

## TERMS OF REFERENCE

### International Consultant - Women's Economic Empowerment Specialist:

#### – Private Sector Engagement and WEPEs

<b>Duty Station:</b>	<b>Chisinau, Moldova</b>
<b>Languages required:</b>	<b>English</b>
<b>Application deadline:</b>	<b>10 November 2019</b>
<b>Starting date:</b>	<b>15 November 2019</b>
<i>(date when the organization is expected to start)</i>	
<b>Expected duration of the assignment:</b>	<b>November 2019 – October 2020</b>
	(22 working days in the period of November 2019 – October 2020 (of which 12 days – home-based, 10 days – 4 missions to Moldova)
<b>Contract Type:</b>	<b>Individual Contract</b>
<b>Project:</b>	<b>00098990 (Women Economic Empowerment)</b>

### 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. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates the United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world.

Through its programmes and projects, UN Women is providing technical assistance to national partners (governmental and non-governmental), including private sector, in 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.

The work of UN Women in the Republic of Moldova is guided by its [new Country Strategic Note for 2018-2022](#), aligned with [the Republic of Moldova–United Nations Partnership Framework for Sustainable Development 2018–2022](#), [the Global Strategic Plan of UN Women for 2018-2021](#), the National Strategy on Gender Equality for 2017-2021 (NSGE), and aims to contribute to the gender-responsive implementation of the [2030 Agenda for Sustainable Development](#).

The overarching vision of the [2030 Agenda for Sustainable Development](#) is inclusive and sustainable growth with its promise to leave no one behind. Sustainable Development Goal (SDG) 5, target 5.5. calls to “ensure women's full and effective participation and equal opportunities for leadership at all levels of the decision-making in political, economic and public life”. Gender equality is mainstreamed throughout the SDGs, including SDG 8 “Decent Work and Economic Growth”. Gender equality by 2030 requires urgent action to eliminate the many root causes of discrimination that still curtail women's rights in private and public spheres. At its core, the economic empowerment of women depends on the quantity and quality of paid employment, the provision or absence of public services, the amount of unpaid care work borne by women, as well as coverage or lack thereof under core social and labor protections.

The [UN Women Strategy for Moldova 2018-2022](#) focuses on three main areas where gender equality gaps are still present: 1) strengthening women's participation in politics and decision making, 2) advancing the economic empowerment of women and 3) preventing and combating violence against women and girls. To achieve progress under these areas, UN Women works with variety of national and international partners and as part of different national and regional initiatives. UN Women's interventions are contributing to the realization of the [National Strategy on Gender Equality \(NSGE\) for 2017-2021](#) and its associated Action Plan, approved in early 2017, focus on ten areas of interventions such as: women's participation in decision-making, labor market and gender pay gap,

social protection and family policies, health, education, climate change, institutional mechanism, stereotypes in the society and non-violent communication, gender equality in the security and defense sector and gender responsive budgeting.

### **Rationale**

[The Women's Empowerment Principles \(WEPs\)](#) is a joint initiative of UN Women and the UN Global Compact, launched in 2010 following a year-long international, multi-stakeholder consultation process. The Principles present seven steps that business and other sectors can take to advance and empower women. The WEPs elaborate the gender dimension of corporate social responsibility and business' role in sustainable development and were designed for companies to review their policies on empowerment of women, to acknowledge and to start making changes. In the international community these are recognized principles for women's equality participation. They represent the global standard that has been accepted all around the world and provide seven principles that all companies can subscribe to. Since the launch of the [Women's Empowerment Principles in 2010](#), over 1,900 CEOs from around the world have signed the [CEO Statement of Support for the WEPs](#), signaling their support for gender equality and the guidance provided by the Principles.

A survey among private sector players in Moldova, undertaken in 2015-2016, confirmed private companies' readiness to adopt the WEPs and revealed that the existing good practices on women's economic empowerment need to be further communicated and promoted. Further consultations between UN Women, the World Bank, the European Bank for Reconstruction and Development (EBRD) and other leading agencies reinforce the above findings. Government partners also recognize that women's inclusion drives development and acknowledge that achieving the Sustainable Development Goals and national economic and development plans require rapidly moving towards substantive gender equality.

In 2018, UN Women has contracted a local Company (Business Consulting Institute) to work further with the private sector companies on promoting Women's Empowerment Principles. So far, through this collaboration the following contributions have been done: i) The awareness on WEPs was raised, ii) mapping and sharing of good practices on WEPs implementation was carried out, and iii) knowledge products and tools to guide private sector institutions on WEPs implementation and monitoring in their workplaces and industries etc. were developed. In 2019, the mapping of the current situation in advancing gender equality and on WEPs implementation by private sector companies in Moldova (through a qualitative and quantitative study) was carried out.

As a result, it was identified that the economic empowerment of women, but also equal opportunities are not among the priorities of micro, small and medium-sized companies. While, most companies declare that they promote gender equality and women's rights and support community initiatives that would demonstrate the company's commitment, and find it extremely useful to support such initiatives, 61% of companies were unable to offer a concrete example of action. The company's representatives are aware of the need to integrate the principles of women's economic empowerment and gender equality in their companies, but they are not sufficiently informed about these issues and their practical implementation.

In this respect and in the framework of its Strategic Note, UN Women plans to engage further with the private sector in Moldova in the implementation of the WEPs and in promoting gender equality at the workplace, marketplace and community. Following the good practice of other countries in the region on WEPs promotion, UN Women will support establishment of a WEPs Platform in Moldova. The WEPs Platform will coordinate and support private sector's efforts in realizing their commitment to WEPs and gender equality. The WEPs Platform will have a multi-stakeholder structure, including representatives of businesses, mainly WEPs signatory companies, interested civil society organizations, relevant academia, public institutions and development partners.

The launching event for the WEPs Implementation Guide in Moldova and the establishment of WEPs Platform in Moldova is planned to take place in the beginning of December 2019 within the on-going collaboration with Business Consulting Institute.

In this context, UN Women intends to subcontract an International Consultant, Women's Economic Empowerment Specialist to provide support in i) organizing the launching event on WEPs, ii) establishment of the WEPs Platform

and iii) in the implementation of WEPs in different sectors of the national economy. The work will be carried out in Chisinau, Moldova.

### Scope of Work

Under the supervision of UN Women Programme Specialist, the International Consultant will be responsible for following:

#### Activities to be implemented in 2019

1. *Support the organization and facilitation of a launching event in cooperation with UN Women and Business Consulting Institute (beginning of December 2019) – first mission in Moldova.*
  - Provide support in drafting the Concept and agenda for the event, as well as the draft Declaration of WEPs signatories.
  - Deliver a presentation on good international practices on WEPs, with concrete examples and facilities in implementing WEPs.

#### Activities to be implemented in 2020

2. *Capacity development activities with 15 signatory companies (activity performed in collaboration with the national consultant contracted by UN Women) – 2<sup>nd</sup> and 3<sup>rd</sup> mission in Moldova.*
  - Organize 2 series of meetings with representatives of signatory companies to ensure their buy-in, support, interest and understanding of possible next steps with regards to WEPs' implementation and engage in discussions on their needs and areas for further support in this area;
  - Provide support to capacity development of employers' representatives and employers' associations to actively engage with their members on WEPs;
  - In partnership with the national consultant, develop the outline of the signatory company's session and deliver the session;
  - Prepare the report on the session, outlining key challenges, areas of support, conclusions and recommendations.
3. *Workshop on WEPs with representatives of employers' associations and other stakeholders (activity performed in collaboration with the national consultant contracted by UN Women) – 4<sup>th</sup> mission in Moldova.*
  - Provide the input into and support in developing the Concept and agenda of the 2 days' workshop;
  - Propose and deliver selected workshop sessions that will focus on interactive work and discussions amongst participants on possibilities and methods on practical implementation of WEPs;
  - Propose methodology of pre and post assessment of participants knowledge and prepare a comprehensive evaluation report;
  - Prepare the comprehensive workshop report.

### Deliverables and Timeframe

During the implementation of this assignment, the company/Organization shall be responsible for delivering of the following outputs, comprising of the main milestones:

No	Deliverables	Estimated workload (workdays)	Timeframe
1.	Detailed Work Plan, including methodology, timelines and brief description of activities to be undertaken and methodologies to be used.	1 day (home based work)	Within 3 days after signing the contract
2.	Support the organization and facilitation of a launching event in cooperation with UN Women and	1 <sup>st</sup> mission in Moldova	By mid- December 2019

	<p>Business Consulting Institute (beginning of December 2019)</p> <ul style="list-style-type: none"> <li>- provide support in drafting the Concept and agenda for the event and the draft declaration of WEPS signatories.</li> <li>- deliver a presentation on good international practices on WEPS, with concrete examples and facilities in implementing WEPS.</li> </ul>	<p>4 days</p> <p>(2 working days in Moldova and 2 days home-based work)</p>	
3.	<p><i>Capacity development activities with 15 signatory companies</i></p> <ul style="list-style-type: none"> <li>- 2 series of meetings with representatives of signatory companies to ensure their buy-in, support, interest and understanding of possible next steps with regards to WEPS implementation and engage in discussion on their needs and areas for further support in this area;</li> <li>- Provide support capacity development of employers' representatives and employers' associations to actively engage with their members on WEPS.</li> <li>- In partnership with the national consultant, develop the outline of the signatory company's session and deliver the session;</li> <li>- Prepare the report on the session, outlining key challenges, areas of support, conclusions and recommendations.</li> </ul>	<p>2<sup>nd</sup> and 3<sup>rd</sup> mission in Moldova</p> <p>9 days</p> <p>(5 working days in Moldova and 4 days home-based work)</p>	March – July 2020
4.	<p><i>Workshop on WEPS with representatives of employers' associations and other stakeholders</i></p> <ul style="list-style-type: none"> <li>- Provide the input into and support in developing the Concept and agenda of the 2 days' workshop;</li> <li>- Propose and deliver selected workshop sessions that will focus on interactive work and discussions amongst participants on possibilities and methods on practical implementation of WEPS;</li> <li>- Propose methodology of pre and post assessment of participants knowledge and prepare a comprehensive evaluation report;</li> <li>- Prepare the comprehensive workshop report.</li> </ul>	<p>4<sup>th</sup> mission in Moldova</p> <p>6 days</p> <p>(3 working days in Moldova and 3 days home-based work)</p>	August 2020
5.	<p>Final synthesis report providing a brief summary on carried out activities, achievements and challenges, as well as recommendations for the future WEPS promotion and implementation.</p>	<p>2 days</p> <p>(home-based work)</p>	September 2020
	<b>Total</b>	22 days	100 %

All the deliverables should be agreed with UN Women and be provided in English hard and electronic copy.

## Management arrangements

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Organizational Setting: The International Consultant will work under overall guidance of the UN Women Programme Specialist. The International Consultant will report to the UN Women Programme Specialist.

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, as needed. During assignment's related missions, the International Consultant may use the facilities of the office (i.e. internet access, printing, copying, local phone calls, etc.). However, s/he is expected to use his/her own personal computer.

## Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UN Women should not accept travel costs exceeding those of an economy class ticket. Should the contractor wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and contractor, prior to travel and will be reimbursed.

Throughout the assignment, the International Consultant will have 4 missions to Moldova, which needs to be factored in the proposal, with 10 working days in Moldova and 12 home based working days.

## Duration of the assignment

The total duration of this assignment is tentatively planned for 22 working days for 12 months starting on 15 November 2019, with task being accomplished by 30 October 2020. The consultant is responsible for accomplish the deliverables set up in the table "Activities and Deliverables".

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 Deputy Representative shall be the only criteria for International Consultant's work being completed and eligible for payment/s.

## Performance evaluation

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Consultant'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

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Payment will be disbursed to the consultant in five installments, upon submission and approval deliverables and achieved results and certification by the supervisor that the services have been satisfactorily performed with the tentative timeframe indicated in the table from the section Deliverables and Timeframe.

## Competencies:

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### 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>.

**REQUIRED SKILLS AND EXPERIENCE**

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Education:

- Advanced degree in gender equality, human rights, law or any other related science;

Experience:

- At least 5 years of relevant professional experience at international level in the field of Corporate Social Responsibility, human rights or gender equality;
- At least 3 years of experience in labour rights and women's economic empowerment issues;
- At least 2 years of experience in providing advisory services to private sector companies.
- At least 2 years proven experience in working with international organizations (successful experience in working with UN agencies is an asset).

Language Requirements:

- Fluency in written and oral English are required;
- Working knowledge of one or more additional languages relevant for Moldova, including Romanian, Russian would be an asset.

**EVALUATION PROCEDURE**

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Interested candidates are invited to submit their online applications by 16 March 2018 with the following documents.

- Duly filled Personal History Form P11 and the CV, including records on past experience in similar projects/ assignments and specific outputs obtained;
- Letter of Intent to include a brief overview about which of your previous experiences makes you the most suitable candidate for the advertised position;
- Financial proposal – specifying a total lump sum amount for the task specified in Terms of References. The Financial proposal shall include a breakdown of this lump sum amount (daily rate). Please see ANNEX I and ANNEX II.

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

1. Advanced degree in gender equality, human rights, law or any other related social science;
2. At least 3 years of experience in labour rights and women's economic empowerment issues;
3. At least 2 years of experience in providing advisory services to private sector companies.
4. Fluency in written and oral English is required.

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% of maximum 350 points obtainable under technical evaluation);
- C is the price of the evaluated proposal;
- C<sub>low</sub> 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 for technical evaluation	Max. points
1.	Advanced degree in gender equality, human rights, law or any other related social science <i>(30 pts for advanced degree, up to 10 points for additional trainings)</i>	40
2.	At least 5 years of relevant professional experience at international level in the field of Corporate Social Responsibility, human rights or gender equality; <i>(5 years – 40 pts, each year over 5 years – 10 pts up to a maximum of 60 pts)</i>	60
3.	At least 3 years of experience in labour rights and women's economic empowerment issues <i>(3 years – 50 pts, each year over 3 years – 10 pts, up to a maximum of 60 pts)</i>	60
4.	At least 2 years of experience in providing advisory services to private sector companies <i>(2 years – 30 pts, each year over 2 years – 10 pts, up to a maximum of 40 pts)</i>	40
5.	At least 2 years proven experience in working with international organizations (successful experience in working with UN agencies is an asset). <i>(2 years – 20 pts, each year over 2 years – 10 pts, up to a maximum of 30 pts)</i>	30
6.	Fluency in written and oral and English.	25

	Knowledge of Russian, Bulgarian, Gagauzian, Romani, Ukrainian or sign language is an asset. (English – 20 pts, and any other language relevant to Moldova – 5 pts)	
7.	<b>Interview</b>	<b>95</b>
	<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).

Please note that only applicants who are short-listed will be contacted.

*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.*



## Annex I:

### Price Proposal Guideline and Template

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The prospective Individual 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 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 das invested for completion of the deliverables).

#### **2. Travel costs**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UN Women should not accept travel costs exceeding those of an economy class ticket. Should the contractor wish to travel on a higher class he/she should do so using their own resources.

#### **3. Daily Subsistence Allowance**

Not applicable.

#### **4. Currency of the price proposal**

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

**Annex II:**

Price Proposal Submission Form

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

**Ref: International Consultant - Women's Economic Empowerment Specialist: – Private Sector Engagement and WEPs**

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 per Deliverables

B.

No	Deliverables	Estimated workload (workdays)	Timeframe	Proposed price, USD
1.	<b>Detailed Work Plan</b> , including methodology, timelines and brief description of activities to be undertaken and methodologies to be used.	1 day <i>(home based work)</i>	Within 3 days after signing the contract	
2.	Support the organization and facilitation of a launching event in cooperation with UN Women and Business Consulting Institute (beginning of December 2019) <ul style="list-style-type: none"> <li>- provide support in drafting the Concept and agenda for the event and the draft declaration of WEPs signatories.</li> <li>- deliver a presentation on good international practices on WEPs, with concrete examples and facilities in implementing WEPs.</li> </ul>	1 <sup>st</sup> mission in Moldova  4 days  <i>(2 working days in Moldova and 2 days home-based work)</i>	By mid- December 2019	
3.	<i>Capacity development activities with 15 signatory companies</i> <ul style="list-style-type: none"> <li>- 2 series of meetings with representatives of signatory companies to ensure their buy-in, support, interest and understanding of possible next steps with regards to WEPs implementation and engage in discussion on their needs and areas for further support in this area;</li> <li>- Provide support capacity development of employers' representatives and employers' associations to actively engage with their members on WEPs.</li> <li>- In partnership with the national consultant, develop the outline of the signatory company's session and deliver the session;</li> </ul>	2 <sup>nd</sup> and 3 <sup>rd</sup> mission in Moldova  9 days  <i>(5 working days in Moldova and 4 days home-based work)</i>	March – July 2020	

	- Prepare the report on the session, outlining key challenges, areas of support, conclusions and recommendations.			
4.	<p><i>Workshop on WEPs with representatives of employers' associations and other stakeholders</i></p> <ul style="list-style-type: none"> <li>- Provide the input into and support in developing the Concept and agenda of the 2 days' workshop;</li> <li>- Propose and deliver selected workshop sessions that will focus on interactive work and discussions amongst participants on possibilities and methods on practical implementation of WEPs;</li> <li>- Propose methodology of pre and post assessment of participants knowledge and prepare a comprehensive evaluation report;</li> <li>- Prepare the comprehensive workshop report.</li> </ul>	<p>4<sup>th</sup> mission in Moldova</p> <p>6 days</p> <p><i>(3 working days in Moldova and 3 days home-based work)</i></p>	August 2020	
5.	Final synthesis report providing a brief summary on carried out activities, achievements and challenges, as well as recommendations for the future WEPs promotion and implementation.	<p>2 days</p> <p><i>(home-based work)</i></p>	September 2020	
	<b>Total</b>	22 days	100 %	USD

C. Cost Breakdown by Cost Component

Description	Unit of measure (days, units)	No of Units	Unit price, USD	Total Price, USD
<b>Consultancy, daily fee, all inclusive</b>				
<b>Cost of missions to Moldova (travel, etc.)</b>				
<b>Other related costs, please specify.</b>				

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, etc., which shall be required applicable laws.

I agree that my proposal shall remain binding upon me for 60 days.

I understand that you are not bound to accept any proposal you may receive.

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email: