



## TERMS OF REFERENCE

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|-------------------------------|---|
| <b>Job title:</b>             | 1 International consultant and 1 National consultant to undertake the Independent Environment, Energy and Climate Change Outcome Evaluation |
| <b>Contract type:</b>         | Individual Contract (IC)  |
| <b>Duty station:</b>          | Home-based  |
| <b>Section/Unit:</b>          | Environment, Energy and Climate Change Cluster  |
| <b>Languages requirement:</b> | English   |
| <b>Contract duration:</b>     | February – April 2021, 35 working days as follows:<br>International Consultant – 17 working days<br>National Consultant – 18 working days   |
| <b>Payment arrangements:</b>  | Lump-sum contract (payments linked to satisfactory performance and delivery of outputs)   |
| <b>Evaluation method:</b>     | Desk review of shortlisted candidates   |

### 1. 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 Independent Country Programme Evaluation (ICPE), UNDAF evaluation 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, an outcome evaluation will be conducted to assess the impact of UNDP's development assistance in the area of Environment, Energy and Climate Change (EECC).

The proposed evaluation will evaluate the ECC Cluster Projects against the relevant Sustainable Development Goals (SDGs), country programme pillar and outputs aligned to the Republic of Moldova–

United Nations Partnership Framework for Sustainable Development (UNDAF) and the UNDP Country Programme Document (CPD) for Moldova, both covering the period 2018-2022. The Outcome evaluations for the other 2 CPD pillars have been completed in early January 2021, while an Independent Country Evaluation will be conducted during 2021.

### **UNDAF /CPD Outcome**

Outcome 3: The people of Moldova, especially most vulnerable, benefit from enhanced environmental governance, energy security, sustainable management of natural resources, and climate and disaster resilient development.

#### **RELATED COUNTRY PROGRAMME OUTPUTS**

OUTPUT 3.1: Enhanced use of renewables and advanced energy efficiency.

OUTPUT 3.2: Improved national capacities for environmentally sound management practices in ecosystems, waste and chemicals.

OUTPUT 3.3 National and sub-national governments have improved capacities to integrate resilience to climate change and disasters into development plans and practices to reduce population's vulnerability.<sup>1</sup>

### **National Development Strategy Moldova 2030 and SDGs**

The Government and UNDP are fully committed to implementing the 2030 Agenda for Sustainable Development and the new National Development Strategy 2030 is aligned with the Sustainable Development Goals. The Government recognizes the need for consolidating policy planning and budgeting frameworks and for strengthening horizontal and vertical integration and coordination and has requested UNDP support in these areas.

While approaching and responding to the structural challenges, ECC Cluster bridges linkages with the Sustainable Development Goals mainly on availability and sustainable management of water and sanitation for all (SDG6), affordable and clean energy (SDG 7), sustainable cities and communities (SDG 11), climate action (SDG 13) and life on land (SDG 15).

### **COVID-19 crisis and UNDP-led Socio-Economic Impact Assessment (SEIA)**

Since the first COVID-19 case reported in Moldova on March 7, 2021, the number of COVID-19 confirmed were monitored through the [Real time monitoring dashboard](#). The pandemic had put in a significant pressure on the health system and overwhelmed the current capacity.

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 has procured critical medical supplies to Moldovan hospitals by targeting the whole territory, including both banks of the Nistru river, within our ongoing partnerships.

UNDP Moldova- led socio-economic impact assessment on vulnerable groups and sectors<sup>2</sup> provided in depth assessment and related recommendations to be used as evidence by Government of Moldova authorities to design response and recovery measures.

There is a continuous dialogue with relevant stakeholders on the consequences and impact of the crisis, with the Government of Moldova having a recovery measures in place.

UNDP Moldova has closely worked 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

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<sup>1</sup> For additional details on outputs, targets, indicators and baselines see Annex. Results and resources framework for the Republic of Moldova (2018-2022)

<sup>2</sup> For additional details, pls. see UNDP-led socio-economic impact assessment on vulnerable groups and sectors (Sept. 2020)

inclusive response to the pandemic to protect its people and economy leaving no one behind – and with our motto of ‘building forward better’<sup>3</sup>.

### **UNDP’s work in Environment, Climate Change and DRR**

The overall objective of UNDP’s work in EECC aims to contribute towards progress in achieving that the people of Moldova, in particular the most vulnerable, benefit from enhanced environmental governance, energy security, sustainable management of natural resources, and climate and disaster resilient development. In doing so UNDP contributes to strengthening institutional capacities of relevant central and local public institutions, improving policy and legal frameworks in environment, climate change mitigation (energy) and adaption, disaster risk reduction areas, etc. Thus, UNDP contributes to establishing the necessary enabling environment to pursue transformational changes in the green development areas and testing innovative solutions in energy efficiency and renewable, urban mobility, land use, biodiversity conservation, etc. to be further upscaled at national level. Along with relevant central and local public institutions, UNDP is providing support to environment NGOs and is promoting women empowerment to pursue green economic opportunities.

The ongoing COVID-19 crisis has created great challenges and impacted the implementation of the EECC project/ programme. In addition, UNDP Moldova is technically leading on the design of the COVID -19 Crisis Response and Recovery<sup>4</sup> and supports its operationalization.

The ECC Cluster has broadened its partnerships to include not only the central level public institutions, including line ministries, NGOs, development partners, research institutions, UN agencies etc. In this regard, projects of the EECC Portfolio have been cooperating with the following key partners in achieving development results:

- Ministry of Agriculture, Regional Development and Environment
- Ministry of Economy and Infrastructure
- Ministry of Internal Affairs
- Ministry of Education, Culture and Research
- Ministry of Health, Labour, Social Protection
- National Agency for Energy Efficiency (successor of National Fund for Energy Efficiency)
- National Agency “Waters of Moldova”
- National Forestry Agency “MoldSilva”
- State Hydrometeorological Service
- General Inspectorate for Emergency Situations
- Environment Project Implementation Unit of MoARDE (successor of Ozone Office, Climate Change Office, etc.)
- State Road Administration
- Local Public Authorities (selected from the 11 Rayon Councils and 35 Mayors including Chisinau City Hall)
- Development Agencies (Sweden Embassy/Sida, European Delegation to Moldova, global vertical funds: Green Climate Fund, Global Environment Facility and Montreal Fund, Austrian Development Cooperation, Estonia Embassy)
- Environmental NGOs
- UN Agencies (RCO, UN Women, FAO, UNEP, UNIDO, UNDRR, UNOPS)

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

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<sup>3</sup> [https://www.md.undp.org/content/moldova/en/home/library/inclusive\\_growth/social-and-economic-impact-assessment-of-covid-19-in-the-republi.html](https://www.md.undp.org/content/moldova/en/home/library/inclusive_growth/social-and-economic-impact-assessment-of-covid-19-in-the-republi.html)

<sup>4</sup> <https://moldova.un.org/sites/default/files/2020-09/UNDP%20-%20Social%20and%20Economic%20Impact%20Assessment%20of%20COVID-19%20in%20Republic%20of%20Moldova.pdf>

