

TERMS OF REFERENCE

END-LINE EVALUATON

Donor:	Czech Development Agency (CzDA)
Project title:	“Modernization, innovation and use of knowledge for the Moldovan diary sector – support to farmers in the northern Moldova”
Modus operandi:	The project implemented by People in Need (PIN) as a stand-alone intervention
Country:	Moldova
Evaluation type:	End line evaluation

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1. Introduction

1.1. Background and Context

The evaluation study will cover the mid-term performance of development programme titled *“Modernization, innovation and use of knowledge for the Moldovan dairy sector – support to farmers in the northern Moldova”* financed by Czech Development Agency and implemented by People in Need (PIN) between 2022-2024.

Smallholder farmers are the cornerstone of the dairy sector in Moldova but they are currently struggling to make a living out of the dairy sector as they face several challenges that threaten the development of the local dairy market. Gaps in the milk production process, quality control, quality of livestock veterinary services and coordination of market between various actors compromise the volume and quality of the dairy production. Concurrently, the number of Moldova’s dairy farmers and livestock keeps declining slowly, as it has been a trend for decades. The proposed programme aims at reverting this trend.

Specifically, the programme focuses on improving the economic conditions of small and medium size farmers by strengthening the dairy value chain in northern Moldova, using a market systems development (MSD) approach and by leveraging knowledge and technical experts from the Czech Republic and Moldova. The programme focused on establishing a regional platform for coordination of dairy sector, strengthening the capacities of Milk Collection Centers (MCC), improving the access of farmers to veterinary advisory and securing the access to quality genetic material for cross-breeding.

The project had two goals:

- To strengthen the effectiveness and cooperation across the dairy value chain
- To increase the productivity and milk quality of small and medium-sized dairy farmers

1.2 Objective and Scope of the Evaluation

The endline evaluation study intends to cover the up-to date performance of development programme outlined in the section “1.1. Background and Context” implemented by People in Need (PIN) in support of dairy sector’s farmers in the northern Moldova. The evaluation exercise, its findings and recommendations will serve to:

Objective: To evaluate the achievements and results of the project against the OECD/DAC Evaluation Criteria and to draw lessons and best practices from the project implementation for future programming.

Specific objective: To assess the extent to which the project managed to achieve the desired outputs, outcome and impact.

Scope: Geographical scope will be the target areas of implementation, namely: V.Recea, r. Rascani; V. Parjota, r.Rascani; V. Hiliuti, r.Rascani; V. Iabloana, r.Gloden; V. Mihalaseni, r. Ocnita; V. Petreni, r. Drochia; and, V. Camenca, r. Gloden.

- ☐ Gather beneficiary feedback on satisfaction, quality, quantity, timeliness and appropriateness of provided support and services and identify any challenges which occurred for the different stakeholders in the course of the programme implementation.

- 2 Develop lessons learned and based on them to suggest recommendations for the orientation of a potential second phase of the project in which the quality, impact and sustainability could be further enhanced.

The evaluation outputs and recommendations that will be presented in the end line evaluation report are to be shared with PIN and stakeholders involved in the project and programme management and implementation both at the Country Programme and HQ level, donors and other stakeholders.

2. Theory of Change

The abovementioned Theory of Change reflects programme focused on dairy sector farmers in the northern Moldova; the visualization of ToC presented in brief below is also available in greater detail in the form of Annex to this ToR.

The programme of People in Need (PIN) in Moldova aims that ***“The economic conditions of small and medium size cattle farmers are improved by strengthening efficiency of the dairy value chain in the northern Moldova”***. To achieve that, the intervention will need to generate the following two outcomes: ***“Outcome 1: The stakeholders across the dairy chain strengthened effectiveness of their cooperation”*** and ***“Outcome 2: Small and medium size dairy farmers increased productivity and quality of milk production”***. Elaborating here on the one of the second outcome pathway only (the rest in full picture could be seen in the Annex 1).

3. Evaluation Questions

The Final Evaluation will cover the project duration from (Month and Year project commenced) to November 2024 and will be based on the following evaluation questions.

Relevance:

- (1) To what extent did the project design align with the specific needs and priorities of small and medium-sized dairy farmers in Northern Moldova? How well did the project address the milk quality and productivity gaps identified in the initial assessment?

Efficiency:

- (2) To what extent was the project efficient in meeting project goals in a timely manner? (i) How efficient was the Project Management? (ii) How efficient was the Project Monitoring? (iii) Were project resources used efficiently? Did the program leverage partnerships or existing platforms to enhance communication and reduce redundancies among stakeholders? What factors (positive or negative) influenced any deviations?

