



TERMS OF REFERENCE

Job Title:	National Consultant on employment and labour market inclusion of PwD
Duty Station:	Chisinau, Moldova
Reference to the project:	TRAC 2026/Inclusive Growth
Contract type:	Individual Contract (IC)
Expected duration of the assignment:	February - November 2026
Expected workload:	20 working days
Indicative starting date:	16 March 2026

1. Background

In line with the priorities of the Government to advance the implementation of the UN Convention on the Rights of Persons with Disabilities (CRPD), as well as the priorities as part of the EU accession of the Republic of Moldova, the Ministry of Labour and Social Protection (MLSP) envisaged to develop the National Programme of Social Inclusion of Persons with Disabilities for the period 2026 – 2030 (hereinafter National Program on PwD Inclusion). At the same, the MLSP is currently in planning stages of initiating the drafting of a new National Employment Program for 2027-2030 (hereinafter the National Program on Employment).

For ensuring the compliance with the provision of the UN Convention on the Rights of Persons with Disabilities (CRPD), the process of developing the new programs should be inclusive, with meaningful consultations and participation of persons with different types of disabilities, gender, age, etc. Among the pillars for the new program, that would be further defined following inclusive and participatory processes are mainstreaming disability inclusion; positive/special measures that would facilitate the process of inclusion of persons with disabilities; accessibility and empowerment and participation of persons with disabilities; deinstitutionalization of persons with disabilities; mainstreaming disability inclusion in good governance.

An inter-sectoral working group on the development of the Program on Social Inclusion of Persons with Disabilities in the period 2026 – 2030 will be set up and coordinated by the Ministry of Labor and Social Protection. The process of developing the program will follow the provisions of the Governmental Decision nr. 386 from 17.06.2020 on planning, development, approval, implementation, monitoring and evaluation of public policies. UN Agencies and development partners are assisting this process through technical assistance and specialized expertise in areas relevant for this assignment. A similar working arrangement will be set up for the development of the new National Employment Program for 2027-2030,

that will imply the contribution of UN Agencies and development partners who will assist with technical assistance and specialized expertise on relevant aspects.

In this regard, UNDP Moldova seeks the service of an individual consultant to provide expert inputs on **employment and labour market inclusion of PwD**, to be mainstreamed in both national programs, including work with institutional care providers, employers, social services and representative organizations, technical expertise and practical, implementable measures on **labour market inclusion, supported employment, incentives for employers, and transition from institutional settings to community based employment** for the National Programme on PwD Inclusion and the National Program on Employment.

2. Scope of Work

UNDP seeks to contract a National Consultant (hereinafter “the Consultant”) to provide specialist inputs on mainstreaming **employment and labour market inclusion of PwD, focusing on labour market inclusion, supported employment, incentives for employers, work-place adaptation, and transition from institutional settings to community-based employment** for the National Programme on PwD and National Program on Employment.

The Scope of Work of the assignment is to:

- Map and analyze (desk review) existing legislative and regulatory framework, EU accession priorities; The desk review will include the employment context, including identification of drivers for exclusion (i.e. lack of opportunities (employment, education, care, etc), limited contact between support groups/institutions, public and private actors, etc) and mapping of structural barriers to employment, review of institutional framework, regulatory/legal framework, any relevant employment of PwD evaluations to inform the situation analysis (below), as well as the country’s EU Integration and other relevant aspects.
- Analyze the availability and gaps in administrative and statistical data related to employment of PwD and propose a set of indicators (as baseline for the programme) and data sources for monitoring the employment outcomes under the two national programs.
- Draft document with employment chapter/ and or aspects mainstreamed: situation analysis (demographic characteristics, LM participation, employment status, formal/informal employment, sectors and occupations, training participation, entrepreneurship, workplace accessibility and reasonable accommodation and employment outcomes, poverty, employment, available services and programmes of PwD etc), analysis of policies and institutions objectives (general and specific with the context), and inputs to theory of change formulation, indicators, targets, and impact, budget lines, and M&E input; Formulate concrete measures: supported employment models (including for young PwD), individualized activation and case management, employer incentives and wage subsidies social protection linkages, and vocational training pathways (including re-skilling and up-skilling programmes) and transition from informal to formal employment.
- Support engaging institutional care providers to design transition pathways from specialized institutions to community employment (assessment tools, case management, employer linkages).
- Propose integrated service delivery models linking employment services, social services, rehabilitation services, and vocational training providers to support sustainable labour market inclusion of PwD.
- Support multi-stakeholder consultation process, including through facilitation of inclusive consultations with public institutions, academia, civil society organizations, including those representing the interests of PwD, think-tanks, employers’ associations, trade unions, training service

providers, and LPAs to validate and refine the proposed employment options for PwD, followed by compilation of table of divergences and integrate consultation feedback related to employment aspects into the revised text of the National Program on PwD and National Employment Program document.

- All deliverables shall apply the Human Rights Based Approach and explicitly integrate Gender Analysis and corresponding collection/analysis of gender statistics/disaggregated data (by age, disability status, type, location, level of education, employment background, if any, and other relevant aspects), and make specific recommendations based on findings.

3. Expected Deliverables

No.	Deliverables	Estimated Workdays	Estimated Delivery Date
1	Desk review summary and problem analysis (input to ToC) National Program of PwD Inclusion Initial draft inputs employment aspects (policy text, action plan, M&E inputs, budget lines) to the National Program of PwD Inclusion	up to 7 w.d.	by 30 March 2026
2	Initial draft inputs employment aspects (policy text, action plan, ToC, M&E inputs, budget lines) to the National Program of Employment	up to 6 w.d.	30 of April 2026
3	Public consultation and table of divergences for the National Program of PwD Inclusion	up to 2 w.d.	by 30 May 2026
4	Public consultation and table of divergences for the National Program of Employment	up to 2 w.d.	By 30 September 2026
5	Final draft document with employment aspects integrated into National Programme on PwD Inclusion and informative note for decision-makers	up to 1 w.d.	by 30 June 2026
6	Final draft document with employment aspects integrated into the National Program on Employment Final Activity Report	up to 2 wd	By November 2026

4. Institutional Arrangements

The Consultant will work under UNDP supervision and in close coordination with the team of experts and the intersectoral working group at MLSP comprised of a team of around 5 consultants who will be selected by various UN Agencies (OHCHR, UN Women, WHO, UNFPA) and Soros Foundation to support the process of developing the Program on Social Inclusion of Persons with Disabilities for the period 2026 - 2030 under the leadership of the Ministry of Labor and Social Protection and in consultation with other line ministries and other relevant national and local key stakeholders, as well as the team of experts and intersectoral working group dedicated to the development of the National Employment Program 2027-2030.

The consultant will apply a participatory approach combining desk review, interviews and multi-stakeholder consultation. The desk review will include the analysis of the national policy, legal framework, existing programmes and services, available administrative and statistical data, as well as financial information provided by the Ministry and partner institutions, as well as relevant international experience

and good practices. This approach will ensure that the proposed policy options are evidence-based, responsive to the needs of PwD, and feasible with the national institutional and financing context. The Logistic and Administrative support in preparation of the Public Consultations shall be provided by the beneficiary institution (Ministry of Labour and Social Protection).

5. Financial arrangements

Payments will be disbursed in tranches, upon submission and approval of the deliverables, and a certification by the Project Manager and UNDP Moldova Programme Specialist/Cluster Lead that the services have been satisfactorily performed.

Financial proposal:

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). Payments are based upon output, i.e., upon delivery of the services specified in TOR.

6. Confidentiality

Materials provided to the Contractor and all proceedings within the contract shall be regarded as confidential, both during the term, including any extension thereof, and shall remain effective following termination or expiration of the Contract, and are only to be used in connection with the execution of these.

Information and data that is delivered or disclosed by UNDP during the course of performance of the Contract, and that has been designated as confidential at the time of exchange or promptly identified as confidential in writing when furnished in intangible form or disclosed orally, as well as information that the Contractor knows or should have reasonably known from its inherent nature, quality or characteristics that is proprietary or confidential shall be held in confidence by the Contractor.

7. Qualifications and skills required

I. Academic Qualifications:

- University degree in social policy, labour economics, disability studies, social protection, social sciences, law or related fields.

II. Years and sphere of experience:

- Minimum 3 (three) years of experience in analysis of policy and regulatory framework or technical advisory/consultancy roles, and/or drafting of policy, regulatory and normative acts related to disability inclusion and/or labour market policy/programmes.
- Minimum 1 (one) prior assignment working with the Ministry of Labour and Social Protection and/or its subordinated institutions and/or other public institutions relevant to disability.
- Minimum 1 relevant research and analytical report writing/consultancy in areas relevant for the assignment.
- Working experience in disability inclusion, employment, and/or social protection sector is an asset demonstrated by minimum 3 previous assignments.
- Working experience with international organizations, including UN Agencies, will be an asset.

III. Competencies:

- Strong knowledge of the national legal framework in the fields of disability inclusion and labour market inclusiveness.
- Strong understanding of EU standards and best practices.
- Strong thematic analytical skills.
- Proven facilitation skills and experience in conducting inclusive, multi-stakeholder consultations with PwD and representative organizations.
- Fluency in Romanian. Good working knowledge of English would be an asset.

IV. Personal qualities:

- Proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, language, age, HIV status, disability, and sexual orientation, or other status.
- Responsibility, creativity, flexibility and punctuality, ability to meet deadlines and prioritize multiple tasks.

The UNDP Moldova is committed to workforce diversity. Women and men, persons with different types of disabilities, LGBT, Roma and other ethnic, linguistic or religious minorities, persons living with HIV, are particularly encouraged to apply. ***Please specify in the CV, in case you belong to the group(s) under-represented in the UN Moldova and/or the area of assignment.***

8. Documents to be included when submitting the proposal:

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

- Personal updated CV, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate.
- Proposal (Motivation Letter, maximum length: 1 page): explaining why they are the most suitable for the work including previous experience in similar Projects (please provide brief information on each of the above qualifications, item by item, including information, links/copies of documents for similar projects).
- Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating financial proposal in Annex 2.

Upload the signed version of the filled-in Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment. Annex 2 to the Offeror's letter, incorporating the Financial Proposal, shall be filled in mandatorily and includes the detailed breakdown of costs supporting the all-inclusive financial proposal.

The Financial Proposal shall be additionally submitted directly in the system. Please ensure there are no mathematical errors and that amounts from Offeror's Letter to UNDP Confirming Interest and Availability match with your offer in the system.

Incomplete applications will not be considered.

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.

9. EVALUATION

Initially, individual consultants will be shortlisted based on the following minimum qualification criteria:

- University degree in social policy, labour economics, disability studies, social protection, social sciences, law or related fields.
- Minimum 3 (three) years of experience of analysis of policy, regulatory framework or technical advisory/consultancy roles, and/or drafting of policy, regulatory and normative acts related to disability inclusion and/or labour market policy/programmes.
- Minimum 1 (one) prior assignment working with the Ministry of Labour and Social Protection and/or its subordinated institutions and/or other public institutions relevant to disability.
- Citizen of Republic of Moldova

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.

* Technical criteria weight – 60% (300 pts);

* Financial criteria weight – 40% (200 pts).

Only candidates obtaining a minimum of **210 points** would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
Technical evaluation criteria		
University degree in social policy, labour economics, disability studies, social protection, social sciences, law or related fields	<ul style="list-style-type: none"> • Bachelor's degree or equivalent – 10 pts • Master's degree or above – 20 pts 	20

Minimum 3 (three) years of experience in analysis of policy, regulatory framework or technical advisory/consultancy roles, and/or drafting of policy, regulatory and normative acts related to disability inclusion and/or labour market policy/programmes	<ul style="list-style-type: none"> • 3 years of experience – 20 pts, • each additional year - 5 pts each, • up to 30 pts 	30
Minimum 1 (one) prior assignment working with the Ministry of Labour and Social Protection and/or its subordinated institutions and/or other public institutions relevant to disability	<ul style="list-style-type: none"> • 1 assignment – 20 pts, • each additional assignment - 10 pts each, • up to 30 pts 	30
Minimum 1 relevant research and analytical report writing/consultancy in areas relevant for the assignment	<ul style="list-style-type: none"> • 1 research – 20 pts, • each additional report - 10 pts each, • up to 30 pts 	30
Working experience in disability inclusion, employment and/or social protection sector is an asset	<ul style="list-style-type: none"> • 3 assignments – 20 pts. • each additional year – 5 pts, • up to 30 pts 	30
Working experience with international organizations, including UN Agencies, will be an asset	<ul style="list-style-type: none"> • one assignment – 10 pts., • each additional - 10 pts., • up to 20 pts 	20
Belonging to under-represented groups*	<ul style="list-style-type: none"> • No – 0 pts, • Yes – 10 pts. 	10
Interview evaluation criteria (demonstrated technical knowledge and experience; communication/ interpersonal skills; initiative; creativity/ resourcefulness). Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.		
Strong knowledge of the national legal framework in the fields of disability inclusion and labour market inclusiveness	<ul style="list-style-type: none"> • Strong – 50 pts., • satisfactory –30 pts., • limited – 10 pts., • no – 0 pts. 	50
Strong understanding of EU standards and best practices	<ul style="list-style-type: none"> • Strong – 20 pts., • satisfactory –15 pts., • limited – 10 pts., • no – 0 pts. 	20
Strong thematic analytical skills	<ul style="list-style-type: none"> • Strong – 40 pts., • satisfactory –30 pts., • limited – 20 pts., 	40

	<ul style="list-style-type: none"> • <i>no – 0 pts.</i> 	
Proven facilitation skills and experience in conducting inclusive multi-stakeholder consultations with PwD and representative organizations	<ul style="list-style-type: none"> • <i>No – 0 pts,</i> • <i>Yes – 10 pts.</i> 	10
Knowledge of English will be an asset	<ul style="list-style-type: none"> • <i>English - 10 pts.</i> 	10
Maximum Total Technical Scoring		300
<u>Financial</u>		
<p>Evaluation of submitter financial offers will be done based on the following formula: S = Fmin / F * 200 S – score received on financial evaluation. Fmin – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round. F – financial offer under consideration.</p>		200

** Under-represented groups in UN Moldova are persons with disabilities, LGBTI, ethnic and linguistic minorities, especially ethnic Gagauzians, Bulgarians, Roma, Jews, people of African descent, people living with HIV, religious minorities, especially Muslim women, refugees and other non-citizens.*

Winning candidate

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