



## *Call for expression of interest*

# **Terms of Reference (ToR) for**

## **Final Evaluation<sup>1</sup>**

Project Title:	YES – Youth Empowerment for Sustainable development
Country:	Republic of Moldova
Project Number:	8108-09/2018
Name of Partner Organisation:	A.O. CONCORDIA. Proiecte Sociale (CONCORDIA Moldova)
Date of announcement:	22 <sup>nd</sup> of July 2020
Announced by:	CONCORDIA Moldova
Announcement valid until:	15 <sup>th</sup> of August 2020

### **1. Introduction/Background**

The project "YES - Youth Empowerment for Sustainable development" - a two year development project of CONCORDIA Verein für Sozialprojekte and its implementing partner organisation CONCORDIA Moldova - shall be externally evaluated until 30<sup>th</sup> of May 2021

The project that is 65% co-financed by the Austrian Development Agency (ADA) is running from 2018 to 2021. The overall budget for the project is 287.400€ with 186.700€ funding from the Austrian Development Agency (ADA).

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<sup>1</sup> An evaluation is: The systematic and objective assessment of an on-going or completed project, programme or policy its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

**1 in 3 young people are either unemployed or not enrolled in education or in any formal training.** Especially young women are more likely to be affected than young men (34.8% and 23.2%, respectively). It is further remarkable that 30% of young women, but only 13.7% of young men are counted as being *inactive non-students*, which are usually not looking for work due to disillusionment, family responsibilities, and sickness or disability, among other reasons. In 2017, youth unemployment aged from 15-34 years even reached over 52%<sup>2</sup>. Many of those employed have informal jobs (31% of youth) or work without individual employment contracts (10.4%)<sup>3</sup>. At the age of 18, care leavers are more likely than other young people not to be in employment, education or training, and thus are socially excluded or even homeless. We have found the following interconnected root causes leading to this condition:

#### **Root cause #1: Mismatch of skills between businesses and youth**

According to the World Bank's Business Environment and Enterprise Performance Survey (BEEPS) for 2008-9, employers identified Moldova's "inadequately educated workforce" (about 15%) as well as an "existing labour skill level" (over 40%) as a major constraint and obstacle to employment<sup>4</sup>. On the other hand, young people also voice their concerns: "The jobs out there all require experience from us young people, but nobody wants to help us gain it. It's a vicious cycle"<sup>5</sup>. In 2015, almost 69% of the employed youth worked in positions that match their level of education, while the remaining 31.2% were either over- or undereducated (29.1% and 2.1%, respectively). This high rate of overqualification is due to an abundance of highly educated young people that cause employers to hire tertiary education graduates for jobs they are obviously overqualified for. Generally spoken, male employees are more likely to be overeducated for their job, while young female workers are more likely to be in well-matched positions<sup>6</sup>. That explains why a lot of young people in Moldova end up either taking positions ranking lower than jobs they are qualified for, or they leave it to find jobs elsewhere. Young care leavers are particularly struggling to find a job, given their general lack of job-related and soft/life skills needed to get and maintain employment. Enhancing the quality and effectiveness of the national VET system – a key intervention strategy to tackle this problem – has been picked up by various donors (e.g. European Commission, UNDP, etc.). Action research (peer research) done with young people with care experience in more European countries<sup>7</sup> has emphasized that the care system is hardly connected to the business sector. Care providing organisations do not facilitate young people's participation in the job market (e.g. through apprenticeships), and the business sector generally lacks any information or knowledge on young care leavers as a potential workforce (which in turn may incite stigmatization).

#### **Root cause #2: High skilled labour migration/brain drain**

Given this reality outlined above and the fact that the creation of new jobs is lagging behind, many young highly skilled people migrate abroad – in fact 16% of the youth of the country are working or looking for a job abroad<sup>8</sup>. Young women are more likely to stay out of the labor market due to family responsibilities (23.6% of women as compared to 1.3% of men), while young men are more likely than young women to work abroad (22.7% men in comparison to 7.3% women)<sup>9</sup>. In a formal strategy

<sup>2</sup>[2] <https://www.giz.de/en/worldwide/37587.html>

<sup>3</sup>[3] [https://moldova.unfpa.org/sites/default/files/pub-pdf/Demographic%20Barometer%203\\_Situation%20of%20Youth%20in%20RM\\_2015.pdf](https://moldova.unfpa.org/sites/default/files/pub-pdf/Demographic%20Barometer%203_Situation%20of%20Youth%20in%20RM_2015.pdf)

<sup>4</sup> [http://www.equi.at/dateien/Skills\\_matching\\_synthesis\\_re.pdf](http://www.equi.at/dateien/Skills_matching_synthesis_re.pdf)

<sup>5</sup> <https://www.md.undp.org/content/moldova/en/home/blog/2018/why-are-young-people-in-moldova-struggling-with-unemployment.html>

<sup>6</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_498766.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_498766.pdf)

<sup>7</sup><https://www.sos-childrensvillages.org/getmedia/80a754d9-8832-4a16-9e7e-11ece55b23e0/PeerResearch-European-Report-WEB.pdf>

<sup>8</sup> [https://moldova.unfpa.org/sites/default/files/pub-pdf/Demographic%20Barometer%203\\_Situation%20of%20Youth%20in%20RM\\_2015.pdf](https://moldova.unfpa.org/sites/default/files/pub-pdf/Demographic%20Barometer%203_Situation%20of%20Youth%20in%20RM_2015.pdf)

<sup>9</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_498766.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_498766.pdf)

alignment meeting of the management of CONCORDIA Moldova with UNICEF Moldova, the representatives of the Youth Unit in UNICEF Moldova have shared the anecdotal information that up to 80% of the young people questioned by them in a project about aspirations of youth, mentioned that they dream of a life outside Moldova. Hence we see that social norms and practices also play a key role, since for many Moldovan people the term success is closely related to going abroad and “making money”. Thus, emphasis is placed on promoting the success of young people who have gone abroad and those who remain are motivated to leave to show that they too can succeed. At the same time, the Government has not set up any initiatives for regulation and control of high skilled labour migration. This is not surprising, given that the country’s annual economic growth rate of 5% is driven by consumption and fueled by remittances<sup>10</sup>.

### **Root cause #3: Gap between policy and practice to support the “out-of-care” transition period of young care leavers**

A third reason that hampers young care leavers’ successful integration in the job market is the general mismatch between existing policies and translation into lived reality. First, despite the existence of a National Strategy for Youth Sector Development 2020, there is a general lack of coordination and integration between the strategy and other national policies, As a result, the policy has not really been translated into action. Similarly, the 2014-2020 Child Protection Strategy and Action Plan contains clear provisions on state support programmes to ensure a smooth transition of young care leavers from institutional care to independent living, however, financial gaps constrain the implementation of these programmes<sup>11</sup>. In addition, there still seems to be little awareness (and interest) of public authorities on the need to improve the support provided to young people leaving care. This is also reflected in the fact that there is generally little coordinated and combined effort between social services and housing, mental health, and education and employment services.

The location of the project is Chişinău, Republic of Moldova.

The project duration is 01.10.2018 to 30.06.2021. Due to Covid19 implications the project duration was extended for another 6 months period at no cost from 31.12.2020 to 30.06.2021.

The implementing agency in the Republic of Moldova is CONCORDIA Moldova. During the implementation, the organisation strongly cooperated with the National Employment Agency, the Ministry of Education, Culture and Research and Ministry of Labour, Social Protection and Health name of implementing agency (if different to partner organisation) and other relevant partners and management arrangements, if several partners are engaged.

### **Project design:**

The overall project objective is to contribute to the social and economic inclusion of young care leavers in the Republic of Moldova by means of strengthening their prospects for an independent life with the specific objective to support care leavers’ transition to an independent life by strengthening both care professionals and care leavers competences and networks ([please compare Annex 2 project log frame](#)).

At the end of the project implementation, the following main results are expected to be achieved:

### **Expected result 1:**

Care professionals have more knowledge on how to support care leavers in transition out-of-care and use it in daily practice, this means 25 training days are delivered for 30 care practitioners, 10 practi-

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<sup>10</sup>Remittances account for a quarter of GDP, among the highest shares in the World, <https://www.worldbank.org/en/country/moldova/overview>

<sup>11</sup> <https://childhub.org/en/child-protection-news/moldova-action-plan-2016-2020-implementation-strategy-child-protection-2014>

tioners attended the Train of Trainers (ToT) classes, all care professionals receive positive feedback from the young people and their supervision and all care professionals feel more confident and motivated in their work with care leavers.

**Expected result 2:**

There exists a formal national network of care leavers with a concrete action plan and targets in order to improve the outcomes for care leavers, this means of a formalised network made up of at least 20 NGOs, public institutions and their beneficiaries is up and running, a strategic and operational working plan is implemented and regularly monitored, at least 3 statements on how to improve the legislative and policy framework for aftercare support are provided for governmental bodies have been publicly issued and published pocketbook for care leavers is available online and in print.

**Expected result 3:**

Care leavers have increased social and life skills and know about their rights and services they can access during out-of-care transition. While 80 care leavers participated in training on their rights, at least 50 participants can refer to contexts where they have made use of their rights, 80 care leavers know about existing social support services in the country and 80 care leavers are trained in independent life skills and apply them in everyday life. In addition, at least 60 care leavers have developed a personal plan on their educational/job career and implement it systematically.

**Expected result 4:**

Care leavers are equipped with working and entrepreneurial skills and are prepared for the job market, this translates into 20 young care leavers have improved their foreign language skills (achieve a better level), 20 have gained basic IT skills, 20 have obtained a driving license, and 20 care leavers have applied for a job or decided on further education. At least 5 care leavers are now integrated into the labour market or/created their own business and at least 10 care leavers attend 3-6 months of internships.

**Expected result 5:**

Early gains in connecting with the business sector as potential employers for young care leavers means there exists a pool of 10 companies that are willing to employ care leavers and 5 informational and exchange meetings between the project team and companies organised.

Specifically, **the main project interventions** are divided into five areas of action and have been formalized to achieve the overall project objective mentioned above.

The following activities were developed in order to achieve the expected results by applying a twin-track approach including (1) direct support needs with specific intervention (2) system-level changes of care leavers.