Effectiveness:

- (3) To what extent did the program achieve its intended outcomes in strengthening the cooperation across the dairy value chain? Which specific activities or initiatives contributed to this? How effectively did the program improve milk quality and productivity among the target farmers? What evidence demonstrates a measurable change in production practices?
- (4) To what extent programme contribute to developing market environment and conditions that enable farmers to growth, including access to pasture, quality feed, training and veterinary services and advice? What means used were the most effective and why, and what should be revised, and how?
- (5) Were there variations in outcomes across different groups of farmers? If so, what factors influenced these differences? Did the program's approach encourage lasting behavioural changes in milk production practices among farmers? What areas may require additional focus in the subsequent project phase?

Impact:

- (6) To what extent did programme contribute to **improving the economic conditions, in particularly led to income increase of small and medium sized cattle farmers** in the northern Moldova?
- (7) Did the program introduce any unintended positive or negative effects on the dairy value chain or the broader market? If so, how were these addressed, or what actions are recommended?

Sustainability:

- (8) How effectively have newly introduced models (e.g., veterinary hotline, training programs) been integrated into local systems to ensure continuity? Are local authorities and support services (e.g., veterinary services) equipped and committed to maintain or scale up the implemented solutions? What evidence supports their ability to continue without funding from the project?

4. Methodology:

The MEAL Advisor will identify relevant methodological approaches to conduct the End-line Evaluation. Relevant desk review (project documentation, progress reports, baseline/endline reports) and primary data collection (key informant interviews, FGDs, observations) will be included.

Methods to be used may include quantitative and qualitative field research, such as interviews with relevant project stakeholders, target groups and project partner organizations, focus group discussions, and observations. Secondary document review will be conducted as well.

5. Stakeholder Selection

The following stakeholders will take part in the end line evaluation process; depending on the chosen data collection methods and their further detailing in the Inception Report, the roles of indicated stakeholders will be concretized in greater detail. As for now, the ToR is limited to the selection of stakeholders with indication of their roles in the course of the programme.

Stakeholder	Role
Small and medium size farmers	☐ Main and primary target beneficiary group
Veterinarians	☐ Veterinarians (both certified veterinarians graduated from TVET and informal ones usually contacted by farmers) will be provided with the training and operating the veterinary hotline
Veterinary Association	☐ The veterinary hotline will be operationalized under the administrative umbrella of the association
Milk Collection Centres (MCC)	☐ The staff of MCC will be trained and centres infrastructurally and operationally (transfer of know-how, certification, etc.) modernized
Milk processor – Alba Lactalis	☐ The MCCs of milk processor will be engaged in the programme as described above; and milk processor will be able to buy more milk of higher quality

Dairy Producers Association	☐ Member of the coordination platform that also play a key role in promoting best practices
Ministry of Agriculture	☐ The Ministry will be a member of the coordination platform and the steering committee.
National Food Safety Agency (ANSA)	☐ Member of the coordination platform; key player in supporting HACCP enforcement (certification, audits)
Local authorities	☐ The revitalization of pastures will take place in close cooperation with local authorities that agreed to use their agricultural land
PIN implementation team, including Project Manager	☐ Facilitation and implementation of the programme in Moldova

6. Communication Process

The entire process of evaluation will require the partnership cooperation between the team in Moldova country programme, stakeholders and evaluators which will be ensured by establishment of **coordination and steering mechanisms**.

For the day-to-day communication and coordination between PIN and evaluators, **PIN Focal Point** (PIN Head of MEAL or MEAL Project Focal Point) will be responsible.

The Evaluation Advisory Group which consists of the representatives of both PIN and stakeholders will be established; the members of the **Programme Steering Committee** (namely: PIN Project Manager and representatives of the following stakeholders: farmers, Ministry of Agriculture, ANSA, Veterinary Association, local authorities, milk processor and MCCs and Dairy Producers Association) and PIN MEAL Focal Point will be in the same time members of the Evaluation Advisory Group.

The role of the Advisory Group and PIN MEAL Focal Point is to support the different stages of the evaluation process, and in particularly review and provide comments to **Inception Report, including evaluation methodology, tools, work plan and first draft of the Mid-term Evaluation Report**; they will **validate findings and jointly develop recommendations and Action and Follow-up Plan** for recommendations' utilization as well as support the organization of the field work, including arranging and planning the meetings with different stakeholders, in order to conduct interviews, focus group discussions and other relevant meetings, including support in organizing the Lessons Learned Workshop, and provide all the logistics and transportation arrangements.

The approach described above will ensure that the knowledge, experience and perspective of the different stakeholders at Moldova country programme is considered, their inputs included and that the final result of the evaluation process respond to the team and stakeholders needs and expectations.

