

**Terms of Reference  
for  
a local consultant to support and facilitate the process of Participatory Gender Audit within National  
Employment Agency of the Republic of Moldova**

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| <b>Location:</b>                                               | Chisinau, Moldova                          |
| <b>Primary Category:</b>                                       | Women's empowerment                        |
| <b>Type of Contract:</b>                                       | Individual contract                        |
| <b>Languages Required:</b>                                     | Romanian, Russian<br>English is an asset   |
| <b>Expected duration of the assignment:</b>                    | Up to 40 days within a 3 months assignment |
| <b>Application Deadline:</b>                                   | 11 February 2013                           |
| <b>Starting Date:</b>                                          | 25 February 2013                           |
| <b>(date when the selected candidate is expected to start)</b> |                                            |

**Background:**

UN Women (former UNIFEM) with funding support from the Swedish International Development Agency (Sida) is implementing since December 2009 a four-year development programme on women's economic empowerment. The Programme is aimed at addressing the needs of the rural and sub-urban population, especially poor women in exercising their social and economic rights through increasing access to quality information and services in employment and social protection areas. This is being achieved through improving local services, building capacity of the relevant institutions as well as improving policy and legislation based on the gaps identified through their practical application on the ground. The program is designed to be fulfilled in line with the Government priorities set for 2009-2013 as well as the Reforms launched by the State in the areas of labour market and social protection.

The Program's Development Objective is to make women in rural and sub-urban areas of Moldova be informed, empowered and able to better benefit of their social and economic rights. For that purpose, the Programme is striving towards achieving three interrelated outcomes as follows:

*Outcome 1:* Moldovan women living in poverty in rural and sub-urban areas are able to make informed decisions that enable them to access quality services;

*Outcome 2:* Key policy, service delivery and media institutions in MOL have increased resources, structures, procedures, incentives and capacities to implement policies that promote and protect women's human rights to access to employment and social protection;

*Outcome 3:* Labour and Social Protection laws and policies promote women's employability.

These outcomes are being implemented at three levels of intervention: work at the regional/local, policy and institutional level. At the local level the programme is focusing on creating a joint platform for women in rural and sub-urban areas in the form of Joint Information and Services Bureaus which bring together various public and private service providers in the areas of employment, social protection and related areas and provision of services in a coordinated manner. It is expected that such a model will facilitate open access and use of existing opportunities by women in the most effective way shortest leading to the improvement of the quality of life and thus fulfillment of women's human rights. At the policy level, the programme will support the review of laws and policies to promote women's employability and eliminate the prohibitions and bottlenecks that impede women to exercise their rights in the area of employment and social protection. At the institutional level the programme aims at supporting and fostering the capacities of gender equality mechanism to effectively address issues on women's human rights to employment and social protection. In addition, the programme envisages supporting capacity building initiatives for national institutions with

competencies in the area of employment and social protection to increase their institutional and intellectual capacity to promote policies and practices that take into consideration WHR issues.

The Ministry of Labour, Social Protection, and Family (MLSPF) is the central specialized body of the central public administration with competencies in promoting policies in the area of labour and social protection. The current scope of competencies of the MLSPF is focused on two priority areas: (i) social protection; and (ii) labour and employment.

#### **Rationale:**

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The MLSPF promotes policies on labour and employment through two specialized implementation agencies: (i) the National Employment Agency (NEA) and Labour Inspection (LI).

The NEA is the central specialized deconcentrated body of the public service, subordinated to the MLSPF, with competencies to promote state policies, strategies, and programs in the area of labour market development, social protection of job seekers, unemployment prevention and combating its social effects.

NEA owns and maintains an information system, which allows collection of sex-disaggregated data. In 2009, due to budget cuts across the central public administration, some of the National Employment Agency programmes have been scaled down. The National Employment Agency developed a new form for job seekers, which would allow improved service provision although it does not have resources available to adjust the informational system accordingly. According to the Program Baseline Study no evidence of direct discriminatory practices neither were identified, alike no pro-active practices for promoting women's employment were revealed, which is denoting the insufficient awareness of the NEA towards gender issues, or not enough implication from the NEA Management side in the respective matters due to the fact that Internal Regulations do not provide for this type of involvement.

In order to further strengthen capacities of key national stakeholders in internalizing gender equality and gender mainstreaming in all work activities, UN Women and International Labour Organization (ILO) have entered into a joint action plan aimed at building capacities of MLSPF and NEA, alongside with those of the Labour Inspection and Social Partners to implement policies at the national and local levels that promote and protect women's human rights to access to employment and social protection. According to that plan, a Training of Facilitators on Participatory Gender (PGA) has been conducted for the MLSPF and NEA, based on the ILO methodology outlined in the Manual for Gender Audit Facilitators<sup>1</sup>. The training contributed to increased knowledge and understanding of representatives of NEA on conducting Gender Audit within institutions and served as a basis for the participatory gender audit to be undertaken by these institutions with the facilitation of the programme.

As a result of the Training, NEA management started preparation of such a Participatory Gender Audit and initiated an internal resolution regarding organization of the Participatory Gender Audit. Nevertheless, due to its limited capacities, both human and technical, NEA has requested support from UN Women for the provision of external expertise and knowledge to accomplish the task successfully, especially that this exercise requires intensive facilitation, out of office work and analytical thinking.

According to ILO methodology, Participatory Gender Audit is conducted by a team of employees/members of the audited organization (further referred as "Internal Team" – see Approach and Methodology compartment below) appointed by the organization's management and chaired by a representative of the organization's management, but due to insufficient experience and theoretical/methodological preparedness of the targeted organization's staff, the Program seeks to hire a local consultant who will provide overall facilitation and support in the process of the Participatory Gender Audit.

The current assignment will directly contribute to the implementation of programme outcome 2 "Key service delivery and media institutions have increased capacities to implement policies that promote and protect women's human rights" with specific output 2.1 aiming at building capacities of the National Gender Mechanism to deliver and/or monitor enforcement of measures aimed at ensuring gender equality in the area of social protection and labour market.

#### **Scope of Work:**

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<sup>1</sup> A Manual for Gender Audit Facilitators: the ILO Participatory gender Audit Methodology, ILO 2007. The training manual was modeled on material developed by the Gender and Development Training Centre for the Stichting Nederlandse Vrijwilligers (SNV) in the Netherlands.

Under the overall supervision and guidance from UN Women WEE Programme Management and in close cooperation with the National Employment Agency, the selected national consultant will facilitate the process of organizing and conducting the Participatory Gender Audit within the National Employment Agency by providing conceptual as well as technical support for the efficient delivery of the Participatory Gender Audit activities.

#### **Tasks:**

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For achieving the objective of the assignment, the consultant will have to undertake a series of activities, including but not limited to:

1. Support the internal team in conducting a thorough desk review and analysis of internal and public documents produced by the organization/the departments audited within the organization to identify gender related issues/blind spots and highlight existing good practices;
2. Facilitate the dialogue between the management of the organization and the focal points appointed for the participatory gender audit;
3. Supervise and support the organization in elaboration of questionnaire for the qualitative self-assessment of the selected units within the organization, including professional staff, chiefs of departments and general service staff;
4. Support the internal team in planning the interview schedule and participate/facilitate the internal questioning process to be conducted by the organization's team;
5. Assist the internal team in evaluating the questionnaires and elaborate a summary report on identifications;
6. Provide conceptual support to the organization in planning the participatory workshop;
7. Provide substantive support in organizing and conducting a one and half day participatory workshop for the organization's staff on gender and equal opportunities, but more specifically focused on the issues identified during the audit process. Under this point, the consultant will support the organization team in elaborating the detailed Agenda and Handover materials to be used within the sessions;
8. Facilitate the debriefing session with the management of the organization and decide upon further steps to be taken in solving the gender related issues identified during the participatory gender audit as well as conceptually support the organization team in conducting a feedback session with all staff and the management;
9. Provide conceptual support and facilitate the organization in the process of elaborating the Gender Audit report.
10. Maintain permanent contact (including technical meetings) with the internal teams in order to plan and conduct the respective activities
11. Any other tasks identified as relevant during the process of planning and carrying out the Participatory Gender Audit

#### **Approach and Methodology:**

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The Participatory Gender Audit itself is conducted by a team of employees/staff members of the audited organization. Usually the team, chaired by a representative of the management of the organization, is composed of 5-7 employees, representatives of one or more departments within the organization and called focal points. They undertake the initiative and conduct the Gender Audit in a participatory manner involving at least the major units/departments of the audited organization, mandatory including the management/administrative department.

According to International Labour Organization the Participatory Gender Audit implies the following activities to be undertaken by the internal team:

- Assess whether internal practices and related support systems for gender mainstreaming within an organization are effective and reinforce each other;
- Establish a baseline for the current situation of the organization concerning gender aspects;
- Identify critical gaps and challenges, and provide recommendations to address them, suggest possible improvements to be made to the current Laws and internal Regulation of the audited organization in increasing the consideration of gender issues and non-discrimination based on gender;

- Document good practices towards the achievement of gender equality principles within the audited organization, i.e. existing documents, regulations, etc.
- Build organizational ownership on the results of the Participatory Gender Audit
- Create basis for action planning towards the elimination of existing gender bias and discriminatory approaches within the documents and procedures identified during the establishment of the Baseline.

The approach based on which the PGA will take place will be mainly based on the methodology proposed by the International Labour Organization, which is comprised of 12 key areas identified using letters A through L:

- A. Context of the audited unit and its relationship to gender issues relevant to the technical area, current gender debate and related gender initiatives;
- B. Mainstreaming of gender equality in the work unit's strategic objectives, policies, programmes and budget;
- C. Mainstreaming of gender equality in the implementation of programmes and technical cooperation activities;
- D. Existing gender expertise, competence and efforts at capacity building;
- E. Information and knowledge management on gender issues;
- F. Systems and instruments in use for accountability, evaluating and monitoring on gender equality;
- G. Choice of partner organizations;
- H. Gender equality initiatives as reflected in the unit's products and public image;
- I. Decision-making processes including on gender mainstreaming;
- J. Staffing and human resources concerning balance of women and men, and gender-sensitive policies;
- K. Organizational culture and its effects on gender equality;
- L. Perception of achievements on gender equality.

#### **Deliverables and Timeframe:**

The overall process of Participatory Gender Audit within an organization may vary from 2 to 5 months depending on the level of involvement of the internal team and the audited staff members/departments. In this particular case, i.e. conducting the Participatory Gender Audit within the National Employment Agency of Republic of Moldova, the estimated timeframe required is approximately 3 months. It is expected that the consultant shall begin work in February and finalize the assignment by end of May 2013. The estimated total volume of work of the Consultancy is up to 40 working days, coordinated in advance with the UN Women WEE programme management.

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

| No | Deliverable                                                                                                                                                                          | Tentative timeframe                                   | Percentage of milestone/output |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------|
| 1  | A detailed plan for undertaking the Audit coordinated with the NEA                                                                                                                   | At latest 5 days after the contract signature         | 5%                             |
| 2  | A desk review and analysis of internal and public documents produced by NEA and its departments to identify gender related issues/blind spots and highlight existing good practices. | At latest 1 (one) month after the contract signature  | 15%                            |
| 3  | Questionnaire for the qualitative self-assessment of the selected units within NEA, including professional staff, chiefs of departments and general service staff developed          | At latest 1 (one) month after the contract signature  | 15%                            |
| 4  | Interview and internal NEA questioning process conducted and questionnaires evaluated                                                                                                | At latest 2 (two) months after the contract signature | 15%                            |
| 5  | A summary report on the identifications of the                                                                                                                                       | At latest 3 (three) months after the                  | 20%                            |

| No | Deliverable                                                                                                                          | Tentative timeframe                                              | Percentage of milestone/output |
|----|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------|
|    | interview and questioning process presented                                                                                          | contract signature                                               |                                |
| 6  | A workshop with NEA staff organized to discuss the issues identified during the audit process and a report of the workshop presented | At the end of 3 <sup>rd</sup> month after the contract signature | 20%                            |
| 7  | Final report on the PGA conducted, with recommendations for further steps to be undertaken by NEA                                    | By end May 2013                                                  | 10%                            |

All deliverables shall be agreed with UN Women WEE management. Final report shall be provided in Romanian and English, both electronic and hard copies.

#### **Management arrangements:**

Organizational setting: The selected consultant will work outside the programme office, closely liaising at all times with the management of NEA and its departments, and with the UN Women International Programme Manager and Programme Analyst, who will provide advice, guidance and information, as appropriate.

Inputs: UN Women will provide the contractor with necessary information and materials for the fulfillment of tasks, especially on the PGA methodology and guidelines.

#### **Travel**

The Consultant will be responsible for all travel expenses associated with undertaking this assignment. All travels shall be coordinated with UN Women WEE Programme and shall be included in the total contract amount of the contractor. In the case of unforeseeable travel, payment of travel costs should be agreed upon, between UN Women WEE Programme and the Individual Consultant, prior to travel and will be reimbursed.

#### **Performance evaluation**

Consultant's 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 two installments upon submission and approval of deliverables, including Final Report, and certification by the Programme Management that the services have been satisfactorily performed.

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

##### Education:

- University degree in Social sciences, economic, statistics or similar field, or equivalent working experience in the sector;

##### Experience:

- At least 3 years of proven experience in organizing, facilitating and conducting seminars, trainings and round tables with state institutions/agencies/organizations, especially on gender related issues;
- At least 3 years of proven professional experience in monitoring and evaluation of official documents and strategic planning documents at the level of state institutions/agencies/organizations;
- At least 3 years of working with international organizations and donors;

##### Functional Competencies:

- Sound knowledge of employment sector in Moldova and its peculiarities;
- Knowledge and relevant experience in gender related assessments.

##### Language skills:

- Fluency in verbal & written Romanian and Russian. Knowledge of English is an asset.

#### **Evaluation Procedure**

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

- University degree in social sciences, economic, statistics or similar field, or equivalent working experience in the sector;

- At least 3 years of proven experience in organizing, facilitating and conducting seminars, trainings and round tables with state institutions/agencies/organizations, especially on gender related issues;
- At least 3 years of proven professional experience in monitoring and evaluation of official documents and strategic planning documents at the level of state institutions/agencies/organizations

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% m 350 points obtainable under technical evaluation);
- C is the price of the evaluated proposal;
- C<sub>low</sub> is the lowest of all evaluated proposal prices among responsive proposals; and
- X is the maximum financial points obtainable (150 points)

Technical evaluation will be represented through desk review of applications and further interview if needed only, 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).

| # | Criteria for technical evaluation                                                                                                                                                                                                                                                            | Max. points |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1 | <b>Education:</b> University degree in social sciences, economic, statistics or similar field, or equivalent working experience in the sector ( <i>University degree – 40 pts, advanced degree or other specialized trainings – 50 pts</i> )                                                 | 50          |
| 2 | At least 3 years of proven experience in organizing, facilitating and conducting seminars, trainings and round tables with state institutions/agencies/organizations, especially on gender related issues ( <i>3 years – 40 pts, each year over 3 years – 5 pts, up to a max of 70 pts</i> ) | 70          |
| 3 | At least 3 years of proven professional experience in monitoring and evaluation of official documents and strategic planning documents at the level of state institutions/agencies/organizations ( <i>3 years – 40 pts, each year over 3 years – 5 pts, up to a max of 70 pts</i> )          | 70          |
| 4 | At least 3 years of working with international organizations and donors; ( <i>3 years – 20 pts, each year over 3 year – 5 pts, up to a maximum of 40 pts</i> )                                                                                                                               | 40          |
| 5 | Sound knowledge of employment sector in Moldova and its peculiarities ( <i>max – 40 pts</i> )                                                                                                                                                                                                | 40          |
| 6 | Knowledge and relevant experience in gender related assessments ( <i>max – 40 pts</i> )                                                                                                                                                                                                      | 40          |
| 7 | Fluency in verbal & written Romanian and Russian. Knowledge of English is an asset ( <i>15 pts - fluency in Ro, 15 pts – working knowledge of Russian, 10 pts – knowledge of English</i> )                                                                                                   | 40          |
|   | <b>Total Technical Scoring</b>                                                                                                                                                                                                                                                               | <b>350</b>  |

**B) Financial evaluation:**

*In the Second Stage, the financial proposal of candidates, who have attained minimum 70% score in the technical evaluation (at least 245 points), will be compared.*

**WINNING CANDIDATE**

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

**SUBMISSION PACKAGE**

- Duly filled Personal History Form (PHF11)/CV;
- Letter of Interest;
- Financial proposal\*

\*Each applicant will be required to submit an aggregated financial offer ("aggregated financial offer" is the total sum of all financial claims of the candidate for accomplishment of the task).