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## **1. BACKGROUND INFORMATION**

### **1.1. Partner country**

Republic of Moldova

### **1.2. Contracting Authority**

Ministry of Internal Affairs represented by Information Technology Service

### **1.3. Country background**

Republic of Moldova is a part in the Financing Agreement concluded with the European Commission as of December 2016 regarding to cross-border cooperation programs financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighborhood Instrument including all subsequent modifications and additions. In this aspect, accordingly to the request of the European Commission and Management authority of the program the Lead beneficiaries of the projects must assure the project evaluation processes among the project implementation period and the technical audit of the project after the closure of the project.

### **1.4. Current situation in the sector**

Managing for results has become a political priority for the European Commission. Our institution needs to demonstrate the concrete impact of the project over the program objectives. In addition, budgetary constraints, the increasing demand of the general public for the project to ensure greater accountability, as well as the need to draw lessons from past experience, all require a greater attention to ensuring impact.

For the Lead Beneficiary, which is confronted with a challenging policy context in both the enlargement and neighbourhood regions, ensuring and demonstrating the clear impact of its interventions is a particularly pressing policy priority.

In such a context, it is indispensable to carefully design new policies and actions, to monitor implementation through relevant indicators, identify the main results and determine the EU contribution to these results. We need to ensure that our policy decision-making processes as well as our planning and programming exercises are fed by relevant data, knowledge and lessons learned.

All this requires a strong ability to design interventions, as well as a deep understanding of the links between planning/programming, implementation (and its monitoring) and evaluation.

The project management activity should provide planning, coordination, monitoring and controlling project activities, according with the budget and established plan.

At the beginning of the action, the partners should establish a Project Steering Committee composed of representatives of all project partners.

The Project Steering Committee (PSC) must act for the best performance of the project activities, in order to avoid and mitigate the risks for not achieving the project objectives and results or to increase the budget. Any deliverable of the project must be approved by PSC, before being transmitted to the Contracting Authority, ensuring a Joint Project Implementation and a good coordination between the project management teams. The project beneficiaries shall use a joint budget divided between them according to the activities carried out. Co-financing shall be insured by all partners in order to prove the commitment of each partner. There will be only one Joint Project budget and one Joint reporting.

The PSC shall be led by the project manager assigned by Lead Beneficiary.

Project management and coordination during the whole project implementation will provide effective organization of project implementation, achieving of specific objectives, quality reporting, as well as sustainability accomplishment after project implementation.

In accordance with the composition of the project team the main attributions and responsibilities will be established for each member, in order to obtain a unitary and coordinated project implementation.

The attributions and the area of expertise for each member will be established accordingly to their knowledge and personal competencies.

The project teams will ensure the permanent monitoring and periodically evaluations of the project activities. The obtained data will be used in the final evaluation process.

## **1.5. Related programmes and other donor activities**

Joint Operational Programme Romania- Republic of Moldova 2014-2020.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1. Overall objective**

To contribute the Lead Beneficiary in the planning, monitoring and closing processes of the project, risk evaluation process, level of achievement expected from the implementation of the goals, final project evaluation.

### **2.2. Purpose**

The purposes of this contract are as follows:

- Systematic and objective assessment of the on-going and completed intervention, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.
- Providing of credible and useful information, enabling the incorporation of lessons learned into the decision – making process of both recipients and donors.
- An evaluation of the process of determining the worth or significance of an activity, policy or intervention at the moments of planning, during implementation and when the project is completed.

### **2.3. Results to be achieved by the Contractor**

- Initial evaluation of the project
- Intermediary evaluation of the project
- Final evaluation of the project
- Final Project technical audit report

### **3. ASSUMPTIONS & RISKS**

#### **3.1. Assumptions underlying the project**

The development, ongoing maintenance of the project processes and schedule, final evaluation of achievements and lesson learning process.

#### **3.2. Risks**

- Legislative modifications that affect prices or public procurement procedures;
- Personal migration during the implementation period;
- Modification of legal provisions regarding investments, public procurements or other related legislation;
- Possible delay of public procurement service for design, manufacturing and installation of equipment;
- Costs modification for materials, raw materials (exchange rate depreciation).

### **4. SCOPE OF THE WORK**

#### **4.1. General**

##### **4.1.1. Description of the assignment**

The evaluation will attempt to determine as systematically and objectively as possible the relevance, efficiency, achievements (outputs, prospects for achieving expected outcomes and impact) and sustainability of the project. To this end, the evaluation will assess the achievements of the project against its key objectives, as set out in the revised project document and the inception report, including re-examination of the relevance of the objectives and of the design. It will also identify factors that have facilitated or impeded the achievement of the objectives.

The stakeholders will be consulted and in the field as part of the evaluation exercise, and their comments and feedback will be sought as part of the report finalization process. The evaluation will span the entire project process from the beginning to the present, but will be limited in focus to major project activities and results. The evaluation will extend over all specific geographic areas covered by the project, and assess the entire results chain, but will focus more specifically on outputs and planned outcomes, and also the likelihood of achieving planned impacts. Inter alia, this includes analysis of pertinent issues such as management arrangements, procurement and financial procedures, risk assessment, timeliness of interventions, selection of beneficiaries, and prospects for sustainability.

##### **4.1.2. Geographical area to be covered**

Republic of Moldova whole area, Romania - Botosani, Iasi, Vaslui, Galati regions, Major Centre Bucharest

##### **4.1.3. Target groups**

Evaluation engages the same actors who are engaged in policy making and implementation. It, actually, provides the opportunity to also include actors who are key: potential and actual beneficiaries and intended target populations. All actors (especially evaluators, evaluation managers,

contracting authority's representatives, programme managers) are bound by the ethical principles of evaluation.

The immediate beneficiaries are:

- Project beneficiaries
- Program Management Authority
- European Commission
- National Authority (Republic of Moldova, "Antena" office)
- Evaluators
- Audit and evaluation entities

## **4.2. Specific work**

The evaluation consultants will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report, and in line with the above evaluation purpose and focus descriptions.

However, the following issues and questions are expected to be included in the assessment:

### **Project identification and formulation**

- Clarity and realism of the project's broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability.
- The feasibility of meeting the project's stated targets and objectives.
- The extent to which lessons from earlier projects were taken on board in the formulation process including lessons and recommendations given on existing evaluation reports at the time.
- Relevance of the project to the needs of target beneficiaries.
- Clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame).
- Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks).
- Realism and clarity of external institutional relationships, and in the managerial and institutional as well as security framework for implementation and the work plan.
- Likely cost-effectiveness of the project design.
- The appropriateness and relevance of evaluation-foreseen role within a post-crisis, respective comparative advantages and approach to crisis-context programming.
- The extent to which factors of vulnerability and resilience were taken into account in the formulation process.
- Clarity and realism of the project's broader and immediate objectives, including specification of baselines and targets, identification of beneficiaries, and prospects for sustainability.
- The appropriateness of the project's criteria for the selection of beneficiaries and trainees for achieving stated aims.

### **Project ownership & relevance**

- Who initiated the project and for what reason?
- Relevance of the project to the ENI priorities, strategies, programmes and needs
- Whether the counterparts have been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach within a joint project framework
- Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?

### **Efficiency of Implementation**

Efficiency and adequacy of project implementation including:

- Availability of funds as compared with budgetary inputs.
- The quality and timeliness of input delivery (expertise, training, equipment, methodologies, etc.) as compared to the work plan(s).
- Managerial and work efficiency.
- Implementation difficulties.
- Adequacy of monitoring and reporting.
- The extent of national support and commitment and the quality and quantity of administrative and technical support by project Beneficiaries.

### **Effectiveness and Project Results**

The evaluation will include a full and systematic assessment of outcomes and outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives), and will be limited to results defined under the direct responsibility of Beneficiaries.

This includes the relevance of the outputs produced and how the target groups use the outputs, with particular attention to gender aspects as well as capacity development plans and outcomes; as part of the outcomes, which have occurred or which are likely to happen through utilization of outputs.

The evaluation will also assess the contribution of the project to increasing the cooperation capacity and the information exchange between the public authorities from Romania and Republic of Moldova over cross border area, through the implementation of an integrated communication system. The extent to which local (community, public administration or institutional) resilience and recovery in targeted regions (assessed against the project's stated results) were enhanced.

### **Prospects for achieving the expected impact and sustainability:**

Prospects for achieving the desired outcomes and impact and prospects for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social and institutional) that are likely to occur as a result of the intervention, and how far they are sustainable. This, inter alia, should include an assessment of local commitment at various levels to resource allocation for scaling up similar interventions, and an analysis of the impact of the project – and how these relate to and build on earlier Beneficiary projects.

The likely impact that the project will have on the beneficiaries:

- Is the project likely to have the intended impact?
- Particular attention will be paid to the functional viability of established institutions or services and the existence or development of medium term plans for beneficiaries.
- Functional growth, skills development, time reaction reduction.

### **Project coordination and management**

The extent to which:

- National management and overall field coordination mechanisms of the project have been efficient and effective.
- HQ-based management, coordination, quality control and input delivery mechanisms have been efficient and effective.

- Monitoring and self-evaluation has been carried out effectively, based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management.
- Changes in planning documents during implementation have been approved and documented.
- Coordination envisaged with any other development cooperation programmes in the country has been realized and benefits achieved.
- Synergy benefits can be found in relation to other Beneficiaries and JOP activities in the country.

### **Recommendations for the next phase and lessons learned**

Recommendations should include consideration of project sustainability, particularly with regard to provision of industrial skills within a cross-border context.