7. Deliverables and timeline

Deliverable	Estimated deadline
Inception Report, including methodology	November 24

Data Collection, analysis and report drafting	November 25-December 11
Draft of the evaluation report	December 11 (hard deadline)
Review and report finalization	December 18
Presentation of Evaluation Report	December 19 (hard deadline)

8. Budget

The maximum total budget available under this contract is **5 000 EUR**, including all taxes. Any travel costs (and related costs) need to be covered within that budget, the field work should not exceed 5 working days.

9. Qualification Criteria (Pass/Fail)

The Bidder must fulfil the following criteria:

- ☐ Agrarian Studies (Degree in agronomy, agriculture, animal science) or Economics and Management (Education in agricultural economics, development economics, project management), or Sociology and Research (Knowledge of sociology, research development sociology).
Additional courses or certification in programme evaluation and monitoring will be an advantage.
- ☐ Proven and strong track record of conducting project evaluations in the field of agriculture value chain and modernisation, innovation and use of knowledge;
- ☐ Proven experience with the suggested or similar evaluation approach is an asset;
- ☐ Prior experience of working in the Republic of Moldova is a must.
- ☐ Excellent knowledge of English and Romanian is required; A good command of Russian is a distinct advantage.

10. Evaluation method

The evaluation committee will evaluate and award the contract on the basis of the following weighted evaluation criteria. The technical offer will be weighted with 80%; the financial offer will be weighted with 20%.

Technical evaluation

Criteria	Score	Maximum points obtained
University Degree	Bachelor – 5 points Master – 10 points PhD – 15 points	15
Proven and strong track record of conducting project evaluations in the field of agriculture value chain and modernisation, innovation and use of knowledge;	Yes – 15 points No – 0 points	15
Proven experience with the suggested or similar evaluation approach is an asset;	Yes – 15 points No – 0 points	15
Prior experience of working in the Republic of Moldova is a must.	Yes – 10 points No – 0 points	10

Excellent knowledge of English and Romanian is required; A good command of Russian is a distinct advantage.	Eng/Ro – 10 points Ru – 5 points	10
Timeline compliance* *By submitting the offer, the bidder accepts the proposed timeline	Yes-15 No-0	15
Maximum total score		80

Financial evaluation:

The evaluation of the financial offers submitted will be based on the following formula: $S = F_{min} / F * 20$ S - score received in the financial evaluation; Fmin - the lowest financial offer of all the qualified bids submitted in the technical evaluation round; F - financial offer considered.	20

11. How to apply:

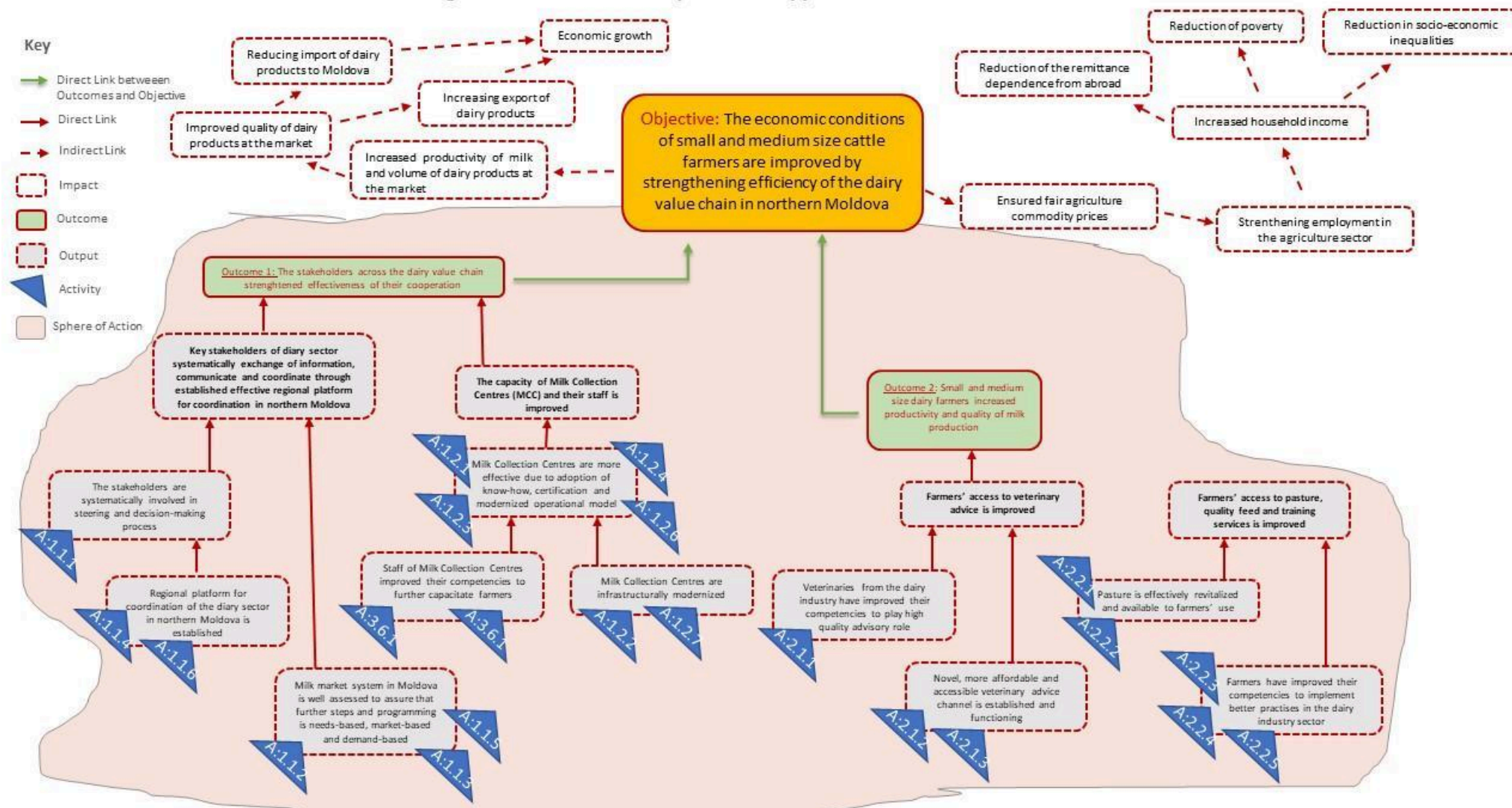
- ☐ All interested bidders must submit the offer to the email address tender.moldova@peopleinneed.net, with the e-mail subject line: "MDAC000355 _End-Line Evaluator /'Bidder Name'" until **21/11/2024. 10:00 am (Chisinau time)**

