



**TERMS OF REFERENCE**

<b>Job title:</b>	International Consultant to Develop and Implement the UN-Wide Initiative to Address Sexual Harassment in the UN Workplace in the Republic of Moldova
<b>Reference to the project:</b>	Advisory Services for Programme Development/Engagement Facility
<b>Type of contract:</b>	Individual Consultant (IC)
<b>Languages Required:</b>	English
<b>Expected Duration of Assignment:</b>	6 months, December 2025 – May 2026
<b>Location:</b>	Hybrid

**1. BACKGROUND**

The United Nations System in Moldova is committed to fostering a respectful, inclusive, and safe working environment, in line with the UN’s zero-tolerance policy on sexual harassment. In 2024, the UN Country Team initiated an internal process of reflection and analysis, supported by the Gender Thematic Group (GTG) and the PSEA Network, to better understand perceptions, risks, and systemic challenges related to sexual harassment in the workplace.

This process reaffirmed the need for a coordinated and proactive approach to strengthen organizational culture, accountability, and prevention mechanisms across agencies. Building on this effort, the UN in Moldova is commissioning a consultancy to develop and initiate the implementation of a systemwide initiative that promotes dignity at work and prevents sexual harassment. The initiative will be grounded in behavioural science, organizational best practices, and principles of gender equality, survivor-centred engagement, and inclusive accountability.

UNDP Moldova strives to preserve a continued commitment to the highest standards of professional conduct, rooted in shared values of integrity, accountability, and mutual respect. The organization upholds an unwavering expectation for all personnel to observe the Standards of Conduct and robustly enforce a zero-tolerance policy towards sexual exploitation, abuse, and harassment. This expectation extends to all UNDP beneficiaries, partners, suppliers, or any other party involved in the realization of the UNDP mandate.

In the spirit of responsible and engaged partnership, UNDP will assume the procurement procedure for this consultancy and will ensure the overall supervision jointly with the GTG.

**2. OBJECTIVE OF THE ASSIGNMENT**

To design and initiate the implementation of a survivor-centred, inclusive, and systemwide initiative to address sexual harassment in the workplace across the UN system in Moldova, grounded in evidence-based approaches such as behavioural science and intersectional gender analysis, in line with UN system-wide strategies on sexual harassment (CEB/UN-SWAP), IASC guidelines, and organizational change models focused on accountability and staff participation.

**Specific Objectives:**

- Facilitate a participatory, practice-based process that identifies and shifts behavioural and structural barriers to addressing sexual harassment.
- Co-create daily workplace practices that foster inclusion, dignity, mutual accountability, and zero tolerance for misconduct, engaging colleagues from all genders.
- Design and deliver a communication and engagement campaign that makes positive norms visible and actionable.
- Support leadership and staff in adopting behavioural and cultural practices that prevent sexual harassment and support survivors.

**3. DUTIES AND RESPONSIBILITIES:**

Under the overall joint supervision of the GTG and the PSEA Network, with day-to-day support and guidance provided by the UNDP Gender & Inclusion Analyst, the International Expert will deliver under the following:

- 1. Organizational Culture Mapping and Behavioral Insights:**
  - Conduct a participatory assessment and behavioral diagnosis of formal and informal workplace norms influencing conduct, reporting, and response.
  - Identify enabling and inhibiting factors that affect respectful behavior and accountability, with attention to hierarchy, contract types, and gender dynamics.
  - Use behavioral design principles (e.g., friction, default options, peer influence) to propose interventions.
- 2. Practice-Based Engagement and Accountability Mechanisms:**
  - Facilitate co-design sessions with personnel across levels and agencies to develop low-threshold, daily accountability practices (e.g., team norms, peer feedback, respectful workplace commitments).
  - Recommend and pilot informal, trust-based support structures such as peer allies, dignity advocates, or workplace inclusion circles.
  - Develop light-touch guidance for integrating SH prevention into team meetings, onboarding, leadership practices, and HR processes.
- 3. Experiential Campaign for Culture Change:**
  - Design a systemwide engagement and communication campaign rooted in behavioral science and emotional engagement.
  - Use innovative approaches, such as storytelling, visuals, prompts, and interactive installations to make inclusive conduct visible, felt, and expected.
  - Ensure the campaign is inclusive of diverse identities and roles, and applicable across contract modalities and agency cultures.
- 4. Leadership and Capacity Building:**
  - Deliver two interactive workshops for personnel and leadership on preventing harassment, engaging as bystanders, and modeling accountability.
  - Develop follow-up materials and facilitation kits for agencies to continue staff engagement independently.
- 5. Sustainability and Monitoring:**
  - Propose a light inter-agency mechanism (e.g., rotating champions group or co-facilitation team) to maintain the initiative.
  - Design a simple feedback loop (e.g., regular anonymous pulse checks or digital reflections) to assess perception change and emerging risks.

#### 4. EXPECTED DELIVERABLES:

Deliverable	Description	Estimated workload	Delivery time	Leading Agency
<b>1. Organizational Diagnosis Report</b>	Analytical report on the behavioural and cultural dynamics and risks related to SH in the workplace, using participatory assessment strategies (UN Moldova system-wide) and suggesting concrete interventions for prevention and remediation.	23 days	31.01.26	UNDP
<b>2. Accountability Practice Framework</b>	Co-created practices, informal accountability mechanisms, and integration recommendations, as below: 2.1. Facilitate two (2) co-design sessions with personnel from all UN Agencies present in Moldova 2.2. Develop a catalogue of different accountability practices for personnel implementable at all levels and in all UN Agencies in Moldova 2.3. Develop a corporate guide on SH prevention and protection integrated into HR and Management policies	8 days (4 days per session) 6 days 6 days	15.02.26	UNDP
<b>3. Experiential Engagement Campaign</b>	Communication and engagement package with behavioural nudges and visual materials, with the following minimum elements to be included: <ul style="list-style-type: none"> <li>Detailed context analysis</li> <li>Description of the strategic approach</li> <li>Target audiences profiling</li> <li>Key messages (text, visuals) linked to behavioral nudges</li> <li>Description of channels and tools</li> <li>Timeline of activities</li> <li>Recommended partnerships for higher impact</li> <li>Monitoring and evaluation tools</li> <li>Risk management plan</li> </ul>	15 days	31.03.26	UNHCR
<b>4. Capacity Building Workshops</b>	Two (2) participatory workshops for selected groups, delivered in ToT format, with summary report, recommendations and materials. The workshops will entail: <ul style="list-style-type: none"> <li>Agenda and detailed description of theoretical and practical activities, as well as hands-on tools acquired by participants</li> <li>Preparation of supporting learning materials (text and visuals)</li> <li>Development of a facilitation kit for the newly trained trainers, for further learning activities with UN personnel in their respective agencies</li> </ul>	15 days (7.5 days per workshop)	30.04.26	UNDP

<b>5. Sustainability and Monitoring Plan</b>	Long-term engagement plan and light monitoring tools.	10 days	31.05.26	UNDP
<b>Total number of working days</b>		<b>83 days</b>		

## 5. INSTITUTIONAL ARRANGEMENTS:

The timeframe for the work of the Consultant is planned for the period December 2025 – May 2026. During this time, the Consultant is expected to work a total of up to 83 working days.

All communications and documentation related to the assignment will be in English.

The Consultant will work under the overall guidance and direct supervision of the UNDP Gender & Inclusion Analyst. All deliverables shall be submitted to a final screening and approval by the GTG.

UNDP will sign a contract for Deliverables 1, 2, 4 and 5 listed above and UNHCR in Moldova will contract the Consultant based on the UNDP conducted procurement process for Deliverable 3.

## 6. FINANCIAL ARRANGEMENTS:

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract).

In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including the daily fee, taxes, and number of anticipated working days).

Payments will be disbursed upon submission and approval of the deliverables, and upon certification by the UNDP Gender & Inclusion Analyst, based on GTG's confirmation, that the services have been satisfactorily performed.

### Travel

In alignment with the nature and scope of work under this contract, the selected International Consultant is expected to undertake three (3) one-week (5 working days) duty travels/missions to Moldova (under Deliverables 1, 2 and 4). The indicated travel/mission periods are provisional. Final dates will be confirmed and approved in coordination with UNDP.

All official travel required under this assignment will be arranged and covered by the UNDP directly, in accordance with UNDP's travel policies and procedures. This includes compliance with applicable travel entitlements, modalities for booking, and reimbursement provisions.

## **7. QUALIFICATIONS AND SKILLS REQUIRED:**

### **QUALIFICATIONS**

#### **Academic Qualifications/Education:**

- Advanced degree (Master's Degree or equivalent) in gender studies, behavioural science, organizational psychology, social psychology, or related field. PhD credentials would be highly desirable and given particular consideration.

#### **Experience:**

- Minimum 10 years of relevant experience in organizational change, workplace inclusion, prevention of sexual harassment, and/or gender-based violence, or closely related fields.
- Demonstrated expertise in applying behavioural science and intersectional gender analysis to workplace culture initiatives.
- Demonstrated knowledge and application of research methodologies, including qualitative and/or quantitative approaches.
- Proven track record in designing and facilitating participatory processes and campaigns in multicultural environments.
- Strong analytical, writing, and presentation skills, with the ability to deliver clear, evidence-based recommendations.
- Experience working with UN or international organizations on system-wide initiatives is a strong asset.

#### **Language skills:**

- Strong writing, editing, and oral communication skills in English.

### **COMPETENCIES:**

#### **Corporate competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and core values of the UN and of the GTG
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment

#### **Functional competencies:**

- Strong analytical, reporting and writing abilities
- Strong interpersonal skills, communication and diplomatic skills, teamwork ability
- Good time management, meeting deadlines
- Strong leadership and team management skills
- Ability to work under pressure and stressful situations

## **8. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING PROPOSALS**

Interested individual consultants must submit the following documents/ information to demonstrate their qualifications:

- Signed and filled-in Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating Financial Proposal in Annex 2 (in USD, specifying a total requested amount per working day, including all related costs, if applicable)
- Proposal (motivation letter) explaining why the applicant is the most suitable candidate for the assignment, including previous experience
- Duly completed and signed CV and the contact details of at least 3 references
- Copies of professional certificates, if available
- Statement of Health for Individual Contractors

### **Important notice:**

The applicants who have the statute of Government Official / Public Servant prior to appointment will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- the applicant is certified in writing by the Government to be on official leave without pay for the entire duration of the Individual Contract.

A retired government official is not considered in this case a government official, and as such, may be contracted.

Incomplete applications will not be considered.

If an applicant is employed by an organisation/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate this at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

## **9. EVALUATION**

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

- Advanced degree (Master's Degree or equivalent) in gender studies, behavioural science, organizational psychology, social psychology, or related field.
- Minimum 10 years of relevant experience in organizational change, workplace inclusion, prevention of sexual harassment, and/or gender-based violence, or closely related fields.

The short-listed individual consultants will be further evaluated based on the following methodology:

### **Cumulative Analysis:**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/ compliant/ acceptable, and

b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\*Specific weight of technical criteria – 60% (300 p.)

\*Specific weight of financial criteria – 40% (200 p.)

Candidates who score a minimum of 210 points following the technical evaluation, will be considered for the financial assessment.

Criteria	Scoring	Maximum achievable points
<b>Technical Evaluation</b>		
<b>Academic Qualifications (90 pts)</b>		
Advanced degree (Master’s Degree or equivalent) in gender studies, behavioural science, organizational psychology, social psychology, or related field. PhD credentials would be highly desirable and given particular consideration.	Master’s Degree – 45 pts PhD degree – 90 pts	90
<b>Technical Experience (required experience and knowledge for assessment (up to 150 pts))</b>		
Minimum 10 years of relevant experience in organizational change, workplace inclusion, prevention of sexual harassment, and/or gender-based violence, or closely related fields.	10 years – 30 pts; each additional year – 3 pts; up to maximum 45 pts.	45
Demonstrated expertise in applying behavioural science and intersectional gender analysis to workplace culture initiatives.	Minimum 2 relevant prior assignments / projects – 12 pts; each additional assignment – 6 pts; up to maximum 30 pts.	30
Demonstrated knowledge and application of research methodologies, including qualitative and/or quantitative approaches.	Minimum 2 analytical studies / reports officially produced and published – 12 pts; each additional product – 6 pts; up to maximum 30 pts.	30
Proven track record in designing and facilitating participatory processes and campaigns in multicultural environments.	Minimum 2 relevant prior successful participatory processes / campaigns – 12 pts; each additional assignment – 6 pts; up to maximum 24 pts.	24
Experience working with UN or international organizations on system-wide initiatives is a strong asset.	Each year worked – 3 pt, up to maximum 15 pts.	15
Fluency in English	English language – 6 pts	6
<b>Relevant Regional or country specific knowledge (up to 60 pts)</b>		
Prior assignment(s) comprising in-depth analytical and capacity building work in the Eastern Europe Region or the CIS	At least one assignment – 21 pts; every additional assignment – 3 pts; up to maximum 30 pts.	30

Prior assignment(s) comprising in-depth analytical and capacity building work in the Republic of Moldova	At least one assignment – 21 pts; every additional assignment – 3 pts; up to maximum 30 pts.	30
<b>Total Technical Score</b>		<b>300</b>
<b>Financial Evaluation</b>		
Submitted financial proposals will be assessed according to the following formula: $S = F_{min} / F * 200$ S – the achieved result of the financial assessment; F <sub>min</sub> – the lowest financial proposal of all those submitted, which were qualified during the technical assessment; F – The financial proposal to be reviewed.		<b>200</b>
<b>Total Technical and Financial Score</b>		<b>500</b>

#### Winning candidate

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