
TERMS OF REFERENCE

- A. Job Title:** One (1) International to conduct mid-term Evaluation of the EU4Moldova: Focal Regions Programme
- B. Duty Station:** Home based. One mission of 7 working days to Moldova
- C. Project reference:** EU4Moldova: Focal Regions Programme
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** 30 days of consultancy, incl. one mission to Moldova

F. Background:

EU4Moldova: Focal Regions Programme (hereafter the Programme) is based on the European Commission Decision on the Implementation of the 2018 Annual Action Programme for the Republic of Moldova and is funded by the European Union and implemented by the United Nations Development Programme.

The purpose of the five-year Programme lies in strengthening the economic, territorial and social cohesion in the Republic of Moldova by facilitating smart, green, inclusive, sustainable and integrated socio-economic local development and improving the living standards of citizens in the focal regions: Cahul and Ungheni.

To achieve this major goal, the Programme aims to address the urban-rural gap and regional disparities, stimulate economic growth, create jobs for men, women and young people in the focal regions and improve the attractiveness of the focal regions (small towns and villages) taking into account climate change and gender perspectives in Programme's activities.

Specific objectives:

1. To strengthen transparency, accountability of local public authorities and citizen participation in local governance processes in the focal regions;
2. To improve citizens' access to quality public services and utilities in the focal regions;
3. To create employment opportunities for men and women in the focal regions and improve the attractiveness of the focal regions for investors and entrepreneurs;
4. To promote the smart specialization of the economy of the focal regions through the development of the clustering and value chain approach.

Programme objectives will be achieved through measures focused on: (i) capacity building to support the implementation and monitoring of local economic development plans; (ii) involvement of civil society in local planning, governance processes and delivery of basic social services; (iii) provision of investment funding to support the creation and/or development of social and technical infrastructure, which in combination with the results of interventions (i) and (ii) above, will have an immediate, visible and tangible impact on job creation, living standards of the population in focal regions.

The following results were envisaged at the inception of the Programme:

- Increased institutional capacity of LPAs for the implementation of locally-driven environmentally compliant socio-economic development strategy for integrated local growth and development;
- Improved broader stakeholder (e.g. CSO, private sector) engagement in the planning and monitoring of the socio-economic development strategy;
- Increased quality and availability of public services delivery, including in particular those targeting women; and increased performance of local public utilities;
- More favorable conditions for the attraction of investments, job creation and women and men's entrepreneurship, including social entrepreneurship;
- Development and functioning of clusters in line with the smart specialization approach.

The Programme was implemented through the following components:

Component 1: Transparency, accountability of local public authorities and citizen participation in local planning and governance

Activity 1.1: Support the territorial cooperation for a more effective promotion of Economic Growth Agenda

Activity 1.2: Strengthen the capacity of local authorities to become pro-active development actors

Activity 1.3: Design and build the necessary IT infrastructure to enable SMART integrated development, increased public participation and improved local services

Activity 1.4: Strengthen the local participatory development approach

Component 2: Improved access to, and quality of local public services and utilities

Activity 2.1: Increase the efficiency and quality of local utilities through inter-municipal cooperation and regionalization

Activity 2.2: Support joint community-based initiatives to improve the local service delivery for vulnerable groups

Component 3: Employment opportunities through favourable conditions for attraction of investment, job creation and entrepreneurship

Activity 3.1: Improving the investment attractiveness of focal regions

Activity 3.2: Improving the competitiveness of private sector to generate more qualitative jobs

Activity 3.3: Improving the national and international image of Ungheni and Cahul as rising regional 'growth poles'

Component 4: Smart economic specialization through the clustering and value chain approaches

Activity 4.1: Support the organization of local key economic sectors into dynamic growth-oriented clusters

Activity 4.2: Supporting the internationalization of regional economies through integration of key-economic sectors into advanced international (primarily EU) value chains

The Focal Regions Programme is implemented jointly by UNDP and UNICEF. UNDP Country Office in Moldova is the Implementing Partner of this programme and is responsible for producing outputs and use of resources. UNICEF is contributing to the implementation of Component 2, Action 2.2.3, focused on improving the access to, and quality of local public services and utilities. Interventions under this result seek an improved access to quality child and adolescents' friendly social services within a child friendly modern social infrastructure and delivered by a well-trained social workforce.