Project interventions:

Project intervention 1: Trainings for care professionals

Project intervention 2: Creation of formal national network of care leavers

Project intervention 3: Social and life skills training and support and counselling activities for young care leavers

Project intervention 4: Working and entrepreneurial skills training and job coaching activities for young care leavers

Project intervention 5: Creation of a pool of potential employers from the business sector for care leavers

To address the identified problems and challenges the following type of beneficiaries are being targeted by this project:

- Young people (15+) who are just before or in transition from alternative care to independent living (care leavers) cared for directly by CONCORDIA Moldova services and from other alternative care organizations in Chişinău (Diaconia, Regina Pacis, Demos, Amici dei Bambini, Partnerships for Every Child).
- Care professionals working with young care leavers from CONCORDIA Moldova and 10 from other care organizations) working with care leavers.
- Care providing organizations such as local NGOs and public organizations working in the care sector, especially with young people.
- Companies from the business sector that can offer internships or even a secure employment.

Besides, public authorities and responsible ministries, specifically the Ministry of Health, Labor and Social Protection and the Ministry of Education, Culture and Research are being targeted by the advocacy and lobbying activities resulting out of the established network.

One main stakeholder and partner is the Center for Entrepreneurial Education and Business Support (CEDA), which supports activities for job coaching/career guidance and entrepreneurial coaching.

## **2. Purpose**

This evaluation is being conducted toward the end of the project, must be finalised by the end of May 2021, and focuses on the entire implementation period. The main purpose of this final project evaluation is to assess the achievement of the results of the project related to the overall project objective. The evaluation findings and recommendations shall contribute to get insights about the project relevance on the overall approach and the particular interventions such as providing fostering capacity building for care professionals and young care leavers as well as connections to the business sector. Furthermore the evaluation should identify changes as potential effects of projects activities.

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 evaluation shall therefore capture effectively lessons learned regarding project management (incl. planning and monitoring tools) as well as the implementation of the project's activities and the achieved results in order to integrate these in the development of further projects in this sector.

Based on the findings and conclusions from the assessment of the project's achievements, the review will identify which areas of cooperation could be improved and which activities should be implemented for a longer period of time. In this context, possible recommendations regarding the sustainability of project results should be generated.

## **3. Objective**

The main objective of the evaluation is to assess and present results (output, outcome), conclusions, lessons learned and recommendations at the end of the project.

Under the relevant OECD DAC evaluation criteria (relevance, impact, effectiveness, efficiency and sustainability) the evaluation team has to analyse the following points:

- a) the design and coherence of the project including the design of the log frame matrix;

- b) the extent to which the project has already achieved its objectives and results or is likely to achieve them, including the extent to which the lives of the project beneficiaries (women, men, girls, boys) has already been improved. Also the extent to which supported institutions have already benefitted people;
- c) the strengths and weaknesses in terms of planning, management, implementation and monitoring and the rational use of available resources;
- d) the extent to which cross-cutting issues (gender and environment mainstreaming) were applied;
- e) the implementation process focusing on participation of the beneficiaries, involvement of public administration authorities and other relevant actors/public institutions and the private sector.

The stakeholders of this evaluation are the project implementing organization and partners.

#### **4. Subject and Focus**

The topic of the evaluation shall cover youth care professionals and care leaver engagement for sustainable social and economic integration.

The evaluation will look at the following areas: Project management; project activities for care professionals and young care leavers; a reflection of the engagement of the care leavers network and the partnerships with the private sector as well as other partners. It will address the results achieved, the partnerships established, as well as issues of capacity and approach.

The final evaluation should focus on the implemented activities within Chişinău due to the fact that majority of the activities take place here and evaluate if they meet the needs of the target groups and contribute to the main purpose of the project.

Furthermore, this evaluation should concentrate on the aspect of sustaining the project results after the end of the project. In this context the relation and cooperation with local public authorities and the private sector have to be addressed. The evaluation should identify development and maintaining possibilities of continuous development of socio-economic integration of care leavers.

The project evaluation will focus on all five areas of project intervention (see main project interventions under point 1).

The target groups of the evaluation are:

- Care professionals who have participated in the trainings;
- Members of the formal national network of care leavers;
- Young care leavers who have participated in the job coaching and support/training and counselling activities;
- Stakeholders from the pool of companies;
- Duty bearers/stakeholders from districts, municipalities and local authorities;
- Project management team
- National and international management team
- The donor (Austrian Development Agency)

Moreover, cross-section issues such as: gender and environment should be included in the evaluation.

The evaluation should focus especially on effectiveness, efficiency and sustainability of the project intervention. These issues shall be addressed in order to identify possibilities and opportunities for the time after the end of the project.

## **5. Specific Evaluation Questions**<sup>12</sup>

### **Relevance**

- To what extent are the objectives of the project still valid for the partner country, the partner organization and the beneficiaries?
- Are the expected results of the project consistent with the outcome, immediate impact and overall goal (as part of the analysis of the log frame matrix)?