| <b>Project Title</b>  | <b>Main Partner(s)</b>   | <b>Start / End</b> | <b>Total Budget (USD)</b> | <b>Donors</b>                                    |
|---|--|--------------------|---------------------------|--|
| Promotion of Climate change and disaster risk reduction solution in the water and civil protection sectors for enhanced rural resilience                            | General Inspectorate for Emergency Situations, Ministry of Internal Affairs, Water of Moldova Agency   | 2018-2021          | 1,457,608                 | Austrian Development Agency (ADA), Estonian Gov. |
| Moldova Sustainable Green Cities - Catalysing investment in sustainable green cities in the Republic of Moldova using a holistic integrated urban planning approach | Chisinau City Hall, Ministry of Environment, Ministry of Economy   | 2017-2022          | 2,838,140                 | Global Environment Fund (GEF), Gov, UNDP         |
| The Dniester Hydropower Complex Social and Environmental Impact Study   | Ministry of Agriculture, Regional Development and Environment, Ministry of Economy and Infrastructure, Ministry of External Affairs and EU integration | 2018-2021          | 653,452                   | Sweden Embassy                                   |
| EU4 Climate   | Ministry of Agriculture, Regional Development and Environment, Ministry of Economy and Infrastructure,   | 2019-2022          | 1,080,700                 | EU   |
| Sustainable and resilient communities through women empowerment   | Local Public Authorities (6 rayons)  | 2020-2023          | 2,381,275                 | Sweden Embassy                                   |
| National Climate Change Adaptation Planning 2   | Ministry of Agriculture, Regional Development and Environment,   | 2020-2025          | 2,110,400                 | Green Climate Fund (GCF)                         |
| PPG Sustainable wetland Prut  | Ministry of Agriculture, Regional Development and Environment,   | 2020-2021          | 75,400                    | Global Environment Fund (GEF), UNDP              |

|   |  |           |            |                         |
|---|--|-----------|------------|-------------------------|
| HCFC Phase-Out Management Plan– Second Stage  | Ministry of Agriculture, Regional Development and Environment,   | 2017-2021 | 122,300    | Montreal Protocol Fund  |
| Preparation of a HCFC phase-out management plan III   | Ministry of Agriculture, Regional Development and Environment,   | 2020-2021 | 20,000     | Montreal Protocol Fund  |
| Access to Climate Finance   | Ministry of Agriculture, Regional Development and Environment  | 2018-2021 | 67,851     | IRH, Russian Trust Fund |
| Climate Box dissemination   | Ministry of Agriculture, Regional Development and Environment<br>Ministry of Education, Culture and Research | 2018-2021 | 50,000     | IRH, Russian Trust Fund |
| Biodiversity Conservation Mainstreaming   | Ministry of Agriculture, Regional Development and Environment  | 2015-2018 | 998,904    | GEF, UNDP               |
| Moldova Energy and Biomass Project (Phase II)   | Ministry of Economy, Energy Efficiency Agency, Energy Efficiency Fund, Ministry of Education, LPAs           | 2015-2018 | 10,593,426 | EU, UNDP                |
| ESCO Moldova - Transforming the market for Urban Energy Efficiency in Moldova by introducing Energy Service Companies | Ministry of Economy, Energy Efficiency Agency, Energy Efficiency Fund, Ministry of Education, LPAs           | 2014-2018 | 1,450,000  | GEF, UNDP               |

In addition to assessing the overall result and development impact of the above-mentioned projects, this evaluation will also take into consideration the impact of these programs on gender equality.

## 2. EVALUATION PURPOSE

The outcome-level mid-term evaluation exercise is commissioned according to the UNDP Evaluation Plan for the current CPD and UNPF Action Plan (2018-2022) in the Republic of Moldova. The evaluation covers Outcome 3 of the UNPF/CPD 2018 – 2020 and will put a major focus on assessing the extent to which the UNDP Climate Change, Environment and Energy Cluster projects & programmes have contributed/will contribute towards progress in achieving *that the people of Moldova, in particular the most vulnerable, benefit from enhanced environmental governance, energy security, sustainable management of natural resources, and climate and disaster resilient development.*

In addition the evaluation will assess the impact the completed projects/programmes have produced under the area of intervention, as well as will draw conclusions and recommendations for eventual adjustments, , lessons learnt for further programming and implementation of ongoing projects & programme, and, to the extent possible, provide findings and recommendations for next CPD cycle. The evaluator shall also give importance to assessing the relevance, efficiency and to a possible extent effectiveness of the UNPF/CPD Outcomes 3 whether the size of resources, both financial and human, and partnership strategies continue to be cost-effective and may be applied in continuation and/or revised/changed. The evaluation will also inform about 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.

Considering the implications of the COVID-19 pandemic, the evaluation will provide recommendations for strengthening the Climate Change, Environment and Energy -related portfolio of projects through the recovery lenses, which will be used by UNDP CO to better respond to the recovery process in line with the principle of 'building forward better'.

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, while also looking at the inter-linkages among the 3 CPD Outcomes in terms of ensuring coherence of programmatic and policy advice by UNDP Moldova. UNDP Moldova houses Moldova Innovation Lab (Milab) that is tasked to infuse project design and implementation with innovative approaches.

## 3. SCOPE OF WORK AND OBJECTIVES OF THE EVALUATION

UNDP intends to undertake an independent mid-term outcome evaluation to assess Climate Change, Environment and Energy Pillar at the macro level covering the period 2018-2020. The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluators are 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 shall identify changes that happened within the last 3 years as they relate to the development outcome, the degree and levels of these changes, i.e. enabling environment, organizational and/or individual levels.

The evaluation should result in concrete and actionable recommendations for the next CPD cycle and future programming.

Therefore, the outcome evaluation seeks to:

- Review the programmes and projects of UNDP contributing to the Environment, Energy and Climate Change Cluster with a view to understand their relevance, effectiveness, efficiency, sustainability 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; UNDP strategic positioning on achieving the outcomes;

- Review the status of the outcome and the key factors that have affected (both positively and negatively, contributing and constraining) the outcome; level of incurred changes: enabling environment, organizational and/or individual levels
- 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 Environment, Energy and Climate Change Cluster and particularly for better linkages between them.
- Based on the social and economic impact evaluation of the COVID-19 crisis, propose sector -related recovery actions which can increase the impact for development results.
- Assess the inter-linkages among the 3 CPD Outcomes in terms of ensuring coherence of programmatic and policy advice by UNDP Moldova.  
Review the use of innovative approaches and mechanisms within ECC cluster portfolio to attainment of results under Outcome 3., including the contribution of MiLaB.

As indicated above, the Environment, Energy and Climate Change Cluster contributes to the achievement of Outcome 3 of UNDAF: The people of Moldova, especially most vulnerable, benefit from enhanced environmental governance, energy security, sustainable management of natural resources, and climate and disaster resilient development. The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions.

UNDP reports against the following Outcome 3 indicators:

- Percentage decrease in greenhouse gas emissions
- Share of renewables in the gross final energy consumption<sup>[13]</sup><sub>SEP</sub>
- Centralized collecting and processing centres for hazardous waste created as environment enabling public institutions to meet the international standards on hazardous waste disposal
- Number of people in rural areas benefiting from sustainable natural resource practices, by sex
- Proportion of districts applying climate resilient practices
- Extent to which special climate finance is accessed by Moldova

#### **4. METHODOLOGY AND APPROACH**

The methodology described in this section is UNDP's suggestion that will likely yield the most reliable and valid answers to the evaluation questions. Additional overall guidance on evaluation methodology can be found in the [UNDP Evaluation Guidelines](#). The final decisions about the specific design and methods for evaluation should emerge from consultations among UNDP, the evaluator, and key stakeholders.

The outcome evaluation will be carried out through a wide range of participation of all relevant stakeholders, entailing a combination of comprehensive desk reviews, analysis and interviews. While interviews are a key instrument, all analysis must be based on observed facts, evidence and data. Findings should be specific, disaggregated (by sex, age and location) concise and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

The evaluation will engage a broad range of key stakeholders and beneficiaries, including government officials, donors, civil society organizations and UNDP staff, etc.

### **EVALUATION CRITERIA AND KEY GUIDING QUESTIONS**

The evaluation will use the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, as defined and explained in the UNDP Evaluation Guidelines<sup>5</sup>. The final report should comply with the UNEG Quality Checklist for Evaluation Reports.<sup>6</sup>

Concerning evaluation objectives, the evaluation should be able to:

- Assess the effectiveness, efficiency, relevance and sustainability of the UNDP's programme to meet the development priorities of the Government of Moldova in the field of Energy, Environment and Climate Change;
- Provide concrete and actionable recommendations (strategic and operational) for the next CPD cycle and formulation of new programme and project strategies.
- Assess the programme implementation approach (operational procedures, structure, monitoring, control and evaluation procedures, financial and technical planning, project modality/structures) and their influence on the programme effectiveness.
- Assess the inter-linkages among the 3 CPD Outcomes in terms of ensuring coherence of programmatic and policy advice by UNDP Moldova.  
Provide concrete and actionable recommendations for next CPD cycle on strengthening innovative work to attainment of relevant CPD Outcomes, including contribution of MiLab.

The evaluation shall assess the following for each outcome in the 2018-20201 (Q1) programming cycle in this portfolio:

**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 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 development objectives, Sustainable Development Goals, as well as its sectoral programs of relevant line ministries?
- How did the Environment, Climate Change and Energy Cluster promote the principles of inclusiveness, gender equality, human rights- based approach, innovation 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 priorities?
- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome?
- Is the current set of indicators, both outcome and output indicators, effective in informing the progress made towards the outcomes? If not, what indicators should be used?

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<sup>5</sup> [UNDP Evaluation Guidelines](#)

<sup>6</sup> [UNEG Quality Checklist for Evaluation Reports](#)

- 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 Climate Change, Environment and Energy area to stay relevant?

**Effectiveness:** The evaluator will assess the extent to which UNDP contributed to the achievement of Outcome 3 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 3?
- 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 climate change, environment and energy issues including sustainable development goals?
- To what extent has UNDP succeeded in building partnership with civil society and Partners and Stakeholders?
- To what extent has the results at the outcome and outputs levels have benefitted women and men equitably and to what extent have marginalized groups benefited?
- What are the main factors (positive and negative) that have/are affecting the achievement of the outcome? How have these factors limited or facilitated progress towards the outcome?

**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 CC&EE Cluster, what could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the Cluster?
- 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?
- Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results?

**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 and sustainable development be taken forward by primary stakeholders?
- How strong is the level of ownership of the results by the relevant government entities and other 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 EECC 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. The International consultant will work remotely with the 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.

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

- **Extended desk review** – the evaluator will collect and review all relevant documentation, including the following:
  1. The Partnership Framework for Sustainable Development 2018–2022 (UNDAF);
  2. UNDP Country Programme Document;
  3. UNDP web site;
  4. Results Oriented Annual Reports (ROAR);
  5. Financial overview of projects (excel sheet);
  6. Presentation: overview of the programme;
  7. Previous Outcome Evaluation Report;
  8. Project evaluations and project donor reports;
  9. Relevant government publications
  10. Socio-economic impact assessment
  11. 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 environment, climate change, energy, disaster risk reduction. 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.

It is expected that the evaluation expert will work closely with the EECC Cluster lead of UNDP Moldova.

The evaluator will provide a complete evaluation methodology to UNDP as part of the evaluation inception report which will also include detailed plan for this assignment.

## 5. DELIVERABLES

The evaluators are expected to deliver the following products:

- **Evaluation inception report**,<sup>7</sup> comprising not more than 10 pages plus annexes. The inception report should be prepared by the evaluators before going into the full-fledged evaluation exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how evaluation questions 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;
- **Draft evaluation report**, comprising not more than 40 pages plus annexes, with an executive summary of not more than 3 pages describing key findings and recommendations. The ECC Cluster team and DRR should review the draft evaluation report to ensure that the evaluation meets the required quality criteria;
- **Evaluation report audit trail** – comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how the comments have been addressed;
- **Final evaluation report** – the evaluators will ensure that the report, to the extent possible, complies with the UNEG Quality Checklist for Evaluation Reports;

The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. The report should be in line with UNDP Evaluation Guidelines and should, as a minimum, include the following:

- Title and opening pages
- Outcome and evaluation information details
- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- 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

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<sup>7</sup> The content of the Inception Report shall be align to the [UNDP Evaluation Guidelines, Section 4 – Evaluation Implementation](#)

## 6. TIME FRAME FOR THE EVALUATION PROCESS

The overall duration of the tasks covered by this ToR has been estimated not to exceed 35 working days, including related deskwork, interviews, meetings, report drafting and presentation, to be delivered during February -April 2021. The following table provides an indicative breakout for activities and delivery:

| Activity  | Deliverable   | Estimated # of days | Tentative date of completion | Responsible party                                     |
|---|---|---------------------|------------------------------|---|
| <ul style="list-style-type: none"> <li>Briefing of evaluators/sharing relevant documents</li> <li>Desk review and list of reviewed documents</li> <li>Preparing a detailed inception report and work plan</li> <li>Comments and approval of inception report</li> </ul> | 1. Evaluation Inception Report (not more than 10 pages plus annexes).   | 7                   | By 28 <sup>th</sup> February | International IC – 4 w. d.<br>National IC – 3 w. d.   |
| <ul style="list-style-type: none"> <li>Online meetings/interviews with stakeholders</li> <li>Data collection</li> <li>Preparation of draft evaluation report</li> <li>Debriefing with UNDP</li> </ul>   | 2. Draft Evaluation Report (maximum 40 pages plus annexes), with an executive summary of not more than 3 pages describing key findings and recommendations. | 23                  | By 29 <sup>th</sup> March    | International IC – 10 w. d.<br>National IC – 13 w. d. |
| <ul style="list-style-type: none"> <li>Incorporating feedback on draft evaluation report</li> <li>Finalization of the evaluation report</li> <li>Submission of the final report</li> </ul>  | Evaluation brief and an on-line presentation for UNDP management<br>Final Evaluation Report   | 5                   | By 23 <sup>rd</sup> April    | International IC – 3 w. d.<br>National IC – 2 w. d.   |
| <b>Total Number of Working Days</b>   |   | <b>35 w/days</b>    |                              |   |

Number of days to be invested for each deliverable may change but the total number of days worked by the individual contractors cannot exceed 35 days for this assignment (i.e for submission of the deliverables) as defined in the ToR.

In line with the UNDP's financial regulations, when determined by the UNDP Moldova 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 in the country 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.

**Reporting Language:** The reporting language shall be English.

## 7. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP Moldova Country Office, Environment, Climate Change Cluster. UNDP will establish the first contacts with the government partners and project staff. The expert will then set up his/her own meetings and conduct his/her own methodology upon approval of the methodology submitted in the inception report.

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.

### Responsibilities of the evaluator:

- The consultants should have the needed skills to carry out the assignment. The evaluation will be fully independent, the consultants will retain enough flexibility to determine the best approach in collecting and analyzing data for the outcome evaluation;
- Responsible of all logistics while conducting the online interviews and meetings with relevant stakeholders in Moldova;
- Responsible for the follow-up on attaining all documents and reports as needed.

### Responsibilities of UNDP:

- Shall provide all relevant background documents available;
- Will facilitate the evaluation process and will assist in connecting the evaluator with the senior management, and relevant key stakeholders;
- Will support the implementation of remote/virtual meetings and will provide the evaluation team with an updated stakeholder list with contact details (phone and email).

UNDP is not required to provide any physical facility for the work of the evaluation team. However, depending to the availability of physical facilities (e.g. working space, printer connection, telephone lines, internet connection, etc.), such facilities may be provided to the evaluation team.

Interested candidates will be required to submit an aggregated financial offer (in USD) that will include the total sum of all financial claims of the candidate for accomplishment of the task.

**Payments will be made upon acceptance and approval by the UNDP CO of planned deliverables, based on the actual days worked.**

The consultant is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the consultant.

## 8. EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## **9. 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 be independent from any organizations that have been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation or should not have participated in the design, implementation, and decision-making of the UNDP interventions contributing to this outcome.

The proposed distribution of 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 the 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 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;
- Substantive inputs to the International Consultant for 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;
- Substantive inputs to the International Consultant in the finalization of the Final Evaluation Report.

### **Experience and Qualification Requirements**

Consultant must have work experience with development projects/programmes with UN or international organizations /NGOs and previous evaluation experience. Travel to Moldova will be agreed upon and approved by the UNDP Moldova Country Office.

The International Consultant should possess the following minimum qualifications:

### **Academic Qualifications:**

- Master's degree in environment, environment economics, climate change mitigation (energy) and/or /adaptation, disaster risk reduction- related sciences, public administration, international development or other closely related field.
- Certification and/or extensive training in project management and monitoring and evaluation of the development projects, programmes or portfolios is an asset.

**Years of Experience:**

- At least 7 years of professional experience in the field of environment governance, climate change mitigation (energy) and/or adaptation, international development, including participatory planning, monitoring and evaluation of development projects/programs.
- At least 5 years of experience in conducting complex evaluations in the environmental, climate, energy and/or disaster risk reduction fields, substantiated with at least three examples of similar evaluations completed (copies of previous final evaluation report to be submitted upon request). Completing a similar evaluation within the UN system is an asset;
- Working experience and knowledge of the national or regional situation and context

**Competencies:**

- Good understanding of Environment, Climate change mitigation and adaption issues, including disaster risk aspects;
- Sound knowledge about results-based management (especially results-oriented monitoring and evaluation);
- Familiarity with the political, economic and social situation in the Republic of Moldova;
- Extensive research and analytical skills and report writing abilities;
- Availability to work during the indicated /approved period;
- Excellent communication skills;
- Fluency in English. Knowledge of Romanian and/or Russian will be an asset.

**National Consultant:**

- University degree, environment, environment economics, energy (relevant to climate change mitigation), disaster risk reduction- related sciences, public law, public administration, international development or other closely related field.
- At least 7 years of professional experience/technical knowledge in Monitoring and Evaluation, providing management or consultancy services in Environment, Climate change mitigation, climate change adaptation fields.
- 7 years of 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.
- Experience in conducting remote evaluations.
- Strong analytical and reports (national reports, policy papers and research papers) writing skills demonstrated by previous assignments.
- Strong communication and teamwork/coordination skills demonstrated by previous assignments.
- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout
- Fluent in both written and spoken English and Romanian is a requirement. Knowledge of Russian language is an asset.

Proven commitment to the core values of the United Nations, in particular, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or another status. Please mention in your CV if you belong to the group(s) under-represented in the UN Moldova and/or the area of assignment.

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

## **10. APPLICATION PROCES**

Applicants shall submit the following **required documents**:

1. CV, including information about experience in similar assignments and contact details for at least 3 referees.
2. Brief description of why the individual considers him/herself as the most suitable for the assignment.
3. Offeror's Letter confirming Interest and Availability with the financial proposal (in USD, specifying the total lump sum amount). Financial proposal template prepared in compliance with the template in Annex 2.

## **11. ANNEXES TO THE TOR**

Annex 1- Individual Consultant General Terms and Conditions

Annex 2- Offeror's letter confirming interest and availability, including a financial proposal (template).

## **12. GUIDING DOCUMENTS**

The evaluation should be based on UNDP's evaluation policy and other supporting documents, including but not limited to the below:

- [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](#)
- [UNDP Moldova Effective Governance Portfolio](#)