

TERMS OF REFERENCE

National Consultant

to provide support to services re-engineering by testing options of one stops shops for service delivery and improve the work of multidisciplinary teams to end violence against women

Duty Station:	Chisinau, Moldova with frequent travel to the districts of Moldova
Projects:	00098992 Assist Government to adopt people centered, gender sensitive and results based design for public service 00098995 Test creative approaches in combination with existing social models to prevent VAW
Primary category:	Women's empowerment
Type of Contract:	Individual consultant
Languages Required:	Romanian, English, Russian
Application Deadline:	18 April 2017
Starting Date: (date when the selected candidate is expected to start)	01 May, 2017
Duration of Contract:	01 May 2017 – 31 January 2018 (up to 190 days within a 9-month period)

BACKGROUND

UN Women is operational in Moldova since 2010. Currently, it is implementing its Strategic Note for 2014-2017. UN-Women closely cooperates with the government, civil society, and private sector to advance social, economic and political rights and opportunities for women and girls, placing special focus on those from marginalized groups. These include, but not limited to rural women, Romani women, women with disabilities, young women, women living with or affected by HIV, women survivors of violence and trafficking, women migrants, elderly women and women in Transnistria and Gagauzia. We work with them to challenge the stereotypical image of women. We apply new tools to ensure women's proactive engagement in designing, prototyping and implementing the state policies and plans. Thus, UN-Women's operation in Moldova focuses on bringing about concrete change in the lives of women and the society through the following three key areas.

Eliminating Violence Against Women. UN-Women employs adaptive solutions by empowering survivors of violence from various backgrounds to speak up and advocate for concrete actions with their peers as well as with authorities and the media. This approach so far has led to changing perceptions of survivors by the authorities, media and other women, so they are acknowledged and involved as the key experts in eliminating VAW in legislative, policy, institutional and community level initiatives. Lately, UN-Women has started to mobilize other actors of society including youth, religious leaders, former perpetrators, judicial staff, police, members of the artistic community, so that under the leadership of the survivors of violence, the 'whole of society' can produce long-overdue results for women. Apart from these, UN-Women has continued the conventional technical interventions/solutions, such as support to government authorities and civil society partners to implement provisions of the Domestic Violence Law (2008) and strengthening the legislative framework by further aligning it to international norms and standards. UN-Women's next Strategic Note for 2018-2022 in Moldova will build on these results and further inform support to the country in this area of work at all levels.

Women in Politics and Leadership. Women's opportunities to hold elected office in Moldova are still low, with women from marginalized groups virtually absent from decision-making positions. In response to these challenges, UN-Women is leading a comprehensive UN joint programme on promoting women in politics, implemented together with UNDP and two civil society organizations. Partnerships are forged with legislators, institutions and community leaders to empower them to increasingly work with women, especially those who are marginalized from the decision-making, thus enabling the women to lead the required changes. This is being done through community level mentoring and role modeling, exchange of good practices and establishment of self-support networks, especially among women elected for the first time in Parliament and local councils or appointed as mayors. UN-Women will work further to strengthen the networks between women from all

levels and continue legislative and policy work in order to ensure women's fair access to politics and real influence in a sustainable manner.

Women's Economic Empowerment. UN-Women has initiated a number of strategic actions in this area. The first state strategy for women's entrepreneurship was jointly created with women in business and currently being considered by the Government. Additionally, the government launched a process of re-engineering public services (as part of the Public Services Modernization Reform agenda) by taking over a successful public services provision model through one-stop shop piloted by UN-Women. For over two years, more than 100 girls, including Romani girls, girls with disabilities, girls who experienced violence and girls who are left behind by their migrant parents, benefited from an initiative on information and communication technologies (ICTs) as one of the promising employment and self-employment opportunities. UN Women also works closely with policy makers to adopt state programmes that empower women in technology and entrepreneurship.

Based on the innovation approach that UN Women has embarked on since 2015 to deliver higher and accelerated results, a strategic partnership with State Chancellery, Center for Electronic Governance and UNDP through Moldova Social Innovation Lab (MiLab) was established to jointly contribute to prototyping and testing innovative solution for current complex social issues women and men from Moldova face. Innovation tools such as co-creation, design thinking, use of collective intelligence, positive deviance and other are constantly being applied to trigger a different mindset for the re-engineering of public services.

One of the major result achieved so far is institutionalization of the Joint Information and Services Bureaus (JISB) – a new model of coordinated and gender sensitive service provision that has been introduced with the support of UN Women and is operational in 21 districts. Establishment of Joint Information Service Bureau (JISB) paved the way for functioning of a coordinated service provision for the benefit of women and vulnerable groups of population, including from the Security Zone of Republic of Moldova. This enabled bringing together around nine services focusing on the areas of employment, labour market and social protection providing guidance and advice and thus addressing challenges at the local level. Establishment of JISBs was unique and cost effective for Moldova's local public administration, as it did not entail creation of new structure or recruitment of additional staff.

Government of the Republic of Moldova committed itself to continue streamlining the public administration, in order to provide citizens with quality services, which is reflected in the 2016-2020 Public Administration Reform Strategy which, as it is formulated, shall be more focused on people, and has an objective to offer services through Universal Service Provision Centers (USPC) to be developed on the existing experience of JISB model. UN Women established, therefore, a strategic partnership with State Chancellery, Center for Electronic Governance and UNDP through MiLab to contribute to the improvement of public services delivery in a coordinated manner by applying such innovative tools and techniques as user-centered design, co-creation, design thinking, positive deviance and other.

Another major focus UN Women places is on applying innovation approach to end violence against women and girls (VAW), particularly through testing new creative approaches to the work of the multi-disciplinary teams to prevent and combat VAW.

Therefore, UN Women seeks a local consultant to provide support in the process of co-designing and testing the prototypes of Universal Service Provision Centers based on Joint Information and Services Bureaus model, and help selected local authorities to apply human-centered design thinking to test new models of multidisciplinary teams to prevent and eliminate VAW.

SCOPE OF WORK

The main objective of this assignment is to facilitate and provide support in testing new approaches to one stops shop models for public service delivery including prototyping and testing new approaches to multidisciplinary teams work on preventing and combating violence against women and girls.

A specific focus will be dedicated to co-creating the prototypes and testing them with particular vulnerable and disadvantaged groups of women, including women with disabilities, women from ethnic and linguistic minorities including Roma, women with HIV, etc.

The consultant will be working as part of the Social Innovation Lab team, in close collaboration with State Chancellery, key line ministries, Center for Electronic Governance, local selected local authorities, UNDP and other development partners.

The activity of National Consultant will consist in providing technical assistance, guidance, facilitation and coordination, monitoring and regular exchange of knowledge and experience between service providers and users, central and local authorities and other stakeholders from selected districts. Selected person will also provide advice on the regular collaboration with State Chancellery, Center for Electronic Governance, Social Innovation Lab – MiLab, governmental entity responsible for the implementation of the Modernization of Public Services activities and other Government

authorities, on improving the service provision via USPC/ JISB platforms and the multidisciplinary teams. Moreover, the Consultant will work in a close collaboration with representatives of different categories of women from rural and urban areas of Moldova, in order to ensure applying of co-creation principles in the process of public services (re)design. More specifically, the consultant will be responsible for the following tasks:

Related to re-engineering of public services through testing Universal Service Provision Centers:

- Establish and maintain good working relationship with Center for Electronic Governance, State Chancellery, governmental agency responsible for the implementation of the public services modernization reform, and other relevant central public authorities in order to facilitate prototyping and testing of USPC concept based on the JISB model;
- Provide regular technical advice and guidance to selected 3 districts administrations and service providers on the testing of USPC concept based on the JISB model, in line with the Strategy for Public Services Modernization;
- Assist JISB working groups in the selected districts in facilitating reengineering process jointly with the users of services and specifically survivors of violence in the multidisciplinary teams, based on the human-centered design approach;
- Provide advice to governmental agency responsible for the implementation of the public services modernization on the USPC concept based on the JISB model;
- Help relevant local service providers in selected districts to apply co-creation with the users of services to identify issues that restrain various groups to fully access public services at local level, and based on consultations/discussions and surveys with these stakeholders, prototype new models;
- Facilitate organization of trainings/retreats for service providers, district administration and mayors from pilot districts as planned by local and central authorities and/or UN Women, MiLab and Center for Electronic Governance to enhance the capacities of JISB service providers to design services using human-centered approach and to provide coordinated services with a particular focus for women from disadvantaged groups;
- Liaise and organize coordination meetings with the Center for Electronic Governance, State Chancellery and MiLab to identify further steps towards improvement of JISB online platform for service provision and ensure interconnectivity with existing and future on-line platforms of service providers and future USPC;
- Document and keep record of the reengineering process and testing of USPC concept based on the JISB model, including meeting notes, concept notes, events agendas, info briefs, JISB data and statistics reports, and other;

Related to multidisciplinary teams working on preventing and eliminating VAW:

- Provide regular technical advice and guidance to selected 3 districts administrations and service providers on the testing of a new model of multidisciplinary teams with the participation of women positive champions;
- Assist multidisciplinary teams in the selected districts in facilitating reengineering process jointly with the users of services and specifically survivors of violence in the multidisciplinary teams, based on the human-centered design approach;
- Help UN Women NGO partners innovating for eliminating VAW to apply co-creation approach in prototyping and testing a new model of multidisciplinary teams with relevant local service providers and authorities based on the positive experience of survivors of violence, police officers, and other stakeholders identified by NGOs;
- Facilitate, jointly with NGO partners, the organization regular meetings of the members of the multidisciplinary teams with survivors of violence to test different prototypes of their joint work with a particular focus on women from vulnerable groups;
- Provide support to exchange experience and best practices on multidisciplinary teams among the selected communities and district;
- Provide support to partner NGOs in selected districts in undertaking local consultations/discussions with survivors of violence and service providers for a better outreach to women, especially for the most vulnerable categories and from remote localities;
- Provide support and facilitate the actual mapping of economic relationships in a selected village and the profile of the vendors, to serve as basis for a new prototype of economic system to empower women become economically active and independent;

DELIVERABLES AND TIMEFRAME

The selected consultant will provide monthly progress reports to include activities undertaken, results achieved, challenges and way forward. It is expected that the consultant will provide deliverables within the following timeframe:

No	Deliverable	Estimated total number of days
1	Regular technical advice provided to selected 3 districts administrations and service providers on the testing of USPC concept based on the JISB model, in line with the Strategy for Public Services Modernization;	10
2	Assistance to JISB working groups provided to facilitate reengineering process jointly with the users of services and specifically survivors of violence in the multidisciplinary teams, based on the human-centered design approach;	15
3	Assistance provided to governmental agency responsible for the implementation of the public services modernization on the USPC concept based on the JISB model	10
4	Local service providers trained and assisted in applying co-creation with the users of services to identify issues that restrain various groups to fully access public services at local level;	10
5	New models of service delivery prototyped jointly with users and providers of services	15
6	Trainings/retreats organized for service providers from 3 districts to enhance the capacities of JISB to design services using human-centered approach and to provide coordinated services with a particular focus for women from disadvantaged groups;	15
7	The reengineering process and testing of USPC concept is properly documented;	5
8	Advice and guidance provided to selected 3 districts administrations and service providers on the testing of a new model of multidisciplinary teams with the participation of women positive champions;	10
9	Assistance provided to multidisciplinary teams in the selected districts in facilitating reengineering process jointly with survivors of violence;	15
10	NGO partners assisted to apply co-creation approach in prototyping and testing a new model of multidisciplinary teams with relevant local service providers and authorities based on the positive experience of survivors of violence, police officers, and other stakeholders identified by NGOs;	10
11	Regular meetings of the members of the multidisciplinary teams with survivors of violence are organized to test different prototypes of their joint work with a particular focus on women from vulnerable groups;	25
12	Support provided to exchange experience and best practices on multidisciplinary teams among the selected communities and district;	15
13	At least 10 local consultations/discussions with survivors of violence and service providers in each of the 3 selected districts are organized for a better outreach to women, especially for the most vulnerable categories and from remote localities;	30
14	Mapping of economic relationships in a selected village is undertaken;	5
TOTAL		190

DUTY STATION:

The consultant will be based in Chisinau, with frequent travel to selected districts and communities from Moldova.

DURATION:

It is expected that the assignment will start on 01 May 2017 and will be completed by 31 January 2018.

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

MANAGEMENT ARRANGEMENTS

The Consultant will work under the overall guidance and direct supervision of UN Women Moldova Programme Specialist and in close collaboration with the MiLab team, State Chancellery, Center for Electronic Governance, UNDP, partner NGOs and local authorities.

The Consultant will be located in the premises of the MiLab and will have a working space, access to Internet, printer and telephone line. The estimated time in the office will be up to 30% with the extensive travel to the selected communities.

The selected Consultant shall sign a contract with UN Women for stipulated assignment, as stated above.

TRAVEL

All travel of the consultant to the districts of Moldova will be ensured by MiLab and UN Women. All travels shall be coordinated with the UN Women Moldova Programme Specialist in advance.

PERFORMANCE EVALUATION

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

Payment will be disbursed to the consultant monthly, upon submission and approval of the monthly reports on deliverables and achieved results and certification by the supervisor that the services have been satisfactorily performed.

REQUIRED SKILLS AND EXPERIENCE

Education:

- Bachelor Degree in public administration, law, policy analysis, public relations, development studies and/or other social science related areas relevant for the assignment;
- Additional trainings innovation in/or public services re-engineering is an asset;

Experience:

- At least 3 years of progressive working experience in the design, management and implementation of development assistance projects and/or working in a relevant position to this post;
- At least 5 years of proven work experience in the field of public administration and service delivery, of which at least 3 years related to work on improving service delivery for women, including survivors of violence;
- At least 3 years records of working/collaborating with local government and NGOs in assisting/supporting drafting policy recommendations/ policy reports, coordinating activities, implementing strategies and models of one-stop shops for citizens and/ or business;
- At least one year pf experience in applying co-creation, design thinking and other innovation tools and techniques in the development area is required;
- 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 Romanian, English and Russian are required.
- Working knowledge of one or more additional languages relevant for Moldova, including Russian, Bulgarian, Gagauzian, Romani, Ukrainian or sign language would be an asset.

Other Skills

- Knowledge and skills of relevant computer applications of MS Office applications (Word, Excel, Power Point), knowledge of Internet communications and command is required;

EVALUTATION PROCEDURE

Interested candidates are invited to submit their online applications by 18 April 2017 with the following documents.

- Duly filled Personal History Form PHF11/CV (downloadable from http://www.unwomen.org/wp-content/uploads/2011/01/P_11_form_UNwomen.doc);
- 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 (with breakdown of fee on a per day basis).

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

1. Bachelor Degree in public administration, law, policy analysis, public relations, development studies and/or other social science related areas relevant for the assignment;
2. At least three years of progressive working experience in the design, management and implementation of development assistance projects and/or working in a relevant position to this post;
3. At least one year pf experience in applying co-creation, design thinking and other innovation tools and techniques in the development area 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_{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 for technical evaluation	Max. points
1.	Bachelor Degree in public administration, law, policy analysis, public relations, development studies and/or other social science related areas relevant for the assignment; <i>(40 pts for Bachelor degree, 50 pts for Master degree, 60 pts for PhD, up to 10 points for additional trainings innovation in/or public services re-engineering)</i>	70
2.	At least 3 years of progressive working experience in the design, management and implementation of development assistance projects and/or working in a relevant position to this post; <i>(3 years – 30 pts, each year over 3 year – 5 pts, each year over 5 year – 10 pts up to a maximum of 50 pts)</i>	50
3.	At least 5 years of proven work experience in the field of public administration and service delivery, of which at least 3 years related to work on improving service delivery for women, including survivors of violence; <i>(5 years – 40 pts, each year over 5 year – 5 pts, up to a maximum of 70 pts)</i>	70
4.	At least 3 years' records of working/collaborating with local government in assisting/supporting drafting policy recommendations/ policy reports, coordinating activities, implementing strategies and models of one-stop shops for citizens and/ or business; <i>(3 years – 40 pts, each year over 3 year – 5 pts, up to a maximum of 60 pts)</i>	60
5.	At least one year pf experience in applying co-creation, design thinking and other innovation tools and techniques in the development area is required; <i>(one year – 20 pts, each year over 2 years – 5 pts, up to a maximum of 30 pts)</i>	30

6.	Proven experience in working with international organizations (successful experience in working with UN agencies); (10 points for 2 years, 10 points for each year over 2 years, up to a maximum of 30 points)	30
7.	Fluency in written and oral Romanian; working knowledge of Russian; knowledge of English Bulgarian, Gagauzian, Romani, Ukrainian or sign language is an asset; (Romanian – 10 pts, Russian – 10 pts, English and any other language relevant to Moldova – 10 pts)	30
8.	Computer literacy and ability to effectively use office technology equipment, IT tools, ability to use Internet and email;	10
Maximum total technical scoring:		350

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

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

1. Daily fee

The daily price proposal should indicate a "lump sum amount" which is "all-inclusive"; All costs (professional fees, 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.

2. Travel costs

UN Women will ensure transportation to local communities. UN Women will not cover transportation cost within Chisinau.

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 MDL conversion to MDL 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: National Consultant to provide support to services re-engineering/UN Women

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:

Deliverables	MDL
Daily fee all inclusive	
Total price for 190 working days	

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 190 days.

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

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email: