TERMS OF REFERENCE

International Evaluation Expert to undertake a Country Portfolio Evaluation (CPE) of UN Women Moldova Country Office (CO) Strategic Note (SN) 2018-2022.

I. Background

UN Women's mandate (GA resolution 64/289) is to lead, coordinate and promote accountability of the UN system to deliver on gender equality and the empowerment of women with the primary objective of enhancing country-level coherence, ensuring coordinated interventions and securing positive impacts on the lives of women and girls, including those living in rural areas.

UN Women is commissioning a Country Portfolio Evaluation of the UN Women Moldova Country Office (CO) Strategic Note (SN) 2018-2022 which the main planning tool for UN Women's support to normative, coordination and operational work in the Republic of Moldova (Moldova). UN Women (previously as UNIFEM) has implemented catalytic initiatives on promoting women's human, economic, political and social rights in Moldova since 2007 and has evolved from being a project-based to a Country Office with full delegated authority as of 2015. Currently, UN Women Moldova Country Office is implementing its second 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. This evaluation will assess the current Strategic Note covering the period 2018-2022 and will inform UN Women Moldova CO new Strategic Note, due to be approved by the end of 2022.

The current Moldova CO Strategic Note is grounded and aligned with the National Strategy on Gender Equality for 2017-2021, and draft National Strategy on Preventing and Combating Violence against Women and Domestic Violence 2017-2021. It is also based on the latest recommendations by international human rights treaty bodies: CEDAW (2013 Concluding Observations), UPR recommendations (2016), UN Human Rights Committee (under International Covenant on Civil and Political Rights (2016 Recommendations), Committee on the Rights of Persons with Disability (2017 Concluding Observations). The SN 2018-2022 aims at advancing 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.*

II. Country Context

The Republic of Moldova is party to seven of the nine core international human rights treaties, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its Optional Protocol. In line with the European Union-Moldova Association Agreement signed in June 2014, the Republic of Moldova has committed to gradually approximate its legislation to EU standards and international instruments, including in the field of gender equality and anti-discrimination.

In the last three years of SN implementations, positive steps have been made to amend and adopt laws and policies that advance gender equality. Important legislation adopted includes: The Electoral code[1] and

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[1] Electoral Code, art. 46 (3) https://bit.ly/371CtGs

the Law on Political parties[2] (amended during 2018 and 2019) introduced 40% gender electoral quota, differentiated financial state support to political parties promoting women candidates and placement provisions (every 4 out of 10 candidates to be of the opposite sex). Law no. 289 (2018) addressed for the first time since independence the issue of unpaid domestic and care work. Through the new Law no. 113, the civil legislation regulating domestic violence was further improved and additional amendments introduced to align the national legislation with the provisions of the Istanbul Convention[3.]

The first National Programme on Implementation of the UN Security Council Resolution (UNSCR) 1325 on Women, Peace and Security (2018-2021)[4] enabled an increased enrolment and evolvement of women in security and defence sector. Two internal regulations will ensure women preventing and combating sexual harassment, discrimination and bullying in Law enforcement and defense sector. The first "National Strategy on preventing and combating violence against women and domestic violence (2018-2023)" which has at its core a survivor-oriented approach and was a result of the participatory co-creation of multi-sector stakeholders, including public authorities.

In 2015 Moldova among other 193 member-states joined the Agenda for Sustainable Development until 2030 and committed to achieve Sustainable Development Goals by 2030. The 2030 National Development Strategy (Moldova 2030) developed through application of human rights based and gender equality approach (HRBA and GE) and adopted by the Government in 2019, incorporates priorities related to work-life balance, decent work, professional governance, and personal and community security. 2020 Voluntary National Review (VNR) on Agenda 2030 implementation in the Republic of Moldova is well capturing the gender equality achievements, challenges and commitments by the Government to ensure gender sensitive public policies, thus building a favourable and equitable environment for the social, political and economic empowerment of all women and men in the Republic of Moldova.

Despite the strengthened legal and policy framework, improved national capacities service delivery and social mobilization for equal rights and opportunities, equality in daily life is still far from becoming a reality. Numerous challenges continue to persist around education, employment and political engagement, access to justice, and in sharing, recognizing, and valuing the unpaid care work. The prevalence of domestic violence/gender-based violence (GBV) continues to be pervasive and reporting - although improved- is much lower with regards the national prevalence rate. These challenges are particularly strong for women facing multiple and intersecting forms of exclusion and discrimination. As already identified in the CEDAW Concluding Observations to the Republic of Moldova issued in 2020 and in the Beijing +25 national report, the implementation of the legal and policy framework on gender equality is lagging due to inadequate financial resources, limited commitment by state officials and weak accountability mechanisms. One of the areas of specific concern is the overall weakness of the gender equality machinery, caused by limited decision-making power, moderate capacities, lack of funding and weak intersectoral cooperation mechanisms, including reporting lines within the national machinery. The gaps adversely affect the effective implementation of national legislation and policies on gender equality, NCGE and National strategy on preventing and combating violence against women[.5]

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[2] Law on Political parties http://lex.justice.md/md/327053%2520/

[3] Council of Europe Convention on preventing and combating violence against women and domestic violence, also known as Istanbul Convention. More info at: https://www.coe.int/en/web/conventions/full-list/-/conventions/treaty/210

[4] National Programme on implementation of UNSCR 1325 https://www.legis.md/cautare/getResults?doc_id=102219&lang=ro

[5] CEDAW Committee, Concluding Observations

The root causes to persisting gender inequalities, discrimination, and violence, remain the strong gender norms and stereotypes on women's and men's capacities and roles in the family and society. In addition, the weak accountability mechanisms towards gender equality and the absence of affirmative actions are holding back the progress towards the commitments undertaken by the Republic of Moldova. At the Executive level, where gender quota does not apply, the level of representation of women is lower. In the Cabinet of Minister's, progress over the years has been unstable and uneven: women ministers represented from 9% (1999-2001) to 5% (2009-2011) to 58% (2019'06) and to 25% (2020'07). Only one woman out of 32 is governor/head of rayon, which corresponds to 3.12% (2019).

Women's leadership roles are hindered by the still unrecognized, unshared, and unpaid care work in the home. In Moldova, according to survey, women spend more time on unpaid domestic chores and care work for children and elderly (20.1%) than men (11.3%). Lack or insufficiency of childcare services has been – for example- most frequently specified by entrepreneurs (57.6% women and 54.7% of men) as an obstacle to women's involvement in business.[20] In 2019, the enrolment rate in early education institutions was 67.9% of the total population aged 1-6, including 68.3% of boys and 67.4% of girls, the trend being the same over the last few years. However, the attendance of children aged 1-2 was only 11,2%. Consequently, gender inequality in the labour market remains significant. In 2019, the overall Labor Force participation was 42.3%, with 38.2% female and 47% male participation (ages 15+).

Gender based violence continue to persist, it represents a serious concern for women and girls wellbeing and it hinders advancement on gender equality. In Moldova, 25% of ever partnered women and girls (18-74 years old) reported to have been subjected to IPV (physical, sexual or psychological), in the 12 months' prior the survey (2018) and 73% of ever partnered women and girls (18-74 years old) subjected to IPV (physical, sexual or psychological), since the age of 15 (2018).[6] While the national legislation was strengthened and the practice of issuing restraining orders increased by the police, still there are many challenges which keep the level of reporting low. Among barriers to reporting the DV/IPV are stigma, financial dependence of the survivors, lack of available services, mistrust towards service providers, fear, lack of recognition of what counts as violence.[7]

III. Description of UN Women Moldova SN 2018-2022

The total planned budget of the Strategic Note for the period of 2018-2022 was USD 19,888,393. As of December 2020, expenditure against this target programmatic budget was USD 7,317,711.

The work of UN Women in the Republic of Moldova is focused on responding to UN Women's triple mandate.

1. **Normative work**: to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;

2. **Operational work**: to help Member States to implement international standards and to forge effective partnerships with civil society; and

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[6] Voluntary National Review, Government of the Republic of Moldova, 2020, p.9

[7] OSCE-led survey found that 55% of respondents agreed that domestic violence is private matter and should be handled within family; 45% agreed that violence against women is often provoked by victims and others OSCE-led survey on violence against women "Well-Being and safety of women": Moldova (2019)

3. **Coordination work**: entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken across three mandate areas under the Moldova Country Office (CO) Strategic Note 2018-2022 include:

Normative	Coordination	Country Programme	Regional Programme
Provide support to the authorities for implementing *National Strategy on Gender Equality (*NSGE) for 2017-2021 Supporting the authorities in implementation and monitoring of the National Action Plan for the implementation of the UNSCR 1325 (2018-2020) Support to Beijing +25 National Review Support to elaborate the 6th national periodic report and present to the CEDAW Committee and CSO shadow report Contributed to the national consultations process and UNCT report for the third cycle of the UPR Republic of Moldova Provide support to the authorities for development, implementing the *National Strategy on Preventing and*	Member of the UNCT Lead of UNCT Gender Thematic Group (GTG) Chair of UNDAF Result Group 1 & 2 Consultations with Civil Society Advisory Group (CSAG) Member of OMT Member of UN communications Group Member of SDG/M&E Group Participation in UNCT joint advocacy, CCA updates, resource mobilization and JPs Co-leading the UNCT-SWAP gender scorecard exercise and monitoring of the implementation of the action plan.	***SN Impact Area 1(SP outcome 2): Women lead and participate in decision making at all levels*** • Sweden non-earmarked funds to the UN Women Strategic Note Implementation. Improved legislation to fulfil gender equality commitments; A new generation of women skilled for civil and political activism and the elected women promote gender sensitive governance. • EU project on gender action in two districts (Cahul, Ungheni) , gender mainstreaming in local development policies (UN Women, UNICEF) • UNAIDS financial seeds on HIV development policies (UN Women , UNAIDS) • MPTF funds for COVID 19 response support for the most vulnerable	***SN Impact Area 2 (SP outcome 3): Women, especially the poorest and most excluded, are economically empowered and benefit from development*** • Regional project - the third phase of the Promoting Gender Responsive Policies in South East Europe Programme (UN Women) • Providing Urgent Support for Vulnerable Women under COVID-19 Crisis in Developing Countries" (Sub-project: Responding to the urgent needs of women and girls in marginalized and vulnerable situation exacerbated by the Coronavirus Disease (COVID 19) in Europe and Central Asia) (UN Women)

Combating Violence against Women and Domestic Violence for 2017 – 2022 Support the national authorities to assess the compliance of national legal framework to the Istanbul Convention Support in development, advocacy and approval of legal policy framework to prevent violence against women and girls aligned with the provisions of Istanbul Convention (Law 113, July, 2020) Provide support to the national stakeholders (MOHLSP, Ministry of Interior, Ministry of Defense) to elaborate the draft normative acts on equal payment, childcare services, combating sexual harassment, discrimination and bullying in law enforcement and defense sector, inspired from the best practices and international experiences.		people (UN Women, UNICEF, IOM) • Seeds funds from DPA (Department for Political Affairs at the UN Secretariat) for development of the SCORE Index 8 ***SN Impact Area 2 (SP outcome 3): Women, especially the poorest and most excluded, are economically empowered and benefit from development*** • Sweden non-earmarked funds to the UN Women Strategic Note Implementation. Legislation that addresses unpaid care work, women have skills and knowledge to access economic opportunities. ***SN impact Area 3(SP outcome 4): Women and girls live a life free of violence*** • Sweden non-earmarked funds to the UN Women Strategic Note Implementation. Application international norms	***SN impact Area 3(SP outcome 4): Women and girls live a life free of violence*** • regional project - EU 4 Gender Equality, on combating gender stereotypes and gender -based violence (UN Women , UNFPA)

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8 The Social Cohesion and Reconciliation Index (SCORE) for Moldova was undertaken for the first time aiming to improve the understanding of societal dynamics in multi-ethnic and multicultural contexts. https://www.scoreforpeace.org/en/moldova/2018-General%20population-0

Support national stakeholders in development of the Intersectoral protocols and referral mechanisms on EVAW		towards eliminating VAW, institutions involved in combating stereotypes and gender discrimination and women have knowledge and skills to exercise their rights to essential services. • MPTF funds (SDG partnership fund) for covid 19 response and recovery window (UN Women, ILO) • EU funds for gender action on combating violence against women and children in two districts (Cahul, Ungheni) (UN Women, UNICEF)	

Based on the national development priorities and the comparative advantage, UN Women implements a range of development interventions, providing a comprehensive response through the synergy of five key functions: technical assistance, advocacy, knowledge generation and management, coordination and programming. UN Women Moldova SN addresses priorities in three main impact areas as follows:

*SN Impact Area 1(SP outcome 2): **Women lead and participate in decision making at all levels.*** Strategic approach in this area combines efforts to ensure that **More women fully participate and lead in gender responsive governance processes and mainstream gender perspective in policy making processes**. In promoting the increased equal participation of women in candidates' list of political parties, UN Women CO support the legislative revisions and support more women aspirants to be engaged in the civic and political activism. UN Women coordinates efforts to mitigate the prevailing violence against women politicians in elections and parliament and support the development of a monitoring module on the on-line platform to collect evidence on gender-based discrimination, gender-based violence, sexist speech, and violence against women in elections. A complex capacity building support to women mayors, especially the newly elected one as a result of 2019 local general elections, provided by UN Women in close collaboration with the Congress of Local Authorities from Moldova (CALM) and its Women's Network which was further reinforced through the EU funded project in two focal region. Under the new mobilized resources from EU starting from 2020 UN Women started to work closer with the Local public authorities and local stakeholders on applying gender mainstreaming in elaboration of public policies for

community. Advancing women's political empowerment and leadership in decision-making required actions on multiple layers and areas, , and UN Women focused on:

- gender mainstreaming of laws, policies and budgets, and accelerating the implementation of gender responsive laws, policies and plans;
- expanding the pool of qualified and capable women to run for election, including through initiating programmes that boost women's confidence and capacity to lead, enhancing their campaign strategies and techniques and promoting linkages with supportive CSOs will be achieved under this output as well;
- support the main municipalities and other localities from Ungheni and Cahul districts to strengthen capacities of local public authorities and civil society organizations on gender mainstreamed local policies, raising awareness and educating the public on GE and empowering women in local decision-making processes;
- implementation of the gender responsive national programme on implementation of the UN Security Council Resolution (UNSCR) 1325.

SN Impact Area 2 (SP outcome 3): ***Women, especially the poorest and most excluded, are economically empowered and benefit from development.*** In this impact area UN Women works towards addressing unpaid domestic and care work and improve income security and decent work for women. Due to high level of pay gap (14%) within economic activities UN Women employed a holistic approach to economically empower women, especially those from excluded groups, paying specific attention to the impact of childcare responsibilities on women's economic independence and career development as well as the need to break horizontal segregation and enable more women to enter non-traditional careers. The main activities in this area were:

- supported strengthening capacities of the Parliament and Government to develop, adopt and implement legal, regulatory and policy frameworks as well as care service provision models that create decent work for women and that support the reducing and redistribution of unpaid care work and the more equal sharing of care and domestic work between women and men.
- practical steps to proactively advance women and girls in male-dominated professions, particularly in Science, Technology, Engineering and Math (STEM) fields, through partnership with both the Government and private sector.
- identifying champions among private sector companies that promote women's increased access to economic opportunities promoting best practices through the Women's Empowerment Principles (WEPs).

