

## Terms of Reference

**for a National Company/Civil Society Organization to support the development, testing and piloting of small-scale programs for the economic empowerment of women survivors of violence in Moldova**

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<b>Location:</b>	Chisinau, Republic of Moldova
<b>Type of contract:</b>	UN Women Professional Services Contract
<b>Languages required:</b>	Romanian, Russian and English
<b>Duration of Contract:</b>	Up to 13 months assignment
<b>Programme:</b>	00098993 (Ending Violence against Women)

### BACKGROUND

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UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

The work of UN Women in Moldova is guided by its new [Strategic Note \(SN\) for 2018-2022](#), which is aligned with the [Republic of Moldova–United Nations Partnership Framework for Sustainable Development 2018–2022](#) and the [Global Strategic Plan of UN Women](#). The Strategic Note focuses on three main areas: 1/strengthening women's participation in politics and decision-making 2/economic empowerment of women, and 3/ending violence against women and girls. To achieve progress under these areas, UN Women works with variety of national (government, civil society, private sector) and international partners to advance the implementation of existing international and national commitments to women's rights and gender equality, it facilitates networking and exchange of good practices and advocates for women's rights and gender equality in all areas of life.

Violence against women (VAW) is a human right that affects individuals in Moldova, as in the region and around the world, regardless of context, culture, or socio-economic status, with serious consequences for women, their families, and society. Despite advancement of reforms and a range of awareness raising efforts in this area, the prevalence of VAW in Moldova remains high. Therefore, 63% of women experience some type of violence (psychological, physical or sexual) from husband/partner during their lifetime, and one in ten women experience economic violence at least once in her lifetime, according a [study](#), commissioned by UN Moldova in 2011.

In response to this challenge, the State has undertaken steps at policy, legislation as well as implementation levels. At policy level the Government adopted the first ever [National Strategy on Preventing and Combating Violence against Women and Domestic Violence for the period 2018-2023](#) and its associated Action Plan for the period 2018-2020. The National Strategy aims at providing a systemic approach to violence against women (VAW) and domestic violence phenomenon for ensuring effective and prompt response from relevant stakeholders in cases of violence. The strategy has a specific objective to promote women's economic empowerment and socio-economic independence, that is to be achieved, including by facilitation of employment for them, following the development and implementation of an economic empowerment methodology.

In the same vein, the [Law No 45-XVI on Preventing and Combating Domestic Violence \(DV\)](#) of 01.03.2007 provides an important legislative base for combating the phenomenon in Moldova. The Law provides an institutional framework detailing the tasks of the competent central and local public

authorities, including relating to the integration of survivors of VAW and DV in the labour market, provides for the creation of centers/services for the rehabilitation of survivors and perpetrators, for a mechanism for settling DV cases and protection for survivors of DV, including by using protection orders and punitive measures against the aggressor.

In the Republic of Moldova over 30% of the services considered essential per international standards do not exist or are not efficient, according to a 2016 [study](#), commissioned by UN Women, WHO and Austrian Development Cooperation. Among other services, the provision of support to survivors in finding and maintaining employment is missing, such as job training, reintegration schemes, the existence of functioning referral mechanisms between social service providers and employers, as well as business support services for launching business activities. To address this issue, and in line with the priorities of the above-mentioned sectoral strategy, the recent amendments to the [Law on Employment Support and Insurance against Unemployment \(Law 105 of 14 June 2018\)](#) aim at supporting the reintegration in the labour market of different categories of unemployed people, including women who experienced violence. Therefore, the tasks mandated to the National Employment Agency (NEA) are expanded to include: the evaluation of the effectiveness of employment support and active labour market measures; and profiling of individuals' needs and development of individual employment planning, including for the integration in the labour market of *women who experienced violence* (Art.23). The active employment measures that the law provides to address the needs of survivors of VAW include: a) vocational training; b) subsidizing jobs for the unemployed persons who require additional support on the labour market, such as survivors of domestic violence; c) special employment programs aimed at facilitating their employment. Aware of these efforts and of the efforts made by state-funded and NGO service providers in this area, UN Women is committed to further supporting the Moldovan central and local public authorities, as well as the state and non-state service providers, and other relevant actors in promoting the economic empowerment and socio-economic independence of survivors of VAW, so that their needs are taken into due consideration.

## RATIONALE

There is evidence that violence against women and girls in Moldova is rooted, widespread and justified by the patriarchal gender norms and unequal power relations between men and women. In this sense, low economic and social status of women can be both risk factors and consequences of VAW. Therefore, women's economic empowerment can prevent violence against women and be a remedy for survivors. More specifically, access to quality decent paid work, and subsequently to fair income, increases the financial autonomy of survivors, increases their bargaining power and self-esteem, thus producing positive personal and social change in their life and making them more confident to leave abusive relationships. Therefore, given the links between violence against women and women's economic empowerment<sup>1</sup>, it is widely recognized that women who experience violence need comprehensive package of support services, which includes labour market reintegration services. This is also in line with Article 20 of the [Istanbul Convention](#), which was signed by Moldovan Government in February 2017, that obliges states to provide access to services that help survivors recover from violence, including "housing, education, training and assistance in finding employment"<sup>2</sup>. Therefore, equipping women who experienced violence with vocational skills that match the labour market and supporting them to access decent employment is crucial, so that they can start over and be financially independent, leaving their aggressors behind.

<sup>1</sup> <https://www.unescap.org/sites/default/files/Session%203%20-%20Anna-Karin%20Jatfors.pdf>

<sup>2</sup> <https://rm.coe.int/168046031c>

Against this backdrop, UN Women Moldova has engaged in supporting the Ministry of Health, Labour and Social Protection, including the National Employment Agency (NEA) and other relevant actors responsible for the field of interest, in implementing the new legislative amendments, in line with the international standards and good practices. As a result, an analysis of Moldovan legislative and institutional framework that address the economic empowerment of survivors of VAW, commissioned by UN Women, by virtue of this cooperation, pointed to the need to elaborate a practical mechanism for the implementation of the new legislative amendments, including the following measures: creating synergy with other relevant sectoral strategies, i.e. the National Employment Strategy; developing an economic empowerment methodology; streamlining the cooperation between the central and local public authorities aiming at ensuring labour market integration and economic empowerment of the survivors of VAW; integrating the issue of VAW in the NEA's strategic documents, and respectively, designing a training and HR development system for the NEA staff on service provision for the survivors of VAW; establishing a functional referral system of NEA with other public and private service providers regarding women's economic empowerment; organizing capacity building activities for other state and non-state actors with roles in the economic empowerment and integration of survivors of VAW in the labour market, i.e. the relevant staff of MoHLSP, Confederation of Employers, trade unions, state – funded service providers, private employment agencies; increasing the sensitivity of the private sector to the issue of VAW; and identifying solutions for providing social housing that would allow survivors of VAW and GBV to live independently, after leaving the shelters, where they can stay for short periods (up to 3-6 months). Thus, it is important that the survivors that appeal to employment services benefit from: an individualized approach to their needs, an extended choice of vocational trainings, matching their skills and the labour market needs; job offers tailored to their needs; understanding and moral support. Considering the challenges mentioned above support is needed for consolidation of provision of such services. Additionally, an analytical note on existing international good practices of economic empowerment initiatives for survivors of VAW, including referral mechanisms between employment intermediaries, i.e. national employment agencies/offices, survivors of VAW and service providers who are assisting them with provision of different services, has been commissioned by UN Women Moldova.

To this end, UN Women Moldova plans to recruit a national company/NGO, which, based on the findings and recommendations from the above-mentioned studies, including recent GBV [Rapid assessment on the need of women survivors of violence](#) as well as [Gender Rapid Assessment in the context of COVID-19 pandemic](#), will devise and implement small-scale programs for the economic empowerment of women survivors of VAW in Moldova, to be co-created, tested and piloted in the selected Moldovan districts. For this purpose, the company will facilitate discussions, and various consultations, as necessary, with all state and non-state actors with roles in the field of labour market integration and economic empowerment of women who experience violence, i.e. the NEA, the Department of Policies for Ensuring Equality between Women and Men and other relevant departments from the Ministry of Health, Labour and Social Protection (MoHLSP), Confederation of Employers, trade unions, state – funded and NGO operated service providers, private employment agencies, as well as survivors of VAW, including technical expertise in developing prospective models. Additionally, capacity building and methodological support will be provided to the key Moldovan public institutions in this policy area.

## SCOPE OF WORK

The scope of work of the selected national company/organization is to provide support in strengthening the capacity of the responsible public institutions in providing quality services and design programs for the economic empowerment of survivors of VAW, on the one hand; and in developing, testing and

piloting small- scale programs that have a direct impact on the economic empowerment of survivors of VAW in Moldova, on the other hand.

Under the direct supervision of the UN Women EVAW Programme Analyst and in collaboration with the designated representatives of the MoHLSP and NEA, the company will undertake the following tasks:

Tasks and activities	Timeframe
<b>Task 1.</b> Develop a work plan, containing description of activities to be undertaken and applied methodologies, corresponding team members responsible for each activity, timeframes.	Mid-April 2021
<p><b>Task 2.</b> Undertake and facilitate onsite or online meetings with the relevant stakeholders in Republic of Moldova, to:</p> <ul style="list-style-type: none"> <li>a) Have consultations* with the relevant units of NEA and MoHLSP, and other stakeholders to assess their capacity building needs and their vision on the economic empowerment of survivors of VAW;</li> <li>b) Have consultations* with LPAs, state and NGO service provides, and survivors of VAW, to identify common challenges and opportunities for the co-creation of economic empowerment tools benefiting survivors of VAW.</li> </ul> <p>Note: The activity will built on the previous work undertaken by UNW and MoHLSP in ensuring the job accessibility of women survivors of violence through the lens of legislative framework. The relevant package will be shared with the implementing team.</p>	30 May 2021
<p><b>Task 3.</b> Revise and improve the existing draft Circular Methodology developed by the MoHLSP proposing tools for the integration in labour market and economic empowerment of survivors of VAW, based on a functional referral mechanism between the social protection and public employment system, and consult it with service providers and other relevant stakeholders.</p> <p>The methodology shall contain: (i) a detailed description of the available economic empowerment services and tools; (ii) the coordination and cooperation mechanisms necessary for their implementation; (iii) the roles of all the state and non-state actors with responsibilities in the field of labour market integration and economic empowerment of survivors of VAW; (iv) the expected results; (v) as well as related M&amp;E tools for monitoring their impact.</p>	April – May 2021
<p><b>Task 4.</b> Co-create, test and pilot together with the state and NGO providers, survivors of VAW, as well as LPAs in selected districts, up to <b>5 small-scale programs</b> for the integration in the labour market and economic empowerment of survivors of VAW (both employment and entrepreneurship), adjusted to the Moldovan context.</p> <p>The designed programs should have a holistic approach, that may focus, but not be limited to:</p>	June - August 2021

<ul style="list-style-type: none"> <li>- training and support for survivors of VAW in building self-esteem, confidence, identification of early warning signs and risks of relapsing in cycle of violence etc.;</li> <li>- in seeking employment, training and professional development, including vocational training adjusted to the specific needs of women;</li> <li>- business support services, including training, provision of loans and small grants for launching business activities;</li> <li>- partnership with private companies (e.g. for participation in employment schemes and social entrepreneurship models);</li> <li>- functional referral mechanism between the social service providers, employment intermediaries and employers, supporting survivors of VAW through a range of services, psychological counselling, as well as services that support women's economic empowerment.</li> </ul> <p>The designed programs should include a detailed description of the coordination and cooperation mechanisms necessary for their implementation, the roles of all the involved state and NGO actors with responsibilities in the field of labour market integration and economic empowerment of survivors of VAW, the expected results, as well as related M&amp;E tools for monitoring the impact of the above-mentioned programs.</p>	
<p><b>Task 5.</b> Based on the conducted needs assessment, design and implement a capacity building program* on tools for economic empowerment of survivors of VAW for the relevant staff of NEA, MoHLSP, including other relevant stakeholders (ODIMM) and service providers, aiming at:</p> <ul style="list-style-type: none"> <li>- improving service delivery, knowledge and capacities on providing additional support mechanisms necessary for the economic empowerment and integration of survivors of VAW into the labour market, in line with the new legislative amendments;</li> <li>- sensitizing the public institutions on the issue of VAW, and their specific needs;</li> <li>- presentation and validation of the programs/tools designed for the economic empowerment of the survivors of VAW (up to 1 session);</li> <li>- establishing and understanding the roles in the mechanism of referral of survivors of VAW between the social protection and employment systems.</li> </ul>	<p>July - December 2021</p>
<p><b>Task 6.</b> Based on the conducted consultations and needs assessment, design and organize a series of events* (round tables, discussion panels etc.) with the participation of all state and non-state actors with roles in in the field of labour market integration and economic empowerment of survivors of VAW (e.g. NEA, MoHLSP, Confederation of Employers, trade unions, state-funded and NGO service providers, etc.), aiming at:</p> <ul style="list-style-type: none"> <li>- raising awareness of the issue of VAW and of their specific needs among all the state and non-state actors with some roles in this policy area;</li> <li>- presentation and validation of the programs/tools designed for the economic empowerment of the survivors of VAW (up to 1 event).</li> </ul>	<p>July - December 2021</p>
<p><b>Task 7.</b> Based on the feedback from the validation sessions held as part of the capacity building program for the key responsible public institutions and</p>	<p>July – December 2021</p>

