

## TERMS OF REFERENCE

### National Consultant on Strategic Planning

<b>Duty Station:</b>	Chisinau, Moldova
<b>Type of Contract:</b>	Individual Contract
<b>Post level:</b>	National Consultant
<b>Languages Required:</b>	Fluent in Romanian, Russian and English
<b>Application deadline:</b>	11 November 2019
<b>Starting Date:</b>	18 November 2019
<b>Expected Duration of Assignment:</b>	Up to 50 working days within a 11 calendar months period

#### Background

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.

In 2018 UN Women Moldova Country Office started to implement 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](#). Under its current SN, UN Women cooperates closely with the government, civil society, academia, private sector and the media to advance social, economic and political rights and opportunities for women and girls, placing special focus on those from marginalized, excluded and under-represented groups. These include rural women, Romani women, women with disabilities, women living with or affected by HIV, women survivors of violence, women migrants, elderly women and others. UN Women’s operation in Moldova focuses on bringing about concrete change in the lives of women and the society towards the long-term impact of achievement of gender equality and the empowerment of women and girls in the country. Specifically, the SN 2018-2022 advances progress under the following three Impact Areas (IA): IA1: More women fully participate and lead in gender responsive governance processes and institutions, including in the security sector, IA2: Women have income security, decent work and economic autonomy, IA3: Public authorities, institutions and communities prevent violence against women and girls and deliver quality essential services. Towards these Impact Areas, UN Women works with variety of national and international partners to challenge gender-based stereotypes and towards the creation of an environment, whereby women act as key agents of change towards greater equality and development, in partnership with men and boys.

---

#### Rationale

UN Women supported the process of developing the [National Strategy for Gender Equality for 2017-2021](#) adopted in April 2017. Under its “Gender Equality in Peace and Security Sector” area of intervention and forth overall objective on “Ensuring gender equality in the security and defense sector”, the Strategy envisages two specific objectives to be achieved as a result of implementation of a set of 13 activities, such as promotion of women in managerial positions in security and defense institutions, enhancing capacities of the personnel of in-line institutions on promotion and implementation of policies on ensuring gender equality in security and defense sector, raising awareness of the personnel from in-line ministries on equal treatment and work-life balance, including in the Curriculum of subjects on gender equality in security and defense sector, development of mechanism to prevent

and control sexual harassment, ensuring implementation of the CEDAW Committee’s General Recommendation no. 30 and of UN Security Council Resolution 1325 (UN SCR 1325) on Women, Peace and Security, etc.

An important breakthrough occurred in May 2017, when after months of deliberations and advocacy, a Government Decision was adopted (Order no. 54-d from May 29, 2017) which formally launched the process of developing National Action Plan (NAP) on the Implementation of UN SCR 1325. UN Women provided extensive technical support to the Government in raising awareness and knowledge on the women, peace and security agenda and on gender mainstreaming in the security and defense sector, in the process of preparation for and development of the NAP on UN SCR 1325. In March 2018, the [National Programme on Implementation of UN Security Council Resolution 1325 on Women, Peace and Security for 2018-2021](#) and the Action Plan on its implementation were adopted. The National Programme recognizes the key role women play in peace building and ensuring security and proposes concrete actions to address barriers against increased representation and influence of women in the security sector in the Republic of Moldova.

UN Women is committed to provide continuous support to relevant governmental institutions, including to Ministry of Defense and Ministry of Internal Affairs, on promotion of the women, peace and security agenda and on achieving specific results envisaged in the National Programme. The cooperation between UN Women and the Ministry of Defense (MoD) and the Ministry of Internal Affairs (MIA) of the Republic of Moldova, were consolidated with the signing of 2 Memoranda of Cooperation in 2018 (July and August respectively). The main objective of the Memoranda is to increase institutional capacities and knowledge of the institution in the areas of gender equality and implementation of UN SCR 1325 and other WPS-related Resolutions. Specifically, the Memoranda of Cooperation seeks to contribute to reduce the stereotypes about the role of women in the security and defense sector, to improve the opportunities for women and men from the system to reconcile the professional and family life, to prevent and respond to discrimination, harassment, and gender-based violence within the sector, etc.

In the framework of the Memoranda of Understanding between UN Women and the Ministry of Defense, and UN Women and Ministry of Internal Affairs, UN Women has committed to provide support to the National Army Women's Association (NAWA), National Association of Women in Internal Affairs System (NAWIAS), and Association of Women in Police (AWP) to strengthen its internal capacities on gender mainstreaming and advancing the WPS agenda. In this respect, UN Women Moldova is seeking to contract a National Consultant to provide extensive support in developing a strategic development plan for all three associations (NAWA, NAWIAS, and AWP).

---

### Scope of Work:

Under the overall guidance and direct supervision of the UN Women Programme Coordinator on Women in Leadership the selected national consultant will support the NAWA, NAWIAS, and AWP in developing their specific strategic development plan for each association.

### Duties and Responsibilities

More specifically, the following tasks shall be undertaken by the national consultant:

Tasks and activities	Estimated workload (workdays)
1. Prepare a detailed work plan and inception report describing the methodology and approach to be applied for this assignment.	Up to 1 day
2. Conduct informative interviews with the leadership of the associations, jointly with undertaking a comprehensive desk review of the relevant legal framework to identify the current state of affairs and recognize the expectations of the Strategic Development Plan and Communications Strategy.	Up to 4 days
3. Provide technical guidance and advice to the leadership and relevant members of the NAWA, NAWIAS and AWP, on the implementation of the “National Programme on Implementation of the UN SC Resolution 1325 on Women, Peace and Security for 2018-2021”.	Up to 6 days
4. Provide guidance, inputs and recommendations on gender equality in the process of developing new or revising existing strategies, regulations and internal documents	Up to 15 days

	developed by the NAWA, NAWIAS, and AWP, including, but not limited to the Strategic Development Plan, Communications Strategy, capacity building on organisational development, leadership to ensure they take into account the gender perspective.	
5.	Develop the outline, curriculum, agenda, background readings, training aids and case studies for one-day coaching sessions. In conducting this task the consultant shall observe the provisions of the national legislation and regulations, ensuring that the materials used during the coaching, as well as the practical exercises and case-studies used in the coaching, support the analysis from gender equality perspective. Conduct a one-day coaching session for the leadership of the associations (NAWA, NAWIAS, and AWP) on strategic planning and strategic communications techniques and tools in relation to development of strategic planning and strategic communications documents and guidance on leadership.	Up to 14 day
6.	Identify opportunities for South-South exchange of experiences between Women Associations in the Defence and Security Sector of Moldova and its counterparts from other countries in the area of gender equality. Identify good practices from Moldova and from other countries and facilitate their sharing via online and offline means.	Up to 3 days
7.	Undertake continuous mapping of the interventions and fund-raising opportunities in the area of work of the MoD and MIA that have a direct impact on gender mainstreaming and advancing the WPS agenda, and that engage the associations and their members.	Up to 5 days
8.	Provide monthly progress reports to UN Women on undertaken work.	Up to 2 days
<b>Total</b>		<b>Up to 50 days</b>

**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 is proposed as a guideline for the duration of assignment. It cannot and shall not be used as criteria for completion of work/assignment. The provision of envisaged deliverables approved by the UN Women Programme Coordinator shall be the only criteria for the National Consultant's work being completed and eligible for payment/s.

### Deliverables

The assignment should be carried out within a period of 11 months, not exceeding 50 working days, with the incumbent being responsible for delivering the following outputs:

- Monthly reports on major tasks performed and the results, related to support provided to the associations, including detailed description of carried out activities and provided support, collected data, recommendations on strengthening collaborations between UN Women and NAWA, NAWIAS, and AWP, etc. Information, analytical work papers in GEWE aspect etc.  
The following to be attached to the monthly reports:
  - a) Agendas of the meetings organized with representatives of each association and agenda, plus materials provided before and during the coaching session;
  - b) A map of implemented activities by different national and international actors on gender equality in the security and defence sector that engage the associations and their members;
  - c) A map with interventions and fundraising opportunities. Draft projects of the Strategic Development Plan for each Association;
  - d) And others, as may apply.

### Management arrangements

**Organizational Setting:** The National Consultant will work under the overall guidance and direct supervision of the UN Women Programme Coordinator on Women in Leadership and in close cooperation with the leadership of the associations.

**Contributions:** UN Women will put at the disposal of selected individual all available materials and necessary information for tasks achievement and will facilitate the meetings and discussions, as needed. During assignment,

the National Consultant may use the facilities of the office (i.e. internet access, printing, copying, etc.). However, s/he is expected to use his/her own personal computer.

## **Travel**

No travels are envisaged under the current assignment. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UN Women and the National Consultant, prior to travel and will be reimbursed.

## **Performance evaluation**

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

## **Financial arrangements:**

Payment will be disbursed on a monthly basis, upon submission and approval of deliverables and timesheets with actual days worked and certification by the WIL Programme Coordinator that the services have been satisfactorily performed.

## **Competencies**

### **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

Please visit this link for more information on UN Women's Core Values and Competencies: <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf>

### **Functional Competencies:**

- Mature judgment and initiative;
- Ability to think out-of-the-box;
- Promotes the vision, mission, and strategic goals of UN Women;
- Ability to work in multi-disciplinary and multi-cultural teams;
- Ability to work under pressure against strict deadlines;
- Ability to present complex issues persuasively and simply;
- Flexible and open to learning and new experiences;
- Displays cultural, gender, religion and age sensitivity and adaptability.

### **Minimum Requirements:**

#### **Education**

- Master's Degree in gender, human rights, law, political science, sociology, international relations, international economics, security or other related fields.

#### **Experience**

- At least five (5) years of proven track record of working on gender equality and women's empowerment in the Republic of Moldova;

- At least three (3) years of professional experience in coordinating and managing strategic planning and evaluation processes of policy documents;
- Previous work experience in analyzing/developing policies or provision of recommendations and/or amendments to national legal framework.
- Experience in conducting participatory trainings, workshops, and presentations will represent an asset.
- Experience in working with UN agencies is an asset.

### Language Requirements

- Excellent command of Romanian, Russian and English languages.

### APPLICATION PROCESS AND SUBMISSION PACKAGE

Interested candidates must submit via online submission system the following documents/ information to demonstrate their qualification:

- Letter of Intent with justification of being the most suitable for the work, vision and working approach, specifically indicating experience of promoting gender equality and strategic planning
- Duly filled Personal History Form (P11), including records on past experience in similar projects/assignments and specific outputs obtained; P11 can be downloaded at <http://www.unwomen.org/about-us/employment>;
- Financial proposal (in MDL) - Specifying a total lump sum amount for the tasks specified in this Terms of Reference). The financial proposal shall include a breakdown of this lump sum amount (daily rate and number of anticipated working days and any other possible costs); Please see Annex I: Price Proposal Guideline and Template and Annex II: Price Proposal Submission Form

***In July 2010, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact. It merges and builds on the important work of four previously distinct parts of the UN system (DAW, OSAGI, INSTRAW and UNIFEM), which focused exclusively on gender equality and women's empowerment.***

***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.***

### Evaluation Procedure

Initially, candidates will be short-listed based on the minimum qualification criteria of education, experience and language indicated in ToR:

The short-listed individual consultants will be further evaluated based on a **cumulative analysis** scheme, with a total score being obtained upon the combination of weighted technical and financial attributes. Cost under this method of analysis is rendered as an award criterion, which will be 30% out of a total score of 500 points.

Evaluation of submitted offers will be done based on the following formula:

$$B = T + \frac{C_{low}}{C} \times X$$

where:

- $T$  is the total technical score awarded to the evaluated proposal (only to those proposals that pass 70% m 350 points obtainable under technical evaluation);
- $C$  is the price of the evaluated proposal;
- $C_{low}$  is the lowest of all evaluated proposal prices among responsive proposals; and
- $X$  is the maximum financial points obtainable (150 points)

Technical evaluation will be represented through desk review of applications and further interview will be organized if needed, depending on the short-listed candidates' qualifications.

**A) Technical Evaluation:** The technical part is evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

No.	Criteria	Maximum points
1.	Master's Degree in gender, human rights, law, political science, sociology, international relations, international economics, security or other related fields. <i>(Master– 30 pts, PhD- 40 pts)</i>	40
2.	At least five (5) years of proven track record of working on gender equality and women's empowerment in the Republic of Moldova. <i>(Up to 5 years- 0 pts, 5 years –30 pts, each year over 5 years – 2 pts, up to a max of 50 pts);</i>	50
3.	At least three (3) years of professional experience in coordinating and managing strategic planning and evaluation processes of policy documents; <i>(Up to 2,5 years- 0 pts, 3 years –20 pts, each year over 3 years – 2 pts, up to a max of 35 pts);</i>	35
4.	Previous work experience in analyzing/developing policies or provision of recommendations and/or amendments to national legal framework. <i>(Up to 35 pts);</i>	35
5.	Proven previous experience in conducting participatory trainings, workshops, and presentations stated <i>(up 15 pts)</i>	15
6.	Experience in working with UN agencies <i>(up to 10pts)</i>	10
7.	Excellent command of Romanian, Russian and English languages. <i>(5 pts - fluency in Romanian, 5 pts –fluency in English, 5 pts- fluency in Russian)</i>	15
8.	Interview	150
	<b>Maximum total technical scoring:</b>	<b>350</b>

**B) Financial evaluation:**

*In the Second Stage, the financial proposal of candidates, who have attained minimum 70% score in the technical evaluation (at least 245 points), will be compared.*

**WINNING CANDIDATE**

The winning candidate will be the candidate, who has accumulated the highest aggregated score (technical scoring + financial scoring)

## Annex I: Price Proposal Guideline and Template

---

The prospective National Consultant should take the following explanations into account during submission of his/her price proposal.

### 1. Lump Sum Amount

The price proposal should indicate a "lump sum amount" which is "all-inclusive"; All costs (professional fees, living allowances, communications, consumables, travel and accommodation expenses during field related missions, etc.) that could possibly be incurred by the Contractor needs to be factored into the proposed price.

UN Women will not withhold any amount of the payments for tax and/or social security related payments. UN Women shall have no liability for taxes, duties or other similar charges payable by the Individual Contractor in respect of any amounts paid to the Individual Contractor under this Contract, and the Contractor acknowledges that UN Women will not issue any statements of earnings to the Individual contractor in respect of any such payments.

Contract price is fixed to activities/deliverables indicated in the ToR, regardless of the changes in the cost components (such as days invested for completion of the deliverables.)

### 2. Travel costs

All envisaged in-country travel costs will be covered by UN Women based on prior agreement. In case of an international travel, UN Women shall not accept travel costs exceeding those of an economy class ticket. Should the national consultant wish to travel on a higher class he/she should do so using his/her own resources.

### 3. Daily Subsistence Allowance

Not applicable.

### 4. Currency of the price proposal

The applicants are requested to submit their price proposals in MDL. In case of proposals in other currency, these shall be converted into MDL using the official UN exchange rate for currency conversion to MDL at the date of applications' submission deadline.

**To:** United Nations Entity for Gender Equality and the Empowerment of Women

**Ref:** National Consultant on Strategic Planning

Dear Sir / Madam,

I, the undersigned, offer to provide professional consulting services to UN Women within the scope of the referred Assignment.

Having examined, understood and agreed to the Terms of Reference and its annexes, the receipt of which are hereby duly acknowledged, I, the undersigned, offer to deliver professional services, in conformity with the Terms of Reference.

My maximum total price proposal for the assignment is given below:

**A. Cost Breakdown by Cost Component<sup>i</sup>:**

Description of Activity	Unit of measure (e.g., day, month, etc.)	Unit price, MDL	No. of units	Total Price, MDL
Consultancy (daily) fee				
Other related costs (please specify):				

I confirm that my financial proposal will remain unchanged. I also confirm that the price that I quote is **gross**, and is inclusive of all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required applicable laws.

I agree that my proposal shall remain binding upon me for 90 days.  
I understand that you are not bound to accept any proposal you may receive.

[Signature]  
Date:  
Name:  
Address:  
Telephone/Fax:  
Email:

---

<sup>i</sup> The Applicants are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UN Women shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.