
TERMS OF REFERENCE

Job title:	2 (two) National Consultants on supporting the identification and solving of priority needs in upgrading local infrastructure and service delivery, to boost economic development: <ul style="list-style-type: none">• 1 (one) National Consultant on supporting the identification and solving of the priority needs in upgrading local infrastructure and service delivery, to boost economic development for Cahul focal region;• 1 (one) National Consultant on supporting the identification and solving of the priority needs in upgrading local infrastructure and service delivery, to boost economic development for Ungheni focal region.
Duty Station:	Moldova
Section/Unit:	EU4Moldova: Focal regions Programme (EU-funded)
Type of Contract:	Individual Contract/s
Starting Date:	December 2020
Duration of Assignment:	December 2020 – March 2021, up to 45 working days/each consultant

Job Content

I. BACKGROUND

The EU4Moldova: Focal regions Programme (further Programme) is based on the European Commission Implementing Decision on the Annual Action Program 2018 in favor of the Republic of Moldova and is funded by the European Union and implemented by the United Nations Development Programme.

The overall objective of the five-year Programme is to strengthen the economic, territorial and social cohesion in the Republic of Moldova through smart, green, inclusive, sustainable and integrated socio-economic development as well as improving the standards of living of the citizens in the focal regions: Cahul and Ungheni.

To this end, this Programme will address the urban-rural divide and regional disparities, stimulate economic growth and job creation, refurbish and upgrade targeted social and technical infrastructure in selected focal regions (smaller towns and villages) while taking into account climate change and gender perspective in the activities of the Programme.

Specific objectives:

1. To strengthen transparency, accountability of local public authorities and people's participation in local governance processes in the focal regions.
2. To improve citizens' access to quality public services and utilities in the pilot focal regions.
3. To create employment opportunities for men and women in the focal regions and improve the attractiveness of the pilot regions for investors and entrepreneurs.
4. To promote the smart specialization of the economy of the focal regions through the development of the clustering and value chain approach in key economic sectors.

The Program objectives will be achieved through measures targeted at: (i) capacity building to support the implementation and monitoring of local economic development plans; (ii) civil society engagement in local planning, governance processes and basic social service delivery; (iii) provision of investment funding in support of the creation and/or development of social and technical infrastructure which, combined with the outcomes from interventions (i) and (ii) above, will have an immediate, visible and tangible impact on employment creation, the standard of living of the population in the focal regions.

II. SPECIFIC CONTEXT

For a normal functioning of any community, a series of specific public utilities and services are required, such as roads, transport, water supply, public lighting, gas distribution, sewerage, sanitation, etc. These infrastructure utilities and services that satisfy the general interests of the local population must be provided by local public authorities. The local public administration authorities have the exclusive competence regarding the creation, organization, coordination, monitoring and control of the functioning of public communal infrastructure and services, as well as the administration and operation of public property assets of the respective territorial administrative units.

The communal public infrastructure and services sector has undergone major transformations in the last 20 years from the organizational point of view, and there is a continuous decrease of local public services, both in terms of quantity and quality that local public administration authorities are obliged to provide. Practically, small scale investments have been made in the local infrastructure, most of the expenses from the local budgets being directed for repairs and current maintenance. The local public administration authorities face serious financial problems for the renovation of the local infrastructure because the local budgets do not provide investment expenditures. The infrastructure of local public services of first necessity has an advanced degree of wear and tear that conditions enormous maintenance costs, high losses in the distribution networks as well as a poor quality. At the same time, it can be seen that due to the poor quality of the infrastructure related to the provision of public services, there is a stagnation of the development of the local economy.

From the available statistical data, at regional level (extract from the Regional Operational Plans¹) there is a directly proportional correlation between the level of development of public utility infrastructures (roads, sewage, lighting, etc.), the level of economic development of regions and the level of living conditions of the population. The denser the public utility infrastructure, the higher the level of regional development and vice versa. In each of the development regions it is observed an obvious relationship between the density of infrastructure and public utility networks and the economic development of the regions, transposed in the living standard of the population (expressed by the share of food expenditures in total household expenditures) and entrepreneurship (expressed by the number of active economic agents in relation to the population).

Thus, in the North Development Region where there is a dense network of public roads and utility infrastructure, there is also the highest number of economic agents (31.3 per 1000 inhabitants) and the lowest percentage of food expenditures in total expenditures per households (42.9%²). Compared to the Centre and South Development Regions where is the least dense road network and a poorly

¹ <http://serviciilocale.md/pageview.php?l=ro&idc=35&id=1130&t=/Planificare-si-programare-regionala/Programe-Regionale-Sectoriale/>

² <http://adrcentru.md/public/files/generale/StrategiaRDC-2010-2016.pdf>

developed utility infrastructure, the lowest number of economic agents and the highest share of food expenditures (associated with a higher level of poverty) are registered³. At the same time, the same statistics show that the number and unsatisfactory state of public utility infrastructure entails additional costs for households to access social, health, administrative and economic services (e.g. access to the labour market or sales markets).

In this respect, it is absolutely justified to place the objective of modernizing public utilities and accessibility and transport infrastructure in the priorities of regional development, including in the Programme' focal regions.

For a real picture of the situation in the development of infrastructure related to public services in the context of local economy development, an analysis of the strategic framework governing the planning of investment measures to improve the quality of infrastructure related to public services at local level in the Cahul and Ungheni focal regions is needed. Through this activity, the Programme intends: (i) to have a clear picture of current status of public utility infrastructure development in the focal regions; (ii) to identify possible investment measures that will be implemented through IMC in improving infrastructure related to the provision of local public services of general interest; (iii) to offer equal opportunities for local public authorities to participate on a competition base in implementation of the public utility infrastructure development projects, supported by the Programme.

III. SCOPE OF WORK

The Programme intends to contract 2 (two) qualified and experienced local consultants to provide technical assistance and expertise to identify and solve the priority needs in upgrading local infrastructure and public service delivery, required to boost their socio-economic development and to raise the economic and the standard of living conditions of the population in the focal regions.

Important Note: The potential applicants shall clearly indicate the position they are applying for:

- **Position 1: 1 (one) National Consultant** on supporting the identification and solving of the priority needs in upgrading local infrastructure and service delivery, to boost economic development **for Cahul focal region**.
- **Position 2: 1 (one) National Consultant** on supporting the identification and solving of the priority needs in upgrading local infrastructure and service delivery, to boost economic development **for Ungheni focal region**.

The candidates may apply for both positions, which will be clearly stipulated in the application letter, with the possibility to be selected for 1 position only.

Consultants will provide guidance to Local Public Authorities on identifying and preparing concept notes to support development of public service infrastructure in the rural localities of Cahul and Ungheni focal regions and ensure their sustainability.

The contracted consultants, are expected to perform the following **tasks**:

³ http://adrsud.md/public/files/SDR_SUD_2016-2020_aprobat_CRD_redactata_final_1.pdf

1. Organize preparatory activities to launch the assignment, including preparation of the work methodology, scheduling of the detailed activities for each consultant and expected results / deliveries of the assignment.
2. Conduct analysis of the sectoral national, the regional, the district and the local development strategies / programs / plans regarding planned investment measures for boosting economic development in both focal regions.

Contracted consultants will fulfil the following, but not limited to, activities:

- Carry out a quick analysis of the provisions of national, district, local strategies regarding the problems, challenges in the field and the priorities / actions / solutions proposed for development of the sector;
- Desk review of recent studies in the field for boosting economic development in Moldova;
- Mapping of key actors, and both existing as well as future initiatives related to the boosting of economic development and identifying potential direction for future development.

The analysis will be conducted according to the detailed methodology which will be formally endorsed by the Programme. The analysis will include, but will not be limited to the following aspects:

- Introduction
 - Executive Summary
 - Methodology
 - National and local public policies / strategies related to planned investment measures on upgrading and development of local public service infrastructure related to boosting economic development
 - List of problems in the field of public service infrastructure improvement and proposed solutions
 - List of recommendations / directions on upgrading local infrastructure and service delivery related to boosting economic development in both focal regions
 - Conclusions.
3. Design the Application Guidelines for applicants (goal and objectives of the call, areas of intervention, eligibility criteria and criteria for selection, budgeting etc.) and the package of documents necessary to open a competition for the funding of public utilities infrastructure development projects.

Based on the analysis of the provisions of national, district, local strategies in the field of planned investment measures on upgrading local infrastructure and service delivery related to boosting economic development in both focal regions, the contracted Consultants will draft the Application Guidelines to launch a call for proposals (expression of interest) for public utilities infrastructure development projects. The Guidelines will include, but will not be limited to the following matters:

- Goals and objectives of the call for proposals
- Areas of intervention
- Eligibility criteria for applicants and partners
- Implementation approach
- Timeframe and project size (minimum and maximum amount of financing)
- Terms and conditions

- Criteria for the selection public utilities infrastructure development projects
- Application procedure
- Selection procedure
- Projects' implementation process
- Monitoring and evaluation
- Templates of application forms, budget forms, etc. and other relevant documents necessary for participation in the open competition for funding.

The Application Guidelines and conditions for conducting the competition shall be reviewed and endorsed by the Programme and will be presented for approval to the NSC (National Steering Committee) and the LSCs (Local Steering Committees) of the Programme.

After the approval of the Application Guide and the conditions of the grant competition, the Programme Team will launch the grant competition.

4. Provide support to LPAs (Local Public Authorities) from Cahul and Ungheni in building awareness and offering support to beneficiaries.

The Contracted Consultant will provide an information campaign engaging all stakeholders from Cahul and Ungheni to identify constraints or problems in public services delivery and public utilities infrastructure that adversely affect economic development.

5. Provide assistance to potential applicants from the Cahul and Ungheni focal regions in developing project concepts / expressions of interest (based on requests) to participate in the Call for proposals for public utilities infrastructure development projects. Assistance will be focused on guidance and mentoring in the elaboration of concepts through formal and procedural aspects in accordance with the elaborated guide. In accordance with general conditions and principles of the Programme, the consultants will avoid conflict of interest, treat the beneficiaries equally and fairly. It is recommended to guide local beneficiaries to focus on project proposals aiming to boost local socio-economic development, raising the economic and living standards of the population in the focal regions, and including SMART instruments/tools and digital solutions for service providers and Inter Municipal Cooperation.

The contracted consultants shall work in close cooperation with Local Working Groups for better coordination and analysis of the proposed actions. The local working group will be set up by municipalities from the focal regions including LPAs, NGOs, Local Business and Industry, etc. The local partners will contribute to the implementation of all planned activities and will further facilitate Consultants' operational activities in the field. The responsibilities of the Local Working Groups will consist of: (i) supporting the drafting of an analysis of the sectoral national, the regional, the district and the local development strategies / programs / plans regarding planned investment measures for boosting economic development in both focal regions; (ii) supporting the development and distribution of the Application Guidelines; (iii) offering support through coaching and specialized consultancy activities, related to the application process.

IV. EXPECTED DELIVERABLES, TENTATIVE TIMEFRAME AND OTHER ARRANGEMENTS

The assignment will require the completion of the following tasks and deliverables:

Tasks, Activities & Deliverables <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	Estimated work volume <i>(used at the submission stage)</i>	Tentative timeframe <i>(subject to coordination/adjustment with EU4MD project team)</i>
<p>Task I: Provide a working Methodology and a detailed and accurate Action Plan for the implementation of activities:</p> <p>Participate in an inception meeting and provide a presentation explaining the approach, methodology, schedule of the detailed activities for each consultant and expected results / deliveries of the assignment.</p>	up to 3 working days (w.d.)	
<p>Deliverable I: 1st Inception Report</p> <p>The working Methodology, the detailed Work Plan for the implementation of activities and Power Point presentation of expected results / deliveries of the assignment.</p>		December 25, 2020
<p>Task II: Carry out an analysis of the provisions of national, district, local strategies, and recent studies in the field of planned investment measures on upgrading local infrastructure and service delivery related to boosting economic development in both focal regions.</p> <p>Provide a presentation of the analysis results to local stakeholders (representatives of LPAs, private sector and civil society representatives, etc.) during (on-line) workshops organized in each focal region.</p>	up to 5 w.d.	
<p>Deliverable II: 2nd Progress Report</p> <p>Report on results of the analysis conducted according to approved methodology.</p>		January 20, 2021
<p>Task III: Design the Application Guidelines for applicants and the package of documents necessary for the open competition for the funding of public utilities infrastructure development projects.</p> <p>The package of documents shall be reviewed and endorsed by the Programme and will be approved by the NSC and the LSCs of the Programme.</p>	up to 12 w.d.	
<p>Deliverable III: 3rd Progress Report</p> <p>The Application Guideline endorsed by the Programme and the package of documents necessary for the open</p>		February 10, 2021

Tasks, Activities & Deliverables <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	Estimated work volume <i>(used at the submission stage)</i>	Tentative timeframe <i>(subject to coordination/adjustment with EU4MD project team)</i>
competition for the funding of public utilities infrastructure development projects.		
Task IV: Provide support in building awareness and support among beneficiaries and engage them in the identification of development projects related to public services and public utilities infrastructure.	up to 5 w.d.	
Deliverable IV: 4th Progress Report Progress Report on conducted activities for providing awareness and support among beneficiaries.		February 16, 2021
Task V: Provide guidance and mentoring to eligible beneficiaries from Cahul and Ungheni focal regions in developing at least 30 project concepts (based on requests).	up to 18 w.d.	
Deliverable V: 5th Progress Report Progress Report on conducted activities for technical assistance to LPAs from Cahul and Ungheni in developing at least 30 project concepts from both focal regions		March 10, 2021
Task VI: Development of Final Report. Compile and systematize the implemented activities, obtained results, lessons learned etc. into a knowledge report for the Programme.	up to 2 w.d.	
Deliverable VI: Final Report Consultants will submit a Final report, presenting the results of the consultancy, containing an executive summary, a detailed outline of actions and achieved results with lessons learned, and a best practice section. The final report will include all the elaborated documents and annexes with other deliverables produced under this assignment.		March 20, 2021
Total number of estimated working days	Up to 45 working days each of Consultants	

Note:

The indicated tentative timeframe has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of the

assignment. It cannot and shall not be used as unique criteria for completion of work/assignment. The provision of the envisaged deliverables approved by the *EU4Moldova: Focal Regions Programme* shall be the only criteria for Consultant's work being completed and eligible for payment/s.

Language of the deliverables: All deliverables shall be submitted in Romanian language.

All activities under this assignment shall be performed in a gender-sensitive manner and applying human rights-based approach.

During the assignment, the consultants will be encouraged to participate in the program follow-up trainings and events, as well as in the program monitoring & evaluation sessions.

Methodological approach: The Consultants will follow the Implementation Methodology, agreed and endorsed by the Programme Management.

The Programme will provide assistance in organizing the workshops (provide its e-platforms for on-line meetings).

V. INSTITUTIONAL ARRANGEMENTS

The Consultants will work under direct supervision of Project Manager / Local Development, in close cooperation with Programme Officer on Rural Development, Programme Officer on Public Services Improvement and Local Coordinators in the focal regions.

The Consultants will work along with Local Working Groups created by target LPAs based on a comprehensive tailor-made methodology, which should be determined at the inception of activities.

Both consultants are responsible for the deliverables in each region for which they will be contracted.

Consultants shall submit progress reports every two months by the date of 20th (maximum 2 pages length per focal region which highlights the current status of performed activities and main findings, key issues, and preliminary conclusions.

This is a home-based assignment. All travel expenses to/from duty station (Cahul and Ungheni) are in the consultant's responsibility, the transportation costs shall be included in the consolidated financial offer.

The payment for services will be made in tranches upon submission of deliverables stated in point III above and certification by the Programme Manager that the services were satisfactorily performed. All the above-listed deliverables shall be endorsed by the Programme Manager within 14 calendar days from their submission.

Qualifications and Skills required

The following qualification criteria shall be applied for the selection of the consultants:

Academic Qualification:

- University degree in Engineering, Economics, public administration or other related field.

Experience:

- At least 5 years experience in local economic development, public utilities infrastructure or public services development projects identification and implementation (working with public and/or private actors).

- At least 1 implemented contract similar to this assignment in terms of works and scope (*evidence: the list of contracts in development projects the Consultant has been involved in the last 5 years must be presented together with the application package*).
- Experience in development and/or implementation of at least 3 local development projects for business environment and/or development of public services provision in the localities of the key regions of Cahul and Ungheni, confirmed by references issued and signed by the final beneficiaries.
- At least 5 years of work experience in the multi-stakeholder local development environment in the targeted focal regions (*evidence: list of relevant institutions the Consultant has been cooperating with, including the topic and year must be presented together with the application package*).
- Experience in facilitation, coaching, mentoring and/or delivering trainings in the field of project management cycle / writing project proposals (*evidence: the list of last 3 facilitated trainings in Project Cycle Management must be presented together with the application package*);
- Experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/programmes will be considered a strong asset.

Competences:

- Ability to analyse, plan, communicate effectively, organize and conduct meetings, manage diversity of views;
- Demonstrated capacity of team-orientation work, excellent planning and organizational skills.
- Good interpersonal skills, solid judgment/decision making, initiative and creativity;
- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout.
- Knowledge and skills of operating MS Office, including Word, Excel, Power Point.

Language requirements:

- Fluency in Romanian and Russian. Knowledge of English will be considered an asset.

The United Nations Development Programme in Moldova is committed to workforce diversity. Women and men, persons with different types of disabilities, LGBT, Roma and other ethnic, linguistic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.