



Terms of Reference

For the Mid Term Evaluation of the UN Women Programme Women's Economic Empowerment through increasing Employability in the Republic of Moldova 30 November 2009 – 30 November 2013

1. Background, purpose and use of the evaluation

In accordance with its core priority to advance women's economic security and rights worldwide the UN Entity for Gender Equality and Empowerment of Women (UN Women) has been active in the Republic of Moldova since 2003 supporting both national and local level initiatives with regards to gender equality and women's human rights. Since 2007 UN Women's work within the program supported by Swedish International Development Agency (SIDA) highlighted the need to focus on women's economic empowerment due to persisting local practices, policies and laws that are affecting or diminishing women's employability leading to inadequate respect for and fulfilment of women's human rights and gender equality, especially in rural and sub-urban areas.

In November 2009 UN Women with generous funding from SIDA launched a program "*Women's Economic Empowerment through increasing Employability in the Republic of Moldova*" 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 was planned to be 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 was designed to be fulfilled within four years 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.

In accordance with UN Women Evaluation Policy, a mid-term evaluation is mandatory for programmes with a budget over 3 million USD. Hence UN Women Sub-Regional office for Eastern Europe and Central Asia (UN Women EECA SRO) is commissioning a mid-term independent external evaluation of the programme to assess programme's progress towards its results and suggest any adjustments for its further implementation. The evaluation is fully aligned with CEDAW, MDG 3 and contributes directly to UN Women EECA Management for Results Framework (MRF) output 2.3.

The specific objectives of the mid-term evaluation are:

1. Assess the programme's progress towards promoting increased rate of employed and economically active women in rural and sub-urban areas of Moldova practicing their social and economic rights.
2. Assess the programme's contribution to the capacity of key service delivery and media institutions in implementing policies at the local level that promote and protect women's human rights to access employment and social protection.

3. Assess the extent of progress towards ensuring that the gender equality (GE) commitments are translated into labour and social protection laws/by laws, policies and plans as a result of the mainstream actions undertaken by the programme.
4. Assess the effectiveness of the strategies employed by the programme and provide recommendations on future work, including innovative approaches that could be upscaled and replicated by UN Women and its partners.
5. Provide analysis of efficiency of project management and provision of recommendations for management of the programmes' next stage.

It is expected that the results of the evaluation will be used as significant inputs for the following:

- Strategic planning and management of the next stage of the programme.
- To replicate the expertise and knowledge generated by the project for the implementing of similar projects in the region embraced by UN Women EECA SRO activities.
- The lessons learned and recommendations to be provided to the members of the Programme Steering Committee comprised by the relevant state agencies, academia and NGOs for sustaining the strong coordination and linkages among the central level and regional level authorities obtained through project results.
- The use of participatory tools and instruments during the evaluation is expected to be a strong asset to contribute to the strengthening of the ownership feeling over the programme results among the beneficiaries and the stakeholders.

2. Social, economic, and political context

The legal and regulatory framework, which forms the basis of policies and actions in the field of gender equality of the Republic of Moldova, is based on the international frameworks, such as: the Universal Declaration of Human Rights (1948), the Convention on the Political Rights of Women (1952), the International Covenant on Economic, Social and Cultural Rights (1966), the Convention on the Elimination of All Forms of Discrimination against Women (1979), the Beijing Platform and Action Plan (1995), the Millennium Declaration (2000), the corresponding Conventions of the International Labour Organization, etc.

A number of strategic actions have been undertaken by the Government and the Parliament in order to bring the national legal and regulatory framework in line with international standards in the field of gender equality. Thus, the following instruments have been adopted: the Law on Ensuring the Equality between Women and Men (2006), the National Plan for Promotion of Equality between Women and Men 2006-2009, Law on prevention and combating violence in the Family (2009). This subject has been reflected in other national documents as well: the National Development Strategy (2008-2011), the Action Plan for the implementation of the National Development Strategy 2008-2011, the Human Rights Action Plan 2004-2008, the EU – Moldova Action Plan (2005), etc.

The legal and regulatory framework presented above creates the necessary prerequisites for the de-facto promotion of women's human rights and gender equality in the country. At the same time, number of core issues and problems are still faced by women and men in the Republic of Moldova in order to exercise their social and economic rights. The areas and issues, where the state has to pay priority attention and take actions were defined and are reflected in National Program on Gender covering the period of 2010-2015. Following priorities were identified under Employment and Labor Migration section of the National Program:

- a) Increase employment among women and reduce gender wage gap;
- b) Eliminate all forms of gender-based discrimination on the labour market;

- c) Promote women's economic empowerment in rural areas;
- d) Mainstream gender into the implementation of policies on migration management.

Budgeting

- a) Development of gender responsive budgeting (GRB) concept/vision in the context of the Republic of Moldova;
- b) Promotion of GRB into budgetary process at the national and local levels.

Existing studies and research done in Moldova between 2004 and 2008 highlight different forms of discrimination of women in the Labour Market, including cases of sexual harassment; poor access to information and services; limited number of women in decision-making positions, as private business owners; and the need for policies aiming at protecting women's interests/rights in the labour market.

One of the key bottlenecks women face for advancing their economic situation in the country is linked to the poor quality services and information, as well as poor system or platform through which these services and information are provided. Women require systematic access to services and information about the opportunities that exist in the labor market, including jobs in public and private sectors, opportunities to start business, obtain skills training and retraining, access to productive resources, as well as opportunities that are provided through social protection.

The CEDAW Committee Concluding Comments from 2000 and 2006 for the Republic of Moldova also reflect the need to address these areas, and very specifically:

- to ensure equal opportunities for women and men in the labour market through, inter alia, temporary special measures in accordance with article 4, paragraph 1, of the Convention and general recommendation 25, on temporary special measures,
- to intensify its efforts to ensure that all job generation and poverty alleviation programs are gender-sensitive, and that women can fully benefit from all programs to support entrepreneurship,
- that efforts be strengthened to eliminate occupational segregation, both horizontal and vertical, and to narrow and close the wage gap between women and men through, inter alia, additional wage increases in female-dominated sectors of public employment,
- that the State party conduct regular reviews of its legislation in accordance with article 11, paragraph 3, of the Convention, with a view to reducing the number of barriers women face in the labour market; and
- to monitor the impact of measures taken and results achieved, and to report thereon in the next periodic report, among others.

Based on CEDAW Committee Concluding Comments and in line with the United Nations Development and Assistance Framework (for 2007-2011), UN Women (then UNIFEM) through a joint collaboration with the Ministry of Labour, Social Protection and Family, and the Ministry of Economy and funded by Swedish International Development Agency (SIDA) launched a program to undertake set of comprehensive measures for women's economic empowerment, particularly through addressing issues of employability and social protection.

3. Project objectives and implementation

With support from SIDA, UN Women commenced the programme "Women's Economic Empowerment through Increasing Employability" in Moldova for the period of 2010-2013. The arrival of funds occurred in December 2009, and the program launched an Inception Phase immediately in January 2010 with the final Inception Report submitted to the Government of the Republic of Moldova and the Swedish

Government in April 2010. The actual program implementation started from August 2010 upon official approval of the Inception Phase on 23rd July by the Swedish Government and the Government of the Republic of Moldova.

The current program intends **to achieve three expected outcomes:**

Outcome 1: Rate of employed and economically active women increased in rural and sub-urban areas practicing their social and economic rights in MOL

Output 1.1 Women, especially poor have enhanced access to information/counseling and services

Output 1.2 Coordination between service providers at rayion level is improved

Output 1.3 CSOs monitor women's human rights fulfillment in the field of employment and social protection

Output 1.4 Monitoring and Information system set up and contributing to evidence based policy making in the fields of employment and social protection.

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

Output 2.1 Capacity of MLSPF strengthened to support women's employment and social protection at the local and national levels

Output 2.2 Capacities of the Social Partners (Trade Unions, Employers Associations) and media enhanced to deliver and/or monitor enforcement of measures aimed at ensuring gender equality in employment, occupation, and pay as well as in social protection area in MOL

Output 2.3 Gender Equality Mechanism (GEM) including GFP at the local level is effectively addressing issues on women's rights to employment and social protection

Output 2.4 Improved coordination and collaboration between national partners and donors on gender equality and equal opportunity in the sector of employment and social protection

Outcome 3: Labour and Social Protection laws/by-laws and policies/plans promote women's employability

Output 3.1 Laws, regulations and policies promote and protect women's human rights in the areas of employment and social protection (maternity leave, pension benefits, care facilities).

Output 3.2 Gender sensitive approach applied by education institutions to promote women's human rights in the area of employment

Output 3.3 Child care system in Moldova is reviewed to promote women's employability

Program Outcomes were set to be fulfilled through employing the following key **strategies:**

1. **Knowledge creation and evidence generation** on the impact of policy and legislative initiatives on women's employability, especially in the context of the crisis,
2. **Capacity building and awareness raising** among civil society, gender equality advocates (both existing and potential), government and parliament decision makers, and service providers on the need to take gender aware, women's human rights responsive approach to policy formulation, implementation and monitoring at all respective levels. Capacity building and awareness raising of rural women will be done to empower them to take informed and strategic decisions and life choices, especially in the areas of employment and social protection.
3. **Influencing key political processes, negotiations and decisions** on promoting gender equality and women's human rights in employment and social protection areas
4. **Strengthening partnerships and building strategic alliances** with key stakeholders at the national, institutional and local levels (including national government representatives, civil society organizations, including NGOs, academia, and media, donors and international organizations, local public authorities, private sector).

At the outset of the program, namely during inception period detailed baseline study was carried with support of external expert that laid basis for program monitoring mechanism. The baseline provided matrix of indicators and targets to assess progress towards program implementation of program outcomes. The matrix was used and applied by the program as monitoring tool for tracking results achieved vis a vis set milestones, targets, and indicators.

Ensuring regular monitoring and evaluation of program activities following UN Women standards in terms of internal planning, reporting that include regular plans and report produced during program implementation cycle.

Project management:

Taking into consideration the need to reconcile challenges related to national capacity, ownership and sustainability, the programme is executed by the UN Women in close partnership with the Ministry of Labour, Social Protection and Family (MLSPF) and Ministry of Economy (MoE) as the counterpart national partners at the Government level.

General line of responsibility of the MLSPF and MoE: These Ministries provide overall support to the implementation of programme goals by direct involvement to the programme activities and application of the concept, approaches and guidelines developed and issued by the programme. For ensuring efficiency and ownership of the program, the MLSPF designated a National Program Director (at the level of the Minister or Deputy Minister), who is responsible for integrating the results at policy level, and providing political support, and liaising as needed with other Government bodies. MoE designated a focal point for ensuring coordination between the program, ministry initiatives, including donor supported initiatives.

General line of responsibility of UN Women: UN Women undertakes overall responsibility for the programme in terms of overall strategy, technical and substantive perspective, and financial management. UN Women ensures effective and efficient implementation of the program through a Moldova Programme Team under the direction and oversight of UN Women Regional Programme Director (RPD) for Eastern Europe and Central Asia (EECA) based in Almaty/Kazakhstan.

The Programme Team is comprised of one International Chief Technical Advisor, one Programme Analyst, One Program and Finance Associate, one Communications Specialist, one Programme Assistant, one Finance and Administration Assistant, and a Driver.

Under the overall supervision and guidance of the Regional Program Director for EECA region, and in close collaboration with the Gender Advisor¹, the Chief Technical Advisor (CTA) has overall responsibility for ensuring synergetic implementation of the program through coordination with other initiatives of the Government and Donors, and provide overall management support, whereas the Program Analyst ensures daily efficient operation of the program’s activities as per the program document and content support. The CTA is based in Chisinau for full time for 3-4 years. The detailed Terms of References of the core staff will be provided to the evaluation team.

The program is led by the **Program Steering Committee**. Its general line of responsibility is to ensure coordination, ownership and maximization of high-level political support to the Programme. The main role of the Steering Committee is to support the effectiveness of the Programme as an instrument of policy and institutional change in the areas of employment and social protection through WHR and GE angles. The Steering Committee meets on a semi-annual basis and has the following composition 1. Chair: National Program Director, 2. Members: Representatives of the Ministry of Labour, Social Protection and Family, Ministry of Economy, Ministry of Finance, National Bureau of Statistics, Representative of the Regional Council (on a rotational basis), Representatives of the CSOs active in Employment and Social Protection fields (on a rotational basis) totalling up to 7 persons, 3. Secretariat: Program Team led by the Program Manager. Sida representative takes part in the Steering Committee as an Observer.

4. Scope of the Evaluation

The evaluation of the programme is planned to be completed from 15 July 2012 to 15 September 2012.

The geographic area of the evaluation activity is the city of Chisinau, the Republic of Moldova, with travel to four pilot rayons, Singerei, Telenesti, Nisporeni and Cantemir where program activities were implemented. The evaluation team will elaborate the selection criteria to ensure geographic diversity and representation.

5. Evaluation questions:

The evaluation will address the criteria of **Programme Relevance, Effectiveness, Efficiency, and Sustainability**. More specifically, the evaluation will address the following issues:

Relevance	<ol style="list-style-type: none"> 1. Are the programme objectives addressing identified rights and needs of the target groups in national and local contexts? 2. Do the activities address the problems identified?
Effectiveness	<ol style="list-style-type: none"> 3. To what extent did the Programme reach the planned results and how the context influenced the mid-term result/sustainability? What was not achieved in full and what can be recommended for the next stage

¹ Gender Advisor will work under the direct supervision and guidance of the UN Women EECA Regional Programme Director with the overall aim to support the implementation of the complex UN Women programmes and activities in the country in line with the UN Women EECA Sub-regional Strategy 2012-2013. The Gender Advisor’s position will be funded by UN Women (80%) and cost-shared by WEE Program/Sida funds (20%).

	<p>of the programme?</p> <ol style="list-style-type: none"> 4. To what extent have beneficiaries been satisfied with the results? 5. Does the programme have effective monitoring mechanisms in place to measure progress towards results? 6. To what extent capacities of duty-bearers and rights-holders have been strengthened? To what extent capacities of gender equality advocates have been enhanced? 7. What were the key approaches and strategies the project used in achieving its outcomes? What worked and what did not and why? What can be taken further for the next stage of the programme? 8. How effective information sharing and dissemination activities were set up to increase the visibility of the project among stakeholders? 9. Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UN Women in EECA region?
Efficiency	<ol style="list-style-type: none"> 10. Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms? 11. What measures have been taken during planning and implementation to ensure that resources are efficiently used? Have the outputs been delivered in a timely manner? 12. Have UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
Sustainability	<ol style="list-style-type: none"> 13. What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease? 14. Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it? 15. Are requirements of national ownership satisfied?

6. Evaluation Methodology

The evaluation will be based on the methodology described below, which will be further discussed with the Programme partners and validated by the UN Women SRO EECA in consultation with the UN Women Evaluation Unit. The proposed methodology employs results-oriented approach and integrates human rights and gender equality into the evaluation.

Integration of **human rights and gender equality** issues into the evaluation requires adherence to three main principles – inclusion, participation, and fair power relations. *Inclusion* refers to paying attention to which groups benefit and which groups contribute to the intervention under review. Groups need to be disaggregated by relevant criteria: disadvantaged and advantaged groups depending on their gender or status (women/men, class, ethnicity, religion, age, location, etc.), duty-bearers of various types, and rights-holders of various types in order to assess whether benefits and contributions were fairly distributed by the intervention being evaluated. Evaluating HR & GE must be *participatory*. Stakeholders of the intervention have a right to be consulted and participate in decisions about what will be evaluated and how the evaluation will be done. In addition, the evaluation will assess whether the stakeholders have been able to participate in the design, implementation and monitoring of the

intervention. *Fair Power Relations* - When evaluators assess the degree to which power relations changed as a result of an intervention, they must have a full understanding of the context, and conduct the evaluation in a way that supports the empowerment of disadvantaged groups. In addition, evaluators should be aware of their own position of power, which can influence the responses to queries through their interactions with stakeholders. There is a need to be sensitive to these dynamics (see *UNEG Guidance Document. Integrating Human Rights and Gender Equality in Evaluation*²).

The evaluation will be **results-oriented** and provide evidence of achievement of expected outputs through the use of quantitative and qualitative methods.

The methodology for the final evaluation shall include the following:

- a. Preliminary desk reviews of all relevant documents on the programme, the programme document, LogFrame, implementation plan, monitoring reports, donor reports (inception report, progress reports), existing national and international reports on gender equality status, etc
- b. This will be done prior to any field visit, focus group discussion, or individual interviews. Preliminary discussions with the programme staff from UN Women EECA SRO and WEE project unit will also take place within this period.
- c. Field visits at different stages of the process; focus groups with disadvantaged/difficult to reach women's groups
- d. Individual and group discussions, in-depth interviews with key partners: a series of semi-structured interviews and focus groups with the programme management staff, national partners, counterparts, beneficiaries are envisaged to be conducted under this stage. This can include survey among participants of various capacity building trainings and events undertaken by the programme since its start. It can include participants of major trainings organized by the programme in the areas of gender and gender mainstreaming, gender statistics, gender responsible budgeting, etc.

The consultative element of the evaluation is crucial for building up a consensus about the programme's overall rationale and desired outcomes. Data from different research sources will be triangulated to increase its validity. Field visits will be organized to facilitate the process of evaluation. This stage of the project is aiming for an overall understanding of UN Women's programme contribution to the engendering the decision making in Moldova to ensure and promote the women's economic rights, and draw out key good practices that deserve replication and up scaling that will provisionally contribute to other future activities of the UN Women in EECA.

The proposed approach and methodology has to be considered as flexible guidelines rather than final standards; and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. It is expected that the Evaluation Team will further refine the approach and methodology and submit their detailed description in the proposal and Inception Report.

7. Expected Results and Timeframe

As a logical result of the completion of the desk review it is expected that the Evaluation Team will submit an **inception report**, which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements.

² http://unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=980

As a result of the completion of the field visits and surveys and interviews with the partners, it is envisaged that several key products will be submitted, namely: **Progress Report** of the Field work to the UN Women Sub-Regional office and key internal and external stakeholders, **Power Point presentation and an outline** on preliminary findings, lessons learned, and recommendations, **Draft full report** highlighting key evaluation findings and conclusions, lessons learned and recommendations (shall be done in a specific format). The draft report will be discussed with the national partners to ensure participation and involvement of the national stakeholders.

Afterwards a **Final evaluation report** and five-page **executive summary** are expected to be submitted to the UN Women Sub-Regional office incorporating all comments and feedback collected from all partners involved.

“Quality Criteria for UN Women evaluation reports” should be followed³. These quality criteria are intended to serve as a guide for preparing meaningful, useful and credible evaluation reports. It does not prescribe a definite format that all evaluation reports should follow but rather indicates the contents that need to be included in quality reports.

Format of the final evaluation report shall include the following chapters: Executive Summary (maximum five pages), Programme description, Evaluation purpose, Evaluation methodology, Findings, Lessons learnt, Recommendations and Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

The return travel to Moldova, accommodation, daily subsistence, will be paid for the period of Evaluator’s work in Moldova. Translation/interpretation, secretarial assistance will be provided to the international evaluation consultant during his/her stay in Moldova.

Language of all deliverables: English.

The timeframe allocated for the completion of the above indicated products: 15 July 2012 – 15 September 2012.

Product / Activity		Estimated number of working days
Stage 1 Key product – preliminary desk reviews, discussions with partners and inception report		
Desk review and Inception report of the evaluation team, which includes the evaluation methodology and the timing of activities and deliverables		4
Stage 2 Key Product – Evaluation Report		
Data collection (including field work)		8
Progress Report of the Field work to UN Women EECA Sub-regional office and key internal and external stakeholders		2

³ <http://erc.undp.org/unwomen/resources/guidance/Guidance%20Note%20-%20Quality%20Criteria%20for%20Evaluation%20Reports.pdf;jsessionid=29976B8B347BD52EB161D8E7CB7DFC94>

Outline and a Power Point presentation on preliminary findings, lessons learned, and recommendations		
Draft full report highlighting key evaluation findings and conclusions, lessons and recommendations. Virtual consultations by the evaluator with the key programme partners and stakeholders shall take place to validate the key findings of the report and collect feedback and recommendations to inform the final evaluation report.		10
Final evaluation report and five-page executive summary		10
TOTAL number of working days:		30

8. Composition, Skills and Experience of the Evaluation Team

A team of external international evaluator and national consultant will undertake the evaluation, having experience linked to evaluation, gender equality and economic policy with specific knowledge of gender responsive planning, budgeting and monitoring.

Here are key requirements to the International Evaluator only. National consultant will have a separate Terms of Reference with specific tasks to support overall work of the International Evaluator. It's important to note that the national consultant shall also possess an expertise in conducting gender-sensitive and rights-based evaluations so to be also able to contribute to the substance not only be in supporting role.

Required Skills and Experience

- At least a master's degree in economics, sociology, international development, gender/women studies or related areas. A special training in Monitoring and Results Based Management is considered an asset.
- 10 years of working experience in evaluation, and at least 5 in evaluation of development programmes.
- A strong record in designing and leading evaluations and experience in evaluation of programs with budget over USD 1million.
- 5 years of experience and background on gender equality and economic policy with understanding of gender responsive planning, budgeting and monitoring.
- Ability to produce well written reports demonstrating analytical ability and communication skill. Proven ability to undertake self-directed research.
- Experience in participatory approach is a must as well as facilitation skills and ability to manage diversity of views in different cultural contexts.
- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Familiarity with the political, economic and social situation in the Republic of Moldova.
- Fluent in English, knowledge of Moldovan or Russian would be an asset.

Evaluation of submitted proposals:

A. Evaluation of experience, skills and technical proposal:

Nr.	Criteria	Maximum points
1.	At least a master's degree in economics, sociology, international development, gender/women studies or related areas. A special training in Monitoring and Results Based Management is considered an asset.	50
2.	10 years of working experience in evaluation, and at least 5 in evaluation of development programmes. Experience in evaluation of programs with budget over USD 1million.	50
3.	5 years of experience and background on gender equality and economic policy with understanding of gender responsive planning, budgeting and monitoring.	50
4	Familiarity with the political, economic and social situation in the Republic of Moldova	20
5	Proficiency in English, Moldovan or Russian is an asset (<i>English – 20; English and Moldovan or Russian – 30</i>)	30
6	Ability to produce well written reports demonstrating analytical ability and communication skill. Proven ability to undertake self-directed research (<i>through submitted sample report/project document or relevant Deliverables</i>)	40
7	Interview (<i>Experience in participatory approach, facilitation skills and ability to manage diversity of views in different cultural contexts – 10 points; integrity by modeling the UN's values and ethical standards – 10 points; cultural, gender, religion, race, nationality and age sensitivity and adaptability – 10 points</i>)	30
8	Technical proposal highlighting approach to the evaluation and brief description of the methodology to be applied	80
	Maximum total technical scoring:	350

Only candidates who reached at least 245 points will be qualified for financial evaluation.

B. Financial proposal:

Evaluation of submitted financial offers will be done based on the following formula:

$$B = T + C_{low} / C \times 150,$$

where

T – is the total technical score awarded to the evaluated proposal (only to those proposals that pass 70% of technical evaluation);

C – is the price of the evaluated proposal; and

C_{low} – is the lowest of all evaluated proposal prices among responsive proposals.

150 is the maximum financial points obtainable

Winning candidate

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

9. Management of the evaluation

The UN Women EECA Sub-Regional Office will manage the mid-term evaluation under overall supervision of the UN Women EECA Sub-Regional Programme Director and guidance from Programme Monitoring and Reporting Specialist. During the evaluation process, the SRO office will consult with UN Women Evaluation Office, as may be necessary. Coordination in the field including logistical support will be the responsibility of the Moldova Programme Team.

This is a consultative/participatory mid-term evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders will be consulted.

Evaluation should be conducted following the UNEG norms and standards and UN Women evaluation guidelines.

After the completion of the mid-term evaluation, a final stage of the process will take place, including the dissemination strategy for sharing the lessons learnt, and the management response of the mid-term evaluation results. These activities will be managed by the UN Women EECA Sub-Regional Office.

10. Ethical code of conduct for the evaluation

The evaluation of the programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- Anonymity and confidentiality. The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- Responsibility. The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- Integrity. The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- Independence. The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- Incidents. If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- Validation of information. The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- Intellectual property. In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.

- Delivery of reports. If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

11. Application Process

To apply, the prospective applicants should visit <http://jobs.undp.org>, **Women's Empowerment** area. Only online applications will be considered.

*All online applications must include (as **ONE** attachment):*

1. **personal CV** including all qualifications and past experience in similar projects;
2. **Technical Proposal** highlighting approach to the evaluation and brief description of the methodology to be applied. Brief explanation of how the Evaluator meets the specified criteria should also be included.
3. **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 with detailed breakdown of expected honorarium, economy class travel and per diem for in-country stay related to 5-days mission to Moldova). The evaluator shall bare costs for all supplies needed for data collection and data processing including possession of his own personal computer.

Deadline for application: **1 July 2012**