### **Effectiveness**

- To what extent has the project already achieved its outcome or will be likely to achieve it?
- To what extent has the project already achieved its expected results or will be likely to achieve them?
- What were the major factors influencing the achievement or non-achievement of the outcome/expected results? (Also consider any which were possibly beyond the control of the project)
- Was the project managed as planned? If not, what issues occurred and why?
- To what extent have all project stakeholders collaborated as planned?
- Did the project contribute to capacity building as planned?
- To what extent was gender mainstreaming included in the project?
- To what extent was environmental mainstreaming included in the project?

### **Efficiency**

- To what extent were all items/equipment purchased and used as planned under this project?
- Was the project implemented in the most efficient way (time, personnel resources)? Have any issues emerged, if so which ones and why?
- Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)?

### **Impact**

- What exactly has already changed in the lives of women, men, girls, boys (immediate impact)?

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<sup>12</sup> For a review, please, focus your questions, also see the definition.

- Which institutions have already benefitted from the project/and how? What has changed for whom (immediate impact)?
- Are there any other important aspects regarding impact, more specifically in regards to the support of young people during weekends and holidays (Casa Ignatius), the support of young mothers in the project and the support delivered via the social flats (Stăuceni)?

### **Sustainability**

- To what extent will the benefits of the project continue after the withdrawal of the donor?
- If the project continues will it be integrated in local structures and/or funded by other sources?
- What needs to be done and/or improved to ensure sustainability?

### **Participation**

- Have you ensured that no participant is excluded on the grounds of sexual orientation, age, gender, religious belief, ethnic group or disability? Will you ensure that all identifying data is removed and that all records (paper and computer) are anonymised?
- Will participants receive feedback?
- Will results be presented in a way that does not identify individuals?

## **6. Approach and Methods**

The evaluation consists of several phases:

Contract and Kick-off meeting: Contract is signed and a discussion of the assignment takes place. First documents, including available data, are provided to the evaluation team.

Desk Study: The evaluation team studies all necessary project documents; re-construct and analyse the intervention logic and theory of change and its assumptions. Existing data needs to be analysed and interpreted.

Inception-Phase: In the inception report the evaluators will describe the design of the evaluation and will elaborate on how data will be obtained and analysed. The use of a data collection planning worksheet or a similar tool is required. First interviews take place.

Data triangulation and quality control are very important and need to be discussed in the inception report.

The field trip will only take place upon official approval of the inception report by the contractor. Due to the current circumstances around the Covid19 pandemic, the inception report should offer alternative ways of data collection in case field trips/face-to-face interviews etc. are not possible.



Field-phase: Data needs to be gathered, analysed and interpreted. It is expected that the evaluation will include quantitative and qualitative data disaggregated by sex.

Presentation: Presentation of key findings (feedback workshop) at the end of the field trip.

Final Draft Report: Submission and presentation of final draft report, inclusion of comments from partners and contractor.

Final Report: Submission of final report, (see reporting requirements under point 9).

For the different phases it is expected that data and information will be obtained through different methods, which could include:

- analysis of relevant literature and documents,
- structured or semi-structured interviews face-to face or by phone
- semi-structured interviews face-to face or by phone
- group discussions face-to face or online
- online-survey in case of physical contact restriction measures (as the Covid 19 pandemics is by far not under control, online methods of data collection might prevail)

All data collected needs to be disaggregated by sex, added value if age and urban-rural is also being considered.

It is expected that the evaluation team will present concrete recommendations which are addressed to the specific stakeholders. We do expect the evaluator team to suggest a minimum number of stakeholders to be consulted for the evaluation.

The Guidelines for Project and Programme Evaluations developed by the Austrian Development Agency need to be considered throughout the entire evaluation process.

Also see:  
[http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Evaluierungs\\_Leitfaeden/EN\\_Leitfaden\\_Evaluierung.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/EN_Leitfaden_Evaluierung.pdf)

## **7. Timetable**

The following time plan has a preliminary character:

Action	Responsible	Date
Launch the tender	CONCORDIA Moldova	22.07.2020
Submission of bid (electronically)	Contractor	15.08.2020
Contract signed and documents provided	Contract signed between CONCORDIA Moldova and consultant	15.09.2020
Kick-Off meeting	Meeting between contractor and consultant	10.10.2020
Desk Study	Consultant	15.10.2020

First interviews	Consultant	30.10.2020
Submission of draft inception report	Consultant	15.11.2020
Inclusion of comments in inception report	Consultant	01.12.2020
Submission of final inception report	Consultant	15.12.2020
Field Visit, interviews etc. and feedback workshop (alternative methods to be chosen in case of travelling restrictions)	Consultant	Jan-Mar 2021
Submission of final draft report	Consultant	23.03.2021
Presentation of final draft report	Consultant	07.04.2021
Inclusion of feedback in final draft report	Contractor	23.04.2021
Submission of final evaluation report (hard copy and electronic copy) to contractor	Consultant	15.05.2021

## **8. The Evaluation Team**

The evaluation team will consist of at least two members, which consists of one leading national/international expert and at least one further expert with sound national and international experience.

Key Qualifications in the team should be:

- All of them have well-founded backgrounds in social science (university degrees)
- The Team leader has conducted at least three evaluations in the last five years ideally in the relevant field
- A minimum of 3 years' experience and expertise in the evaluation similar projects (including the NGO and social field) and appropriate knowledge of data collection methods and data analysis
- The Team members have participated in at least three evaluations ideally in the relevant field
- The experts have sufficient knowledge of Romanian and English language. Knowledge of Russian language is an advantage (data collection)
- Expert knowledge of international development aid in the field of reducing poverty, capacity building and children's rights
- Knowledge of the local socio-political and economic structures of the Republic of Moldova is a pre-condition
- Experience in project cycle management and the evaluation of cross-cutting issues.
- Sound MS Office and IT skills
- Sound experience in participative research methods is an advantage
- at least one letter of recommendation from relevant institutions/ NGOs

**The consultants must not have been involved in the design, implementation or monitoring of this project.**

## **9. Reports**

The consultants will submit the following reports:

- an inception report (max. 15 pages without annexes),
- a final draft evaluation report (about 25-30 pages without annexes), including a draft executive summary **and the results-assessment form (part of the reporting requirement)**

- and the final evaluation report (25-30 pages without annexes), the final executive summary **and the results-assessment form (part of the reporting requirement)**

All reports need to be written in English and Romanian. The executive summary of the report shall not be longer than 4 pages and must be written in English and Romanian.

The executive summary should summarize key findings and recommendations (three to five pages) and needs to be submitted as part of the final draft report.

The findings and recommendations of the draft final report and final report have to be structured according to the evaluation questions. An outline of the report's structure needs to be agreed upon during the inception phase.

All reports are structured according to the guidelines for project and program evaluation of the Austrian Development Agency (ADA):

[http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Evaluierungs\\_Leitfaeden/EN\\_Leitfaden\\_Evaluierung.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/EN_Leitfaden_Evaluierung.pdf)

Inception report format:

[http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Englisch/Format\\_Inception\\_Report.docx](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Englisch/Format_Inception_Report.docx)

Evaluation report format:

[http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Englisch/Format\\_Evaluation\\_Review\\_Report.docx](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Englisch/Format_Evaluation_Review_Report.docx)

The quality of the reports will be judged according to the following criteria:

- Is the results-matrix format part of the report?
- Does the report contain a comprehensive and clear executive summary?
- Were the Terms of Reference fulfilled and is this reflected in the report?
- Is the report structured according to the OECD/DAC criteria?
- Are all evaluation questions answered?
- Are the methods and processes of the evaluation sufficiently documented in the evaluation report?
- Does the report describe and assess the intervention logic (e.g. logframe) and present/analyze a theory of change and its underlying assumptions?
- Are cross-cutting issues analyzed in the report?
- Are the conclusions and recommendations based on findings and are they clearly stated in the report?
- Does the report clearly differentiate between conclusions, lessons learnt and recommendations?
- Are the recommendations realistic and is it clearly expressed to whom the recommendations are addressed to?
- Were the most significant stakeholders involved consulted?
- Does the report present the information contained in a presentable and clearly arranged form?
- Is the report free from spelling mistakes and unclear linguistic formulations?
- Can the report be distributed in the delivered form?

## **10. Co-Ordination/Responsibility**

Ms. Viorica Matas will be the contact person for this evaluation.

Contact details:

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## 11. Tender

The tender shall contain the following mandatory documents:

Technical offer:	<ul style="list-style-type: none"><li>▪ Description of the organization and its qualification;</li><li>▪ Description of the build-up of the evaluation team (including experiences with similar projects and references) including the curriculum vitae (CV) of the experts (incl. their past evaluations);</li><li>▪ Presentation of the evaluation matrix comprising the evaluation methodology, questions, evaluation criteria, indicators and means of verifications;</li><li>▪ Separate description of the data collection methods;</li><li>▪ Submission of a work schedule, comprising the time schedule, the concrete services to be implemented in the respective fields of action and the necessary resources;</li></ul>
Financial offer:	<ul style="list-style-type: none"><li>▪ Presentation of an estimate of costs (total price, differentiated in working days and number of staff, travel costs, costs related to focus-groups, translation etc.).</li></ul> <p><i>* All prices shall be in EUR excluding VAT</i></p>

Tender documents will be drafted and presented in English.

Tender documents must be delivered in a sealed and signed envelope to CONCORDIA Moldova, Str. A. Corobceanu 13/1, 2004 Chişinău until 15<sup>th</sup> of August 2020. On the envelope should be mentioned the following: Project evaluation: YES – Youth Empowerment for Sustainable development, technical and financial offer, for the attention of Ms. Viorica Matas. The documents should also be submitted electronically to: [viorica.matas@concordia.md](mailto:viorica.matas@concordia.md). If envelopes and packages are not sealed and signed as required, the employer organization will assume no responsibility for the misplacement of premature opening of the tender.

Tender documents submitted after the deadline will be automatically disqualified.

## 12. Tender evaluation

Criteria for technical offer:	Experience of the applicant organisation	0 – 15 points
	Team experience	0 – 15 points
	Quality of the evaluation matrix, efficiency of the data collection methods (if all the requirements were considered)	0 – 15 points
	Appropriate work/time schedule	0 – 15 points
Criteria for financial offer:	Remuneration for work is fixed in a corresponding manner	0 – 40 points
Evaluation:	Weight of Technical offer 60% Weight of Price offer 40%	

Applications will be evaluated by an independent expert commission established within the employer organization.

Opening of the envelopes with the technical and financial offers and evaluation of offers will take place on 16<sup>th</sup> of August 2020 in the Concordia Moldova office.

The bidder achieving the highest combined technical and financial score will be invited for negotiations.

Participants will be notified about tender results until 5<sup>th</sup> of September, 2020.

### 13. Annexes

- Annex 1 : Results-Assessment Form, to be filled in by the evaluation team
- Annex 2: Logical framework ADA YES

**Annex 1: Results-Assessment Form for Mid-Term and Final Project Evaluations/Reviews**

**This form has to be filled in electronically by the evaluator/reviewer. No evaluation report will be accepted without this form. The form has to be included at the beginning of the evaluation/review report.**

Title of project/programme (please, spell out):			
Contract Period of project/programme:			
ADC number of project/programme:			
Name of project/programme partner:			
Country and Region of project/programme :			
Budget of this project/programme:			
Name of evaluation company (spell out) and names of evaluators:			
Date of completion of evaluation/review:			
<b>Please tick appropriate box:</b>			
a) Evaluation/review managed by ADA/ADC Coordination Office		<input type="checkbox"/>	
b) Evaluation managed by project partner:		<input type="checkbox"/>	
<b>Please tick appropriate box:</b>			
a) Mid-Term Evaluation	b) Final Evaluation	c) Mid-Term Review	d) Final Review
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: please, specify:			
<b>Project Outcome (Please, include as stated in the Logframe Matrix):</b>			

**For Final Evaluation/Review<sup>13</sup>:** Project Outcome: To what extent has the project already achieved its outcome(s) according to the Logframe Matrix? Please, tick appropriate box

Outcome(s) was/were:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
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**Please, also explain your assessment: What exactly was achieved and why? If not achieved, why not?** (Please, consider description of outcome and relevant indicators)

**For Mid-Term Evaluation/Review<sup>14</sup>:** Project Outcome: To what extent do you think the project will most likely achieve its outcome(s) according to the Logframe Matrix Please, tick appropriate box

Outcome(s) will most likely be:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
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**Please, also explain your assessment:** (Please, consider description of outcome and relevant indicators)

**Project Outputs: To what extent has the project already achieved its outputs<sup>15</sup> according to the Logframe Matrix ? Please, tick appropriate boxes**

**Output 1 (Please, include as stated in the Logframe Matrix):**

Output was:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
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<sup>13</sup> Please, only fill in in case this is a final project evaluation/review.

<sup>14</sup> Please, only fill in in case this is a mid-term evaluation/review.

<sup>15</sup> In case there are more than three outputs, please, add them.

**Please, explain your assessment:** (Please, consider description of output and relevant indicators)

**Output 2** *(Please, include as stated in the Logframe Matrix):*

Output 2 was:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
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**Please, explain your assessment:** (Please, consider description of output and relevant indicators)

**Output 3** *(Please, include as stated in the Logframe Matrix):*

Output 3 was:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
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**Please, explain your assessment:** (Please, consider description of output and relevant indicators)

**In case there are more than three Outputs please, state as above.**



**Impact/Beneficiaries:**

How many women, men, girls, boys and people in total have already benefited from this project directly and indirectly? Please, explain

What exactly has already changed in the lives of women, men, girls, boys and/or institutions from this project? Please, explain:

Which positive and/or negative effects/impacts in terms of gender can be possibly be attributed to the project? Please, explain:

If applicable, which institutions have benefitted from this project/programme and how?

**Mainstreaming cross-cutting issues:**

**Gender:** To what extent was gender mainstreaming included in the project? To what extent were the recommendations - if any- from the ADA internal gender-assessment considered and implemented?

**Environment:** To what extent was environmental mainstreaming included in the project? To what extent were the recommendations - if any- from the ADA internal environment-assessment considered and implemented?

Which positive and/or negative effects/impacts in terms of environment can be possibly be attributed to the project? Please, explain

**Social Standards:** To what extent were the social standards monitored by relevant partners? Have any issues emerged? Please, explain

**Overall/Other Comments:**

## Annex 2: Log frame YES – Youth Empowerment for Sustainable Development

Logical framework/planning matrix for programmes and projects

Programme/ project title: YES – Youth Empowerment for Sustainable Development

Applicant organisation: CONCORDIA Verein für Sozialprojekte

	Reason for intervention	Indicators; including # of beneficiaries		Sources of verification	Assumptions / risks
		Baseline <sup>1</sup> :	Target value:		
Overall objective	OO: Contribute to the social and economic inclusion of young care leavers in the Republic of Moldova by means of strengthening their prospects for an independent life.			Evaluation Report	No assumptions and risks to be formulated for the main objective
Specific objective(s)	S.O: Support care leavers' transition to an independent life by strengthening both care professionals and care leavers competences and networks.			Evaluation Report	<p><u>Ass.:</u> Care leavers are motivated and willing to receive support. Care practitioners and business sector are interested in engaging with young care leavers and support them. National and local authorities are willing to implement policies to support young care leavers are implemented.</p> <p><u>Risk:</u> Target groups do not cooperate and have no motivation. Policies that harm care leavers are implemented, such as lower financial support services, age limits, etc.</p>
Expected results/ outcome(s), including attribution to SDG target(s) <sup>2</sup> and Gender	E.R.1: Care professionals have more knowledge on how to support care leavers in transition out-of-care and use it in daily practice.	No specific trainings in this sector available until now	<ul style="list-style-type: none"> <li>- 25 training days are delivered for 30 care practitioners</li> <li>- 10 practitioners attended the Train of Trainers (ToT) classes</li> <li>- All care professionals</li> </ul>	<ul style="list-style-type: none"> <li>- Training curricula, Participation list, Training records, Certificates</li> <li>- Participation list, Trainings records, Certificates</li> <li>- Feedback and group</li> </ul>	<p><u>Ass. I:</u> Care professionals are willing to learn new tools, methods, etc. and use it in daily practice.</p> <p><u>Ass. II:</u> Providing organisations see the benefit if their staff attends the trainings.</p>

<p>Action Plan (GAP) II<sup>3</sup> objectives (Which target(s) and objectives, if any, does each result contribute to?)</p>	<p>SDG target(s) attribution: 4.C/4.C.1</p>		<p>receive positive feedback from the young people and their supervision</p> <ul style="list-style-type: none"> <li>- All care professionals feel more confident and motivated in their work with care leavers</li> </ul>	<p>discussions</p> <ul style="list-style-type: none"> <li>- Reports of professionals and self-assessment</li> </ul>	<p><b>Risk I:</b> Limited interest of care professionals to participate in the trainings and no transition of knowledge in daily practice.</p> <p><b>Risk II:</b> Refusal of care providing organisations to dispose their staff (time) for trainings.</p>
	<p>E.R.2: There exists a formal national network of care leavers with a concrete action plan and targets in order to improve the outcomes for care leavers.</p> <p>SDG target(s) attribution: 8.B, 10.2, 10.3</p>	<p>No network existing until now</p>	<ul style="list-style-type: none"> <li>- Existence of a formalised network made up of at least 20 NGOs, public institutions and their beneficiaries</li> <li>- A strategic and operational working plan is implemented and regularly monitored</li> <li>- At least 3 statements on how to improve the legislative and policy framework for aftercare support are provided for governmental bodies</li> <li>- A published pocketbook for care leavers is available online and in print</li> </ul>	<ul style="list-style-type: none"> <li>- Statutes, list of members, homepage</li> <li>- Working plan &amp; strategic documents</li> <li>- Published statements</li> <li>- Published pocketbook &amp; Availability</li> </ul>	<p><b>Ass.:</b> NGOs and public institutions see the need to support care leavers and wants to engage. Care leavers are willing to participate.</p> <p><b>Risk:</b> Limited motivation and time resources of NGOs to join the network as an active member.</p>
	<p>E.R.3: Care leavers have increased social and life skills and know about the rights and services they can access during out-of-care transition.</p> <p>SDG target(s) attribution: 4.4, 8.6</p>	<p>0</p> <p>0</p>	<ul style="list-style-type: none"> <li>- While 80 care leavers participated in training on their rights, at least 50 participants can refer to contexts where they have made use of their rights</li> <li>- 80 care leavers know about existing social</li> </ul>	<ul style="list-style-type: none"> <li>- Participants lists, Workshop material, Interviews/Discussions/Focus groups with benef.</li> <li>- Interviews/Discussions/Focus groups with benef.</li> </ul>	<p><b>Ass.:</b> Young care leavers are aware of and attending the support services.</p> <p><b>Risk:</b> Limited interest and motivation of young people to participate in the activities.</p>

		0	<p>support services in the country</p> <ul style="list-style-type: none"> <li>- 80 care leavers are trained in independent life skills and apply them in everyday life</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring reports &amp; Interviews/Discussions/Focus groups with benef.</li> </ul>	<p><b>Ass.:</b> Young care leavers want to stay and live in the Republic of Moldova</p> <p><b>Risk:</b> Migration of care leavers.</p>
		0	<ul style="list-style-type: none"> <li>- At least 60 care leavers have developed a personal plan on their educational/job career and implement it systematically</li> </ul>	<ul style="list-style-type: none"> <li>- Existing personal plan &amp; Interviews/Discussions/Focus groups with benef.</li> </ul>	
	<p>E.R.4: Care leavers are equipped with working and entrepreneurial skills and are prepared for the job market.</p> <p>SDG target(s) attribution: 4.4, 8.6</p>	0	<ul style="list-style-type: none"> <li>- 20 young care leavers have improved their foreign language skills (achieve a better level), 20 have gained better IT skills, 20 have obtained a driving license, and 20 care leavers have applied for a job or decided on further education</li> <li>- At least 5 care leavers are now integrated into the labour market or/created their own business</li> <li>- At least 10 care leavers attend 3-6 months of internships</li> </ul>	<ul style="list-style-type: none"> <li>- Participants list and certificates each course</li> <li>- Job applications</li> <li>- Reports of employer</li> <li>- Participants list and Reports of employer and benef.</li> <li>- Internal database</li> <li>- Minutes of Meetings, Leaflets</li> </ul>	<p><b>Ass.:</b> Care leavers are interested and motivated to do their own business.</p> <p><b>Risk:</b> Care leavers are not willing and motivated to start their own business.</p> <p><b>Ass.:</b> The business sector is open to employ disadvantaged people and have no prejudices. They can see a benefit in employing care leavers.</p> <p><b>Risk:</b> Limited interest of business owners to connect with and employ young care leavers.</p>
<p>E.R.5: Early gains in connecting with the business sector as potential employers for young care leavers.</p> <p>SDG target(s) attribution: 8.5</p>	0	<ul style="list-style-type: none"> <li>- There exists a pool of 10 companies that are willing to employ care leavers</li> <li>- 5 informational and exchange meetings between the project team and companies organised</li> </ul>			

<sup>3</sup> Ensure, if possible, to integrate an indicator contributing to the implementation of one or more EU GAP II thematic objectives. A complete list can be found here: [http://www.entwicklung.at/fileadmin/User\\_upload/Fotos/Themen/Gender/Gender\\_Action\\_Plan\\_2016-2020\\_Council\\_Conclusions.pdf](http://www.entwicklung.at/fileadmin/User_upload/Fotos/Themen/Gender/Gender_Action_Plan_2016-2020_Council_Conclusions.pdf)

Activities	Resources <sup>a</sup>	Costs <sup>b</sup>	Risks
<p>AD E.R.1: Capacity Building for care professionals</p> <ol style="list-style-type: none"> <li>1. Needs based training cycle for care professionals</li> <li>1.1 Development of training plan</li> <li>1.2 Training cycle /course</li> <li>1.3 Train of Trainers course</li> <li>1.4 End-of training evaluation</li> <li>2. Support in job coaching</li> </ol>	<p>Personnel: Manager Academia Location for trainings Materials Trainers (incl. Travel costs)</p>	70.497,40€	<ul style="list-style-type: none"> <li>- Participants do not attend the training regularly.</li> <li>- Participants are not interested in becoming a Trainer.</li> <li>- Practitioners show no interest in becoming a job coach.</li> </ul>
<p>Ad E.R.2: National network</p> <ol style="list-style-type: none"> <li>3. Formation of a national network on disadvantaged youth</li> <li>3.1. Development of a strategic and operational working plan</li> <li>3.2. Regular meetings and exchange of local experiences on issues concerning care leavers</li> <li>3.3. Design of statements/policy for gov. bodies</li> <li>3.4 Design of a pocketbook</li> </ol>	<p>Personnel: Network coordinator, local expert Materials for Advocacy and public awareness campaigns</p>	37.464,42€	<ul style="list-style-type: none"> <li>- Members of the network do not attend meetings and do not contribute to the work.</li> <li>- Public authorities refuse the statements.</li> </ul>
<p>Ad E.R.3: Care leavers personal development</p> <ol style="list-style-type: none"> <li>4. Personal development and awareness raising activities for care leavers</li> <li>4.1 Life skills and personal development workshops</li> <li>4.2. Psycho-social individual and group counselling &amp; supervision</li> <li>4.3. Training on rights</li> </ol>	<p>Personnel: 2xPsychologist, Social Worker, Lawyer advisor Materials, Billboard, Utilities Location for trainings</p>	61.729,73€	<ul style="list-style-type: none"> <li>- Care leavers do not attend trainings and workshops regularly.</li> <li>-Care leavers do not trust the psychologist.</li> </ul>

<p>Ad E.R.4: Entrepreneurial skills development and job coaching</p> <ol style="list-style-type: none"> <li>5. Work skills development and job coaching activities</li> <li>5.1. Employability related trainings and courses</li> <li>5.2. Job coaching/Career guidance</li> <li>5.3. Arrangement of internships</li> <li>5.4. Professional orientation</li> <li>5.5. Entrepreneurial coaching &amp; start-up grant</li> </ol>	<p>Personnel: Job coach, Assistant job coach (coordinator internships), Lawyer advisor Location for trainings Materials, Utilities Training fees Transport</p>	75.286,23€	<ul style="list-style-type: none"> <li>- Care leavers do not attend trainings and workshops regularly.</li> <li>- Care leavers cannot motivate themselves to apply for jobs.</li> <li>- Care leavers drop out of internships, jobs.</li> <li>- Care leavers have no realistic ideas for their start-ups,</li> </ul>
<p>Ad E.R.5: Business sector</p> <ol style="list-style-type: none"> <li>6. Creating a pool of employers</li> <li>6.1. Research and Identification of potential business partners</li> <li>6.2. Informal Exchange and information meetings</li> <li>6.3. Develop a set of recommendations</li> <li>6.4. Regular monitoring</li> </ol>	<p>Personnel: Job coach Transport Infomaterial</p>	11.598,23€	<ul style="list-style-type: none"> <li>- No employer is willing to be part of the pool.</li> <li>- No interest of business sector to attend meetings or read the leaflets.</li> <li>- Employed care leavers or employers interrupt the contact to the Supervisor.</li> </ul>