awareness raising events with the participation of all the relevant stakeholders, finalize, pilot and evaluate the designed small-scale programs for the economic empowerment of survivors of VAW in the selected Moldovan districts.	
<b>Task 8.</b> Develop a report on the implementation of all the tasks carried out under this ToR. The report will include: <ul style="list-style-type: none"> <li>- an evaluation of activities, including conclusions and lessons learnt from piloting the proposed small-scale programs intended for the economic empowerment of survivors of VAW;</li> <li>- lessons learnt from conducting the capacity building and awareness raising activities for the state and non-state actors with roles in the field of labour market integration and economic empowerment of survivors of VAW;</li> <li>- as well as recommendations for UN Women CO to implement future initiatives and programs in this area.</li> </ul>	End March 2022

## METHODS AND PROCESS

The selected organisation/company is advised to use a combination of techniques and tools, innovative approaches. The civil society organisation/company shall secure participatory and transparent approach.

The selected organisation/company is expected to reflect in the proposed methodology and financial offer both options of implementation of events: 1) face-to-face, 2) online, in case of restrictions to public gatherings/travel due to COVID19 pandemic. Please note that the option that provide for face-to-face implementation will prevail in the evaluation of offers (both technical and financial) and in the contract delivery, while the online approach should be developed for the cases when COVID-related restrictions are maintained and will be applied only when face-to-face is not possible.

## OUTPUTS/ DELIVERABLES AND TIMEFRAME

During the implementation of this assignment, the selected national company/ civil society organisation shall be responsible for the delivery of the following outputs, comprising of the main milestones:

No	Deliverables	Tentative timeframe	Percentage of milestone/ output
1.	<i>Work plan</i> , including description of activities to be undertaken and applied methodologies, timeframes, and corresponding team members responsible for each activity ( <b>Task 1</b> ).	Mid-April 2021	30%
2	<i>Report on consultations</i> conducted with relevant stakeholders to assess their capacity building needs and their vision on the economic empowerment of survivors of VAW and to identify common challenges and opportunities for the co-creation of economic empowerment tools benefiting survivors of VAW. ( <b>Task 2</b> )	End May 2021	
3.	<i>Final revised Circular Methodology</i> proposing tools for the	End April 2021	



No	Deliverables	Tentative timeframe	Percentage of milestone/output
	economic empowerment of survivors of VAW, which shall include, but not be limited to all specifications under <b>Task 3</b> .		
4.	<i>Draft Concept</i> , proposing and describing the proposed small-scale programs for the economic empowerment of survivors of VAW (for those who intend to run a business and for those who want to get a job), adjusted to the Moldovan context, co-created together with the LPAs, service providers and survivors of VAW from 3-4 Moldovan districts. The concept shall include, but not be limited to: all specifications under <b>Task 4</b> .	End of August 2021	
5.	<i>A comprehensive proposal/concept for:</i> - <i>a capacity building program</i> (up to 7 sessions), for the relevant public institutions (i.e. NEA, MoHLSP, service providers) on the economic empowerment and integration in the labour market of survivors of VAW, taking into consideration the VAW and GE perspective, including the programme outline, proposed themes, timeframes and the team of trainers, as specified under <b>Task 5</b> . - <i>a series of awareness raising events</i> (up to 3 events) on the economic empowerment of survivors of VAW, to be organized with the participation of all relevant stakeholders (NEA, MoHLSP, Confederation of Employers, trade unions, state-funded and NGO service providers, etc.), including the types of events, themes, timeframes and list of invited stakeholders, as specified under <b>Task 6</b> .	End June 2021	30%
6.	<i>Final Concept</i> , proposing and describing the proposed small-scale programs for the economic empowerment of survivors of VAW (up to 5 programs), adjusted to the Moldovan context, co-created together with the LPAs, service providers and survivors of VAW from the selected Moldovan districts, developed, and the designed pilot programs launched ( <b>Task 7</b> ).	End July 2021	
7.	<i>Report on:</i> - <i>the conducted capacity building program</i> , including conclusions from the conducted needs assessment, training and supporting materials, pre- and post-assessment of participants, lessons learnt ( <b>Task 4</b> ). - <i>Report on the organized awareness raising events</i> , including agendas, supporting materials, the main conclusions formulated during the events and lessons learnt ( <b>Task 5</b> ).	End November 2021	35%

No	Deliverables	Tentative timeframe	Percentage of milestone/output
8.	<i>Report on the small-scale programmes for the economic empowerment of survivors of VAW in the selected Moldovan districts tested, piloted and evaluated. (Task 7)</i>	Mid-February 2022	
9.	<i>Final report on the implementation of all the tasks carried out under this ToR, developed and submitted to UN Women Moldova, as specified under Task 8.</i>	End of March 2022	5%
Total:			100 %

All deliverables shall be presented in English and agreed with the UN Women EVAW Programme Analyst. The work shall be conducted in close coordination with the MoHLSP (chief of the NEA, heads of the Division of occupational policies and migration Division of Policies for Ensuring Equality between Women and Men).

#### DURATION

It is expected that the selected company/organisation shall begin work in end March 2021 with work being completed until March 2022, in conformity with the indicative timeframe described under “Deliverables and Timeframe” section.

#### MANAGEMENT ARRANGEMENTS

The national company/organization will work under the direct supervision and guidance of UN Women EVAW Programme Analyst and in close coordination with the chief of the National Employment Agency, heads of the Division of occupational policies and migration, Division of Policies for Ensuring Equality between Women and Men, Ministry of Health, Labour and Social Protection.

The selected company/civil society organisation is expected to provide highly qualified consultants for this specific assignment, with appropriate skills and expertise. UN Women will put at the disposal all available materials and necessary information for a better understanding of the context and for the successful fulfilment of the tasks.

For deliverables that envisage two options of implementation, a prior coordination and agreement between UN Women and the contract will be reached about the option to be applied (face-to-face or online), based on the recommendations of the national authorities and World Health Organization Country Office.

#### PERFORMANCE EVALUATION

The national company/organization’s performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered. All reports must be provided in English, electronically.

#### FINANCIAL ARRANGEMENTS

Payment will be disbursed in 4 instalments, upon submission and approval of the deliverables and achieved results and certification by the supervisor that the services have been satisfactorily performed within the tentative timeframe indicated in the table from the section Deliverables and Timeframe.



The company shall be responsible for all administrative, logistical, travel arrangements and costs in conducting the assignment.

#### **REQUIREMENTS TO THE COMPANY/CSO:**

- Legal entity officially registered in Moldova with full capacity to act;
- At least three (3) years of progressive experience in conducting programmes on women economic empowerment;
- At least four (4) years of proven experience in delivering trainings to various categories of groups on economic empowerment, financial literacy, etc;
- At least three (3) years of proven collaboration with government authorities (especially in the labour/employment field) and grassroots organisations in coordinating activities and implementing strategies;
- Experience working with different categories of vulnerable groups of people, especially with women affected by violence would be an asset;
- Previous successful collaboration with international organisations, especially UN agencies, would be an asset.
- Full acceptance of the Contract General Terms and Conditions.

#### **Requirements to the task team of the company/CSO**

The organisation of the task team is of ultimate importance. The task team shall include one team leader and several qualified team members. The required experience of the project team shall be explicitly described in their CVs and shall include the following requirements:

##### **Team Leader (Project Coordinator)**

1. University degree in economy, law, human rights, sociology, gender studies, public relations, development studies and/or other related areas relevant for the assignment;
2. Minimum five (5) years of proven work experience in the field of economy, human rights and development and/or other related areas relevant for the assignment;
3. At least three (3) years of experience as a team/group leader/manager in undertaking similar assignments;
4. At least three (3) years of experience of collaboration with government authorities (especially in the labour/employment field) and grassroots organisations in coordinating activities and implementing strategies;
5. Experience with development organisations, including donors and stakeholders is considered an asset;
6. Fluency in Romanian and Russian. Working knowledge of English.

##### **Qualified team members**

1. University degree in economy, law, human rights, gender studies, public relations, development studies and/or other related areas for this assignment;
2. At least three (3) years of proven experience in working in similar programmes on economic empowerment;
3. At least three (3) years of proven experience in delivery trainings on subjects related to this assignment;
4. At least 1 team member with at least 5 experience in GE, EVAW programmes;

5. Experience of collaboration with government authorities and grassroots organisations in coordinating activities and implementing strategies would be an asset;
6. Experience with development organisations, including donors and stakeholders is considered an asset;
7. Fluency in Romanian and Russian. Working knowledge of English would be considered as a strong asset.

**Core Values:**

- Respect for Diversity;
- Integrity;
- Professionalism.

**Core Competencies:**

- Awareness and Sensitivity Regarding Gender Issues;
- Accountability;
- Creative Problem Solving;
- Effective Communication;
- Inclusive Collaboration;
- Stakeholder Engagement;
- Leading by Example.

The Team Leader/Project Coordinator shall provide UN Women with frequent updates on the progress of the assignment and other relevant aspects of the work. The entire team is responsible for the content and quality of all the deliverables and making sure that they are in line with the objectives set for this contract.