

## TERMS OF REFERENCES

Job title:	<b>National consultant to develop the gender analysis on entrepreneurship in the Republic of Moldova</b>
Expected Duration of Assignment:	April-June 2019, estimated volume of work – up to 35 full working days
Beneficiary:	National Bureau of Statistics, Ministry of Economy and Infrastructure, Ministry of Health, Labour and Social Protection, other public authorities, civil society
Project title:	UN Joint Project on Strengthening the National Statistical System
Project Activity:	#4. Improve availability of disaggregated statistical data via dissemination #5. Strengthen the capacities of data users to use available statistics
Contract type:	Individual Contract
Contracting Authority:	United Nations Development Programme (UNDP)

### Background and Specific Context

Entrepreneurial activity is an important factor in creating and increasing employment opportunities and fuelling economic growth. Everywhere, men are more likely than women to be involved in entrepreneurial activity. Because of the serious gender gap in entrepreneurship in all countries of the region, the issue of **women and men's entrepreneurship** has received growing attention among policy makers in the member states of the UNECE. In the Beijing Platform for Action, countries have agreed to foster women's access to self-employment and entrepreneurship. In the 2030 Global Agenda for Sustainable development the gender equality is fundamental to delivering on the promises of sustainability, peace and human progress through equal rights to economic resources, as well as access to ownership, women's full and effective participation and equal opportunities for leadership at all levels of decision-making in economic life, full and productive employment and decent work for all women and men, empowering and promotion of the economic inclusion of all, irrespective of sex.

#### Legal framework and provided support

At the national level, according to the recently approved National Development Strategy Moldova 2030<sup>1</sup> the women's economic empowerment is to be encouraged by the authorities through the promotion of women entrepreneurship (estimated worth of 28%<sup>2</sup>) programs aimed at enhancing the capacities and knowledge of initiating and developing business, providing mentoring services, offering grants as well as increasing access to credit services. This would be one of the objectives to ensure the incomes' increase from sustainable sources and mitigation of economic inequalities among women and men.

At the sector level, the main strategic document aimed to regulate the entrepreneurial activity in the country is the *Strategy on Development of Small and Medium Enterprises for 2012-2020*<sup>3</sup> and its *Action Plan*, including separate priorities on development of women's entrepreneurship and actions on its measurement. The 2017-2019 Action Plan<sup>4</sup> for the implementation of EU-RM Association Agreement is targeting specific population groups, such as women and youth, in the entrepreneurial education, start-ups and development.

From gender equality perspective, the *Law on ensuring equal opportunities for women and men*<sup>5</sup> stipulates the equal access to entrepreneurial activity, and the *National Strategy on ensuring equality between women and men 2017-2021*<sup>6</sup> envisaged stimulation of entrepreneurship and private initiatives by women. Thus, the appropriate legal framework is in place to enable the authorities in accomplishing the above mentioned objectives and to develop feasible supporting actions and measures.

Once the appropriate regulatory basis has been ensured, in the last few years consistent business support programmes<sup>7</sup> dedicated exclusively to women were launched and run, as well as development assistance support has been granted by donors and international organisations<sup>8</sup>, such as European Union, European Bank for Reconstruction and Development, World Bank, government of Sweden, United Nations, etc.

<sup>1</sup> National Development Strategy Moldova 2030, [http://md.one.un.org/content/unct/moldova/ro/home/presscenter/press-releases/strategia-na\\_ional-de-dezvoltare-moldova-2030-aprobat-de-guvern.html](http://md.one.un.org/content/unct/moldova/ro/home/presscenter/press-releases/strategia-na_ional-de-dezvoltare-moldova-2030-aprobat-de-guvern.html)

<sup>2</sup> Conditions for creation and development of enterprises: gender analysis, <http://www.statistica.md/pageview.php?l=ro&idc=350&id=2861>

<sup>3</sup> <https://mei.gov.md/ro/content/politici-si-programe-imm>

<sup>4</sup> <http://dcfta.md/planul-national-de-actiuni-pentru-implementarea-acordului-de-asociere-republica-moldova-uniunea-europeana-in-perioada-2017-2019>