The main counterparts of this action are the local stakeholders including representatives of the local public authorities, civil society organizations and the private sector, Regional Development Agencies, Ministry of Infrastructure and Regional Development, the Ministry of Finance, Ministry of Health, Congress of Local Authorities from Moldova, the State Chancellery, Organization for Entrepreneurship Development.

The Focal Regions Programme` interventions are based on national, regional, local and international trends, and are in line with planning documents approved at all of these levels: they take into account the Sustainable Development Goals, the 2030 Agenda for Sustainable Development, the Moldova 2030 Development Strategy, the new Regional Development Strategy 2022–2027, the National Programme of Development of Growth Pole Cities for 2021–2027, and the EU-Republic of Moldova Association Agenda.

They are people-centred, based on the principle of human rights and gender equality, and on strengthening and harnessing human potential, as well as green development.

Detailed Programme Document (including logical framework or theory of change, monitoring plans and indicators), accomplishments and budget details can be found here: <https://www.undp.org/moldova/projects/eu4moldova-focal-regions>

G. OBJECT OF EVALUATION AND EVALUATION PURPOSE:

The object of mid-term formative evaluation will be the implementation of the Focal Regions Programme for a period of 30 months, from November 2019 to November 2022. This mid-term programme evaluation is in line with the UNDP`s and UNICEF`s programming policies and procedures. The mid-term evaluation is forward looking and will capture effectively lessons learned and provide information on the nature, extent and where possible, the potential impact and sustainability of the Focal Regions programme. The evaluation will assess the programme` design, scope, implementation status and the capacity to achieve the expected outcomes. They will collate and analyse lessons learned, challenges faced and best practices obtained during implementation period which will inform the remaining phase of implementation (November 2022 - November 2024) of the Programme. The emphasis on lessons learned speaks to the issue of understanding what has and what has not worked as a guide for future planning. The evaluations will assess the performance of the programme against planned results. They will also assess the preliminary indications of potential impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals. The findings and recommendations of the evaluations will inform the key stakeholders of this evaluation who are the local governments (from Ungheni and Cahul regions) central government ministries and institutions, UNDP and UNICEF, and the EU Delegation to the Republic of Moldova. The mid-term evaluation will be used to identify which outputs are being delivered according to the plan, which are being exceeded and whether any activities are falling behind and reasons. It is also important to assess whether the achievements till date are on course to achieve the intended outcome/impact. The mid-term evaluation will also check whether outputs are being delivered in the most efficient and effective way. By this, the mid-term evaluation will provide a view on whether the intended objectives and activities are still relevant (e.g. as a result of changes in the context). This is also a good opportunity to test whether current monitoring and evaluation arrangements will be adequate to demonstrate results by the end of the Programme. It will test the veracity of the Results Framework and the Logical Framework to inform the programme implementation team on the status of planned milestones based on observed results. The mid-term evaluation will contribute also to the final

(summative) evaluation planned to be conducted in 2024, as outlined in the Costed Evaluation Plan, approved by UNICEF Executive Board in September 2022.

H. EVALUATION SCOPE AND OBJECTIVES:

The mid-term evaluation will assess the relevance effectiveness, efficiency and sustainability of Focal Regions Programme. The evaluation will include review of the programme design, and assumptions made at the beginning of the programme development process. It will assess whether the programme results are on track; capacities built, and cross cutting issues of gender and human/child rights and green development have been addressed. It will also assess whether the programme implementation strategy has been optimum and recommend areas for improvement and learning. The mid-term evaluation will also assess the synergy between the Focal Regions Programme and other programmes implemented in the inclusive growth area and suggest ways of creating more synergies.

The following key questions will guide the mid-term programme evaluation:

- a) **Relevance** – (The design and focus of the programme)
- To what extent have the Focal Regions Programme results so far contributed to the UNSDCF/CPD outcome
 - Does the programme continue to be relevant to the national and sub-national priorities in governance?
 - To what extent are the stated outcomes and outputs for the Focal Regions Programme on track?
 - To what extent the programme was affected and able to respond to the shifts caused by crisis (both COVID-19 and refugee crisis) ?
 - What factors have contributed to achieving or hindering achievement of the intended outputs and outcomes?
 - Was the strategy adopted and inputs identified, realistic, appropriate and adequate for achievement of the results?
 - Has the partnership strategy been appropriate and effective?
 - To what extent did the programme adopt gender-sensitive, human rights-based and green transformation approaches?
- b) **Effectiveness** – (The management processes and their appropriateness in supporting delivery)
- Are the programme management strategies for both programme effective in delivering desired/planned results?
 - Is there a suitable M&E framework to monitor and support the implementation of the targeted results?
 - Is the programme effective in responding to the needs of the beneficiaries, and what results were obtained?
 - To what extent have the programme generated results for gender equality and the empowerment of women? To what extent have marginalized groups benefited?
 - Have there been any unexpected results achieved beyond the planned outcome?
 - Which programme areas are the most relevant and strategic for UNDP and UNICEF to scale up or consider going forward?

- In which areas does the programme have the greatest achievements? Why and what have been the supporting factors? How can the programme build on or expand these achievements?
- In which areas does the programme have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?

c) **Efficiency** – (Of Programme Implementation)

- Are the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- What factors are contributing to implementation efficiency?
- To what extent were resources used to address inequalities and gender issues?
- To what extent were partnership modalities conducive to the delivery of programme outputs?
- Do the programme' activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How is the program management structure operating?
- How efficient are the management and accountability structures of the programme?
- How did the programme financial management processes and procedures affect programme implementation?
- To what extent did UNDP and UNICEF engage or coordinate with different beneficiaries (men and women, boys and girls), implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?
- What are the strengths, weaknesses, opportunities and threats of the programme implementation process?

d) **Sustainability**

- To what extent are the benefits of the programme likely to be sustained after the completion of these programme?
- What is the likelihood of continuation and sustainability of the programme outcome and benefits after completion of each of the programme?
- How effective are the exit strategies, and approaches to phase out assistance provided by the programme including contributing factors and constraints?
- What are the key factors that will require attention in order to improve prospects of sustainability of the Programme outcome and the potential for replication of the approach?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
- How are capacities strengthened at the individual and organizational level (including contributing factors and constraints)?

- What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?
- Describe the main lessons that have emerged.
- What are the recommendations for similar support in future?

H. METHODOLOGY:

The evaluation will be guided by norms and standards of the [United Nations Evaluation Group \(UNEG\)](#) and will be conducted in accordance with the principles outlined in the 'UNDP Handbook on Monitoring and Evaluating for Results' and 'Integrated Human Rights and Gender Equality in Evaluations'.

During the evaluation, the consultants are expected to apply the following approaches for data collection and analysis:

- Desk review of relevant documents (e.g. annual progress reports, etc.);
- Discussions with the Senior Management and Programme staff of implementing UN agencies (UNDP and UNICEF);
- Briefing and debriefing sessions with EU Delegation to the Republic of Moldova and the Government, as well as with other donors and partners;
- Interviews with partners and stakeholders (including gathering the information on what the partners have achieved and what strategies they have used), specifically but not limited to:
 - Local governments (Cahul and Ungheni rayons, Cahul and Ungheni municipia, other communes from the two rayons)
 - Municipal enterprises in charge of local public services
 - Communities and community-based organizations (NGOs, Local Action Groups, volunteer groups, community groups, children, adolescents and youth and their parents)
 - Economic actors including urban and rural businesses
 - Central government ministries and institutions (e.g. Ministry for Infrastructure and Regional Development).

All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

- Field visits to selected project sites and discussions with programme beneficiaries.

The consultants are particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. They should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights. Gender and human rights lens. All evaluation products need to address gender, disability, and human/child right issues.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, UNICEF, key stakeholders and the evaluators.

Institutional/Implementation arrangements

While the evaluation will remain fully independent, the assignment shall be performed in close coordination with the UNDP Effective Governance Programme Analyst/ Cluster Lead and the Programme Manager and in coordination with UNICEF Education Officer.

Thus, the Programme will provide the Consultants the necessary information (including core data) and materials for the fulfilment of the assignment, including the required support for organizing the necessary meetings/interviews and interacting with the relevant institutions and stakeholders. The supervision along with the deliverables 'quality assurance and their approval will be carried out by the Effective Governance Programme Analyst/ Cluster Lead. All the deliverables shall be submitted in English, in electronic format. Before submission of final deliverables, the consultants will discuss the draft documents with the parties involved, so that the final products reflect their comments.

The Programme National Steering Committee manages the Programme and provides advice on the overall Programme implementation at the highest level. It comprises representatives of the EU delegation, UNDP, UNICEF, the Ministry of Infrastructure and Regional Development, and the European Business Association. Since the Programme implements activities in numerous areas, representatives of relevant line ministries and agencies (Ministry of Finance, Ministry of Labour and Social Protection, Agency for Electronic Governance) and development partners, such as UN Women, GIZ, the German Banking Representation in Moldova, and the European Bank for Reconstruction and Development, were invited to the National Steering Committee meetings as observers.

The National Steering Committee of the Programme was formed to provide overall programmatic guidance, namely: to approve annual workplans and reports; to take conceptual decisions; to assess and decide on Programme changes through revisions; and to decide on the Selection Committee's composition and selection criteria.

The Selection Committee, which comprises representatives of the EU delegation, the Ministry of Infrastructure and Regional Development, UNDP and UNICEF, met during the reporting period to evaluate and select the grant beneficiaries.

Local Steering Committees were established in both Ungheni and Cahul focal regions. The Committee reviews and guides the work of the action and supervises the overall implementation of projects at the local level for each focal region. The Committee also endorses the list of projects and beneficiaries to be supported within the respective focal region.

In terms of staffing, UNDP has 18 staff members (working full-time) on Programme-related activities, to ensure the successful implementation of the Programme.

The UNICEF team engaged in the Programme comprise four staff members who are working full-time on Programme-related activities and ensuring its successful implementation: a Programme Officer – Education, a Programme Officer – Health, a Programme Associate, and a Programme Associate – Communication.

H. EXPECTED DELIVERABLES:

Tasks for the International Consultant	Tasks for the National Consultant (for information)	Deliverable	Indicative timeline
All relevant input documents reviewed 6 w.d.	<i>Background materials collected and analysed.</i> 7 w.d.	Deliverable 1 Evaluation outline	3-14 April, 2023
Inception report including evaluation methodology and work plan developed and agreed upon 3 w.d.	<i>Provide inputs to methodology and work plan</i> 1w.d.	Deliverable 2 Evaluation Methodology; Work plan	3-7 April, 2023
Visit to Moldova. Project site visits, interviews with implementers, partners and key stakeholders conducted. 7 w.d.	<i>Organize Field visits and meetings with relevant parties</i> 10 w.d.	Deliverable 3 Summary key findings presented to UNDP and UNICEF	25-28 April, 2023
Drafting of the Evaluation report 8 w.d.	<i>Provide input to the draft evaluation report (developed by international consultant)</i> 7 w.d.	Deliverable 4 Draft evaluation report	By 5 May, 2023
Debriefing with UNDP/UNICEF/EUD 2 w.d.	<i>Presentation of the final evaluation report</i> 2 w.d.	Deliverable 5 Online presentation	By 12 May, 2023
Finalization of the evaluation report (incorporating comments received on first drafts) 4 w.d.	<i>Final evaluation report provided</i> 3 w.d.	Deliverable 6 Final evaluation report; Relevant knowledge products	By 31 May, 2023
Total estimated number of working days – 30, out of which 7 days on mission to Moldova	Total estimated number of working days - 30		

Required formats for the inception reports, evaluation reports and other deliverables should be included in the annexes of the TOR for the evaluation being commissioned.

I. EVALUATION TEAM COMPOSITION AND RESPONSIBILITIES

Members of the evaluation mission must not have been associated with the Programme's formulation, implementation or monitoring. **It is proposed that the evaluation team to be composed of one international and one national consultant.**

The International Consultant will undertake one field visits to Moldova (7 working days).

Specifically, the International Consultant will perform the following tasks:

- Lead and manage the evaluation mission and assume overall responsibility for its quality and timeliness;
- Supervise the work of the national expert (during entire evaluation period).
- Design the detailed evaluation methodology (including the methods for data collection and analysis), propose detailed work plan and Evaluation outline;
- Briefing with EUD/UNDP/UNICEF CO representatives, agreement on the methodology, scope and outline of the Evaluation report prior to the first mission;
- Desk review of documents;
- Interviews with project implementing partners, relevant government bodies, NGO, independent experts, beneficiaries and donor representatives;
- Conduct field visit to the project sites and interviews with local stakeholders;
- Elaborate summary key findings based on interviews and site visits performed;
- Debriefing with EUD/ UNDP/UNICEF representatives;
- Development and submission of the draft Evaluation report. The draft will be shared with the UNDP/UNICEF for review and commenting;
- Finalize and submission of the final Evaluation report through incorporating suggestions received on the draft report.

The national consultant will be expected to conduct the following tasks:

- *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;*
- *Assist to the International Consultant in desk review of materials;*
- *Assist the International Consultant in developing the mission agenda and establishing meeting with relevant stakeholders;*
- *Participation in debriefings with UNDP/UNICEF representatives;*
- *Arranging field visits and assisting the International Consultant in interviewing local stakeholders at project sites, provision of interpretation in communication with beneficiaries when required;*
- *Assist the International Consultant in elaboration of a summary matrix of the project implementation key findings based on interviews and site visits performed;*
- *Participate in briefings with UNDP/UNICEF representatives;*
- *Assist the International Consultant in developing the first draft of the Evaluation report;*
- *Assist the International Consultant in finalization of the Final Evaluation Report through incorporating suggestions received.*

The evaluation will be fully independent, and the evaluation team will retain enough flexibility to determine the best approach in collecting and analysing data for the evaluation.

J. EVALUATION'S ETHICS

Evaluations in UN agencies are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) "[Ethical Guidelines for Evaluation](#)". 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 Consultant must possess the following qualifications:

- Master's degree or equivalent in Public Administration, Public Policy and Management, Development Studies and/or other relevant fields;
- At least 8 years of work experience in the areas relevant to the assignment (local development, urban and regional development, economic development, participatory planning for sustainable development, including participatory monitoring and evaluation);
- Experience in conducting evaluation of projects in the inclusive growth area;
- Familiarity with development approaches in Eastern Partnership or EU Neighbourhood countries;
- Extensive experience of programme formulation, monitoring and evaluation;
- Experience in evaluating similar programmes;
- Knowledge and experience with results-based management (especially results-oriented monitoring and evaluation);
- Excellent spoken and writing skills in English. Knowledge of Romanian is an advantage.

M. FINANCIAL ARRANGEMENTS:

The financial proposal shall specify a total **lump sum** amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including the daily fee, taxes, and number of anticipated working days, transport costs, etc.).

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

The travel costs to Moldova shall be indicated separately in the financial proposal and will be covered only if the travel will be allowed in the COVID-19 context.

Annexes to the ToR

Annexes can be used to provide additional detail about evaluation background and requirements to facilitate the work of evaluators. Some examples include:

- **Intervention results framework and theory of change.** Provides more detailed information on the intervention being evaluated.
- **Key stakeholders and partners.** A list of key stakeholders and other individuals who should be consulted, together with an indication of their affiliation and relevance for the evaluation and their contact information. This annex can also suggest sites to be visited.
- **Documents to be consulted.** A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and inception report. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:
 - Relevant national strategy documents.
 - Strategic and other planning documents (e.g., programme and project documents).
 - Monitoring plans and indicators.
 - Partnership arrangements (e.g., agreements of cooperation with governments or partners).
 - Previous evaluations and assessments.
 - UNDP evaluation policy, UNEG norms and standards and other policy documents.

N. Documents to Be Included When Submitting the Proposals

Interested individual consultants must submit the following documents/ information to demonstrate their qualifications:

- Signed and filled-in Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating Financial proposal in Annex 2, with the detailed breakdown of costs supporting the all inclusive financial proposal (in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls, transport costs etc.);
- Proposal (Motivation Letter): explaining why they are the most suitable for the work including previous experience in similar Projects (please provide brief information on each of the above qualifications, item by item, including information, links/copies of documents that prove participation in similar assignments);
- Curriculum Vitae including records on past experience in similar projects/assignments and concrete outputs obtained.

Important notice: The applicants who have the statute of Government Official / Public Servant prior to appointment will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- the applicant is certified in writing by the Government to be on official leave without pay for the

entire duration of the Individual Contract.

O. Evaluation of International Consultant

Initially, individual consultants will be **short-listed** based on the following minimum qualification criteria:

- Master's degree or equivalent in Public Administration, Public Policy and Management, Development Studies and/or other relevant fields;
- At least 8 years of work experience in the areas relevant to the assignment (local development, participatory planning for sustainable development, including participatory monitoring and evaluation);
- Experience in conducting evaluation of projects in the inclusive growth area.

The short-listed individual consultants will be further evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/ compliant/ acceptable, and
- b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight – 60% (300 pts);

* Financial Criteria weight – 40% (200 pts).

Only candidates obtaining a minimum of 210 points would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
Technical		
Master's degree or equivalent in Public Administration, Public Policy and Management, Development Studies and/or other relevant fields	<i>Master's – 5 pts; PhD – 10 pts</i>	10
At least 8 years of professional experience in the areas relevant to the assignment (local development, urban and regional development, economic development, participatory planning for sustainable development, including participatory monitoring and evaluation)	<i>Up to 8 years – 0 points, 8 years – 5 points, each additional year – 5 points up to max. 25 pts</i>	25
Demonstrated experience in conducting evaluation of projects in the inclusive growth area (minimum two evaluations)	<i>Up to two comprehensive studies/evaluations – 0 points, two studies/evaluations – 10 points,</i>	50

	<i>each additional study/evaluation – 10 pts. Up to max. 50 pts</i>	
Professional experience in Central and Eastern Europe on similar assignments is desirable	<i>Each assignment - 5 pts, up to max 15 pts</i>	15
Experience in working with UN agencies is an asset	<i>Each assignment - 5 pts, up to max 15 pts</i>	15
<p>Interview (demonstrated technical knowledge and experience; communication/ interpersonal skills; initiative; creativity/ resourcefulness).</p> <p>Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.</p>		
Proven competencies in carrying out needs and capacity assessments; designing feasibility studies/ documentation/ specific regulatory framework/ standard operating procedures	<i>Limited competencies – 5 pts, fair competences – 15 pts., good competences – 30 pts, very good – 40 pts</i>	185
Strong understanding and knowledge of regional/local and economic development.	<i>Limited understanding – 5 pts, fair – 25 pts., good – 45 pts, very good – 65 pts</i>	
Solid understanding of and ability to apply communication and collaboration tools and techniques (MS Office 365, ZOOM, Google tools etc.), including the ability to analyses and use research data outside from the evaluated context	<i>Limited understanding and ability - 5 pts., satisfactory – 15 pts.; extensive – 20 pts</i>	
Resourcefulness and creativity	<i>No – 0 pts., to some extent – 10 pts., extensive experience / good skills - 15 pts</i>	
Strong communication and interpersonal skills	<i>No – 0 pts., to some extent – 10 pts., extensive experience / good skills - 15 pts</i>	
Command of English language	<i>Working knowledge / intermediate – 15 pts, advanced – 20 pts</i>	
Additional languages: knowledge of Romanian and/or Russian	<i>5 pts per language, max. total 10 pts</i>	
Maximum Total Technical Scoring		300

**Under-represented group in the area of assignment (law enforcement) are women. Under-represented groups in UN Moldova are persons with disabilities, LGBTI, ethnic and linguistic minorities, especially ethnic Gagauzians, Bulgarians, Roma, Jews, people of African descent, people living with HIV, religious minorities, especially Muslim women, refugees and other non-citizens.*

Financial	
Evaluation of submitted financial offers will be done based on the following formula: $S = F_{min} / F * 200$ S – score received on financial evaluation;	200

<p>Fmin – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round;</p> <p>F – financial offer under consideration</p>	
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Winning candidate

The winning candidate will be the candidate, who has accumulated the highest aggregated score (technical scoring + financial scoring).