



TERMS OF REFERENCE

Job title:	2 National Consultants on Local Development Strategies' Implementation Processes <ul style="list-style-type: none">• One (1) Consultant on Local Development Strategies' Implementation Processes for Cahul focal Region• One (1) Consultant on Local Development Strategies' Implementation Processes for Ungheni focal Region
Duty Station:	Ungheni and Cahul Municipalities
Section/Unit:	EU4Moldova: Focal Regions Programme (EU-funded)
Type of Contract:	Individual Contract
Starting Date:	July, 2020
Duration of Assignment:	July – November 2020 (up to 50 working days / per each consultant with possibility of extension).

Job Content:

I. BACKGROUND

The EU4Moldova: focal regions Programme (further Programme) is based on the European Commission Implementing Decision on the Annual Action Programme 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 facilitating smart, 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 also the urban-rural divide and regional disparities, stimulate economic growth and job creation, refurbish and upgrade some social and technical infrastructure in selected areas (smaller towns and villages) while taking into account climate change and a gender perspective in all 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 focal regions.
3. To create employment opportunities for men, women and youth in the focal regions and improve the attractiveness of the focal 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 Programme 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

The administrative-territorial units (raions, urban and rural communities) from both focal regions have numerous strategic documents, which include complex analyzes of the current development situation and set out objectives, directions, priorities and action plans for their future development. Among these we find, local socio-economic development strategies, master plans, development plans, programs, concepts, etc.¹ For example, the local development process of Ungheni municipality is guided by the provisions of:

- Strategy of socio-economic development of Ungheni municipality for 2019 – 2025²;
- The General Urban Plan of the Ungheni town - Strategic development regulations, 2016-2030³;
- Socio-economic development strategy of Ungheni municipality 2014 - 2020 (updated strategy with measures on migration);
- Sustainable Tourism Development Strategy & Action Plan of Ungheni municipality;
- Urban Revitalization Program of Ungheni municipality for 2019 – 2021⁴;
- Ungheni Sustainable Energy Action Plan;
- Disaster Risk Management Strategy in Ungheni;
- Development of the Water Supply and Sewerage Sector in Ungheni municipality for the period 2018 - 2025 (Component of the Socio-economic Development Strategy of the Socio-economic Strategy of Ungheni municipality);
- Local economic development plan of Ungheni municipality 2019 – 2020;
- Local Environmental Action Plan 2016 – 2020;
- The capital investment plan of Ungheni municipality for the years 2020 – 2024.

Similar documents are developed and approved for Cahul municipality:

- Socio-economic development strategy 2019 - 2025 (updated within the My Community Program and approved by the Municipal Council on May 30, 2019)⁵;
- The General Urban Plan (Master Plan) 2016 - 2020⁶;
- The Zonal Urban Plan of the rest and leisure area or. Cahul approved in 2005⁷;
- Local economic development plan (in the process of approval by the Council);
- Youth and sports development strategy 2014 - 2020;
- Capital investment plan (in the process of approval);

¹ All strategic documents will be presented for analysis once the service contract is signed.

² <http://ungheni.md/strategii-si-programe/>

³ <http://ungheni.md/825-2/>

⁴ <http://ungheni.md/strategii-si-programe/>

⁵ <https://drive.google.com/file/d/1kYoa5aH8VI1LFtjum4WdX6S13RAQ8zQS/view>

⁶ <http://www.primariacahul.md/index.php/informatii-publice/planul-urbanistic>

⁷ <https://drive.google.com/file/d/1jrRuwTNE9N0Ahi7HKLKMqjxo1tG6AIKa/view>

- The Dendrological project for the revitalization of the veterans' park in Cahul, approved in 2019.

Strategic development documents are developed and approved at the level of each rural community. Moreover, local communities from both focal regions do not exist in a vacuum of development, but in a system of policies of development. This system includes district, regional and national, including sectoral national development policies. Both at the district level⁸ and at the level of development regions⁹, several strategic development documents are approved and are being implemented. For example, Sectoral Development Plans have been developed at the level of the Development Regions, where accentuation is put on service regionalization of water and sanitation or solid waste management. Nevertheless, the focal regions lack integrated strategic documents which would link the needs of the villages with the urban economic pole. More than that, communities that are part of the focal regions¹⁰ do not have a "synchronized agenda" for development - that is why it is of utmost importance that all communities are part of the process of development and participate together in this process.

However, the biggest difficulties are related to the implementation of strategic documents or the implementation process is still lacking behind.

- Strategic development documents are usually developed with the support of different programs, so that there is no synergy and harmonization between them. There are cases when some actions are fought with others.
- In the absence of own financial resources, the strategic documents are implemented no more than 30-40%. The proposed objectives are insufficiently linked to the actual available and potential resources and are usually not accompanied by precise budgetary availability.
- Existing strategies are not yet constant guidance documents and do not yet create coherence in the work of the authorities;
- Many development actors and stakeholders are not involved in implementing the strategies.
- Strategies are usually not supported by a political commitment from local councils. The local councilors participate in the elaboration of the strategies insignificantly, and a firm commitment of Local councils for the implementation of the strategy is missing. In the vast majority of cases, the strategies are activity guidance documents for mayors.
- Although, in practice, each strategic development document has established and well-defined structures responsible for the implementation and coordination of the activities of all those responsible for implementation, as a rule, after the approval of the strategies these structures practically do not work. Moreover, even, strategic development documents have established an evaluation and updating mechanism, these mechanisms do not work and the reporting on how to implement the strategies is uncertain.

