

## Terms of Reference

for national consultant to design and deliver capacity building on gender equality and effective leadership

<b>Practice area:</b>	Women's Empowerment
<b>Duty Station:</b>	Chisinau, Moldova
<b>Application deadline:</b>	May 15, 2017
<b>Type of contract:</b>	Individual Contract
<b>Post Level:</b>	National Consultant
<b>Languages required:</b>	Fluent in Romanian, working knowledge of Russian and English
<b>Starting date:</b>	(date when the selected candidate is expected to start)
<b>Expected Duration of Assignment:</b>	Up to 15 working days in the period of June- November, 2017

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### 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, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

UN Women is operational in Moldova since 2010 on the basis of former UNIFEM projects, which were laid and active in the country from 2007. It extended continuous support to the Government of Moldova, to key stakeholders from national and local levels, through various programmes and activities aimed at creating an enabling environment for gender equality, recognized as a prerequisite for sustainable development with a strong and active policy on gender equality.

In the period 2014-2017, UN Women jointly with UNDP and in partnership with the civil society organizations (CSOs) East Europe Foundation (EEF) and the Centre Partnership for Development (CPD) is implementing a joint programme in Moldova: "Enhancing Women's Political Representation through improved capacity and enhanced support in Moldova" (Women in Politics<sup>1</sup>), implemented with the financial support of the Government of Sweden. The programme aims at ensuring an increased participation of women in politics and in the decision-making process by creating an environment conducive to their meaningful participation, and providing support to capacity development of women before, during and after the elections at the central and local levels. It is also seeking to promote increased public awareness of women's contribution to political leadership. The programme supports the realization of women's rights and commitments undertaken by the Government of Moldova.

The programme consists of two inter-related components, and each UN Agency is responsible for the implementation of activities under particular areas of intervention. UN Women is responsible for the overall programme implementation, and is leading the specific parts related to the election legislation review and high-level advocacy for Temporary Special Measures (TSM), media capacity development, capacity of CSOs and women candidates, work with the communities and women on identifying their needs, among others. UNDP's area of responsibility is related to the electoral assistance and administration, parliamentary affairs and capacity building of elected women and builds further on the results achieved through the previous and on-going support to the institutional capacity development of the Parliament and the Central Elections Commission (CEC) with a focus on enhancing capacities of the Election Management Bodies on gender responsive electoral management and on strengthening capacities of elected women parliamentarians and councillors for performing the elected official's duties. The

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<sup>1</sup> <http://md.one.un.org/content/unct/moldova/en/home/our-work/joint-un-projects/women-in-politics-in-moldova0.html>

inclusion of women from specific vulnerable and excluded groups is mainstreamed throughout the Programme interventions and there are also dedicated activities that target them specifically.

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## Rationale

In the Republic of Moldova, women are still underrepresented in the decision-making fields. Despite reaching some slight progress related to increasing representation of women in leading positions, Moldova is far away to achieve the international main goal to have “a Planet 50/50 by 2030”, with actual 23% of women’s representation in Parliament, 20.6% of women mayors and 30% of women in local councils. After the local elections, which took place in June, 2015, the share of women mayors increased slightly with 3,6 p.p.- from 17% (166 women mayors) in 2011 to 20.6% (185 women mayors) in 2015. Out of 185 women mayors elected in 2015, almost half of them are new.

In its Report on Concluding observations on the combined fourth and fifth periodic reports of the Republic of Moldova issued in 2013, Committee in the Elimination of Discrimination against Women (CEDAW)<sup>2</sup> expressed its concern regarding the continued low representation of women in Parliament and in government positions at the State, national and local levels and urges Moldova to “increase its efforts to provide training and capacity-building for women to enable them to enter public office and enhance awareness-raising campaigns on the importance of women’s full and equal participation in political and public life”, among other recommendations.

National Strategy on Gender Equality for 2017- 2021<sup>3</sup>, adopted on March 9, 2017, envisaged under the **General Objective No. 1 Ensuring complex mainstreaming of gender equality** and **Specific Objective No. 1.1 Enhancing institutional and legal mechanisms on women’s promotion in decision making** a concrete result oriented towards enhancing leadership skills of women and girls, accompanied by defined activities set up in the Action Plan: building capacities of women in decision making positions on gender equality and strengthening Women Mayors’ Network established under the Congress of Local Authorities from Moldova (CALM).

Following international recommendations and national strategies on ensuring gender equality, one of the Programme’s overall objective is to strengthen capacities at all levels to promote women’s participation within electoral processes through organization of a series of capacity development programs for elected women leaders to improve their abilities to exercise their functions effectively.

In this respect, UN Women and UNDP, under “Women in Politics” Programme is planning to provide support to Women’s Network of Congress of Local Public Authorities from Moldova (CALM) on their institutional strengthening and to provide capacity building to all women mayors at their first mandate on gender responsive and effective local governance. A comprehensive capacity building program for the 90 women mayors at their first mandate will be organized in partnership with CALM. The program will cover topics such as gender equality, gender responsive local governance, communications, citizens’ engagement, outreach and effective leadership and will be delivered in two modules. It will aim at equipping the women mayors with knowledge, skills, tools and peer networks to overcome challenges in carrying out their mandate, which are often compounded by gender stereotypes.

Therefore, UN Women, under “Women in Politics” Programme is looking for a national consultant to deliver a series of training sessions on gender equality and effective leadership for up to 90 women mayors at their first mandate, capacity building to be provided within 8 (eight) training sessions for approximately 22 women mayors at their first mandate during each session, delivered in two modules (4 trainings on effective and gender responsive local governance and 4 trainings on effective communication, engagement and leadership for gender equality).

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## Scope of Work:

Under the overall guidance and direct supervision of Women in Politics UN Women Component Manager and in close collaboration with representatives of CALM, the national consultant will be responsible to develop and deliver capacity building sessions for 90 women mayors at their first mandate on gender equality and effective leadership, envisaged in a complex capacity building program composed of 8 (eight) training sessions spread over two modules (4 trainings on effective

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<sup>2</sup> <http://antitrafic.gov.md/libview.php?l=en&idc=101&id=296&t=/Transparency/Concluding-observations-on-the-combined-fourth-and-fifth-periodic-reports-of-the-Republic-of-Moldova>

<sup>3</sup> [http://gov.md/sites/default/files/document/attachments/intr16\\_85.pdf](http://gov.md/sites/default/files/document/attachments/intr16_85.pdf)

and gender responsive local governance in module 1 and 4 trainings on effective communication, engagement and leadership for gender equality in module 2 respectively).

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## Tasks:

### Duties and responsibilities of the Consultant:

#### Note:

Training sessions will be carried out based on the following aspects:

- Capacity building participants: 90 women mayors at their first mandate divided in 4 groups, with approx. 22 women mayors per group
- Each group will benefit of two 2,5- days training modules (8 trainings in total), delivered between May- November, 2017 (concrete dates to be decided)

**Module 1** dedicated to Effective and gender responsive local governance

**Module 2** dedicated to Effective communication, engagement and leadership for gender equality

National Consultant will be responsible to deliver following training sessions for 4 different groups of participants:

A) 1 Day "Advancing and promoting gender equality in LPAs" (Module 1)

B) 0.5 Days "Effective leadership for gender equality" (Module 2)

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- National consultant will be responsible to develop and submit the capacity building methodology, which will include training outline, a comprehensive training toolkit, including agendas, supporting material, case studies, simulation models, exercises monitoring & evaluation schemes and other materials to be annexed to the toolkit. National consultant should present all developed materials for revision and approval to Women in Politics Programme team and CALM with sufficient time before training delivery (at least with 10 working days) and should be open to address the comments and suggestions for improvement.
- National consultant will be responsible to design and facilitate training sessions on gender equality and effective leadership as presented above with focus on the following aspects but not limited to: induction into gender equality fundamentals, promoting gender equality, gender identity, gender role, gender values, sexism, sexist speech and images, community gender problems, gender differences, gender stereotypes and bias, how to be informed and sensitive towards gender issues and how to integrate gender aspects into the activities at the local level, as well as gender mainstreaming methods and approach within the local public policies (a total number of 6 training days) for women mayors at their first mandate. Participants will be selected and gathered with the support of Women's Network of Congress of Local Authorities of Moldova (CALM). Trainer should apply the "learning-by-doing" method employing the interactive style of training (including simulations and case studies). S/he should avoid long theoretical sessions and use a skill-based training methodology. National consultant should provide participants all required guidance on available resources in this field.
- National consultant should present intermediary reports after each module, with a detailed description of achieved results, description of carrying out activities, provide inputs to development and analyzation of intake knowledge assessment questionnaires and post training feed-back questionnaires, potential risks which could affect the further implementation of assignment, challenges faced by the national consultant and ways to passing through, key recommendations for future similar assignments, etc. After assignment's finalization, national consultant should provide the final report, which will reflect the overall description of implemented assignments, including major achievements, changes of participants' perceptions based on analyzed questionnaires, main challenges and constraints, recommendations for future gender capacity development support to women mayors, etc.

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## Deliverables

### Key Deliverables and Timeframe

The selected national consultant will be responsible for delivering the following specific outputs, comprising of the main milestones:

No	Activities and Deliverables	Tentative timeframe for completion of task	Tentative # of days required for accomplishment of task	Percentage of milestone/output
1	Provide methodology for capacity building program, including training outline, training toolkit, agendas, supporting material, case studies, simulation models, exercises monitoring & evaluation schemes and other materials	<i>Within 10 work days following the date of contract signing</i>	<i>Up to 5 days</i>	<i>20%</i>
2	Provide first intermediary report on conducted and delivery of the first module (4 training sessions), with a detailed description of achieved results, carried out activities, analysis of initial and final questionnaires, potential risks, challenges, key recommendations, etc.	<i>By end of July, 2017</i>	<i>Up to 6 day</i>	<i>40%</i>
3	Provide second intermediary report on conducted and delivery of the second module (4 training sessions), and final report for the whole assessment, with a detailed description of achieved results, carried out activities, analysis of initial and final questionnaires, potential risks, challenges, key recommendations, etc.	<i>By beginning to mid-October, 2017</i>	<i>Up to 4 days</i>	<i>40%</i>
	<b>Total</b>		<b>Up to 15 days</b>	<b>100%</b>

All written deliverables should be agreed with UN Women and be provided in Romanian Language, hard (signed) and electronic copy. Final report should be presented in English in hard signed copy and electronic version.

#### **Duration of the assignment**

The total duration of this assignment is tentatively planned for up to 15 days during 6 months starting on begin- June, 2017, with task being accomplished by begin- November, 2017. 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 Women in Politics UN Women Component Manager shall be the only criteria for Consultant's work being completed and eligible for payment/s.

#### **Management arrangements**

Organizational Setting: The National Consultant will work under the overall guidance and direct supervision of Women in Politics UN Women Component Manager and in close collaboration with representatives of CALM. The Consultant will report to the Women in Politics UN Women Component Manager.

Contributions: Women in Politics Programme 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 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.

#### **Location of work:**

The National Consultant will not be located in the UN Women Office for the implementation of the assignment.

## **Other logistic arrangements**

National Consultant will be responsible for all administrative issues associated with undertaking this assignment.

## **Performance evaluation**

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

## **Financial arrangements:**

Payment will be disbursed in 3 installments upon the satisfactory submission of the deliverables cleared by Women in Politics UN Women Component Manager to certify that the services have been satisfactorily performed.

## **Competencies**

### **Functional Competencies:**

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

### **Required Skills and Experience:**

#### **Education:**

- Advanced university degree in gender equality, women's studies, law, human rights, social studies, development studies or related field;

#### **Experience**

- At least five years of proven track record of working on gender equality and women's empowerment in the Republic of Moldova;
- At least three years of proven track record of delivery trainings and capacity building programs for women, on topics as gender equality, effective leadership, feminism movement and other related areas;
- Demonstrated experience of working with women in decision making and leadership positions, like women mayors, women councilors, women MPs, etc.;
- Previous work experience with international organizations will be considered an asset.

#### **Language Requirements:**

- Excellent command of Romanian language.
- Working knowledge of Russian and English language

## **APPLICATION PROCESS AND SUBMISSION PACKAGE**

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

- Letter of Intent with justification of being the most suitable for the work, vision and working approach, specifically indicating experience of mobilization of excluded communities for participation and inclusion
- Duly filled Personal History Form (P11) and/or CV, including records on past experience in similar projects/assignments and specific outputs obtained; P11 can be downloaded at <http://www.unwomen.org/about-us/employment>;

- Financial proposal (in MDL) - Specifying a total lump sum amount for the tasks specified in this Terms of Reference). The financial proposal shall include a breakdown of this lump sum amount (daily rate and number of anticipated working days and any other possible costs); Please see Annex I: Price Proposal Guideline and Template and Annex II: Price Proposal Submission Form

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

***The United Nations in Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.***

#### **Evaluation Procedure**

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

- Advanced university degree in gender equality, women's studies, social studies, development studies or related field;
- At least five years of proven track record of working on gender equality and women's empowerment in the Republic of Moldova
- Fluency in Romanian and working knowledge of English and Russian language

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 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).

<b>Nr.</b>	<b>Criteria</b>	<b>Maximum points</b>
<b>1.</b>	Advanced university degree in gender equality, women's studies, social studies, development studies or related field ( <i>Master - 40 pts; PhD – 50 pts</i> );	50
<b>2.</b>	At least five years of proven track record of working on gender equality and women's empowerment in the Republic of Moldova ( <i>Up to 5 years- 0 pts, 5 years –60 pts, each year over 5 years – 10 pts, up to a max of 100 pts</i> );	100
<b>3.</b>	At least three years of proven track record of delivery trainings and capacity building programs for women, on topics as gender equality, effective leadership, feminism movement and other related areas ( <i>Up to 3 years- 0 pts, 3 years –50 pts, each year over 3 years – 10 pts, up to a max of 80 pts</i> );	80
<b>4.</b>	Demonstrated experience of working with women in decision making and leadership positions, like women mayors, women councilors, women MPs, etc. ( <i>Up to 60 pts</i> );	60

5.	Previous work experience with international organizations will be considered an asset ( <i>Up to 25 pts</i> );	25
6.	Excellent command of Romanian language. Working knowledge of English or Russian language ( <i>15 pts - fluency in Romanian, 10 pts –working English, 10 pts- working Russian</i> )	35
	<b>Maximum total technical scoring:</b>	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).

## **Annex I: Price Proposal Guideline and Template**

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

### **1. Lump Sum Amount**

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

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

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

### **2. Travel costs**

Not applicable.

### **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 design and deliver capacity building on gender equality and effective leadership within 8 (eight) training sessions for women mayors at their first mandate

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\***

Deliverables	Payment Amount (As percentage of total contract price)	Proposed Price
Capacity building program methodology, including training outline, training toolkit, agendas, supporting material, case studies, simulation models, exercises monitoring & evaluation schemes and other materials	%20	
Intermediary reports for first 4 conducted trainings, with a detailed description of achieved results, carried out activities, analysis of initial and final questionnaires, potential risks, challenges, key recommendations, etc.	%40	
Intermediary reports for last 4 conducted trainings and final report for the whole assessment, with a detailed description of achieved results, carried out activities, analysis of initial and final questionnaires, potential risks, challenges, key recommendations, etc.	%40	
<b>TOTAL AMOUNT</b>	%100	MDL.....

*\*Basis for payment tranches*

**B. Cost Breakdown by Cost Component<sup>1</sup>:**

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

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

I agree that my proposal shall remain binding upon me for 90 days.

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

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email:

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