowerment, focusing on women and marginalized groups, will be prioritized. UNDP will build on its comparative advantage, expanding multisectoral, conflict-sensitive and risk-informed development interventions in regions with special status (including in Gagauzia and Transnistria region).

In this regard, projects of the IG Pillar have been cooperating with the following key partners in achieving development results: Government and local authorities, United Nations agencies, the private sector, academia and civil society, including diaspora.

The subject of this outcome evaluation will be the programs and projects implemented within the framework of Inclusive Growth Pillar, through the approaches mentioned previously, which can be summarized as below:

Projects and initiatives to be included in the Evaluation	Budget of the Relevant Project	Implementation Period	Partners / Donors	Relevant Country Programme Outcome
Advanced cross-river capacities for trade	2019-2022	2,100,979 USD	SIDA	Outcome 2
Joint Action to Strengthen Human Rights in the Transnistrian Region of the Republic of Moldova (Phase 3)	2019-2022	626,579 USD	SIDA	Outcome 1 Outcome 2
EU4Moldova: Focal Regions	2019-2024	22,911,111 USD	EU	Outcome 2
Support to Confidence Building Measures Programme (V)	2019-2021	10,694,000 USD	EU	Outcome 2
Migration and Local Development (phase 2)	2019-2022	6,400,000 USD	SDC	Outcome 1, Outcome 2
Addressing violence against women in the Republic of Moldova: exploring and learning from local solutions	2018-2021	615,000 USD	Republic of Korea, ATU Gagauzia	Outcome 4

To respond to the COVID-19 crisis, some of the activities of the programmes and projects under the IG cluster have been re-programmed in coordination with the donors and beneficiary institutions, however not impacting their overall expected results so far.

As stated in the CPD, evaluations will cover outcomes rather than individual projects to further strengthen the application of integrated, issues-based approach.

B. EVALUATION PURPOSE

The purpose of this outcome-level mid-term evaluation is to find out how UNDP in Moldova has gone about supporting processes and building capacities that have, indeed, helped make a difference, and whether and to what extent the planned outcome 2 of CPD (aligned to the UNDAF) has been or is being achieved as a result of UNDP’s work in the area of Inclusive Growth covering the period 2018-2020. The evaluation should serve as a means of quality assurance for UNDP interventions at the country level and contribute to learning at corporate, regional and country levels.

This mid-term evaluation will help the country office to understand whether the intended outcome is still relevant or need an update (to be incorporated in the next programme period), as well as the actual development change created by UNDP’s development assistance throughout the programme period for the selected outcome. UNDP will use this information for designing its activities as well as communicating to its present and future partners including government agencies and donors.

The UNDP CO accordingly will make use of the exercise as a learning opportunity for the office and key partners and stakeholders, as inclusively and practically possible. In particular, the findings and recommendations generated by the evaluation should identify which UNDP approaches have worked well and which have faced challenges, and to use lessons learned to improve future initiatives and generate knowledge for wider use.

Considering the implications of the COVID-19 crisis, the evaluation will provide recommendations for strengthening the Inclusive growth-related portfolio of projects through the recovery lenses, which will be used by UNDP CO to better respond to the crisis.

UNDP will incorporate the findings of the evaluation while preparing the new Country Programme Document. This evaluation is also expected to bring recommendations regarding partnership strategies and to help better understanding of the impact that the portfolio creates.

A particular attention will be paid to those initiatives, implemented in conflict-prone contexts.

C. SCOPE OF WORK AND OBJECTIVES OF THE EVALUATION

UNDP intends to undertake an independent evaluation to assess Inclusive Growth Pillar covering the period 2018-2020. The evaluation must provide evidence-based information that is credible, reliable and useful. The Evaluation team is expected to follow a participatory and consultative approach ensuring close engagement with relevant national counterparts including ministries, local authorities, civil society and related agencies. The evaluation needs to assess to what extent UNDP managed to mainstream gender and to strengthen the application of rights-based approaches in its interventions. In order to make excluded or disadvantaged groups visible, to the extent possible, data should be disaggregated by gender, age, disability, ethnicity, vulnerability and other relevant differences where possible. The evaluation should result in concrete and actionable recommendations for the proposed future programming.

Therefore, the outcome evaluation seeks to:

- Review the programmes and projects of UNDP contributing to the Inclusive Growth Cluster with a view to understand their relevance and contribution to national priorities for stock taking and lesson learning, and recommending mid-course corrections that may be required for enhancing effectiveness of UNDP's development assistance;
- Review the status of the outcome and the key factors that have affected (both positively and negatively, contributing and constraining) the outcome;
- Assess the extent to which UNDP outputs and implementation arrangements have been effective for building capacities of key institutions (the nature and extent of the contribution of key partners and the role and effectiveness of partnership strategies in the outcome);
- Review and assess the Programme's partnership with the government bodies, civil society and private sector and international organizations and how these have contributed to the achievement of the outcome
- Assess the extent to which UNDP outputs and implementation arrangements have been effective for strengthened linkages between the outcomes (the nature and extent of the contribution of key partners and the role and effectiveness of partnership strategies in the outcome) and across the outcomes of the CPD
- Provide recommendations for future country programme in the outcomes of the Inclusive Growth Cluster and particularly for better linkages between them. A specific focus shall be on conflict-sensitive activities
- Based on the social and economic impact evaluation of the COVID-19 crisis, propose Inclusive Growth-related recovery actions which can increase the impact for development results.

As indicated above, Inclusive Growth Pillars contributes to the achievement of Outcome 2 of CPD and UNDAF: The people of Moldova, especially most vulnerable, have access to enhanced livelihood opportunities, decent work and productive employment, generated by sustainable, inclusive and equitable economic growth. UNDP reports against the following outcome indicators:

- Employment rate, by sex, age, urban/rural
- Global competitiveness index
- Proportion of young people, aged 15-29, not in employment, education or training (NEETs)

- Small Area Deprivation Index (SADI) as average of SADI ranks for communities from the 1st quintile, by regions and SADI components (economic, environment, infrastructure)

The following outputs with their respective indicator falling under this outcome, as stated in UNDP Moldova CPD 2018-2020, are to be part of this evaluation:

OUTPUT 2.1. Public institutions and private entities have improved capacities to design and implement innovative policies for inclusive, resilient economic growth

- Indicator 2.1.1: Extent to which policies, systems and/or institutional measures are in place at the national and subnational levels to generate and strengthen employment and livelihoods²
- Indicator 2.1.2: Number of companies that benefit from improved business advisory support and share of those led by women, youth, minority groups
- Indicator 2.1.3: Number of new partnerships²⁴ between businesses which generate new jobs and improve livelihoods, including Autonomous Territorial Unit (ATU) of Gagauzia and across the conflict divide

OUTPUT 2.2. Women, youth and people from regions with special status benefit from better skills, access to resources and sustainable jobs and livelihoods

- Indicator 2.2.1.: Number of additional people benefiting from strengthened livelihoods,²⁵ including share of women, youth, minorities
- Indicator 2.2.2: Number of new jobs created with UNDP support, including share of women, youth, minorities

OUTPUT 2.3. Improved local public services and upgraded infrastructure to enhance accessibility to and boost resilient local economic development, including in regions with special status and across the conflict divide

- Indicator 2.3.1: Number of people benefiting from improved local public services and upgraded resilient infrastructure, including share of women, youth, disability and location in special status regions
- Indicator 2.3.2: Level of capacity of local governments and other service providers for planning, budgeting and monitoring basic services delivery
- Indicator 2.3.3: Number of new jobs²⁸ by sex, created by local companies because of improved local public services and upgraded resilient infrastructure

D. METHODOLOGY AND APPROACH

The Evaluation of project will be conducted by one International Consultant and one National Consultant, working together as a team. The International Consultant will take the leadership and assume overall responsibility for the quality and timeliness in the performance of this assignment.

The evaluation will use the OECD/DAC evaluation criteria of: *relevance, effectiveness, efficiency, sustainability, and impact* as defined and explained in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.³ The final report should comply with the UNEG Quality Checklist for Evaluation Reports¹.

Evaluation criteria and key guiding questions

To define the information that the evaluation intends to generate, the potential evaluation questions have been developed (the questions are provided below under a relevant evaluation criterion). The questions may be amended at a later stage and upon consultation with the relevant stakeholders.

4.1. Relevance

The evaluator will assess the degree to which UNDP considers the local context and problems. The evaluator will assess the extent to which the UNDP's objectives are consistent with national and local policies and the

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), p. 168.; [UNEG Quality Checklist for Evaluation Reports](#)

needs of intended beneficiaries (including connections to SDGs, government strategies and activities of other organizations). Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- To what extent is UNDP support relevant to the country's current economic diversification objectives, Sustainable Development Goals, and Graduation process, as well as its sectoral programs of relevant line ministries?
- How did the IG portfolio promote the principles of gender equality, human rights- based approach, and conflict sensitivity?
- To what extent is program and project design relevant in addressing the identified priority needs in CPD 2018 – 2022?
- To what extent UNDP's outcome-level results are relevant to and consistent with the national agenda, including national priorities and obligations in line with international conventions?
- Which programme areas considering also the impact of the COVID-19 crisis, are the most relevant and strategic for UNDP going forward? What adjustments are needed for the Inclusive growth area to stay relevant?

4.2. Effectiveness

The evaluator will assess the extent to which UNDP contributed to the achievement of Outcome 2 as described above. In evaluating effectiveness, it is useful to consider: 1) if the planning activities are coherent with the overall objectives and project purpose; 2) the analysis of principal factors influencing the achievement or non-achievement of the objectives. Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- What has been the progress towards the achievement of the targets in the Outcome 2?
- To what extent has progress been made towards outcome achievement? What has been UNDP's contribution to change?
- What have been the key results and changes? How has delivery of outputs led to outcome level progress? Are there any unexpected outcomes being achieved beyond the planned outcome?
- To what extent has UNDP succeeded in national partners' capacity development, advocacy on inclusive growth and sustainable development goals?
- To what extent has UNDP succeeded in building partnership with civil society and local communities to promote inclusive growth
- To what extent has the results at the outcome and outputs levels have benefitted women and men equitably and to what extent have marginalised groups benefited?

4.3. Efficiency

The evaluator will assess how economically resources or inputs have been converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- How much time, resources and effort it takes to manage the IG portfolio, what could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the Portfolio?
- To what extent did monitoring systems provide data that allowed the programme to learn and adjust implementation accordingly?
- To what extent were partnership modalities conducive to the delivery of outputs? What have been roles, engagement and coordination among the stakeholders? Have UNDP succeeded in building synergies and leveraging with other programs and development agencies in the Country, including UNCT programming and implementation. To what extent has UNDP managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes? What are the possible areas of partnerships with other national institutions, NGOs, UN Agencies, private sector and development partners?
- How did UNDP promote gender equality, human rights and human development in the delivery of outputs?

4.4. Sustainability

The evaluator will assess what extent intervention benefits will continue even after the external development assistance is concluded and the principal factors influencing the achievement or non-achievement of the interventions' sustainability.

- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (e.g. systems, structures and staff)? To what extent do the UNDP established mechanisms ensure sustainability of the policymaking interventions?
- To what extent has engagement in triangular and South-South Cooperation and knowledge management contributed to the sustainability of the programme?
- How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders, specifically in the post-COVID-19 crisis?

Considering the constraints imposed by the COVID-19 crisis, we will be following the ‘no harm’ principle, and the safety of staff, consultants, stakeholders and communities is paramount and the primary concern of all.

Travel to and in the country has been also restricted since March 2020. As the epidemiological situation in the country is still complex and travel restrictions are on, the evaluation will be mainly conducted remotely. Thus, the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Inclusive Growth Cluster Lead / Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.

The methodology described in this section is UNDP’s suggestion that will likely yield the most reliable and valid answers to the evaluation questions. However, final decisions about the specific design and methods for evaluation should emerge from consultations among UNDP, the evaluator, and key stakeholders.

Considering the above, UNDP suggests the evaluation to rely on:

➤ **Extended desk review** – the evaluators will collect and review all relevant documentation, including the following:

- The Partnership Framework for Sustainable Development 2018–2022 (UNDAF);
- UNDP Country Programme Document;
- UNDP web site;
- Results Oriented Annual Reports (ROAR);
- Financial overview of projects (excel sheet);
- Presentation: overview of the programme;
- Previous Outcome Evaluation Report;
- Project evaluations and project donor reports;
- Relevant government publications.
- Socio-economic impact assessment
- UN Response Plan to COVID19

➤ **Remote activities**, in case travel will not be possible (including for data collection, i.e. remote interviews, pre-interview surveys, evaluation questionnaires, etc.) as follows:

1. **Semi-structured interviews with stakeholders** who have work with UNDP in the field of effective governance. The evaluator is expected to follow a collaborative and participatory approach ensuring close engagement with UNDP staff (senior management, Country Office level, Project level) government counterparts, donors, beneficiary groups, UN Agencies working to contribute to the same outcome, and other key stakeholders. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

2. Briefing and debriefing sessions with UNDP staff and management

The tentative suggestion is to perform app. 15 interviews. The preliminary list of interviewees is provided below:

- Ministry of Health, Labour and Social Protection: 2 persons;
- Ministry of Economy and Infrastructure: 2 persons;
- Ministry of Agriculture, Regional Development and Environment: 2 persons
- State Chancellery and subordinated institutions: 4 persons;
- Programme donors: 5 persons;
- UNDP staff: 15 persons;
- Other UNDP Programmes: 2 persons;
- Private sector: 3 persons;
- Civil sector organisations/NGOs: 10 persons;
- Academic institutions: 2 persons.

UNDP will facilitate the organization of the interviews. This method includes, inter alia:

- Development of evaluation questions around relevance, efficiency, effectiveness, and sustainability designed for different stakeholders to be interviewed.
 - Key informant interviews and focus group discussions with beneficiaries and stakeholders.
- **Site visits:** considering travel restrictions and subject to evolution of the pandemics, the number of site visits will be agreed with the Evaluation Manager (tentatively, the national consultant might have few site visits depending the evolution of the epidemiological situation).

E. COMPOSITION OF THE EVALUATION TEAM

The International Consultant will be assisted by a National Consultant in fulfilling the assignment. Members of the evaluation team must not have been associated with the project's formulation, implementation or monitoring.

The International Consultant will conduct the evaluation mainly remotely with the assistance of the National Consultant. The National Consultant will provide substantive feedback and support to the International Consultant in the construction of the evaluation report and will conduct site visits, if possible.

F. DUTIES AND RESPONSIBILITIES

International Consultant

- Lead the evaluation and assume overall responsibility for its quality and timeliness;
- Desk review of documents, development of draft methodology, detailed work plan and Evaluation outline;
- Briefing with UNDP CO, agreement on the methodology, scope and outline of the Evaluation report;
- Participate in interviews with project implementing partners, relevant government bodies, NGO, independent experts, beneficiaries and donor representatives;
- Elaborate a summary of key findings based on interviews performed; debriefing with UNDP;
- Development and submission of the first Evaluation report draft. The draft will be shared with the UNDP CO, and key project stakeholders for review and commenting;
- Finalization and submission of the final Evaluation report through incorporating suggestions received on the draft report;
- Supervision and guidance to the work of the national expert (during entire evaluation period).

National Consultant

- Collection of background materials upon request by International Consultant;

- Provision of important inputs in developing methodology, work plan and Evaluation report outlines upon request by International Consultant;
- Assistance to the International Consultant in the desk review of materials;
- In cooperation with the International consultant, development of the mission agenda;
- Setting-up and conducting interviews with relevant stakeholders, provision of interpretation in communication with beneficiaries when required;
- Provision of support to the International Consultant in the elaboration of a summary matrix of the project implementation key findings based on interviews performed;
- Participation in briefing with UNDP and project implementing partners;
- Assistance to the International Consultant in developing the first draft of the Evaluation report. The draft will be shared with the UNDP CO, and key project stakeholders for review and commenting;
- Assistance to the International Consultant in finalization of the Final Evaluation Report.

G. TIMEFRAME

The overall duration of the tasks covered by this ToR has been estimated not to exceed 33 working days, including related deskwork, interviews, meetings, report drafting and presentation, to be delivered during September-December 2020.

Activity Timeframe:

Activity / Deliverable	Timing
Evaluation inception report, with evaluation methodology and work plan agreed. All relevant input documents reviewed	5 days after commencement of assignment
Presentation of Draft Evaluation Report. Briefing with UNDP and implementing partners.	25 days after commencement of assignment
Finalization of the evaluation report. Final evaluation report submitted and approved.	30 days after commencement of assignment

H. Deliverables and Evaluation Report Format

1. *Evaluation inception report*, comprising not more than 10 pages plus annexes. The inception report should be prepared by the evaluator before going into the full-fledged evaluation exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the programme unit and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. The programme unit and key stakeholders in the evaluation should review the inception report to ensure that the evaluation meets the required quality criteria
2. *Draft evaluation report*, comprising not more than 30 pages plus annexes, with an executive summary of not more than 3 pages describing key findings and recommendations. The IG Cluster team and DRR should review the draft evaluation report to ensure that the evaluation meets the required quality criteria
3. *Evaluation report audit trail*: Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to how the evaluator has addressed comments.
4. *Final evaluation report*. The evaluator will ensure that the report, to the extent possible, complies with the UNEG Quality Checklist for Evaluation Reports.

Report Format should, as a minimum, include the following contents:

- Title and opening pages
- Outcome and evaluation information details
- Table of contents
- List of acronyms and abbreviations

- Executive summary
- Introduction
- Programme objectives and its development context
- Purpose and scope of the evaluation
- Evaluation approach and methods
 - Data sources, data collection procedures and instruments
 - Data analysis
 - Major limitations of the methodology (including steps taken to mitigate them)
- Analysis of the situation with regard to the outcome, the outputs and the partnership strategy
- Analysis of opportunities to provide guidance for the future programming
- Key findings
- Conclusions
- Recommendations
- Lessons learned
- Annexes including list of people met

In line with the UNDP's financial regulations, when determined by the Country Office and /or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his /her control.

I. Institutional Arrangements

UNDP has full ownership of the activity and of its final product. Thus, any public mention (including through social media) about the activity should state clearly that ownership. In addition, any public appearance or related published work related to the activity should be coordinated and approved by UNDP in advance. Any visibility material or product produced for this assignment must be in the name of UNDP.

The principal responsibility for managing this evaluation resides with the UNDP Country Office, Inclusive Growth Cluster. UNDP CO will contract the consultant and ensure the timely provision of travel arrangements within the country.

On operational level, the Consultants will work under the guidance and the supervision of UNDP IG Cluster lead. The payment for services provided by the Consultants will be made according to deliverables completed and approved by the UNDP management.

Shall the travel be allowed and upon agreement with the Evaluation Manager, the International Consultant shall bear all the travel related and subsistence expenses in Moldova. In-country transportation shall be provided by UNDP.

Responsibilities of the evaluator:

- The consultant should have the needed skills to carry out the assignment. The evaluation will be fully independent, the consultant will retain enough flexibility to determine the best approach in collecting and analyzing data for the outcome evaluation;
- Responsible for the follow-up on attaining all documents and reports as needed.

Responsibilities of UNDP

- To facilitate the evaluation process, the Inclusive Growth Team will assist in connecting the evaluator with the senior management, and key stakeholders. In addition, the UNDP will assist in organizing the field visits and meetings. During the evaluation, UNDP will help identify key partners for interviews by the evaluation team.

J. EVALUATIONS'S ETHICS

Evaluations (the review) in UNDP are conducted in accordance with the principles out lined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluation (Annex B). The Evaluation team will take every measure to safeguard the rights and confidentiality of key information providers in the collection of data.

K. REQUIRED QUALIFICATIONS AND COMPETENCIES

The International and National Consultants must possess the following qualifications:

International Consultant:

- Master's degree or equivalent in Management, Business Administration, Economy, Public Administration, Public Finance, Local Development and/or other relevant fields;
- At least 8 years of work experience in the areas relevant to the assignment (decentralization, regional and local development, economic, consulting services, participatory and sustainable development);
- At least 5 years experience in conducting monitoring and/or evaluation of development projects in the field of the local development field;
- Experience in conducting remote evaluations;
- Knowledge and experience with programming development, monitoring and evaluation;
- Excellent analytical and writing skills;
- Excellent spoken and writing skills in English. Knowledge of Romanian or Russian is an advantage;
- Familiarity with development approaches in the decentralization in the region is a strong advantage.

National Consultant:

- University degree in Economics, Public Administration, Public Finance, Local Development, or other related areas;
- Minimum 8 years of professional experience/technical knowledge in providing management or consultancy services to the preferably in local development and economic development fields;
- Previous experience with practical use of monitoring and evaluation methodologies;
- Experience in managing, monitoring and evaluating projects for UN or other international development agencies in the region will be an asset;
- Fluent in English and Romanian both written and spoken. Knowledge of Russian is an advantage
- Demonstrable analytical skills

Documents to be included when submitting the proposal:

1. Technical proposal: explaining why he/she is the most suitable for the work including past experience in similar evaluations;
2. Financial proposal (in USD, specifying a total requested amount per day, other expenses e.g. flight cost the most direct economic route);
3. Duly completed and signed P11 Form and at least 3 contacts for references.

L. ANNEXES (LINKS TO SUPPORTING DOCUMENTS)

- [UNDP Evaluation Guidelines, 2019](#)
- [UNDP Evaluation Guidelines - Covid-19](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG 'Ethical Guidelines for Evaluation'](#)
- [Republic of Moldova–United Nations Partnership Framework for Sustainable Development 2018–2022](#)
- [UNDP Country Programme Document \(CPD\) 2018 – 2022](#)
- [Inclusive Growth Programme](#)