The offer must include:

- ☐ Full CV (in English);
- ☐ Cover letter
- ☐ Copy of Diplomas
- ☐ Three professional references
- ☐ Proof of the similar evaluation approach of work conducted
- ☐ Financial Offer without VAT (RFQ signed)

Annex 1. Visualization of Theory of Change (ToC)

Modernization, innovation and use of knowledge for the Moldovan dairy sector – support to farmers in the northern Moldova



Activities as per outcome:

1

Outcome 1: The stakeholders across the dairy value chain strengthened effectiveness of their cooperation

Output 1.1: Key stakeholders of dairy sector systematically exchange of information, communicate and coordinate through established effective regional platform for coordination in northern Moldova

Activity 1.1.1. Establishment of the project steering committee and organization of the project kick-off

Activity 1.1.2. Survey of the milk market system in northern Moldova

Activity 1.1.3. Validation workshop for stakeholders

Activity 1.1.5. Elaboration and dissemination of case studies and information materials

Activity 1.1.4. Regional platform for the coordination of the dairy sector

Activity 1.1.6. Study visits for dairy processors, government representatives and other stakeholders to modernized Milk Collection Centres (MCCs)

Output 1.2: The capacity of Milk Collection Centres (MCC) and their staff is improved

Activity 1.2.1. Training of MCC staff in milk quality testing and HACCP standards

Activity 1.2.3. HACCP training for ANSA employees, audit and certification of at least four MCCs

Activity 1.2.4. Study visit for MCC staff and processors' representatives to MCC's model solution in Romania

Activity 1.2.5. Support for the MCCs' equipment modernization

Activity 1.2.6. Support in testing the new model of remuneration of MCC staff that reward milk quality

Activity 1.2.2. Training of MCC staff in good agricultural practice and provision of basic training services to cattle farmers

Activity 1.2.7. Support in testing basic training services for milk producers at MCCs

Activities as per outcome:

2

Outcome 2: Small and medium size dairy farmers increased productivity and quality of milk production

Output 2.1: Farmers' access to veterinary advice is improved

Activity 2.1.1. Training in the latest procedures and study visit of veterinary service providers

Activity 2.1.2. Training of veterinary hotline operators in the provision of services and establishing cooperation between the veterinary hotline and existing providers of veterinary services

Activity 2.1.3. Testing and operating of the veterinary hotline

Output 2.2: Farmers' access to pasture, quality feed and training services is improved

Activity 2.2.1. One-day seminar on pasture revitalization and models of their sustainable maintenance for local governments

Activity 2.2.2. Pasture revitalization in cooperation with local authorities and communities

Activity 2.2.3. Conducting an experiment with farmers on best practices for cattle feeding

Activity 2.2.4. Awareness campaign focused on cattle breeders (feeding, milking, services, manure use)

Activity 2.2.5. Providing veterinary advice and research on cattle breeding