SN impact Area 3(SP outcome 4): ***Women and girls live a life free of violence.*** In ending violence against women, UN Women CO continues to engage in enhancing prevention and protection from violence against women and domestic violence by localizing the standards defined by the Istanbul Convention. UN Women builds the capacity of government bodies and civil society as well as human rights institutions and the justice sector to fulfil Moldova's international commitments with respect to eliminating violence against women (CEDAW recommendations, CSW, Beijing and UPR recommendations). UN Women has also addressed and involved men and boys as well as women and girls in awareness raising on the effects and extent of violence against women in Moldova and prevention and protection options for community members, including innovative approaches such as Virtual Reality, Positive Deviance and arts elements.

Women and girls, especially from excluded groups, have knowledge and skills to exercise their rights to essential services and are protected also during the crisis period. UN Women intervention at local level is focused on addressing the weak capacities and skills of local public authorities (MDT's, Local Employment Agency, etc.) to prevent and respond to gender based violence and providing tools to provide survivor-focused multi-disciplinary services for women subject to violence, in line with the national referral mechanisms and standards. Building on UN Women's previous work in this area, the current SN aimed at addressing VAW by tackling its root cause – individual behaviors that perpetuate gender inequalities and power dynamics. Specifically, UN Women CO contributed inter alia to:

- improving cross-sectoral and central-local level coordination for survivor- focused support services. The existing multi-disciplinary response tested and institutionalized a new model which involve all service providers with active engagement of survivors in identifying local solutions and disseminating best practices. Availability and quality of EVAW administrative data was enhanced as a result of UN Women work and responsible partners with local stakeholders, service providers.
- work with institutions, including in the field of education on knowledge and tools to combat harmful gender stereotypes, norms and discrimination. For that, UN Women explored, test and disseminate innovative ideas and practices on EVAW and provide support to institutions to develop and implement women's human rights programmes and curricula.
- women and girls, especially from excluded groups, understand and exercise their rights to protection and services,
- work at local level within the programme *Strengthened Gender Action in Cahul and Ungheni districts (* "EVA" *)* – implemented in partnership with UNICEF - on strengthening of gender mainstreaming at the local level and tackling domestic and sexual violence against women and children.

IV. Country Portfolio Evaluation purpose, objectives and use

Evaluation in UN Women is guided by the normative agreements described below to be gender-responsive and utilizes the entity's strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy, UN Women Evaluation Strategy 2018-2021 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, and Ethical Guidelines.

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to three core mandates, which include normative, operation and coordination work. The CPE focuses on their individual and combined success in advancing gender equality in Moldova. It uses the Strategic Note as the main point of reference.

It is a priority for UN Women that the CPE will be gender-responsive and will actively support the achievement of gender equality and women's empowerment. The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and

coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

This CPE is being commissioned by the UN Women Independent Evaluation Service in close collaboration with UN Women Moldova CO as a primarily formative (forward-looking) evaluation to support the Country Office and national stakeholders' strategic learning and decision-making for the next SN, due to be developed in 2022. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

The primary intended users of this evaluation are:

• UN Women Moldova CO, Regional ECA Office, and UN Women HQ
• Target groups, their households and community members, programme/project partners
• National government institutions
• Civil society representatives
• Donors and development partners
• UN Country Team and GTG

Primary intended uses of this evaluation are:

a. Learning and improved decision-making to support the development of the next Moldova CO's Strategic Note 2023-2027;
b. Accountability for the development effectiveness of the CO Strategic Note 2018-2022 in terms of UN Women's contribution to gender equality and women's empowerment;
c. Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.
The evaluation has the following specific objectives:
1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyze how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and operations).
7. Provide actionable recommendations with respect to the development of the next UN Women CO Strategic Note.

V. Evaluation criteria and key questions

The evaluation will apply four OECD/DAC evaluation criteria (relevance, coherence, effectiveness - including normative, and coordination mandates of UN Women-, efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Key Criteria	Key Questions	Sub Criteria	Sub Questions
Relevance	Are we doing the right things?	Alignment	Is the portfolio aligned with national policies and international human rights norms?
		Human Rights and Gender Equality	Is the choice of partners most relevant to the situation of women and marginalized groups? Is the choice of interventions most relevant to the situation in the target thematic areas? Do interventions contribute to target the underlying causes of gender inequality?
Coherence	How well does the portfolio fit?	Internal Coherence	Are the interventions achieving synergies within the UN Women portfolio? Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
		External Coherence	Are interventions achieving synergies with the work of other key partners?
Efficiency	Are we doing things right?	Organizational Efficiency	To what extent does the management structure support efficiency for implementation? Does the organization have access to the necessary skills, knowledge and capacities needed to deliver to portfolio?

			Has a Results Based Management system been established and implemented?
		Human Rights and Gender Equality	Which groups is the portfolio reaching the most, and which are being excluded? Has the portfolio been implemented according to human rights and development effectiveness principles: a. Participation/empowerment; b. Inclusion/non-discrimination; c. National accountability/ transparency.
Effectiveness	Are the things we are doing working?	Achievements	To what extent have planned outputs been achieved on time? Are interventions contributing to the expected outcomes? For who? What unexpected outcomes (positive and negative) have been achieved? For who? What has been the contribution of UN Women's to the progress of the achievement of outcomes? What are the main enabling and hindering factors of observed outcomes?
		Human Rights and Gender Equality	Is the portfolio addressing the root causes of gender inequality? To what extent is the portfolio changing the dynamics of power in relationships between different groups?

		UN Coordination	What contribution is UN Women making to UN coordination on GEEW? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF/PFD/UNSDCF?
		Normative	To what extent have lessons learned been shared with or informed global normative work and other country offices? What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?
Sustainability	Will the changes last?	Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
		Ownership	Is there national ownership and are there national champions for different parts of the portfolio? What local accountability and oversight systems have been established?

The evaluation will not consider *impact* (as defined by OECD-DAC) as it is considered too premature to assess impact level results.

VI. Evaluation scope and approach

The period covered by the evaluation will be 2018-2021 and the plans for 2022. The CPE will focus on all activities undertaken by the CO under the Strategic Note, including general support to normative policy and UN coordination. Programmatic work will be considered in relation to the thematic areas established by the UN Women Strategic Plan 2018-2021.

As big share of activities takes place around the country at districts level, the evaluators might be expected to visit several sites during the field mission in Moldova, in case epidemiological situation will allow internal movements and onsite data collection.

Joint programs and initiatives are within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation team is expected to undertake a rapid evaluability assessment in the inception phase of the evaluation. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analyzed in the following ways:

1. Determining the claims of rights holders and obligations of duty bearers;
2. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives;
3. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc.;
4. Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual);
5. Integrating into the analysis the context, relationships, power dynamics, etc.;
6. Analyzing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion;
7. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes;
8. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.);
9. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue);
10. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix);

11. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers.

Furthermore, the evaluation is expected to be informed by the corporate and decentralized evaluations undertaken during the strategic note period, namely *Corporate Evaluation of UN Women's Support to National Action Plans on Women, Peace and Security*[9] conduced in 2020 by the UN Women Independent Evaluation Service; Corporate thematic evaluation of UN Women's contribution to Governance and National Planning (2018); Final Evaluation of the Phase III of the Regional Programme ''Promoting Gender Responsive Policies in South East Europe 2017-2019'; UN PFSD 2018-2021 final evaluation; Mid-term review of the Moldova CO SN 2018-2022. The UNCT-SWAP scorecard report (2019)[10] as well as the evaluations of the national strategies on gender equality, combating violence against women and girls and the realization of the National Action Plan on UNSR 1325, realized in 2020-2021 by the national authorities with the technical support of UN Women, will also be considered to inform the evaluation process under the coordination component.

The mid-term review (MTR) of the SN 2018-2022 was undertaken by the CO in 2020 and the report issued with the support of the international consultant and by involving around 50 participants representatives of CSOs, CSAG, UN GTG and Government entities in two online consultations on the findings. The MTR exercise has classified strategic actions to be taken during the remaining implementation period of SN by expanding and invest into partnerships with national stakeholders, activists and CSOs as well as synergizing further with sister UN agencies by leading the GTG and engaging in Joint Programming. COVID-19 pandemic has increased the importance of UN Women's role in strengthening the capacity of partners at the national and local level to address constraints and promote that directly affect women's lives has taken on ever greater significance.

Where constraints create limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analyzed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

The preliminary findings obtained through the data collection process should be validated through stakeholder workshops with evaluation management and reference groups towards the end of the primary data collection stage.

VII. Evaluation design and methodology

The evaluation will use a theory-based[11] design. The performance of the country portfolio will be assessed according to the theory of change stated in the Strategic Note 2018-2022. To achieve sufficient depth, the

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[9] https://gate.unwomen.org/Evaluation/Details?evaluationId=11489
[10] UNCT SWAP scorecard report . https://unsdg.un.org/sites/default/files/cf-documents/b7d10799-b7a8-4f7a-a614-9d949f7c0e19_Moldova_UNCT_SWAP_GenderEqualityScorecard_2019.07.pdf
[11] A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

evaluation will analyze coordination, and normative support and programmatic activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan 2018-2021.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework (see Annex 2) and the Organizational Effectiveness and Efficiency Framework (see Annex 3) of the Country Office. It will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stake holding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a gender responsive approach to assessing the contribution of UN Women to development effectiveness. It should identify expected and unexpected changes in target and affected groups.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluation will use the following data collection tools:

• Interviews;
• Focus group discussions;
• Secondary document analysis;
• Observation;
• Others.

The method should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluators should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is encouraged to use the following data analysis tools:

• Synthesis of results data and evidence;
• Qualitative Comparative analysis.

The evaluation is expected to reconstruct the theories of change using a participatory process during the Inception Phase of the evaluation. This should be based on feminist and institutional analysis. The evaluation will apply Contribution Analysis (CA) to assess the effectiveness of UN Women's country portfolio. This will use a model template to be provided to the evaluation team.

The evaluation is expected to consider the main cultural, religious, social, and economic differences when analyzing the contributions of UN Women.

VIII. Stakeholder participation

The evaluation team should ensure participation of stakeholders during the evaluation process, with a particular emphasis on rights holders and their representatives taking into account limitations imposed by the pandemic which may limit the ability to ensure engagement of stakeholders as per normal practice.

Stakeholders should include:

1. Target groups, their households and community members;
2. Programme and project partners;
3. National government institutions;
4. Internal UN Women stakeholders;
5. Civil society representatives;
6. Private sector and trade unions representatives;
7. Political leaders and representatives;
8. Donors and development partners;
9. UN Country Team;
10. Others.

The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

The evaluation team is expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed during the inception phase of the evaluation.

IX. Time frame

The evaluation is expected to be conducted according to the following time frame (preliminary estimations), with the Inception Phase commencing in September 2021 and the entire evaluation process expected to be concluded towards the end of March 2022.

Task	Time frame	Responsible party
Virtual inception meeting	A one-day virtual inception meeting between evaluators and CO will take place towards the end of September 2021.	Evaluators/UN Women CO
Inception report and EMG comments	Submission 2 week after the virtual meeting by October 2021	Evaluators, EMG, IES
Data collection[12]	4 weeks – including a two-week data collection mission (specific dates for in country data collection mission (tentatively November-December 2021).	Evaluators
Data analysis and presentation of preliminary findings)	3 weeks (post final data collection) – January 2022	Evaluators, ERG, EMG
Independent Evaluation Service, Evaluation Reference Group and Evaluation Management Group validation	February 2022	ERG, EMG, IES
Final Report and final validation	March 2022	Evaluator
Use and follow-up	Within 6 weeks after endorsement of final report	UN Women CO

Under the guidance of evaluation team leader, the evaluators are expected to design and facilitate the following events:

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[12] During the inception phase of the evaluation it will be decided whether onsite data collection mission can be conducted or alternative remote data collection will be planned based on potential travel restrictions due to COVID-19 pandemic.

1. Virtual inception meeting (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);

2. In-country participatory data collection mission for UN Women staff and key stakeholders;

3. Findings, validation and participatory recommendations session (first with EMG and once validated with EMG a second meeting should be scheduled with ERG).

X. Expected deliverables

This section describes the type of products (reports, briefs or other) that are expected from the evaluation, who will use them and how they will be used.

Deliverable	Time frame for submission	Person responsible
Inception report Word format (including 2 rounds of revision)	October 2021	Evaluator (EMG and IES feedback)
Presentation of Preliminary Findings	January 2022	Evaluator (ERG's feedback)
Draft report Word format (including 2 rounds of revision)	February 2022	Evaluator (IES, ERG's feedback)
Final report and evaluation brief	March 2022	Evaluator (ERG's feedback)
Evaluation Management Response	Within six weeks up on approval of the final report	Moldova CO Representative

XI. Management of the evaluation

The evaluation process will be led by UN Women Independent Evaluation Service and the management structure for this evaluation will include:

1. ECA Regional Evaluation Specialist (RES), who is a member of the UN Women Independent Evaluation Office, will be the evaluation team lead and the task manager for this evaluation and will be supported by the UN Women Moldova CO M&E Focal Point during the evaluation process.
2. Evaluation Management Group for administrative support and accountability will include: Country Representative, M&E Focal Point; ECA RES (who will lead the group);
3. External Evaluation Reference Group to foster stakeholders' ownership and participatory approach; CSOs, state partners; development partners (including donors); representative of the UNCT.
4. Internal Evaluation Reference Group integrated by all UN Women Moldova CO personnel and key RO staff, including Planning and Coordination Specialist, to foster ownership of the process and use of its results by the CO's personnel. CO personnel are expected to be closely engaged during the entire evaluation process; personnel will be consulted during the inception and data collection phases of the evaluation (all personnel are expected to participate in the inception workshop and in the presentations

of the preliminary findings and the final report). Regional Director and key ECARO personnel will also be invited to join the final presentation of the evaluation.

The main roles and responsibility for the management of the evaluation reports are:

Evaluation team leader (UN Women ECA RES)	1. Leads the conceptual and methodological approach and other aspects of the evaluation design; 2. Leads the quality assurance of deliverables; 3. Reviews the feedback on the draft and final report from the management and reference groups; 4. Leads the production of all evaluation deliverables/
Evaluation team members (international and national consultant)	1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future. 2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner. 3. Under the guidance of the evaluation team leader the evaluation team prepares all deliverable, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES.
Evaluation Management Group (EMG)	To maximize stakeholder participation and ensure a gender-responsive evaluation, under the guidance of ECA RES, the EMG should support the evaluator(s) during data collection process in the following ways: 1. Ensure the evaluation process is initiated and follows the Standards and norms on evaluation. 2. Consult partners regarding the evaluation and the proposed schedule for data collection. 3.Manage logistics for the field mission. Ensure the stakeholders identified through the stakeholder analysis are being included, the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders.
Internal and External Evaluation Reference Groups (ERG)	1. Provide substantive comments and feedback to evaluation deliverables; 2. Participates in meetings and workshops; 3. Provide relevant information, as needed.

XII. Evaluation team composition, skills and experiences

UN Women ECA Regional Evaluation Specialist will act as the team lead for this evaluation process. The team lead will be supported by two external independent consultants, including and International

Evaluation Expert and an additional National Gender Expert, to be recruited by the UN Women Moldova CO based on this TOR. In addition, a Research Assistant will support the inception phase of the evaluation process.

