

PROPUNERE

pentru realizarea procesului de

ELABORARE A METODOLOGIEI DE EVALUARE A CENTRELOR DE TINERET

Adresată Ministerului Educației și Cercetării

29 august 2023

Stela POPA,
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CUPRINS

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PREZENTAREA COMPANIEI

AXA Management Consulting este un prestator de servicii profesionale de dezvoltare ce activează preponderent în Republica Moldova, dar și la nivel internațional.

MISIUNEA noastră este de a acorda, prin **activități de consultanță, informare și instruire, sprijin profesionist companiilor private, organizațiilor publice și neguvernamentale din Republica Moldova în efortul lor de a deveni organizații model, respectate de clienți, investitori și donatori pentru calitatea înaltă a serviciilor și produselor oferite.**

Pentru realizarea acestei misiuni, am dezvoltat, în ultimii 15 ani, un important set de servicii orientate spre beneficiul clienților și partenerilor noștri. Pentru organizațiile neguvernamentale, domeniile de expertiză de bază ale consultanților AXA Management Consulting sunt:

- Managementul resurselor umane
- Dezvoltarea capacităților organizaționale și a competențelor individuale
- Evaluarea proiectelor și a programelor
- Acces la finanțare

Pe parcursul ultimilor ani, calitatea serviciilor de consultanță, training, evaluare și informare oferite de echipa noastră a consolidat reputația pozitivă de partener sigur, de încredere și cu o veritabilă integritate profesională. Aceasta ne ajută să asigurăm o valoare sporită serviciilor oferite și beneficii reale pentru cei cu care colaborăm.

Următoarele ONG-uri, programe, proiecte și instituții donatoare cu activitate de impact la nivel național au beneficiat de serviciile noastre:



Empowered lives.
Resilient nations.



La această propunere sunt anexate câteva scrisori de referință din partea beneficiarilor noștri.

Pentru mai multe detalii despre proiectele, activitățile și serviciile AXA Management Consulting, va invităm să vizitați www.axa.md.

EXPERIENȚA AXA MANAGEMENT CONSULTING ÎN REALIZAREA PROCESELOR DE EVALUARE

Tabelul de mai jos prezintă experiența relevantă în realizarea proceselor de evaluare:

DENUMIRE PROIECT	BENEFICIAR	PERIOADA	ACTIVITĂȚI REALIZATE	PERSOANE DE REFERINȚĂ
End of Project Evaluation of BETTER OPPORTUNITIES FOR YOUNG WOMEN AND MEN NOT IN EDUCATION, EMPLOYMENT AND TRAINING IN MOLDOVA (Budget: EUR 1,111,111)	East Europe Foundation	May - August 2023	Development of the evaluation methodology and data collection tools Data collection using quantitative and qualitative methods Data processing and analysis Report development in English	Carolina Blajin, Program / Communications Officer East Europe Foundation tel: (+373 22) 235343/ext.118 e-mail: carolina.blajin@eef.md
End of Project Evaluation of LOCAL CIVIL SOCIETY CONTRIBUTES TO ECONOMIC AND SOCIAL DEVELOPMENT IN MOLDOVA (Budget: EUR 2,105,263)	East Europe Foundation	October - December 2020	Development of the evaluation methodology and data collection tools Data collection using quantitative and qualitative methods Data processing and analysis Report development in English	Sorin MEREACRE, President, East Europe Foundation, Tel.: (+373 22) 235343/ext.118, E-mail: sorin.mereacre@eef.md
End of Project Evaluation of Cutting Edge Improvements in the Public Procurement System in Moldova through Inclusiveness, Creativity and Law-Abiding Practices Project	IDIS Viitorul	September – October 2019	Development of the evaluation methodology and data collection tools Data collection Data processing and analysis Report development I Romanian and English	Carolina Ungureanu Deputy Director, Project Coordinator Tel (373 22) 22 18 44 e-mail: carolina.ungureanu@viitorul.org
End of Project Evaluation of BUILDING BRIDGES, FACING CHALLENGES – BUILDING BRIDGES BETWEEN THE CIVIL SOCIETY AND COMMUNITIES ON TWO BANKS OF NISTRU RIVER" PROJECT	East Europe Foundation	December 2019 – February 2020	Development of the evaluation methodology and data collection tools Data collection using quantitative and qualitative methods Data processing and analysis Report development in English	Sorin MEREACRE, President, East Europe Foundation, tel: (+373 22) 235343/ext.118, e-mail: sorin.mereacre@eef.md
External Evaluation of the Socio-School Inclusion of Children from the Placement Centers in the Mainstream Education System Project	Pestalozzi Children's Foundation	April – June 2019	Development of the evaluation methodology and data collection tools Data collection Data processing and analysis Report development in English	Natalia Balta Country Representative Moldova E-mail: n.balta@pestalozzi.ch Office Phone: +373 69 10 93 94
Data Collection for an	Internationa	July –	Development and adjustment of data collection tools	Judith Van Doorn

Assessment of the Enabling Environment for Sustainable Enterprises in Moldova	I Labour Organization (ILO)	November 2018	Application of questionnaires among 400 enterprises and 100 employees at national level Data processing Report development in English	Specialist Enabling Environment for Sustainable Enterprises & Enterprise Formalization Enterprises Department Tel: + 41 - (0)22 - 799.7949 E-mail: doorn@ilo.org
Impact evaluation of the “Quality Journalism for Democracy” Project	RISE MOLDOVA	April – June 2018	Development of the data collection tools Qualitative data collection Data processing and analysis Report development	Dumitru STOIANOV International Projects Coordinator, Fact-checker at RISE Moldova E-mail: dumitrustoianov.rise@gmail.com
Mid-term evaluation of the Partnerships for quality and relevance in ICT vocational education in Moldova Project	Educational Center Pro Didactica	December 2017 – March 2018	Development of the data collection tools Qualitative data collection Data processing and analysis Report development in English	Dr. Rima Bezede President of the Association Centrul Educational PRO DIDACTICA tel. (373 22) 542556, 541994 e-mail: rbezede@prodidactica.md
External Evaluation of FELT Project	Liechtenstein Development Services	October 2017 – January 2018	Development of the data collection tools Qualitative data collection Data processing and analysis Report development	Pius Frick T: +373 22 22-19-50, 23-22-39 E: pius.frick@led.md
External Evaluation of the “Social-economic empowerment and inclusion of young people with disabilities in the workplace” Project	MOTIVATIE Association	November 2017 – January 2018	Development of the data collection tools Qualitative data collection Data processing and analysis Report development in English	Igor MERIACRE, Director Executiv, Tel/fax: (+373) 22 661 393; (+373) 22 417 155, E-mail: office@motivation-md.org
Evaluation of internal capacities and stakeholder analysis of Confederation of Employer Organizations in Moldova	International Labour Organization	April – October 2016	Development of the data collection tools Qualitative data collection Data processing and analysis Report development in English	Dragan Radic Senior Specialist, Employers’ Activities International Labour Office Decent Work Technical Support Team Tel: +361 301 4909 E-mail: radic@ilo.org
Evaluation of the Project “Press Don’t Hate: Fighting Hate Speech in Online Media and in Social Networks”	Center for Independent Journalism	November – December 2015	Development of the data collection tools Qualitative data collection Data processing and analysis Report development in English	Ina Grejdeanu, Strategic Development Officer phone (373 22) 213652, 227539 fax (373 22) 226681 e-mail: igrejdeanu@ijc.md
Evaluation of the Project “Improving Media Legislation”	Center for Independent Journalism	November – December 2015	Development of the data collection tools Qualitative data collection Data processing and analysis Report development in English	Ina Grejdeanu, Strategic Development Officer phone (373 22) 213652, 227539 fax (373 22) 226681 e-mail: igrejdeanu@ijc.md

<p>Evaluation of the Multiannual Program implemented by CNV Internationaal (Holland) with National Confederation of Trade Unions</p>	<p>CNV Internationaal (Holland)</p>	<p>August – October 2015</p>	<p>Development of the data collection tools Qualitative data collection Data processing and analysis Report development in English</p>	<p>Karen Bouwsma CNV Vakcentrale Postbus 2475, 3500 GL Utrecht Tiberdreef 4, 3561 GG Utrecht k.bouwsma@cnv.nl</p>
<p>STUDY ON MAPPING OF SOCIAL SERVICES IN LEOVA AND ORHEIRAIONS AND BALTI MUNICIPALITY</p>	<p>UNICEF Moldova</p>	<p>March – June 2011</p>	<p>Development of the research methodology and data collection tools Qualitative data collection Data processing and analysis Report development in English</p>	<p>Larisa VIRTOSU Early Childhood Development Officer Chair, EFA/FTI Advisory Group UNICEF Moldova tel: (373 22) 220 034, e-mail: lvirtosu@unicef.org</p>
<p>END-OF-PROJECT EVALUATION STUDY FOR "EDUCATION FOR ALL - FAST TRACK INITIATIVE" PROJECT</p>	<p>The WORLD BANK Group</p>	<p>June – October 2010</p>	<p>Development of the research methodology and data collection tools Qualitative data collection Data processing and analysis Report development in English, Romanian and Russian</p>	<p>Mariana Doina MOARCAS Sr. Operations Officer ECSHD World Bank Office, Romania email: mmoarcas@worldbank.org</p>

ALTE EXPERIENȚE RELEVANTE

<p>Assignment name: Review of the Assessment and Evaluation in Education in the Republic of Moldova</p>	<p>Approx. value of the contract (in current US\$ or Euro): USD 39,890.00</p>
<p>Country: Republic of Moldova Location within country: Countrywide</p>	<p>Duration of assignment (months): 7</p>
<p>Name of Client: UNICEF Moldova</p>	<p>Total N^o of staff-months of the assignment: 7</p>
<p>Start date (month/year): November, 2018 Completion date (month/year): June, 2019</p>	<p>Name of senior professional staff of your firm involved and functions performed: Vitalie POPA, Assignment Manager</p>
<p><i>Narrative description of Project:</i></p> <p>The review was conceived to answer the following broad questions:</p> <ul style="list-style-type: none"> ○ What challenges and opportunities are there for developing a coherent assessment and evaluation framework that can inform evidence-based policymaking and practices – at the various levels of the system, i.e. student, teacher/school leader, school and system? ○ How to better link the international assessments with the national assessment system? ○ How to support schools in collecting and analysing learning evidence to inform school and classroom practices, school development planning etc.? <p>In more specific terms, the main objectives of this consultancy are:</p> <ul style="list-style-type: none"> ○ Analyse the design and practices under each of the four components — student assessment; teacher appraisal; school evaluation; system evaluation — and at how they can enhance student learning ○ Analyse the linkages between different types of assessment (large-scale assessments, examinations, formative assessment) and the cohesion between these and other aspects of the system, such as curriculum, textbooks, teacher education/ training, classroom instruction and education management information systems (EMIS) ○ Identify the challenges and opportunities for developing a coherent assessment and evaluation framework that can inform evidence-based policymaking and practices – at the various levels of the system, i.e. 	

<ul style="list-style-type: none"> ○ student, teacher/school leader, school and system ○ Propose better link between the international assessments with the national assessment system Identify and propose best ways to support schools in collecting and analysing learning evidence to inform school and classroom practices, school development planning, etc. ○ Provide concrete policy recommendations to enable the country to use the analysis to develop a robust strategy for strengthening its national learning assessment system.
<p><i>Description of actual services provided by our staff within the framework of the assignment:</i></p> <ul style="list-style-type: none"> • Development of the desk review framework • Identification and analysis of the primary source materials • Support to the international expert in the preparation of the study protocol • Discussion of the methodology with UNICEF and MECR representatives • Relevant data collection – field work • Analysis of the data collected and development of the draft report • Organisation of validation meetings with stakeholders • Incorporation of the stakeholders’ recommendations into the final report

Assignment name: Assessment of the Correspondence of Schools to Child Friendly School Standards	Approx. value of the contract (in current US\$ or Euro): USD 34,000.00
Country: Republic of Moldova Location within country: Countrywide	Duration of assignment (months): 10
Name of Client: UNICEF Moldova	Total N° of staff-months of the assignment: 7
Start date (month/year): September, 2018 Completion date (month/year): July, 2019 (on-going)	Name of senior professional staff of your firm involved and functions performed: Vitalie POPA, Assignment Manager
<p><i>Narrative description of Project:</i></p> <p>The objective of this consultancy is to assess the application of child friendly school standards by schools in Moldova, identify main barriers for successful implementation and capacity gaps and provide recommendations on actions needed for a strengthened implementation of CFS standards in all schools of Moldova</p> <p>In more specific terms, the objectives of this consultancy are:</p> <ul style="list-style-type: none"> ▪ Determine the extent to which schools in Moldova correspond to CFS standards; ▪ Identify the supporting and hindering factors for the implementation of CFS by the schools in the country; ▪ Determine how the implementation of the CFS standards highlights differences between schools and the increased quality of education in schools; ▪ Provide recommendations on the support needed for the schools to implement CFS standards and closing the gaps between institutions. 	
<p><i>Description of actual services provided by your staff within the framework of the assignment:</i></p> <ul style="list-style-type: none"> • Desk review of regional and local good practices, available national studies, evaluations and reports, and data from relevant ministries and agencies • Analysis of regulatory framework for implementation and monitoring of CFS standards • Development of data collection instruments for practice review • Conduction of field research in 32 sample schools • Data analysis • Report development • Consultation of research results with Ministry of Education, Culture and Research, other relevant stakeholders and UNICEF • Development of specific input to framework and procedures for implementation and monitoring of CFS standards 	

Assignment name: Data Collection and Analysis on GAPS AND WEAKNESSES IN INFORMATION DELIVERY AND COMMUNICATION AT SCHOOL LEVEL	Approx. value of the contract (in current US\$ or Euro): USD 15,446.00
Country: Republic of Moldova	Duration of assignment (months): 4

Location within country: Countrywide	
Name of Client: The World Bank Group, Moldova Education Reform Project	Total N° of staff-months of the assignment: 9
Address: World Bank Office in Chisinau, Moldova	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro): USD 15,446.00
Start date (month/year): February, 2015 Completion date (month/year): June, 2015	Name of senior professional staff of your firm involved and functions performed: Vitalie POPA, Assignment Manager Anastasia BLAJIN, Data collection Oleg BURSUC, Data collection and analysis
<i>Narrative description of Project:</i> This assignment aimed at identifying information gaps and weaknesses in delivery of information and communication in particular at school level. It also aimed to promote an environment of social accountability in the education sector where citizens' voices and feedback are heard and taken into account for better policy and decision making for the better future of all citizens of Moldova.	
<i>Description of actual services provided by your staff within the assignment:</i> Within the framework of the study the following activities were carried out: <ul style="list-style-type: none"> ○ Development of assignment methodology and development of data collection tools; ○ Qualitative data collection: <ul style="list-style-type: none"> ○ 12 focus group discussions with students, teachers and parents from selected urban and rural communities, ○ 15 in depth interviews with teachers and school principals from selected urban and rural schools, as well as with officials of district education directorates; ○ Collected data processing and analysis; ○ Report development in English. 	

Assignment name: Baseline Study on RE-ENGINEERING VOCATIONAL ORIENTATION AND CAREER COUNSELLING FOR MOLDOVAN LABOUR FORCE COMPETITIVENESS	Approx. value of the contract (in current US\$ or Euro): EURO 11,584.00
Country: Republic of Moldova Location within country: Countrywide	Duration of assignment (months): 3
Name of Client: Center for Entrepreneurial Education and Business Support, financially supported by Austrian Development Agency	Total N° of staff-months of the assignment: 9
Address: 35 Mihai Eminescu st., of.7, Chisinau, MD-2012, Republic of Moldova	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro): EURO 11,584.00
Start date (month/year): February, 2015 Completion date (month/year): April, 2015	Name of senior professional staff of your firm involved and functions performed: Vitalie POPA, Assignment Manager Anastasia BLAJIN, Data collection and analysis Mihaela ROȘCOV, Data collection
<i>Narrative description of Project:</i> The purpose of the consultancy was to generate comprehensive baseline information on the current vocational orientation practices and policies in R. Moldova. Additionally, it also provided a baseline to identify project beneficiaries' and stakeholders' needs regarding vocational orientation, as well as a desk review of the best international practices. The information was supposed to support project planning and support implementation team to better understand and monitor the progress and results of the project interventions. It provided a baseline to measure the project results, impact and long lasting change in the lives of the beneficiaries at the end of the project.	
<i>Description of actual services provided by your staff within the assignment:</i> <ul style="list-style-type: none"> ○ Desk review of the best vocational orientation and career guidance international practices (including countries comparable to Moldova); ○ Data collection using qualitative and quantitative approaches; 	

- About 500 questionnaires completed by teachers and students (15-20 years old) from 15 educational institutions,
- 28 focus group discussions with students, parents and teachers from target schools, as well as with business community representatives,
- 8 in-depth interviews with realized with central and district educational authorities and development agencies representatives: Ministry of Education, Employment Agencies Employment, District Education Directorate of Youth and Sport, Liechtenstein Development Service (LED);
- **Collected data processing and analysis;**
- **Report development** in English, Romanian and Russian.

Assignment name: DEMAND ASSESSMENT FOR CONTINUOUS VOCATIONAL TRAINING (CVT) IN THE CONSTRUCTION SECTOR AND DISSEMINATION IN THE REPUBLIC OF MOLDOVA	Approx. value of the contract (in current US\$): USD 26,880.00
Country: Republic of Moldova Location within country: countrywide	Duration of assignment (months): 9
Name of Client: European Training Foundation (ETF)	Total No. of staff-months of the assignment: 5
Contact Person, Title/Designation, Tel. No./Address: Gabriela Platon, Labour Market Specialist - Country Desk Moldova, Operations Department ADDRESS Villa Gualino, Viale Settimio Severo 65, I - 10133 Torino TELEPHONE +39.011. 630.22.23 FAX +39.011. 630.22.00 EMAIL Gabriela.Platon@etf.europa.eu, info@etf.europa.eu WEB www.etf.europa.eu	
Start date (month/year): June 2014 Completion date (month/year): December 2014	Name of senior professional staff of your consulting firm / organization involved and designation and / or functions performed: <ul style="list-style-type: none"> ● Vitalie POPA – Project Manager, Data analysis and report development ● Anastasia BLAJIN, Data collection and analysis ● Mihaela ROȘCOV, Data collection
<i>Description of Project:</i> The purpose of the study was to identify the demand of CVT in qualitative and quantitative aspect in accordance with the trends and needs in permanent change of economy and especially in the construction sector to ensure the continuous training of the labour force according to the trends and demands of the market. OBJECTIVES OF THE STUDY <ul style="list-style-type: none"> ● Qualitative evaluation of the needs of continuous vocational training in the construction sector ● Identification of the gaps in the system of continuous vocational training ● Elaboration of the proposals of improvement of the continuous vocational training system 	
<i>Description of actual services provided by your staff within the assignment:</i> <ul style="list-style-type: none"> ● Organization and carrying out the data collection process, countrywide, using an already developed methodology and data collection tools. Target groups for data collection employers and employees' representatives in about 160 companies in the sector; ● Data analysis and report development; ● Translation of final report into English; ● Organization of 5 national and regional events to disseminate the quantitative and qualitative results of the assignment, notably for CVT policy makers and CVT suppliers; ● Dissemination campaign for the methodology to promote the utilization of the tool(s) in other sectors of the economy. 	

Assignment name: DEMAND ASSESSMENT FOR CONTINUOUS VOCATIONAL TRAINING (CVT) IN THE AGRO-FOOD SECTOR AND DISSEMINATION IN THE REPUBLIC OF MOLDOVA	Approx. value of the contract (in current US\$): 46,233.5
Country: Republic of Moldova Location within country: countrywide	Duration of assignment (months): 9
Name of Client: European Training Foundation (ETF)	Total No. of staff-months of the assignment: 19
Contact Person, Title/Designation, Tel. No./Address: Siria TAURELLI, Senior Specialist in Governance and LLL - Country Manager, ETF Operations ADDRESS Villa Gualino, Viale Settimio Severo 65, I - 10133 Torino TELEPHONE +39.011. 630.22.44 FAX +39.011. 630.22.00 EMAIL info@etf.europa.eu WEB www.etf.europa.eu	
Start date (month/year): April 2013 Completion date (month/year): December 2013	Name of senior professional staff of your consulting firm / organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader): <ul style="list-style-type: none">• Vitalie POPA – Project Manager, Data analysis and report development• Anastasia BLAJIN, Data collection and analysis• Mihaela ROȘCOV, Data collection
<i>Description of Project:</i> The purpose of the study was to identify the demand of CVT in qualitative and quantitative aspect in accordance with the trends and needs in permanent change of economy and especially in the agro – food sector to ensure the continuous training of the labour force according to the trends and demands of the market. OBJECTIVES OF THE STUDY <ul style="list-style-type: none">• Qualitative evaluation of the needs of continuous vocational training in the agro – food sector• Identification of the gaps in the system of continuous vocational training• Elaboration of the proposals of improvement of the continuous vocational training system• Qualitative evaluation of the needs of continuous vocational training in the agro – food system• Evaluation of the needs of continuous vocational training at the level of sector, branch, sub – branch, district.	
<i>Description of actual services provided by your staff within the assignment:</i> <ul style="list-style-type: none">• Organization and carrying out the data collection process, countrywide, using an already developed methodology and data collection tools. Target groups for data collection employers and employees' representatives in about 500 companies in the sector;• Data analysis and report development;• Translation of final report into English;• Organization of 10 national and regional events to disseminate the quantitative and qualitative results of the assignment, notably for CVT policy makers and CVT suppliers;• Dissemination campaign for the methodology to promote the utilization of the tool(s) in other sectors of the economy.	

METODOLOGIA PRELIMINARĂ DE REALIZARE A SARCINII

Pornind de la specificul sarcinii ce urmează a fi realizată, propunem ca întregul proces să se desfășoare în conformitate cu următoarele etape:

ETAPA 1 – ELABORAREA RAPORTULUI INIȚIAL

La această etapă va fi elaborat raportul inițial care va cuprinde următoarele:

- a. Analiza documentară a legislației și concluziile și recomandările generale
- b. Planul inițial al procesului de elaborare a Metodologiei de evaluare a Centrelor de Tineret

Durata acestei etape - 10 zile

ETAPA 2 – ELABORAREA PROIECTULUI INIȚIAL AL METODOLOGIEI

În baza analizei cadrului legislativ în domeniul tineretului și cel conex, va fi elaborată versiunea inițială a Metodologiei de evaluare a Centrelor de Tineret. Aceasta va fi prezentată reprezentanților MEC pentru analiză și feedback.

Durata acestei etape - 20 zile

ETAPA 3 – ANALIZA FINANCIARĂ A IMPACTULUI PROIECTULUI

În baza activităților precedente, va fi realizată analiza financiară a impactului aplicării metodologiei de evaluare a Centrelor de Tineret.

Durata acestei etape - 15 zile

ETAPA 4 – CONSULTAREA PROIECTULUI METODOLOGIEI

Pentru îmbunătățirea versiunii inițiale a Metodologiei de evaluare a Centrelor de Tineret, aceasta va fi consultanță cu actori relevanți din domeniu. Astfel, vor fi organizate ședințe de lucru în cadrul cărora va fi prezentat și discutat proiectul Metodologiei.

Durata acestei etape - 20 zile

ETAPA 5 – REDACTAREA VERSIUNII FINALE A METODOLOGIEI

În urma discutării proiectului inițial al Metodologiei și în baza sugestiilor colectate, va fi redactată versiunea finală a acesteia.

Durata acestei etape - 10 zile