

Terms of Reference

International Consultant to facilitate staff retreat of UN Women Country Office in Moldova

Duty station:	Home-based with travel to Iasi, Romania
Type of Contract:	SSA (Individual Consultant)
Languages Required:	English
Application deadline:	2 March 2018
Starting date:	9 March 2018
Duration:	up to 7 working days within a one-month assignment (of which – up to 5 days – home based and up to 2 days – mission to Iasi, Romania (<i>March 14-16, 2018</i>))

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.

UN Women's presence in the Republic of Moldova has evolved from being a project-based office in 2007 to a Country Office (CO) with full delegated authority as of 2015. Currently, UN Women Moldova Country Office is implementing its Strategic Note (SN) for 2018-2022, which is aligned with the [Republic of Moldova–United Nations Partnership Framework for Sustainable Development 2018–2022](#) and the [Global Strategic Plan of UN Women](#). Under its SN, UN Women cooperates closely with the government, civil society, academia, private sector and the media to advance social, economic and political rights and opportunities for women and girls, placing special focus on those from marginalized, excluded and under-represented groups. These include rural women, Romani women, women with disabilities, women living with or affected by HIV, women survivors of violence, women migrants, elderly women and others. UN Women's operation in Moldova focuses on bringing about concrete change in the lives of women and the society towards the long-term impact of achievement of gender equality and the empowerment of women and girls in the country. Specifically, the SN2018-2022 and the Annual Work Plan for 2018 will advance progress under the following three Impact Areas (IA): IA1: *More women from diverse groups fully participate and lead in governance processes and institutions*, IA2: *Women have income security, decent work and economic autonomy*, IA3: *Public authorities, institutions and communities prevent violence against women and girls and deliver quality essential services*. Towards these Impact Areas, UN Women works with variety of national and international partners to challenge gender-based stereotypes and towards the creation of an environment, whereby women act as key agents of change towards greater equality and development, in partnership with men and boys. Apart from development/operational work in the three above mentioned areas, UN Women is an active member of UN Country Team and plays important role in coordinating development partners in the area of gender equality and women's rights. More information on UN Women's work in the Republic of Moldova can be found at its recently launched country website: <http://moldova.unwomen.org/>

In order to support UN Women Moldova CO staff to effectively strategize, build common vision and strengthen internal communication and teamwork towards the delivery of results during the 1st year of implementation of its Strategic Note, UN Women Moldova CO plans to organize a two-day staff retreat and is looking for an experienced International Consultant to offer external perspective and facilitation of the event. The staff retreat will take place on March 14-16 in Iasi, Romania (located at 167 km distance from Chisinau, Moldova).

DESCRIPTION OF RESPONSIBILITIES

Under the direct supervision of the Head of Office, the international consultant will be engaged to develop the design and undertake the facilitation of the retreat.

The duties and responsibilities of the International Consultant are:

Pre-retreat (estimated 4 working days)

- Familiarize his/herself with key documents of UN Women Moldova CO, including: 1) the whole package of Strategic Note of the CO for 2018-2022; 2) 2018 Annual Work Plan of Moldova CO; 3) organigram and staffing of Moldova RO; 4) Country program evaluation for implementation of SN 2014-2017
- Develop and execute online survey to be administered anonymously to all UN Women Moldova staff to assess staff satisfaction and recommendations for improving various aspects of daily work which impacts the achievement of results (effectiveness, efficiency, internal and external communication, division of roles, partnerships, etc.) The survey will be designed following interviews and discussions with the management of the UN Women Moldova CO and relevant country office staff;
- Analyze the findings of the survey and based on those prepare detailed presentations and sessions during the retreat to cover critical aspects;
- Develop overall agenda for the 2-days staff retreat based on the survey and on consultations with the UN Women Moldova staff, designing an interactive and needs-based program;
- Prepare the needed presentations, handouts, and other materials for the retreat (in addition to those to be prepared by the CO);
- Organize the final retreat preparation in situ prior to the meeting.

During the retreat (estimated 2 days, March 14th (starting after noon) – March 16th (finishing at noon))

- Facilitate the retreat.
- Lead the stock-taking sessions with the management following each day of the retreat to ensure progress toward the retreat's objectives and adjust the agenda, as necessary.

After the retreat (estimated 1 days)

- To prepare brief report (up to 5 pages) on the work carried out and key observations as well as recommendations for the CO management and staff to address in relation to the key issues/topics covered during the retreat (be it team-building, staff learning, internal communication, work-life balance, etc.).

EXPECTED OUTPUTS AND DELIVERABLES

The selected international consultant will be responsible for delivering the following specific outputs and deliverables, 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	Development and analysis of the online staff survey (PPT presentation with the findings)	within 5 days from contract signature	Up to 3 working days (home-based)	43%
2	Development of the retreat agenda and detailed program;	Within 5 days from contract signature	Up to 1 working day (home-based)	14.5%
3	Effective facilitation of the retreat;	14-16 March 2018	Up to 2 working days (Iasi, Romania)	28%
4	Retreat report with a focus on key insights and recommendations for the short-term (2018) and medium- and long-term	By end of March 2018	Up to 1 working day (home-based)	14.5%
	TOTAL		Up to 7 days	100%

All deliverables should be agreed with UN Women Head of Office and be provided in English, in electronic copy.

DURATION:

The total duration of this assignment is tentatively planned for up to 7 working days within a one month assignment starting on March 9, 2018, with task being accomplished by April 8, 2018. The international consultant is responsible for accomplish the deliverables set forth in section 3 “Expected Outputs and Deliverables” above.

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 Head of Office shall be the only criteria for International Consultant’s work being completed and eligible for payment/s.

MANAGEMENT ARRANGEMENTS

Organizational Setting: The International Consultant will work under overall guidance and supervision of the UN Women Moldova Head of Office.

Contributions: UN Women 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, UN Women Moldova office shall ensure appropriate logistics support including accommodation and meals. However, s/he is expected to use his/her own personal computer and make personal travel arrangement to retreat venue.

TRAVEL

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UN Women should not accept travel costs exceeding those of an economy class ticket. Should the contractor wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and contractor, prior to travel and will be reimbursed.

Throughout the assignment, the International Consultant is expected to conduct a 2-days missions to Iasi, Romania, which needs to be factored in the proposal, with 5 indicative working days to be home-based.

PERFORMANCE EVALUATION

International 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 to the international consultant in one installment, upon submission and approval of deliverables set forth in Section “Expected Outputs and Deliverables” above and certification by the UN Women Moldova Head of Office that the services have been satisfactorily performed.

COMPETENCIES:

Core Values:

- **Integrity** - Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
- **Professionalism** - Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work.
- **Cultural sensitivity and respect for diversity** - Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Additionally, the individual should have an international outlook, appreciating difference in values and learning from cultural diversity.

Core Competencies:

- **Communication** - Facilitate and encourage open communication and strive for effective communication.

- **Planning & Organizing** – Develops clear goals in line with agreed strategies, identifies priorities, foresees risks and makes allowances accordingly.
- **Organizational Awareness** - Demonstrate corporate knowledge and sound judgment.
- **Teamwork** - Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds.
- **Accountability** – Takes ownership of all responsibilities and delivers outputs in accordance with agreed time, cost and quality standards.

Functional Competencies:

- Proven networking skills, demonstrating ability to build Strategic Partnerships by maintaining a network of contacts for general information sharing and being up-to-date on partnership-related issues.
- Demonstrated ability to interact effectively with UN Staff members;
- Strong negotiating skills;

Behavioral Competencies:

- Strong analytical and interpersonal skills;
- Strong initiative-taker;
- Focuses on impact and results for client;
- Consistently approaches work with energy and a positive, constructive attitude.

COMPETENCIES:

Education

- Advanced degree in social sciences or relevant area.

Experience

- Substantive international experience (at least 7 years) in designing/facilitating intergroup processes and implementing team building exercises;
- Well-developed skills and demonstrated experience in facilitation, consensus-building, multi-stakeholder dialogue processes, mediation, negotiation;
- Experience in event organization is an advantage.
- Experience in facilitating strategic planning/review workshops and/or other events for the UN, including UN Women, is an advantage

Language:

- Fluency in spoken and written English required.

APPLICATION PROCESS AND SUBMISSION PACKAGE

Interested candidates are invited to submit their online applications by 2 March 2018 with the following documents.

- Letter of Intent to include a brief overview about which of your previous experiences makes you the most suitable candidate for the advertised position;
- Duly filled Personal History Form P11 and the 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 – specifying a total lump sum amount for the task specified in Terms of References. The Financial proposal shall include a breakdown of this lump sum amount (daily rate). Please see ANNEX I and ANNEX II.

EVALUATION PROCEDURE

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

- Advanced degree in social sciences or relevant area

- Substantive international experience (at least 7 years) in designing/facilitating intergroup processes and implementing team building exercises;

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.

A) Technical Evaluation: The technical part is evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

Nr.	Criteria	Maximum points
1.	Advanced degree in social sciences or related area (<i>Master – 40 pts; PhD – 50 pts</i>)	50
2.	Substantive international experience (at least 7 years) in designing/facilitating intergroup processes and implementing team building exercises; (<i>Up to 7 years- 0 pts, 7 years – 70 pts, each year over 7 years – 10 pts, up to a max of 100 pts</i>);	100
3.	Well-developed skills and demonstrated experience in facilitation, consensus-building, multi-stakeholder dialogue processes, mediation, negotiation; (<i>up to 80 pts</i>)	80
4.	Experience in event organization is an advantage (<i>Up to 30 pts</i>);	30
5.	Experience in facilitating strategic planning/review workshops and/or other events for the UN, including UN Women, is an advantage (<i>up to 60 pts</i>)	60
6.	Fluency in spoken and written English required (<i>up to 30 pts</i>)	30
	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).

Annex I: Price Proposal Guideline and Template

The prospective International 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

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UN Women shall not accept travel costs exceeding those of an economy class ticket. Should the international consultant wish to travel on a higher class he/she should do so using their own resources.

3. Daily Subsistence Allowance

During the planned mission to Iasi, Romania, UN Women Moldova country office will cover the cost of accommodation, venue, breakfast and lunch.

4. Currency of the price proposal

The applicants are requested to submit their price proposals in USD. In case of proposals in other currency, these shall be converted into USD using the official UN exchange rate for currency conversion to USD 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: **International consultant to facilitate staff retreat of UN Women Country Office in Moldova**

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.

Description of Activity	Unit of measure (e.g., day, month, etc.)	Unit price, USD	No. of units	Total Price, USD
Consultancy (daily) fee				
Cost of mission to Iasi, Romania (travel etc.)				
Other related costs (please specify):				

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: