



## **Terms of Reference**

### **International Consultant to Develop Business Plan for Green City Lab (GCL)**

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Job title:	International Consultant to develop business plan for Green City Lab (GCL) in Moldova
Type of Contract:	Individual Contract (IC)
Assignment type:	International Consultant
Section/Unit:	Environment and Energy Cluster
Duty Station:	Chisinau
Languages required:	English
Starting Date:	1st July 2018
Duration of Assignment:	50 working days over a 2.5 months period from 1 <sup>st</sup> July to 15 <sup>th</sup> September 2018
Payment arrangements:	Lump sum contract (4 payments linked to satisfactory performance and delivery of outputs)
Administrative arrangements:	The contractor will have to arrange his/her workplace, logistics, equipment. Travel and accommodation in Chisinau should be included in the contractors financial offer.
Evaluation method:	Review of Technical Proposal followed by Interviews

## **I. Introduction**

The US\$2.76 million Moldova Green Cities project aims to catalyze investments in low carbon green urban development by following an integrated urban planning approach and by encouraging innovation in Moldova, starting with the City of Chisinau. The project aims to do this through setting up a sustainable Green City Lab (GCL) which will support participatory planning and partnerships with a variety of public and private sector entities.

The project started in January 2018 and is due to last for 5 years meaning that it is expected to close at the end of 2022.

The expected results of the project are as follows:

- Fully operational and sustainable Green City Lab (GCL) recognized by the key stakeholders as the leading innovation, knowledge management and networking platform and a source of expertise for catalyzing sustainable low carbon green city development in Moldova with secured funding to continue its operation after the project closure;
- Successfully completed pilot/demonstration projects facilitated by the GCL with related monitoring, reporting and verification of the results in the areas of: i) integrated and participatory urban land use and mobility planning; ii) residential building energy efficiency and renewable energy use; iii) low carbon mobility; and iv) resource efficient waste management;
- Knowledge management and to facilitate learning, scaling up and replication of project results.

## **II. Project Background Information**

While still being the least urbanized European country with over 55% of the population residing in rural areas (as of 2014), the situation is rapidly changing in Republic of Moldova, with projected reduction of the share of rural population down to 50% by 2030 and close to 40% by 2050. The inflow of new residents has been particularly strong to Chisinau, not only from the rural areas, but also from other cities across the country. By 2030 Chisinau is expected to host over 50% of all urban population in Moldova putting even more pressure on city's infrastructure and services, while also creating considerable social and environmental challenges. Thus the management of the urbanization and rural-urban migration process has been gaining attention as one of the key national development priorities.

The objective of the project is to launch a Green City Lab that through its work will help to catalyse investments in low carbon green urban development based on integrated urban planning approach by encouraging innovation, participatory planning and partnerships between a variety of public and private sector entities.

As a vehicle for this, the project will support the design, launching, and establishment of the Green City Lab to become the leading knowledge management and networking platform, clearing house, an inter-mediator of finance and a source of innovations and expertise to catalyse sustainable low carbon green city development in Moldova with a mission to transform Chisinau and other urban centres in Moldova into modern green and smart European cities with improved quality of life for their citizens, while also demonstrating opportunities for sustainable economic growth.

Before launching the Green City Lab it is first necessary to define the institutional structure, the business model and to elaborate the business plan for the Green City Lab so that it is clear how the GCL will earn revenues. Will it be through sponsorship? Will it be through advisory and consultancy work? Will it be through project financing and as a broker of investments? Or will it be as an investor and if so investing in what? **The Project document contains an draft business plan, which should be deeply revised. Also, the Smart city lab Moscow already provided inputs for the business plan.** The reason that it is so important to develop the business model and the business plan is because it is expected over time that the Green City Lab will evolve into a self financing self sustainable organization, capable of continuing to operate after the project closes.

The inception workshop for the project was held in April 2018 in Chisinau, Moldova with UNDP, with the Municipality of Chisinau, and other key stakeholders. At the inception workshop it was agreed that more details about the Green City Lab including decisions about where it will be located, how it will be staffed initially, what the institutional structure will look like, and what its business model will look like as well as the development of a sound business plan are key priorities.

In the period of April-June 2018 an up-to-date horizon scanning and practical recommendations to the Project Team and key partners with regard to the analysed barriers and risks to a successful set-up and operationalisation of the Green City Lab within the Chisinau Municipality.

### **III. Objectives of the Assignment**

In order to support the development of the business plan, the project has decided to contract an experienced international consultant with experience in project finance, public-private partnerships, and writing business plans who will support the finalization of a business plan which is acceptable to all stakeholders.

### **IV. APPROACH & METHODOLOGY TO THE ASSIGNMENTS**

The approach to this assignment is to rely on the **developed horizon scanning and stakeholder consultations** with the City of Chisinau and all relevant government, NGO, and private sector stakeholder in order to set out the vision statement of the Green City Lab. The vision statement will simply be 2-5 pages which states what the GCL will do and how. It will state the mission of the GCL, it will explain its institutional set up and future

incorporation status, it will mention key partners, and it will explain briefly the proposed business model of the GCL without going into too many details. The methodology to undertake the assignment will start with detailed stakeholder consultations, followed by draft institutional set up report development together with project team, circulation for comments and feedback, followed by drafting a detailed business plan and business model for the Lab.

## V Detailed Scope of the Assignment

The international consultant to develop the business plan for the GCL shall prepare 4 main outputs as follows:

- 1) Green City Lab Vision Statement and Detailed Institutional Set Up Report
- 2) Draft GCL Business Plan
- 3) Finalized Pilot Projects Report
- 4) Finalized GCL business plan

The GCL vision statement will be a short 2-5 page document. All the other reports should be of 25 – 50 pages in length, not including annexes.

## VI TIMEFRAME

The assignment will be carried out as **50 working days** over a 2,5 month period from the date of starting of the assignment with approximately 20 working days per month (on average) spent in Chisinau.. The estimated time frame is as follows:

TIMEFRAME	Number of Days	ACTIVITY
By July 25, 2018	15	GCL vision statement and Institutional Set up and TOR for all staff (Report #1)
By 15 August, 2018	15	Detailed GCL Budget and Draft GCL Business Plan (Report #2)
By 31 August, 2018	10	Pilot Projects Report (Report #3)
By September 15, 2018	10	Finalized GCL Business Plan (Report #4)
<b>Total</b>	<b>50</b>	

## VII Expected Deliverables

#	Deliverable	Description	Timing	Responsibilities
1	<b>Institutional Set Up Report (Report #1)</b>	Green City Lab Mission Statement (2-5 pages) + Full Report assessing the Options for the Institutional Set up for the GCL and TORs for all staff positions and GCL board composition terms of reference and draft exit strategy for the GCL ( it further role in relation with the municipality and with the UNDP-GEF project)	By July 25, 2018	International Consultant in close collaboration with national consultant reporting to the Project Manager
2	<b>Draft GCL Business Plan (Report #2)</b>	Draft GCL Business Plan, as well as annexes containing detailed budgets for year 1 and year 2. The report should include a suite of services and fee structures for and enhanced capacity and references of the Green City Lab to deliver these services for fee paying customers by relying on the resources of both the GCL core team and the network of its co-operating experts and partner institutions included in its Roster of Experts.	By 15 August, 2018	International Consultant in close collaboration with national consultant reporting to the Project Manager
3	<b>Finalized Pilot Projects Report (#3)</b>	Full report on potential demo projects that could be carried out by the GCL including how the GCL would be remunerated and what its role would be	By 31 August, 2018	International Consultant in close collaboration with national consultant reporting to the Project Manager
4	<b>Finalized GCL Business Plan (Report #4)</b>	Finalized GCL Business Plan based on a wide consultation process with main stakeholders.	By September 15, 2018	International Consultant in close collaboration with national consultant reporting to the Project Manager

\*The two final reports must be in English and Romanian. However, the first two reports can be in English only. **The structure of the business plan and model should be discussed at initial stage with the Project team.** If applicable, the Commissioning Unit may choose to arrange for a translation of the report into Romanian more widely shared by national stakeholders. The cost of report translation will be paid for by the commissioning unit.

## VIII Arrangements for the Assignment

### Institutional arrangements:

The consultant will report to the Project Manager and will work in close coordination with the project team, national and international consultants and national partners. All the travel costs (economy class air ticket) and reduced travel allowance should be part of the financial offer. If additional ad-hoc travel from the duty station (Chisinau) is required by the project, the cost of airfare and accommodation will be supported by the project.

**Duty station:**

Chisinau, Moldova

**Travel:**

- **International travel** – 50 working days over a period of 2.5 months must be spent in Moldova. The financial offer to the commissioning unit must be based on the cost of 1 travel to and from Moldova. If the consultant chooses to leave Moldova during the course of the assignment on days where he/she is not working, they shall do so at their own cost.
- **Per diem** – shall be included in the financial offer

**IX Qualifications and experience requirements**

- Master's degree in Energy, Environment, Business Administration, Economics, Engineering, or other closely related field;
- Minimum of 5 years of private sector experience related to corporate financial advisory, corporate finance, and/or investment banking;
- At least 5 years of private sector experience working in the region (Eastern Europe or CIS country). Experience in Moldova or Romania is an advantage;
- Experience over the past seven years in developing business plans including experience with financial analysis and financial modelling;
- Experience working with public private partnerships in the past 10 years providing financial advisory services or relevant services;
- Experience of having worked with UN Agencies at some point in the past seven years or with other international organizations or development financial institutions;
- Demonstrated understanding of issues related to the municipal sector and green urban development (e.g – experience with municipalities as clients)
- Demonstrated experience and abilities to lead strategic planning, experience with adaptive management and multidisciplinary team coordination.
- Excellent communication skills, with analytic capacity and ability to respond to donor requirements;
- Effectiveness and ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout
- Writing and verbal skills in English, knowledge of Romanian or Russian would be an asset;

## **X Payment modalities**

The international consultant shall be paid in four instalments upon delivery and acceptance of the reports mentioned in **Section VII Expected Deliverables**

## **XI Recommended Presentation of Proposal:**

Applicants shall submit the following four documents:

### **Required**

- ☒ Offeror's Letter confirming Interest and Availability;
- ☒ Personal History Form (P11 form), including information about past experience in similar assignments and contact details for referees;
- ☒ Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment.

Incomplete applications not considered.

If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.