The estimated number of person-days required for the evaluation is 42 days for the International Evaluation Expert and 34 days for the National Consultant with breakdown as follows:

Tasks	Timeframe for completion of task International Consultant	Timeframe for completion of task National Gender Expert
1. Initial data collection and preparation of inception report	6 days	5 days
2. Additional data collection, portfolio review and interviews/necessary follow ups after data	5 days	5 days
3. In country data collection	10 days	10 days
4. Data analysis and synthesis (including presentation of preliminary findings)	6 days	6 days
5. Preparation of draft report (two rounds of review by IES and ERGs are expected)	10 days	6 days
6. Review of feedback and submission of final report	5 days	2 days
Total	**Up to 42 days**	**Up to 34 days**

An interpreter/translator will be used from the existing LTA agreement on such services for the inception consultations, data collection during the field mission and translation of final report, as needed.

The International Consultant must possess the following qualifications:

Education:

- Master's degree in social science, sociology, international development, gender/women studies or related area

Experience:

- At least 7-years practical experience in conducting gender-responsive evaluations of development strategies, policies and programs;
- Extensive experience in applying, qualitative and quantitative evaluation methods;
- A strong record in designing and leading evaluations;
- Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level will be considered an asset.
- Country or regional experience in ECA region and in particular in Moldova would be an advantage.

Language:

- Language proficiency in both written and spoken English.

Consultant should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other.

The National Consultant must possess the following qualifications:

Education:

• Master's degree in sociology, international development, social sciences, or another related area

Experience:

• Minimum 5 years of professional experience on relevant development GEWE related issues, including substantive support to several evaluation processes
• Experience in monitoring and evaluation
• Experience of gender analysis and human rights-based approaches
• Previous experience in similar assignments with UN agencies and other international organizations.

Language:

• Fluent in English, Romanian written and spoken. Knowledge of Russian will be an asset.

Consultant should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other. **This is an independent evaluation process and hence, in order to avoid any potential conflict of interest, none of the members of the evaluation team can have had any previous direct involvement in the implementation of UN Women's Moldova CO SN.**

XIII. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation;

2. Ensuring credibility: With a fair, impartial and complete assessment, stake- holders are more likely to have faith in the results of an evaluation and to take note of the recommendations;

3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality. As well in case on missions in the fields will be allowed the health protection measures to be envisaged;

2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area;

3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents;

4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents;

5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support.

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Core Values:
• Respect for Diversity;
• Integrity;
• Professionalism.
Core Competencies:
• Awareness and Sensitivity Regarding Gender Issues;
• Accountability;
• Creative Problem Solving
• Effective Communication;
• Inclusive Collaboration.
• Stakeholder Engagement
• Leading by Example
To learn more about UN Women values and competencies, please follow the link https://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-values-and-competencies-framework-en.pdf?la=en&vs=637

Functional Competencies:

- Demonstrates professional competence and is conscientious and efficient in meeting.
  - commitments, observing deadlines and achieving results.
  - Process management skills, including facilitation and communication skills;
  - Excellent analytical, facilitation and communications skills and ability to interact with a wide
  - range of stakeholders;
  - Data analysis skills;
  - Excellent analytical thinking and research, writing, reporting and presentation skills;
  - Strong inter-personal, team working skills;
  - Ability to work and adapt to a dynamic working environment;

Annex 1 Key references

Guidance on Country Portfolio Evaluations in UN Women: At UN Women Independent Evaluation Office website: https://www.unwomen.org/en/digital-library/publications/2016/3/guidance-on-country-portfolio-evaluations-in-un-women

UN Women GERAAS evaluation quality assessment checklist.
UN Women Independent Evaluation Office website at
http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations

UN Women Evaluation Consultants Agreement Form.
UN Women Evaluation Consultants Agreement Form http://gate.unwomen.org/ , UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system
http://www.uneval.org/document/detail/100

UNEG Norms and Standards for evaluation.
UNEG website http://unevaluation.org/document/detail/21

UN Women Evaluation Handbook UN Women Independent Evaluation Office website.
http://genderevaluation.unwomen.org/en/evaluation---handbook

Resources for data on gender equality and human rights.
UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index:
http://uhri.ohchr.org/en
UN Statistics – Gender Statistics: http://genderstats.org/

UNDP Human Development Report – Gender Inequality Index: http://hdr.undp.org/en/content/gender-inequality-index-gii

World Bank – Gender Equality Data and Statistics: http://datatopics.worldbank.org/gender/

Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index:
http://genderindex.org/

World Economic Forum – Global Gender Gap Report: http://www.weforum.org/issues/global-gender-gap

A listing of UN reports, databases and archives relating to gender equality and women's human rights can be found at: http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm

Annex 2 Development Results Framework

Impact1			Related UN-Women SP Impact Area: SP Outcome 2 : Women lead, participate in and benefit equally from governance systems Related UNDAF/ CCPD priority: Pillar 1 – Governance, Human Rights and Gender Equality Related national development priorities:						
			Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Total
Outcome 1.1 More women fully participate and lead in gender responsive governance processes and institutions, , including in the security sector	**Output 1.1.1 Public institutions have capacities to analyze and improve legislation, policies , regulations and budgets in order to fulfill gender equality commitments**	**Indicator 1.1.1A:** Number of national policies and regulations that advance gender equality and women's participation, developed with UN Women support	47,997.00 (core)	44,997.00 (core)	44,997.00 (core)	44,997.00 (core)	44,997.00 (core)	227,985.00 (core)
		Targets: **Value:** 11 **Notes:** 6 new legislative amendments, policies and regulations by 2022 **Target Year:** 2022 **Value:** 1+ **Notes:** per year **Target Year:** 2018 **Value:** 1+ **Notes:** per year **Target Year:** 2019 **Value:** 2+ **Notes:** per year **Target Year:** 2020 **Value:** 2+ **Notes:** per year **Target Year:** 2021	500,378.00 (non-core)	594,021.00 (non-core)	776,720.00 (non-core)	856,118.00 (non-core)	842,426.00 (non-core)	3,569,663.00 (non-core)
Related SP Outcome/Output: More women of all ages fully participate, lead and engage in political institutions and processes **Indicator 1.1A:** % of implementation of National Strategy on Gender Equality in the areas of 1) promoting women in decision-making and 2) gender responsive budgeting, since 2017 **Targets:** **Value:** 100 **Notes:** cumulative		**Baseline:** **Value:** 5 **Year:** 2017 **Source:** Parliament's web page, particip.gov, official gazette **Indicator 1.1.1B:** Number of gender equality initiatives developed and/or being implemented by legislative bodies at central and local level with UN-Women's support,per year **Targets:** **Value:** 11 **Notes:** per year **Target Year:** 2022 **Value:** 2+ **Target Year:** 2019						

Target Year: 2022 **Value:** 40 **Notes:** cumulative **Target Year:** 2018 **Value:** 60 **Notes:** cumulative **Target Year:** 2019 **Value:** 80 **Notes:** cumulative **Target Year:** 2020 **Value:** 100 **Notes:** cumulative **Target Year:** 2021 **Baseline:** **Value:** 0 **Year:** 2017 **Source:** Government reports, CEDAW reports, UN Women Reports		**Value:** 2+ **Target Year:** 2020 **Value:** 2+ **Target Year:** 2021 **Value:** 2+ **Target Year:** 2018 **Baseline:** **Value:** 1 **Year:** 2017 **Notes:** One Public Forum **Source:** UN Women's reports, Women Caucus articles **Indicator 1.1.1C:** Number of civil servants (per year) with capacities to develop and implement gender responsive policies, plans and budgets **Targets:** **Value:** 50+ **Target Year:** 2018 **Value:** 50+ **Target Year:** 2019 **Value:** 50+ **Target Year:** 2020 **Value:** 50+ **Target Year:** 2021 **Value:** 250 **Notes:** 250 achieved by 2022 **Target Year:** 2022 **Baseline:** **Value:** 0 **Year:** 2017 **Source:** line ministries reports						
	Output 1.1.2 A new generation of women from diverse groups have skills, knowledge and	**Indicator 1.1.2A:** Number of new women who acquire knowledge and tools to engage in political life (including Roma women and women with disabilities) **Targets:** **Value:** 2700 **Notes:** by 2022 in total - 1500 new women with knowledge (100 women with disabilities, 100 Roma	17,949.00 (core) 253,686.00 (non-core)	18,300.00 (core) 94,123.00 (non-core)	18,300.00 (core) 97,572.00 (non-core)	18,300.00 (core) 300,000.00 (non-core)	18,300.00 (core) 300,000.00 (non-core)	91,149.00 (core) 1,045,381.00 (non-core)

	support networks for civic and political activism.	women) since 2017 (baseline) **Target Year:** 2022 **Value:** 300+ **Notes:** per year **Target Year:** 2018 **Value:** 300+ **Notes:** per year **Target Year:** 2019 **Value:** 300+ **Notes:** per year **Target Year:** 2020 **Value:** 300+ **Notes:** per year **Target Year:** 2021 **Baseline:** **Value:** 1200 **Year:** 2015 **Notes:** UN Supported around 1200 women during 2010/2011 and 2014/2015 elections. (50 Roma/ 40 with disabilities) **Source:** training events report **Indicator 1.1.2B:** Number of Organizations that received capacity development support and supporting women candidates and demanding women's equal participation. **Targets:** **Value:** 16 **Notes:** cumulative **Target Year:** 2022 **Value:** 10 **Target Year:** 2018 **Value:** 2+ **Target Year:** 2019 **Value:** 3+ **Target Year:** 2020 **Value:** 1+ **Target Year:** 2021 **Baseline:** **Value:** 10 **Year:** 2017 **Notes:** Over 10 organizations have been receiving capacity development support during 2014-							

		2017 (7 political clubs established in 7 districts, 3 women's organizations of 3 political parties, Romani Women and Girls Network, Gender Equality Platform consisting of 28 organizations) **Source:** UN Women's reports **Indicator 1.1.2C:** Number of new advocacy products* produced by women's organizations/platforms with UN Women's support and shared with decision-makers through dialogue forums and other means **Targets:** **Value:** 3 **Notes:** per year **Target Year:** 2018 **Value:** 3 + **Notes:** per year **Target Year:** 2019 **Value:** 3+ **Notes:** per year **Target Year:** 2020 **Value:** 3+ **Notes:** per year **Target Year:** 2021 **Value:** 15 **Notes:** in total for 5 year **Target Year:** 2022 **Baseline:** **Value:** 0 **Year:** 2017 **Source:** UN Women's reports					
	Output 1.1.3 Elected and appointed women have skills and knowledge to	**Indicator 1.1.3A:** Number of newly elected and appointed women at national and local level with strengthened capacities on gender sensitive governance since 2017. **Targets:** **Value:** 1000 **Notes:** 1000 elected and appointed women will be covered by 2022,	9,600.00 (core) 33,067.00 (non-core)	6,751.00 (core) 69,123.00 (non-core)	7,500.00 (core) 79,572.00 (non-core)	7,500.00 (core) 200,000.00 (non-core)	7,500.00 (core) 150,000.00 (non-core)	38,851.00 (core) 531,762.00

	cumulative **Target Year:** 2022 **Value:** 200+ **Target Year:** 2018 **Value:** 200+ **Target Year:** 2019 **Value:** 200+ **Target Year:** 2020 **Value:** 200+ **Target Year:** 2021 **Baseline:** **Value:** 1000 **Year:** 2017 **Notes:** Over 1000 elected women at local level received capacity building with UN Women support during 2015-2017 **Source:** UN Women's reports						(non-core)

promote gender sensitive governance, in alliance with men (appears in the leftmost cell of the first row above)

| **Total Resources for outcome 1.1 (core and non-core)** | 75,546.00 (core)

787,131.00 (non-core) | 70,048.00 (core)

757,267.00 (non-core) | 70,797.00 (core)

953,864.00 (non-core) | 70,797.00 (core)

1,356,118.00 (non-core) | 70,797.00 (core)

1,292,426.00 (non-core) | 357,985.00 (core)

5,146,806.00 (non-core) |
| **Total Resources for impact area 1** | 75,546.00 (core)

787,131.00 (non-core) | 70,048.00 (core)

757,267.00 (non-core) | 70,797.00 (core)

953,864.00 (non-core) | 70,797.00 (core)

1,356,118.00 (non-core) | 70,797.00 (core)

1,292,426.00 (non-core) | 357,985.00 (core)

5,146,806.00 (non-core) |

Impact2 **Women have income security, decent work and economic autonomy**	**Related UN-Women SP Impact Area: SP Outcome 3 : Women have income security, decent work and economic autonomy** **Related UNDAF/ CCPD priority: Pillar 2 – Sustainable, Inclusive and Equitable Economic Growth** **Related national development priorities:**

			Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Total
Outcome 2.1 Parliament and Government adopt and implement legislation, policies, and services that address unpaid domestic and care work and improve income security and decent work for women. **Related SP Outcome/Output:** More policies promote decent work and social protection for women **Indicator 2.1A:** Number of labor and social protection legislation, regulations and policies that address unpaid domestic and care work and increase women's economic autonomy since 2017 **Targets:** **Value:** 5 **Notes:** cumulative	**Output 2.1.1 Parliament and Government have capacities to develop and implement laws, policies and services that positively impacts women's income and decent employment and recognize, reduce and redistribute unpaid care work.**	**Indicator 2.1.1A:** Number of laws, regulations, policies, and services that enhance decent work for women and address unpaid care work, developed and/or upscale with UN Women support since 2017 **Targets:** **Value:** 5 **Notes:** cumulative **Target Year:** 2022 **Value:** 1 **Target Year:** 2018 **Value:** 1+ **Target Year:** 2019 **Value:** 1+ **Target Year:** 2020 **Value:** 4 **Target Year:** 2021 **Baseline:** **Value:** 1 (draft programme on women's entrepreneurship **Year:** 2017 **Source:** Government Legal Base (justice.lex.md)	44,497.00 (core) 282,188.00 (non-core)	49,997.00 (core) 272,403.00 (non-core)	51,997.00 (core) 232,266.00 (non-core)	48,997.00 (core) 569,604.00 (non-core)	48,997.00 (core) 559,615.00 (non-core)	244,485.00 (core) 1,916,076.00 (non-core)
	Output 2.1.2 Women, including those from excluded groups, have skills and knowledge to access economic opportunities.	**Indicator 2.1.2A:** Number of women, (including Roma women, with disabilities, leaving with HIV, survivor of violence) with acquired knowledge to access STEM and other income generating opportunities (with UN Women's support), since 2017 **Targets:** **Value:** 1000 **Notes:** including at least 100 women from each of the group, cumulative **Target Year:** 2022 **Value:** 200 **Target Year:** 2018 **Value:** 400 **Target Year:** 2019	25,957.00 (core) 182,000.00 (non-core)	20,957.00 (core) 172,500.00 (non-core)	17,995.00 (core) 660,000.00 (non-core)	21,457.00 (core) 600,000.00 (non-core)	21,457.00 (core) 600,000.00 (non-core)	107,823.00 (core) 2,214,500.00 (non-core)

Target Year: 2022 **Value:** 1 **Target Year:** 2018 **Value:** 1+ **Notes:** cumulative **Target Year:** 2019 **Value:** 1+ **Notes:** cumulative **Target Year:** 2020 **Value:** 1+ **Notes:** cumulative **Target Year:** 2021 **Baseline:** **Value:** 0 **Year:** 2017 **Source:** Government Reports, CEDAW Report, UN Women reports		**Value:** 600 **Target Year:** 2020 **Value:** 800 **Target Year:** 2021 **Baseline:** **Value:** 164 **Year:** 2017 **Notes:** 46.4% have witnessed or experienced domestic violence 64.3% Have/had close family members (parents, siblings, grandfathers) working abroad. **Source:** UN Women reports					
Total Resources for outcome 2.1 (core and non-core)			70,454.00 (core) 464,188.00 (non-core)	70,954.00 (core) 444,903.00 (non-core)	69,992.00 (core) 892,266.00 (non-core)	70,454.00 (core) 1,169,604.00 (non-core)	70,454.00 (core) 1,159,615.00 (non-core)	352,308.00 (core) 4,130,576.00 (non-core)
Total Resources for impact area 2			70,454.00 (core) 464,1	70,954.00 (core) 444,90	69,992.00 (core) 892,266	70,454.00 (core) 1,169,6	70,454.00 (core) 1,159,6	352,308.00 (core)

			88.00 (non-core)	3.00 (non-core)	.00 (non-core)	04.00 (non-core)	15.00 (non-core)	4,13 0,57 6.00 (non-core)

Impact3 **all women and girls live free from all forms of violence**	**Related UN-Women SP Impact Area: SP Outcome 4 : All women and girls live a life free from all forms of violence** **Related UNDAF/ CCPD priority: Pillar 4 - Inclusive and Equitable Social Development, Pillar 1 – Governance, Human Rights and Gender Equality** **Related national development priorities:**							
			Year 2018	**Year 2019**	**Year 2020**	**Year 2021**	**Year 2022**	**Total**
Outcome 3.1 Parliament and Government adopt and implement laws, policies and strategies to prevent violence against women and girls and deliver quality essential services **Related SP Outcome/Output:** More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors **Indicator 3.1A:** number of new laws, by-laws, regulations to	**Output 3.1.1 Public institution s have capacities to apply internatio nal norms and standards in developing and implement ing laws, policies and services towards eliminatin g VAW**	**Indicator 3.1.1A:** Number of guidelines, protocols, standard operating procedures on prevention and the provision of quality services for survivors, developed by the central authorities with support of UN Women in line with CEDAW, CAHVIO and UPR recommendations, since 2017 **Targets:** **Value:** 1 **Target Year:** 2018 **Value:** 1+ **Target Year:** 2019 **Value:** 1+ **Target Year:** 2020 **Value:** 2+ **Target Year:** 2021 **Value:** 6 **Notes:** cumulative **Target Year:** 2022 **Baseline:** **Value:** 0 **Year:** 2017 **Source:** national legislation base (justice.lex.md), UN Women reports **Indicator 3.1.1B:** Number of individuals/service providers who are part of the multi-disciplinary teams with improved knowledge and skills on survivor-focused and coordinated response to cases of VAW	45,9 97.0 0 (core) 269, 144. 00 (non-core)	46,997. 00 (core) 253,95 1.00 (non-core)	45,959. 00 (core) 258,435 .00 (non-core)	45,997. 00 (core) 441,456 .00 (non-core)	45,997. 00 (core) 379,985 .00 (non-core)	230, 947. 00 (core) 1,60 2,97 1.00 (non-core)

combat violence against women and girls in line with CAHVIO, CEDAW, and UPR **Targets:** **Value:** 6 **Notes:** cumulative **Target Year:** 2022 **Value:** 1 **Target Year:** 2018 **Value:** 1+ **Target Year:** 2019 **Value:** 1+ **Target Year:** 2020 **Value:** 2+ **Target Year:** 2021 **Baseline:** **Value:** 0 **Year:** 2017 **Note:** Draft national comprehensive strategy /program **Source:** Government reports, CEDAW Reports, official gazette		**Targets:** **Value:** 80+ **Target Year:** 2018 **Value:** 120+ **Target Year:** 2019 **Value:** 100+ **Target Year:** 2020 **Value:** 100+ **Target Year:** 2021 **Value:** 580 **Target Year:** 2022 **Baseline:** **Value:** 80 **Year:** 2017 **Source:** UN Women reports						
	Output 3.1.2 Target communities and institutions, including in the field of education, have knowledge and tools to combat stereotypes and gender discrimination and advance favorable social norms that prevent VAWG.	**Indicator 3.1.2A:** Number of institutions that have knowledge to apply innovative EVAW tools towards combating gender stereotypes and discrimination, since 2017 **Targets:** **Value:** 10 **Notes:** 10 institutions out of which at least 5 are in the field of education **Target Year:** 2022 **Value:** 1 **Target Year:** 2018 **Value:** 2+ **Target Year:** 2019 **Value:** 2+ **Target Year:** 2020 **Value:** 2+ **Target Year:** 2021 **Baseline:** **Value:** 0 **Year:** 2017 **Source:** UN Women Reports **Indicator 3.1.2B:** Number of new communities with community based initiatives supported by UN Women to promote positive social norms,	10,000.00 (core) 180,000.00 (non-core)	11,000.00 (core) 85,000.00 (non-core)	13,000.00 (core) 35,000.00 (non-core)	13,000.00 (core) 0.00 (non-core)	11,000.00 (core) 0.00 (non-core)	58,000.00 (core) 300,000.00 (non-core)

		respectful relationships and gender equality **Targets:** **Value:** 7 **Target Year:** 2018 **Value:** 8+ **Target Year:** 2019 **Value:** 9+ **Target Year:** 2020 **Value:** 9+ **Target Year:** 2021 **Value:** 40 **Target Year:** 2022 **Baseline:** **Value:** 0 **Year:** 2017 **Source:** UN women report, RP s reports					
	Output 3.1.3 Women and girls, especially from excluded groups, have knowledge and skills to exercise their rights to essential services	**Indicator 3.1.3A:** Number of women who have knowledge about their rights and are informed on available services with UN Women support, since 2017 **Targets:** **Value:** 5000 **Notes:** at least 1000 persons per target district (in 5 target districts) and by 2022 to get to 5000 women. (to include at least 100 women of each of the following groups: Roma women, Women living with HIV, women with disabilities) **Target Year:** 2022 **Value:** 1000+ **Target Year:** 2018 **Value:** 1000+ **Target Year:** 2019 **Value:** 1000+ **Target Year:** 2020 **Value:** 1000+ **Target Year:** 2021 **Baseline:** **Value:** 1000 **Year:** 2017	13,002.00 (core) 412,000.00 (non-core)	11,000.00 (core) 1,318,000.00 (non-core)	10,251.00 (core) 1,130,000.00 (non-core)	9,751.00 (core) 1,045,000.00 (non-core)	12,751.00 (core) 350,000.00 (non-core)	56,755.00 (core) 4,255,000.00 (non-core)

			Source: IPs reports					
Total Resources for outcome 3.1 (core and non-core)			68,999.00 (core) 861,144.00 (non-core)	68,997.00 (core) 1,656,951.00 (non-core)	69,210.00 (core) 1,423,435.00 (non-core)	68,748.00 (core) 1,486,456.00 (non-core)	69,748.00 (core) 729,985.00 (non-core)	345,702.00 (core) 6,157,971.00 (non-core)
Total Resources for impact area 3			68,999.00 (core) 861,144.00 (non-core)	68,997.00 (core) 1,656,951.00 (non-core)	69,210.00 (core) 1,423,435.00 (non-core)	68,748.00 (core) 1,486,456.00 (non-core)	69,748.00 (core) 729,985.00 (non-core)	345,702.00 (core) 6,157,971.00 (non-core)

Annex 2. Organizational Effectiveness and Efficiency Framework.

Outputs	Indicators with targets for each year and baselines	Indicative resources per output (showing core and non-core)					
		Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Total
Output cluster from SP:SP OEE Output 1 : Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment							
Output 1.1 Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment	**Indicator 1.1A:** Number of joint programmes and joint initiatives that UN Women leads/coordinates and participates in to support GE priorities identified in the United Nations Partnership Framework for Sustainable Development (UNDAF/UNPFSD) **Baseline:** **Value:** 5 **Year:** 2017 **Notes:** 2 joint programmes and 3 joint initiatives under the UNPFSD (i.e. 16 Days, Forum 'Women Matter' and Human Rights Gala) **Targets:** **Value:** 7 **Target Year:** 2022 **Value:** 4 **Target Year:** 2018 **Value:** 6 **Target Year:** 2019 **Value:** 6 **Target Year:** 2020 **Value:** 6 **Target Year:** 2021 **Indicator 1.1B:** Number of UN Agencies in Moldova that track and report on allocations and expenditure using gender markers validated by a quality assurance process **Baseline:** **Value:** 1 **Year:** 2017 **Notes:** One UN Agency using gender marker for reporting (UNDP)	135,897.00 (core) 23,000.00 (non-core)	135,897.00 (core) 20,000.00 (non-core)	135,897.00 (core) 20,000.00 (non-core)	135,897.00 (core) 33,925.00 (non-core)	135,897.00 (core) 33,925.00 (non-core)	679,485.00 (core) 130,850.00 (non-core)

	Targets: **Value:** 3 **Notes:** At least 3 UN agencies in Moldova are reporting using gender markers **Target Year:** 2022 **Value:** 3 **Target Year:** 2018 **Value:** 3 **Target Year:** 2019 **Value:** 3 **Target Year:** 2020 **Value:** 3 **Target Year:** 2021						
Output cluster from SP:SP OEE Output 2 : Increased engagement of partners in support of UN-Women's mandate		**Year 2018**	**Year 2019**	**Year 2020**	**Year 2021**	**Year 2022**	**Total**
Output 2.1 Increased engagement of partners in support of UN-Women's mandate in Moldova	**Indicator 2.1A:** Number of initiatives, per year, led by civil society and other constituency groups, including CSAG, supported by UN CO at national or regional level **Baseline:** **Value:** 3 **Year:** 2017 **Targets:** **Value:** 3 **Target Year:** 2018 **Value:** 3 **Target Year:** 2019 **Value:** 3 **Target Year:** 2020 **Value:** 3 **Target Year:** 2021 **Value:** 3 **Target Year:** 2022 **Indicator 2.1B:** Number of campaigns and public events, per year, supported by UN Women CO that advanced women's empowerment **Baseline:** **Value:** 4 **Year:** 2017	15,000.00 (core) 38,652.00 (non-core)	15,000.00 (core) 38,652.00 (non-core)	15,000.00 (core) 38,652.00 (non-core)	15,000.00 (core) 33,075.00 (non-core)	15,000.00 (core) 33,075.00 (non-core)	75,000.00 (core) 182,106.00 (non-core)

	Notes: At least 4 initiatives per year **Targets:** **Value:** 4 **Notes:** cumulative will get 20 initiatives **Target Year:** 2022 **Value:** 4 **Target Year:** 2018 **Value:** 4 **Target Year:** 2019 **Value:** 4 **Target Year:** 2020 **Value:** 4 **Target Year:** 2021 **Indicator 2.1C:** Number of visitors to the UN Women CO website, since 2017 **Baseline:** **Value:** 0 **Year:** 2017 **Targets:** **Value:** 4000 **Target Year:** 2022 **Value:** 1000 **Target Year:** 2018 **Value:** 2000 **Target Year:** 2019 **Value:** 3000 **Target Year:** 2020 **Value:** 3500 **Target Year:** 2021 **Indicator 2.1D:** Number of followers of UN Women Moldova on FB and TW social media accounts **Baseline:** **Value:** 4970 **Year:** 2017 **Notes:** 4240 followers on FB; 730 - TW **Targets:** **Value:** 5220 **Notes:** by 50% increased for each year						

	Target Year: 2018 **Value:** 7830 **Notes:** cumulative from 2017 **Target Year:** 2019 **Value:** 11700 **Target Year:** 2020 **Value:** 17500 **Target Year:** 2021 **Value:** 26270 **Target Year:** 2021 **Value:** 39400 **Target Year:** 2022						
Output cluster from SP:SP OEE Output 3 : High quality of programmes through knowledge, innovation, results-based management and evaluation		**Year 2018**	**Year 2019**	**Year 2020**	**Year 2021**	**Year 2022**	**Total**
Output 3.1 **High quality of programmes through knowledge, innovation, results-based management and evaluation**	**Indicator 3.1A:** Proportion of nationalized SDG indicators that are produced and available with full sex- disaggregated baseline and monitoring data relevant to the national target, since 2017 **Baseline:** **Value:** 57 **Year:** 2017 **Targets:** **Value:** 80 **Notes:** to be achieved by the year 2022 **Target Year:** 2022 **Value:** 60 **Target Year:** 2018 **Value:** 65 **Target Year:** 2019 **Value:** 70 **Target Year:** 2020 **Value:** 75 **Target Year:** 2021 **Indicator 3.1C:** Number of completed good quality evaluations managed by CO **Baseline:** **Value:** 1 **Year:** 2017 **Targets:** **Value:** 2 (since 2017)	20,000.00 (core) 49,958.00 (non-core)	20,000.00 (core) 88,458.00 (non-core)	20,000.00 (core) 88,458.00 (non-core)	20,000.00 (core) 42,226.00 (non-core)	19,000.00 (core) 42,226.00 (non-core)	99,000.00 (core) 311,326.00 (non-core)

	Target Year: 2022 **Indicator 3.1D:** Percentage of the CO's programme budget (core and non-core) earmarked for evaluation **Baseline:** **Value:** 2.3% **Year:** 2017 **Targets:** **Value:** 3.5% **Target Year:** 2022 **Value:** 1.2% **Target Year:** 2018 **Indicator 3.1E:** Rate of management responses to agreed recommendations developed and timely uploaded in the GATE system **Baseline:** **Value:** 100% **Year:** 2017 **Notes:** GATE **Targets:** **Value:** 100% **Target Year:** 2022 **Value:** 100% **Target Year:** 2018 **Value:** 100% **Target Year:** 2019 **Value:** 100% **Target Year:** 2020 **Value:** 100% **Target Year:** 2021						

Output cluster from SP:SP OEE Output 4 : Improved management of financial and human resources in pursuit of results		Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Total
Output 4.1 Improved management of financial and human resources in pursuit of results	**Indicator 4.1A:** Percentage of total core and non-core delivery rates **Baseline:** **Value:** 100 **Year:** 2017 **Targets:** **Value:** 100	333,692.00 (core) 46,902.00 (non-core)	333,692.00 (core) 68,812.00 (non-core)	333,692.00 (core) 69,168.00 (non-core)	333,692.00 (core) 32,646.00 (non-core)	333,692.00 (core) 32,464.00 (non-core)	1,668,460.00 (core) 249,992.00 (non-core)

	Target Year: 2022 **Value:** 100 **Target Year:** 2018 **Value:** 100 **Target Year:** 2019 **Value:** 100 **Target Year:** 2020 **Value:** 100 **Target Year:** 2021 **Indicator 4.1B:** Percentage of UNW MDA donor reports submitted on time **Baseline:** **Value:** 80 **Year:** 2017 **Targets:** **Value:** 100 **Target Year:** 2022 **Value:** 100 **Target Year:** 2018 **Value:** 100 **Target Year:** 2019 **Value:** 100 **Target Year:** 2020 **Value:** 100 **Target Year:** 2021 **Indicator 4.1C:** % of new resources mobilized for the implementation of SN 2018-2022 as per Resource Mobilization Plan (13,193,015) **Baseline:** **Value:** 60 % **Year:** 2017 **Notes:** for the previous SN 2014-2017 **Targets:** **Value:** 90% **Target Year:** 2022 **Value:** 85 **Target Year:** 2018 **Value:** 85 **Target Year:** 2019 **Value:** 90 **Target Year:** 2020 **Value:** 90							

	Target Year: 2021						