

## TERMS OF REFERENCE

<b>Title:</b>	<b>International Expert - Business Analyst</b>
<b>Project:</b>	Moldova Innovation Lab
<b>Reporting to:</b>	UNDP Policy Specialist
<b>Duty Station:</b>	Chisinau, Moldova
<b>Contract Type:</b>	Individual Contract (IC)
<b>Duration:</b>	up to 42 working days in the period September 2019 – May 2020

### Background Information

Agenda 2030 calls for a new partnership for development involving all stakeholders. Business community plays a key role in achieving sustainable development in its three dimensions, and fulfilling the commitments outlined in Agenda 2030, the Paris Agreement as well as the Addis Ababa Action Agenda. As stated in the SDG declaration, private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and capacity to apply creativity and innovation to solve development challenges. A prerequisite in this regard, for a well-functioning business sector that contributes to sustainable development, is respect for protection of labour rights and environmental and health standards in accordance with relevant international standards, such as the [United Nations Guiding Principles on Business and Human Rights \(UNGPs\)](#) and the labour standards of ILO (article 67, Preamble to 2030 Agenda for Sustainable Development).

The UNGPs (endorsed by the United Nations Human Rights Council in 2011), set forth expectations on the private sector to execute human rights due diligence to identify, prevent, and mitigate potential negative impacts due to business operations. As such, the UNGPs should be seen as an inevitable component of Corporate Social Responsibility (CSR). Moreover, companies willing to take advantage of the existing and upcoming opportunities of today and tomorrow might want to incorporate UNGPs into their business models and policies.

The private sector should embark from a perspective of avoiding adverse human rights impact through application of the UNGPs. The SDGs should be seen as an opportunity for development of private sector led answers and technologies to address the common and global challenges. This in turn can bring corporate benefits, such as exploring new business opportunities, enhanced resilience, strengthening stakeholder relation.

### The Moldovan Context

The concept of Corporate Social Responsibility (CSR), embedded in the UN Guiding Principles on Business and Human Rights, is not a commonly integrated strategy by Moldovan enterprises and there is even no Government strategy on sustainable business practices and human rights. Most of the time, corporate responsibility is interpreted as a charity and many companies therefore engage in onetime events and campaigns without including new practices and routines as a strategic aspects of the businesses per se.

A number of introductory seminars and information sessions concerning due diligence and sustainability has been delivered across the country by a number of actors, such as the State Agency for SME's (ODIMM), however without any lasting effects. Moldova signed a free trade agreement (DCFTA) with the EU, a market that is increasingly demanding on companies in terms of their sustainability, due diligence and fairness in their business practices. Thus, an incentive arose for Moldovan exporting companies and those who are planning to be, to include such concepts in their business strategies. Unfortunately, there is still a lack of knowledge, and a proof of concept especially, among local business owners to incorporate aspects of human rights and sustainable development in their business strategies.

The business models of the small and medium sized Moldovan companies are barely, if any, aligned to the sustainable goals either. In cases when there is alignment, companies are not aware of and miss to communicate and promote the alignment practices. There is limited understanding that such alignment is conducive to higher turnover, loyalty of the customers, new customer base and improved overall competitiveness. Lack of relevant local business cases makes the promotion of the SDG alignment a very difficult endeavor.

### **The partnership – UNDP and Sweden**

Over the past several years, UNDP has been actively engaging with the private sector companies for advancing the common good. During this process, the following has been observed:

1. Companies in Moldova are looking to contribute to sustainable positive impact in lives of their employees and customers, going beyond the passive do-no-harm approach and making a lasting contribution to sustainable development.
2. Sustainable Development Goals (SDGs) offer exciting opportunities for companies to rethink their business models and internal policies and design new/ redesign existing products and services that not only provide them with a turnover, but also contribute to a more sustainable and inclusive society.

The UNDP Moldova recently initiated a national [Dialogue](#) with the private sector that revealed three areas of opportunities that companies might want to explore: skills and education, energy and renewables and agriculture and ICT.

UNDP had also launched a [special facility](#) to engage with the private sector around exploring new ways to accelerate achieving SDGs, mainly at the level of support for *new products and services aligned to SDGs*, as well as testing of *alternative financing mechanisms* for development.

Sweden is a strong promoter of Agenda 2030 as well as the UN Guiding Principles of Business and Human Rights. The Swedish Government has a policy for CSR that spans over many different areas of activity. Sweden adopted its first National Action Plan on the implementation of the UNGP in September 2015, and is also one of the main supporters of Business Call to Action, a multilateral alliance which aims to provide examples of successful, profitable and scalable models for reaching poor communities and contributing to global development. The Action plan was also a response to a call from the EU Commission that EU Member States adopt national action plans. The Action plan refers not only to how Sweden will ensure the state duty to protect human rights, how companies should act in Sweden and in other countries and the access to remedies in cases where human rights have been violated, but is also linked to and a basis for Swedish Trade policy.

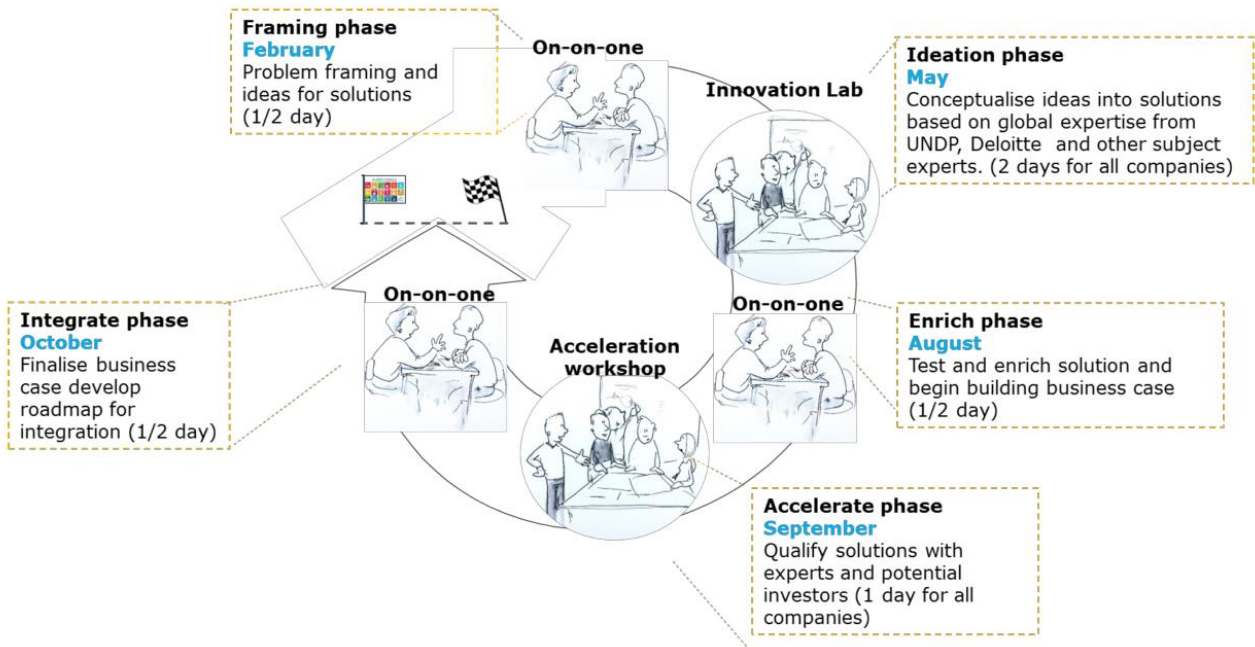
Enhanced economic integration with the EU and development of market economy in Moldova to fully benefit from the Deep and Comprehensive Free Trade Agreement (DCFTA) with EU is one of the objectives of the Swedish reform cooperation in Moldova. Other areas of cooperation include development of a democratic society and work towards a healthier environment. One of several programs Sweden supports is the Moldova Competitiveness Project (MCP), in a partnership with USAID. It aims for the development and competitiveness of Small and Medium-sized Enterprises (SMEs) across the following four sectors: fashion and apparel, tourism, specialized agricultural industry and Information and Communication Technology (ICT).

Swedish direct trade with Moldova is limited, but with a potential for a substantial increase. Swedish trade promotion in Moldova attempts to support and be in line with the Reform Cooperation programs for the best effect. Here, a targeted approach at improving the sustainability and corporate responsibility of Moldovan companies are deemed to be a suitable area of focus and as something that might improve the trade between Sweden and Moldova.

### **A pilot program for small and medium sized Moldovan enterprises**

Supported by the Embassy of Sweden in Moldova, UNDP Moldova in partnership with [BCtA](#) and the [UNDP's SDG Accelerator for SMEs](#) is initiating a pilot acceleration program to support the alignment of local small and medium sized companies to SDGs.

The pilot acceleration program is built on tested methodology and instruments applied in Danish context and which proved to be of high interest to SMEs in Denmark, and those who already passed through the [Accelerator](#) are celebrating the success of this process. The acceleration program's main phases are the following and will be followed by the consultant:



Source: Danish SDG Acceleration Program toolkit

Though built on Danish program, the tools will be slightly adjusted to the context of Moldovan market and aligned to the needs of SMEs from Moldova. Including several stages part of the innovation journey (framing, ideation, enriching, acceleration, and integration), the program covers workshops, individual meetings and business consultancy for the period of 12 months for a small number of selected local companies. The support to the selected companies will include, but not limited to the following:

- Inception workshop introducing UN Guiding principles on Business and Human Rights, SDGs, CSR, showcasing corporate strategies' alignment to SDGs (national, regional and global success stories);
- Acceleration workshop for building the business cases. Support and guidance in revisiting the existing business models and see how businesses can incorporate/ expand their product/ service portfolio so to incorporate aspects such as respect for human rights or relevant sustainability aspects;
- Support in business modeling and pitching for the new products/services/processes identified under the acceleration program; Support in developing of the testing and implementation plan, strategic roadmap and further integration into the operative business; Guidance and consultation in the development and presentations of their own business models, support analysis and brainstorming over the interventions to achieve alignment with SDGs;
- Support in unpacking and repacking the business models to incorporate UNGPs and making their models more inclusive, innovative and/or gender-balanced, by aligning to specific SDGs.

### Main objectives for the consultant

The consultant will be responsible for adaptation of the SDG Accelerator's toolkit to the Moldovan context and its piloting with the selected local companies. More specifically, the consultant will:

- Support SMEs to unpack and repack the current business models to incorporate UNGPs and making their internal business processes and models more inclusive, innovative and gender-balanced, as well as aligned to specific SDGs and targets;
- Support companies to develop new or consistently modernize their business solutions, products, services or internal business processes to selective SDGs;
- For the new/modernized business solutions, products or services, support the companies with business modeling, idea testing, business case design and integration into the operative business of the companies;
- Match-making, i.e. connecting participating local companies to their regional peers to enable joint learning and networking around SDGs and seeing SDGs as an opportunity to be explored for the next decade.

### **Duties and Responsibilities**

The international consultant will support UNDP Moldova in promoting alignment to SDGs of the selected companies (and their business models and practices) and support SMEs to unpack and repack the current business models to incorporate UNGPs and making their models more inclusive, innovative and gender-balanced, as well as aligned to specific SDGs and measurement of the impact of such alignment.

In particular, the consultant will be responsible of the below:

- a) Assessment of the eligibility and readiness of the companies to join and commit to SDG Acceleration process Lead the workshops, individual meetings and consultations with the selected companies along the acceleration process;
- b) Providing continuous coaching/ business consultancy to the participating companies during 12-month period, supporting them to launch the new or revised product/service/process, and their integration into the business strategy and overall business plan of the company;
- c) Develop internal inception, intermediate and final report on the implementation of the pilot.

### **Deliverables and Timeline**

The consultant is expected to produce the following deliverables:

<b>Deliverables</b>	<b>Deadline</b>
1. Detailed work plan	Mid of September 2019
2. SDG Acceleration program toolkit adapted to Moldovan context, including opportunity cards (up to 2 working days)	September 2019
3. Intervention scenarios/ one per each company, as well as companies' eligibility and readiness to run and finalize the acceleration/innovation cycle, for up to 5 companies (up to 2 working days)	September 2019
4. Inception and acceleration workshops in Moldova (1 full day each)	Mid of October 2019
5. Remote consultation/ up to 7 days allocated per each company throughout the 12 months (up to 34 days in total) Note: during the visit to Moldova, the consultant will have at least 1 bilateral meeting with each company.	September 2019 – May 2020

6. Assessment report per each company with the overview of the companies' new business models (up to 2 days for all companies)	April 2020
7. Final Report and Scale-up Model (1 day)	May 2020

All deliverables have to be quality reviewed and accepted by UNDP Moldova Policy Specialist.

**Organizational Setting**

The consultant will work under the guidance of UNDP Moldova Policy Specialist and direct supervision of Project Officer of Moldova Innovation Unit. The consultant will cooperate with the representatives of the Danish SDG Accelerator on acceleration methodology and related adjustments and will work directly with selected Moldovan companies.

Working language: English. Staff from the participating companies will be required to possess working English knowledge.

**Payment arrangements**

The payments will be disbursed in three instalments, upon submission and approval of deliverables by UNDP. The consultant will also submit the timesheet specifying the achieved deliverables and the consumed time. Only productive time spent will be accepted.

**Travel**

Three travel missions to Moldova are envisaged to deliver the working sessions and have bilateral meetings with the selected companies. Average duration of 1 visit is anticipated to be 4 working days. Anticipated costs for the travel and stay in Moldova shall be included in the financial offer by the applicant. UNDP does not accept travel costs exceeding those of an economy class ticket. Should the contractor wish to travel on a higher class, he/she should do so using their own resources.

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel.

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

**Skills and experience required**

*Education:*

- Master's degree or equivalent in the field of Economics, Business Administration, Finance or another related field;

*Experience:*

- At least 5 years of international work experience in business management consulting, business strategic consulting, or at least 10 years of international experience in operating business in strategic positions;
- Experience in facilitating business model innovation sessions;
- Experience in mentoring MSMEs, including from emerging markets;
- Proven experience to produce qualitative reports and analyses in English;
- Cross sectoral knowledge and experience related to business activities;

*Core competencies*

- Excellent business analysis skills;
- Business innovation process knowledge;
- Familiarity and knowledge of SGDs and CSR programs is a strong advantage;
- Demonstrates integrity by modeling ethical standards;
- Proficiency in spoken, written and verbal English. Knowledge of written and conversational Russian/ Romanian language is an advantage.

*Other Competencies:*

- Flexible, adaptive and fast learner;
- Well organized and able to work effectively in teams;
- Consistently approaches work with energy and a positive, constructive attitude.

UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic 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.