It is expected that the report's recommendations would also cover pertinent issues such as management arrangements, procurement and financial procedures, risk assessment, timeliness of interventions, selection of beneficiaries, and prospects for sustainability in a context of cross border cooperation between public entities.

Based on the above analysis the evaluation team will draw specific conclusions and make proposals for any necessary further action by the JTS and/or Beneficiary to safeguard a transition to sustainable development.

The mission will draw attention to any lessons of general interest in context where cooperation capacity and the information exchange between the public authorities from Romania and Republic of Moldova over cross border area and in relation to the design and orientation of the aforementioned, planned thematic evaluation.

- Draft Timetable (proposed start date: 6 July 2020)

<b>Activity</b>	<b>Time period (estimated contract months)</b>	<b>Deliverable</b>
Desk study of project documents & relevant reports on the context	6 days starting with contract signature day (11)	Inception report - Methodology, questionnaires and mission plan completed
Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report		
Preparatory meetings; finalise mission plan and appointments and ensure logistical support in place		
Conduct evaluation assessment within the project Beneficiaries bodies	10 days	Presentation on preliminary findings
Present preliminary findings	2 days	
Detailed analysis of assessment results and follow-up surveys	2 days	
Preparation of first draft evaluation report & submission for Beneficiary feedback	7 days	First draft Initial evaluation Report
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	2 days	Second draft Initial evaluation Report

Finalization of Initial report upon receipt of stakeholders' feedback and final presentation to Beneficiary	1 day	Final draft Initial evaluation Report
Conduct evaluation assessment within the project Beneficiaries bodies	10 days (23)	Presentation on intermediary evaluation findings
Present preliminary findings	2 days	
Detailed analysis of assessment results and follow-up surveys	2 days	
Preparation of first draft evaluation report & submission for Beneficiary feedback	7 days	First draft Intermediary evaluation Report
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	2 days	Second draft Intermediary evaluation Report
Finalization of Intermediary report upon receipt of stakeholders' feedback and final presentation to Beneficiary	1 day	Final draft Intermediary evaluation Report
Conduct evaluation assessment within the project Beneficiaries bodies	10 days (35)	Presentation on final evaluation findings
Present preliminary findings	2 days	
Detailed analysis of assessment results and follow-up surveys	2 days	
Preparation of first draft evaluation report & submission for Beneficiary feedback	7 days	First draft Final evaluation Report
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	2 days	Second draft Final evaluation Report
Finalization of Final report upon receipt of stakeholders' feedback and final presentation to Beneficiary	1 day	Final draft Final evaluation Report
Technical audit verification of the project activities and results	30 days (35)	Final Project technical audit report

The Guidelines for evaluation process could be used from the link below [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial\\_assistance/phare/evaluation/2016/20160831-dg-near-guidelines-on-linking-planning-progrming-vol-1-v-0.4.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/phare/evaluation/2016/20160831-dg-near-guidelines-on-linking-planning-progrming-vol-1-v-0.4.pdf)

The Contractor must also comply with the latest Communication and Visibility Manual for EU External Actions concerning acknowledgement of EU financing of the project. (See <https://ro-md.net/identitate-vizuala/>)

### 4.3. Project management

#### 4.3.1. Responsible body

Project Management team of the Contracting Authority.

#### **4.3.2. Management structure**

The Project Steering Comity (PSC) is composed from members of the Beneficiaries Project Management teams. Project Manager appointed by Lead Beneficiary will ensure the leadership of PSC.

Project management and coordination during the whole project implementation will provide effective organization of project implementation, achieving of specific objectives, qualify reporting, as well as sustainability accomplishment after project implementation.

Any deliverable of the project must be approved by PSC, before being transmitted to the Contracting Authority, ensuring a Joint Project Implementation and a good coordination between the project management teams.

The project management will be done through: written agreements between partners, e-communication on-line, workshops (formal and informal), internal approvals during the project.

The Evaluation Team will report to the Lead Beneficiary trough the PSC component. The members of the PCS shall not be a direct recipients of the project support as well as those that manage the projects directly to ensure objectivity. The Project Manager of the LB and the Assistant Manager will provide technical guidance on evaluation and ensure independent of evaluation process, and that policy is followed. The legal expert, the project manager will manage the evaluation and provide logistical support. The Project coordinator will make the approving and reception of the deliverables after preventive verification by the Project manager.

#### **4.3.3. Facilities to be provided by the Contracting Authority and/or other parties**

Not supplementary offices should be rented, the necessary workspaces will be provided to the evaluators by the beneficiaries of the project in the main offices. The Contractor, should take the all-logistical support, including meeting organization.

## **5. LOGISTICS AND TIMING**

### **5.1. Location**

Cnisiu city, Republic of Moldova

### **5.2. Start date & Period of implementation of tasks**

The intended start date is 29.07.2020 and the period of implementation of the contract will be 24 months from this date. Please see Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

## **6. REQUIREMENTS**

### **6.1. Staff**

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

### **6.1.1. Key experts**

Key experts are defined and they must submit CVs and signed Statements of Exclusivity and Availability.

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

#### **Key expert: Team Leader**

Qualifications and skills

##### **Education:**

Advance degree (Master) in international relations, Public Administration Public Policy or other relevant field.

##### **Language:**

- Proficiency in written and spoken English is essential. Ability to communicate in Romanian language would be an asset.

General professional experience

##### **Functional Competencies:**

- Consistently approaches work with energy and a positive, constructive attitude.
- Ability to work under pressure and to meet deadlines.
- Demonstrates excellent oral and written communication skills.
- Demonstrates openness to change and ability to manage complexities.
- Self-reliant and able to work as a part of a multi-cultural team in a stressful.

##### **Professionalism:**

- Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges and, remains calm in stressful situations.

##### **Communication:**

- Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and, responds appropriately; asks questions to clarify and, exhibits interest in having two-way communication; tailors language, tone, style and, format to match the audience and, demonstrates openness in sharing information and, keeping people informed.

##### **Planning and Organizing:**

- Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary and, uses time efficiently.

##### **Client Orientation:**

- Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect and, meets time line for delivery of product or services to client.

##### **Teamwork:**

- Works collaboratively with colleagues to achieve organizational goals; builds consensus for task purpose and direction with team members and, supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

##### **Technological awareness:**

- Keeps abreast of available technology, actively seeks to apply technology to appropriate tasks and, shows willingness to learn new technology.

#### Specific professional experience

- Previous experience and substantive knowledge on results-based management (RBM) and results-oriented monitoring and projects/programmes evaluation;
- Minimum 5 years of relevant professional experience in the field of communication, infrastructure or sustainable development, project management.
- PMP certification or equivalent.
- Additional skills in communication and infrastructure development is preferable.
- Experience in working for the EU or other international development organizations in an international setting would be an asset.
- Technical knowledge in the targeted focal area(s)
- Knowledge of Public Administration processes
- Excellent analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is essential.
- Experience of working at the policy level/strategic level would be an asset.
- Excellent report writing skills are essential.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

#### **6.1.2. Other experts, support staff & backstopping**

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The Contractor shall select and hire other experts as required according to the needs. The selection procedures used by the Contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

#### **6.2. Office accommodation**

Office accommodation for each expert working on the contract is to be provided by the Contracting Authority or by the case by the Partners.

#### **6.3. Facilities to be provided by the Contractor**

The Contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion. Contractor will ensure all necessities in terms of supplies, services, documentation, logistical support, etc. for the success of the contract.

#### **6.4. Equipment**

No equipment is to be purchased on behalf of the Contracting Authority / partner country as part of this service contract or transferred to the Contracting Authority / partner country at the end of this

contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

## **7. REPORTS**

### **7.1. Reporting requirements**

The Contractor will submit the following reports in English and Romanian in one original and 2 copies, 1 electronic copy, the copies should be numbered and assumed "According to the original":

- **Inception Report** of maximum 12 pages to be produced after one week from the start of implementation. In the report the Contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The Contractor should proceed with his/her work unless the Contracting Authority sends comments on the inception report.
- **Drafts of initial, intermediary and final evaluation reports** of maximum 30 pages (main text, excluding annexes). Those reports shall be submitted no later than one month before the end of the period of implementation of tasks.
- **Initial, intermediary and final evaluation reports** with the same specifications as the draft evaluation reports, incorporating any comments received from the parties on the draft report. The deadline for sending the reports is 5 days after receipt of comments on the draft reports. The reports shall contain a sufficiently detailed description of the different options to support an informed decision on project progress and project/program indicative achievements. The detailed analyses underpinning the recommendations will be presented in annexes to the main reports. The final version of the reports must be provided along with the corresponding invoice.

### **7.2. Submission and approval of reports**

The report referred to above must be submitted to the Project Manager identified in the contract. The Project Manager is responsible for approving the reports.

## **8. MONITORING AND EVALUATION**

### **8.1. Definition of indicators**

- 1 - Initial evaluation of the project, delivered no later than months 8 of implementation period of the project.
- 1 - Intermediary evaluation of the project, delivered no later than months 18 of implementation period of the project.
- 1 - Final evaluation of the project, delivered no later than months 36 of implementation period of the project.
- 1 - Final Project technical audit report, delivered no later than months 36 of implementation period of the project.

### **8.2. Special requirements**

Risk, stakeholders, change management registers will be elaborated, which will include but not will be limited to identification, impact, reaction, procedures. Management plan updated, with clear and risk related evaluation procedures. Plan of the immediately measures to be taken in terms of best project/program objectives achievements.