<sup>5</sup> Law no. 5 as of 09.02.2006 on ensuring equal opportunities for women and men, <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=315674>

<sup>6</sup> <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=370442>

<sup>7</sup> In 2017, ODIMM's portfolio was complemented by two new business support programmes dedicated exclusively to women: the National Women's Business Pilot Programme and the Business Academy for Women, designed to boost the number of women's businesses. Through these programmes, more than 500 women across the country, including in Transnistria and Gagauzia, received consultative, educational and financial assistance.

<sup>8</sup> EU4Business initiative also supports women entrepreneurs in Moldova through the EBRD's *Women in Business* programme, which offers business advice to help women-led SMEs in Moldova to become more competitive. The programme also offers training, mentoring and other support to enable women entrepreneurs to share experiences and learn from each other as peers.

## Measurement issues

Statistical information sensitive to the gender of entrepreneurs is required for more targeted policy measures in this area, as well as for the impact assessment of the support programmes the Moldovan entrepreneurs could benefit of. Gender sensitive statistical data are required also to correctly identify the needs of women and men in start-up and doing businesses, as well as to define the challenges and perspectives for entrepreneurship development as a whole and through gender-caused disparities. As it regards the contribution of the entrepreneurial activity to the overall economic performance of the country disaggregated data would be critical to prove the effectiveness and sustainability of the policy support, state investment and technical assistance directed towards business initiation and development.

The availability of such data is rather limited and scarce. The only official statistics available on entrepreneurial activity in the Republic of Moldova resulted out of the NBS statistical thematic survey as of 2009, which has captured the differences among men- and female-owned enterprises<sup>9</sup> continue to be actively used (and reused), at present, by the public authorities in official papers (strategies, programs, plans) and by the academia and CSOs for research and programming purposes<sup>10</sup>. Since then, in the recent years, there were a few attempts for quantitative and/or qualitative data collection, as alternative to the 2009 NBS data. These were either aimed at identifying the training needs (for managers and employees), ad-hoc questioning of and focus-group discussions with the potential beneficiaries of the launched support programmes as part of their baseline analysis. Or, in 2013 and then in 2016, the World Bank commenced the undertaking of the Enterprise Gender Survey<sup>11</sup> in the Republic of Moldova, as part of the Bank's global initiative (on a rather modest samples of 360 and, respectively, 300 enterprises, and with certain methodological limitations). Hence, all these initiatives should be treated with accuracy and solely as sociological information, being confident of their methodological sociology approaches which are different of the methods used in the official statistics.

In the current context of Moldova's commitments towards women empowerment, gender equality in all sectors, and equal opportunities for a better life for all (in the framework of the 2030 Global Agenda and Moldova 2030 Strategy), as well as the consequences of the reform of public administration (less staff, fewer institutions with larger mandates, still unsustainable and insufficient financing) and expiration of many policy papers in 2020 and further (including the SMEs' development strategy), it is a proper time to make the required preparatory work for the formulation of the new policy papers instead of those expiring. For the latest new evidences, based on official statistics, of even better quality, coverage and relevancy are required considering the current users' demand for statistical information on business activity as a whole, and entrepreneurship through gender perspective in particular.

Efforts are needed to make available reliable statistics in order to provide an adequate basis for analysing entrepreneurship subjects and their potential, contribution of this sector to economic development of the country, and for well-informed and justified policy decisions in the field.

The *Joint UN Project on Strengthening the National Statistical System of RM* is implemented by the National Bureau of Statistics (NBS) of the Republic of Moldova, in partnership with UNDP and UN Women, and aims at improving disaggregated data collection, production, dissemination and use of statistical information with particular attention to national needs and official statistics overall conformity with international, in particular EU standards.

In 2016-2017, the Project provided support to NBS in development of **the statistical toolkit** (methodology, sampling framework, questionnaire<sup>12</sup> and instructions for data collection) **for the second statistical survey on establishments to measure the entrepreneurship from gender perspective in the Republic of Moldova** in compliance with the national legal and policy framework as well as the concerned international standards and European norms. A comprehensive series of sources have been consulted in the process of developing the data collection toolkit, including the thematic studies and sources on indicators related to female entrepreneurship available at national and international levels (above mentioned plus entrepreneurship indicators of UNSD & UN Women EDGE<sup>13</sup>/Evidence and data for gender equality Project, Eurobarometer 374 survey "Businesses' attitudes towards corruption in the EU"<sup>14</sup>, OECD Entrepreneurship Performance Indicators<sup>15</sup>, Eurostat<sup>16</sup>, European Institute for Gender Equality<sup>17</sup>, monitoring indicators of the SME National Strategy).

In 2018, the respective toolkit has been used by NBS for **data collection**<sup>18</sup> (via traditional and electronic (e-reporting) data collection methods) from business establishments, on a sample of about 9000 enterprises. At the beginning of 2019 the collected data have been processed and output indicators produced by NBS. These data should be further analysed from gender perspective of the respondent entrepreneurs (business owners and/or managers) to enable the exploring of the quantitative and qualitative characteristics that determine the current entrepreneurial experience of women and men in the country, still existing gender gaps in capacities and opportunities, as well as the evolution in business activity registered since 2009 survey and how the state's interventions facilitated the progress and whether produced the expected impact in the field.

Given the above context, one of the UN Joint Project's targets in 2019 is to undertake the gender analysis of the entrepreneurship, based on the latest and nationally representative official statistical information, thus increasing the availability of gender statistics and enabling the best use of it by the national stakeholders, either decision-makers and planners within the Moldovan public authorities (in particular the Ministry of Economy and Infrastructure and the Ministry of Health, Labour and Social Protection) or supporting institutions (in particular Organisation for Development of Small and Medium Enterprises/ODIMM, National Employment Agency, development partners) so that government policy, implementing partners' planning and programing on gender equality in entrepreneur opportunities is properly informed and evidence-based.

<sup>9</sup> The survey on *Conditions for creation and development of enterprises* was carried out in 2009, by NBS with the support of UNDP and UN Women, that is the only source of official statistics (quantitative thematic survey, nationally representative) on entrepreneurship from gender perspective available so far in the country.

<sup>10</sup> E.g. Situational Analysis on women entrepreneurs, by Organization for Small and Medium Enterprises Sector Development (ODIMM), as of 2017, <http://baw.odimm.md/Study%20analiza%20concept%20odimm%20bwa.pdf>

<sup>11</sup> <http://documents.worldbank.org/curated/en/41139151685635553/Supporting-women-s-entrepreneurship-in-Moldova-review-assessment-and-recommendations>

<sup>12</sup> [http://www.statistica.md/public/files/Formulare\\_statistice/2018/Antreprenoriat/Chestionar\\_Dezvoltarea\\_Mediului\\_Afaceri\\_rom.pdf](http://www.statistica.md/public/files/Formulare_statistice/2018/Antreprenoriat/Chestionar_Dezvoltarea_Mediului_Afaceri_rom.pdf)

<sup>13</sup> <https://unstats.un.org/edge/meetings/Dec2014/docs/session9.pdf>

<sup>14</sup> [http://ec.europa.eu/commfrontoffice/publicopinion/flash/fl\\_374\\_en.pdf](http://ec.europa.eu/commfrontoffice/publicopinion/flash/fl_374_en.pdf)

<sup>15</sup> <http://www.oecd.org/industry/business-stats/indicatorsofentrepreneurialdeterminants.htm>

<sup>16</sup> <http://ec.europa.eu/eurostat/web/structural-business-statistics/entrepreneurship/indicators>

<sup>17</sup> <http://eige.europa.eu/rdc/eige-publications/gender-entrepreneurship>

<sup>18</sup> <http://www.statistica.md/pageview.php?l=ro&id=5874&idc=544>

## Objectives of consultancy

The United Nations Development Programme (UNDP) Moldova, through the *Project on Strengthening the National Statistical System*, is seeking **to employ one national consultant** with relevant experience in the related fields, **to develop the gender analysis on entrepreneurship in the Republic of Moldova**. It should be based on the results of the 2018 Survey on Business Development<sup>19</sup> of NBS and is aiming at highlighting useful gender-sensitive evidence, assessing the progress made, suggesting conclusions on produced impact in gender equality, and advising support for policy-making in relevant areas of Government activity and for gender equality in business development per se.

The expected knowledge product will consist of a full-fledged analytical paper identifying the main current issues that women- and men-entrepreneurs are facing when initiating a business, as well as when developing this business afterwards. It will refer to *determinants* for entrepreneurial activity (namely (i) motivations and aspirations, and (ii) entrepreneurial resources and constraints) on one hand, and the resulted *outcomes* (namely (iii) entrepreneurial participation, and (iv) enterprise performance) on the other hand. These two should have *impact* on employment creation, growth with poverty reduction, and ultimately on women's empowerment – these will be described. Moreover, the main goal of the report is to reflect data on **prevalence of female and male entrepreneurship** by demographic, size and sector dimensions.

The **gender equality** perspective and **cross-sector** analysis will be the mandatory *approaches* applied throughout the envisaged analytic work. It *will address* the core issues critical for the gender equality and women's economic empowerment, *focusing on* description of the status of affairs in the fields of entrepreneurship and the most vulnerable or disadvantaged groups/categories of entrepreneurs, analysis of factors and incentives causing such a status, side effects/impact resulted, extent of inequality, discrimination, exclusion or vulnerability and possible solutions to reduce them. Correlation of the analysed entrepreneurship topics with linked issues/areas from the perspective of **Sustainable Development Goals** (SDGs) will be an additional mandatory approach to be integrated into the analysis.

The expected output, to be written in user-friendly manner, aims at providing a full set of evidences regarding the actual challenges and perspectives for entrepreneurship development and identify areas which require the diminishing of gender-caused disparities thus ensuring equal access to economic opportunities, independence, productive employment and secured incomes from entrepreneurship for women- and men-entrepreneurs.

Ultimately, the produced report is expected to serve for evaluation of current public policies through gender perspective and formulation of the new programmes or plans that advance gender equality and entrepreneurship. Also, the expected results will be used for programming purpose of UN agencies regarding the further support to be provided to the Government on gender equality, women empowerment, evidence-based public policies, equitable services, efficient, effective and responsive public institutions<sup>20</sup>.

**Target groups** of the produced analytical product are the government institutions, civil society, think-tanks, academia, media and general public who would need to understand the current role of women in the business, the reasons which discourage women from entering and remaining in the sector, as well as evidence-based arguments to attract women to choose this sector for their education, income earning and economic empowerment, career growth and personal development.

On behalf of NBS, as the main Project's partner, the participation and necessary involvement of representatives of divisions on business and social (responsible for gender statistics) statistics will be ensured. The NBS staff will provide the National Consultant with the necessary set of **statistical data** (disaggregated by all available dimensions) resulted from the 2018 Survey on Business Development, complemented by data from other available sources (official business statistics and administrative sources – linkable via common variables), and cooperate on their interpretation and possible clarifications. Also, the Consultant may use, with diligent accuracy, other alternative (non-statistical) sources for qualitative research.

Activities envisaged under the present task will contribute to the achievement of mid-term priorities of NBS and will be carried out in accordance with the Law of RM on Official Statistics, the Law on Ensuring Gender Equality between Women and Men and other national/ sector policy and regulatory documents and in compliance with international standards in official statistics and relevant best practices of other countries.

The list of national stakeholders to benefit of the results of the given assignment includes: Ministry of Economy and Infrastructure, Ministry of Health, Labour and Social Protection, Organisation for Development of Small and Medium Enterprises/ODIMM, National Employment Agency, business supporting partners and others.

## Scope of Work

Under the current assignment the UN Joint Project, in collaboration with NBS, are looking for the following expertise on the part of the hired national consultant:

- (A) To **develop an analytical report on participation, role and performance of women and men in entrepreneurial activity** consisting of a comprehensive thematic data-based analytical paper covering the related areas/fields (mentioned under *Objectives of consultancy* above), including conclusions and recommendations supporting the evidence-based decision-making in relevant areas of Government activity on gender equality and entrepreneurship;
- (B) To contribute to **communication** and participate in **dissemination** of produced analytical product, in a user-friendly format and manner, comprehensible to target audiences.

## Tasks and Activities to be performed

In order to achieve the envisaged objectives, the contracted Consultant, under the overall supervision of the Project manager and in tight cooperation with NBS, will have the following major responsibilities and perform activities:

<sup>19</sup> <http://www.statistica.md/newsview.php?l=ro&idc=30&id=6113&parent=0>

<sup>20</sup> RM-UN Partnership Framework for Sustainable Development for the period of 2018-2022, <http://md.one.un.org/content/dam/unct/moldova/docs/pub/strateg/UNDAF%20Moldova%20EN.pdf>

1. **Undertake a desk review and preparatory activities** including:
  - Get acquainted with the results of previous activities undertaken by the Project and its counterpart in the field of concern, in particular the reports on methodological and sampling framework of the 2018 Survey on Business Development, as well as the Analysis of the survey on Conditions for creation and development of enterprises carried out in 2009, by NBS<sup>21</sup>;
  - Analyse the 2018 Survey's questionnaire and core dataset obtained, in comparison with the 2009 data;
  - Analyse background and reference materials available in the areas covered by assignment (national strategies, programmes, action plans, other relevant policy documents for the sectors/areas to be covered, national and sector reporting on gender equality domains, online and printed sources, studies and databases from academic institutions, other countries' best practice, etc.);
  - Propose adjustments to *own approach* for the expected activities and *detailed work plan* that encompasses the above-mentioned objectives and agree them with Project stakeholder;
  - Additionally to desk research, interviews with people in charge of the entrepreneurship sector can be carried out for obtaining first-hand information about the main achievements, successful measures and existing issues.
2. **Prepare the content and outline** of the future **data-based analysis**, as well as the pertinent **data compilation**:
  - a) Draft a list of *issues* which can be analysed through gender lens based on the desk review results and available data series and prepare own proposal on the *outline* and *content* to be followed;
  - b) Set the list of *statistical indicators*, correlated variables, dimensions of data disaggregation and data series to be used in the envisaged analysis out of the 2018 and 2009 Surveys on Business Development, formulate needed data requests for the NBS including the additional cross-tabulations and output tables on the basis of the active statistical surveys;
  - c) Make suggestions for additional *data sets* (aside from the one generated from the official and administrative sources) which can qualitatively improve the research on the analysed topics;
  - d) Validate the identified topics, issues to be addressed and indicators to be used for analytical paper (points a-c above) through consultations with the relevant Project's stakeholders and agreement by the Project team aiming to ensure their relevance, applicability, usefulness and linkage with the country context, policy framework and strategic priorities.
3. **Develop the data-based and gender-sensitive analytical report on the participation, role and performance of women and men in entrepreneurial activity**:
  - Analysis would include core characteristics of analysed groups of women- and men-entrepreneurs, differences and similarities inside the targeted groups and in relation with opposite population or/and national averages, evolution in time of the state of affairs, degree of vulnerability, marginalization, exclusion or, vice-versa, advantages and benefits of concerned groups of entrepreneurs, factors and determinants causing such a status, complemented by international (data-based) comparison, conclusions and recommendations, other elements (mentioned under *Objectives of consultancy*);
  - The *multiple disaggregation* dimensions, reflecting the categories of analysed groups of entrepreneurs will be applied during the whole analysis, as well as the comparative analysis with the 2009 data will be ensured;
  - All expected analytical text will represent a full-fledged knowledge product to be communicated to the target audiences in a user-friendly language and will:
    - ~ Be aimed to improve the understanding of analysed issues;
    - ~ Designed for the target audience, relevant to decision-making needs and with focus on current national and/or sectorial policies, based on available data without any bias;
    - ~ Timely, written in an easily understandable language (user-tailored), data presented in a clear user-friendly manner applying graphical representation;
    - ~ Validated through a quality assurance process with relevant stakeholders and consistent in presentation;
    - ~ Contain genuine data-based analysis excluding any overlaps with products on the same topics commissioned by other institutions.
  - The size of thematic analytical paper will vary roughly from 40 to 60 pages, excluding annexes/graphical elements. The report should be consulted with the relevant Project's stakeholders, Project team and delivered as a ready (off-the-shelf) material for dissemination.
  - Strong linkage will be ensured to the key recommendations provided by human rights bodies and instruments, such as UPR, CEDAW, CRC and others.
4. **Other activities**:
  - Participate in *dissemination and public presentation* of produced knowledge product through:
    - ~ For the core gender equality issues (or chapters – to be decided later on) being analysed provide a summary hypothesis/ extract that will be used further by designers to produce the accompanying thematic info-graphs. This description will include: target audience, infographic's structure and content (title, content=message+data – minimum 3, conclusion, data source), and guidance on its design (vision on expected data visualization and layouts);
    - ~ Support to organisation and facilitation of public presentation of produced report with the participation of concerned target groups (in particular gender focal points in line-ministries or specialised governmental commissions, civil society, media), gather and consider their feedback;
  - *Advocate for the delivered results* and contribute to the increase of awareness and understanding of partner institutions regarding the role of data in the process of policy formulation, monitoring and impact evaluation.
  - Ensure a high level of work, efficient *communication and cooperation* with Project's national counterparts (NBS, Ministry of Economy and Infrastructure, ODIMM, Ministry of Health, Labour and Social Protection) and stakeholders, UN Project staff.
  - Develop an *activity report* on consultancy undertaken, including stages passed, resources used, results obtained versus expected, impact of obtained results, risks overcome, problems faced, lessons learned, conclusions and follow-up recommendations.

<sup>21</sup> <http://www.statistica.md/pageview.php?l=ro&idc=350&id=2861>

All activities under the present assignment will be correlated to the needs of key-stakeholders and in compliance with the international standards, relevant national and sector policy documents, and will be built on the previous and on-going activities undertaken by the Projects and national counterparts.

## Deliverables and Timeframe

Performing the mentioned above activities, the National Consultant will be responsible for delivering of the following outputs, comprising the main milestones:

Deliverables and Outputs	Tentative timeframe	Days of work
1. Own <b>approach</b> including working methodology, vision on the accomplishment of assignment, detailed action plan, including timelines and dates of outputs' delivery	17.04.2019	2
2. <b>Core elements</b> for expected analytical report on participation, role and performance of women and men in entrepreneurial activity, including: <ol style="list-style-type: none"> <li>List of issues/topics to be subject to analysis, consulted with the Project, NBS and other relevant stakeholders</li> <li>Relevant indicators, appropriate disaggregated dimensions on the basis of which analytical work will be performed</li> <li>Content and outline of future analytical report</li> </ol>	25.04.2019	5
3. <b>Draft</b> analytical report on participation, role and performance of women and men in entrepreneurial activity	27.05.2019	20
4. <b>Finalized report</b> on participation, role and performance of women and men in entrepreneurial activity, incorporating feedback and inputs from the Project staff, NBS and other relevant stakeholders	7.06.2019	5
5. <b>Extracts</b> for graphical representation of core issues analysed and handouts for public presentation of outputs to the key stakeholders and target audience	12.06.2019	2
6. <b>Narrative report</b> on undertaken assignment	13.06.2019	1

All the deliverables should be consulted with NBS and other relevant Project's stakeholders and endorsed by the Project manager and be provided in Romanian (except for the last one –in Romanian & English), as electronic copy. The consultant will be assisted by the staff of UN Project and NBS for conceptual and technical aspects of the assignment.

The activities under the present assignment should commence in **April 2019** and conclude by the **end of June, 2019**. The volume of consultancy has been estimated at up to **35 full working days overall** (*could be changed if correspondingly justified by the applicant*) during which all the activities and outputs envisaged under the present assignment are expected to be performed.

*Note: The mentioned number of working days has been estimated as being sufficient/ feasible for the envisaged volume of work to be completed successfully and can not be used as criteria for completion of work/assignment. The provision of envisaged deliverables approved by the Project and its partners and concerned national stakeholders would be the only criteria for the Contractors work being considered completed and eligible for payment/s.*

## Qualifications and Skills required

The consultant is expected to comply with the following qualification criteria which will be evaluated on the basis of submitted experience records and technical proposal:

### Academic Qualifications:

- Master **degree** (or equivalent) in statistics, economics, social sciences and/or other relevant areas;
- Additional certifications in the area of gender equality or other relevant area (*will be an asset*);

### Working Experience:

- At least 6 years of **professional experience** (consulting, managing, advising, execution, etc.) in public administration, institutional development, service provision, academic and/or applied research or other relevant;
- At least 4 records of practical experience in development of **analytical works** (thematic and/or descriptive analysis, impact assessments, evaluations, reviews, policy advisory, etc.) with the **use of statistical data and/or evidences** in the areas relevant to assignment (entrepreneurship, business development, socio-economic development, leadership, etc.);
- At least 2 experience (tasks/assignments) or learning records proving a good **knowledge and/or practical skills of the gender equality** and related concepts such as social inclusion/exclusion, marginalization, discrimination, other relevant;
- At least 2 experience records proving the familiarity with the **national context** (legal, policy and regulatory framework) related to the areas of assignment concern;
- Experience of work with international organizations/projects (including UN/UNDP), and public institutions (incl. multi-stakeholders), in particular in the areas relevant to the assignment;

### Competencies and Skills:

- Romanian **language** proficiency; Good skills in written English;
- Excellent **analytical, writing and communication skills**;
- Ability to analyse, plan, communicate effectively orally and in writing, draft reports, solve problems, organize and meet expected results, adapt to different environments (cultural, economic, political and social);

### Personal Qualities and other requirements:

- Good interpersonal skills, solid judgment/decision making, initiative and creativity;
- Ability to be independent, impartial and credible in a challenging environment;
- Availability to work with UN and Project's national stakeholders during the indicated/approved period;
- Adherence to UN's values and ethical standards;
- Cultural and gender sensitivity.



The United Nations in Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

### **Organizational settings**

The consultant is expected to work in a close cooperation with the national counterparts and the Project staff and to keep them updated on the progress at appropriate intervals during the assignment.

All deliverables and reports shall be submitted to the Project Manager who is responsible for approving the reports and deliverables (with prior coordination with the NBS, UN Women colleagues, other national counterparts). The Portfolio Manager will supervise the progress and quality of each stage and the overall process.

### **Financial arrangements**

Payments will be disbursed in instalments upon submission and approval of deliverables and certification by Project Manager, that the services and products were satisfactorily performed.

### **Performance Evaluation**

Contractors' performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

### **Travel Requirements**

During the contract period no travel is required.

### **Submission of proposal**

The submission package will consist of:

1. Technical Proposal:
  - explaining how the applicant responds to each of the qualification requirements and why he/she is the most suitable for the work;
  - describing a short vision on achievement of the tasks;
2. Personal information (as a detailed CV or as a Personal History Form /P11) including records on past experience in similar projects/assignments and examples of concrete outputs obtained, as well as with at least three referees;
3. Financial proposal (in USD) specifying a total lump sum amount (including all related costs and the number of anticipated working days).
4. Offeror's Letter confirming Interest and Availability.
5. (Optional) Documents that confirm Applicant's records of practical experience required (copies or links to documents developed by the Applicant).