⁸ <http://www.crungheni.md/planificarea-strategica-si-situatie-socio-economica/strategiile/>
<http://cahul.md/programul-de-dezvoltare-a-raionului/>

⁹ <http://www.serviciilocale.md/pageview.php?l=ro&idc=94&id=694&t=/Cadru-legal-institutional-i-strategic/Dezvoltare-regionala/Programe-Regionale-Sectoriale/>

¹⁰ The term "**Focal region**" is used to define the broader area of Cahul municipality (35 thousand inhabitants) and Ungheni municipality (32 thousand inhabitants), comprising adjacent rural communities (to be further defined). The current assignment will cover all administrative-territorial units from Cahul and Ungheni districts, including district authorities. This means that the selected consultant together with the team of local consultants will analyze the Chapters "Implementation, monitoring and evaluation of strategies" of Cahul and Ungheni districts as well as all local communities that have such strategic documents and are in the implementation period or period implementation expires in 2020.

The Component 1 of the Programme aims to ensure that the focal regions governance for socio-economic development is organized in the most effective way and responds better to the needs of the population and private sector. In this regard, the local public administrations from Cahul and Ungheni municipalities will be capacitated and supported to improve their capacity to pursue implementation of approved strategies and plans, to strengthen cooperation of urban zones with their rural proximity area and to enhance the economic role of 'regional growth poles'. For this purpose, the capacity of local authorities will be strengthened to engage in participatory processes as well as to plan, implement and monitor the local socio-development strategies and other local development programs and plans.

III. SCOPE OF WORK

To ensure adequate achievement of the specific objectives and implementation of all planned activities, the Programme is seeking for 2 qualified and experienced local consultants on Local Development Strategies' Implementation Processes to perform the assignment in Cahul and Ungheni focal regions.

The **overall objective** of the Consultants on Local Development Strategies' Implementation Processes (hereinafter Consultants) is to provide expertise and technical assistance to local government representatives and other stakeholders and to improve the capacity of local administrators to pursue implementation of already approved strategies and plans:

- Conduct assessment and identify practical solutions to address the challenges and bottlenecks related to the implementation of existing approved local and rayon development strategies and plans;
- Conduct training needs assessment, organize and provide capacity building activities to enhance competency, skills, knowledge of implementation local development strategies and plans;
- Provide support in organizing and setting up of functional local participatory institutional framework responsible for implementation, monitoring and evaluation of the approved local development strategies and plans;
- Provide expertise and technical assistance to local government representatives and other stakeholders of the focal regions to find practical solutions in increasing the effectiveness and impact in implementation of local development strategies and plans.

The Consultants will work in a team, along with other Programme' local and national consultants, based on a comprehensive tailor-made methodology, which should be determined at the inception of activities with the support of an International Consultant with qualified experience in this field.

After identifying the problems and difficulties in implementing the strategic documents, an important part of this assignment includes conducting of training needs assessment (for LPA representatives and key stakeholders) to identify the current level of competency, skills, knowledge and compare that competency level to the required competency standard established for their positions. This will help to better understand and determine the training needs which will be for the Program, the basic support in the subsequent organization of training and capacity building events: trainings, conferences, study visits, coaching activities, mentoring and on-job trainings.

The consultants will carry out similar activities, the difference being that they will cover a particular focal region.

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

Position 1: Consultant on Local Development Strategies' Implementation Processes **for Cahul focal Region;**

Position 2: Consultant on Local Development Strategies' Implementation Processes **for Ungheni focal Region.**

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

IV. TASKS AND ESTIMATED WORKLOAD

The assignment will require the completion of the following tasks:

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>I: Provide support in organizing the preparatory activities elaborate Methodology and a detailed and accurate plan for the implementation of activities</p> <ul style="list-style-type: none"> ✓ Provide support in elaboration of the Methodology and a detailed and accurate plan for the implementation of activities; ✓ Provide support in data / information collection regarding the existent local development strategic documents; ✓ Analyze the available local development policies documents and elaborate the hypothesis related to the existing local development strategies implementation processes capacities; ✓ Participate at inception meeting and provide a presentation explaining the approach, Methodology, schedule of the detailed activities and expected results / deliveries of the assignment. 	<p>up to 8 working days</p>	
<p>Deliverable I: 1st Progress Report</p> <ul style="list-style-type: none"> ✓ Report on contributions made in elaboration of the Methodology and a detailed plan for the implementation of activities, collected data / information and review of the existing local development policy documents. 		<p>July 15, 2020</p>
<p>II: Provide support in conducting assessment of local development strategies implementation processes capacities and training needs assessment</p> <ul style="list-style-type: none"> ✓ Provide support in organization and conducting of on-line workshops and individual interviews with the representatives of 	<p>up to 20 working days</p>	

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>local authorities' representatives, local key stakeholders, CSOs, local initiatives groups, citizens;</p> <ul style="list-style-type: none"> ✓ Analyze the available local development policy documents and identify the challenges and bottlenecks related to the implementation of existing approved local and rayon development strategies and plans; ✓ Elaborate the hypothesis related to the existing institutional framework of local development strategies implementation and formulate practical solutions to improve implementation capacities of existing local development strategies and plans; ✓ Provide support in conducting the training needs assessment related to organization of the institutional framework for implementation, monitoring and evaluation of existing approved local and rayon development strategies and plans; ✓ Elaborate comprehensive Capacities Assessments Reports of Local Public Authorities related to the implementation of local development strategies and plans per each focal region; ✓ Make on-line presentations of the Capacity Assessment Reports' results at local level and for the Programme staff. <p><u>Note 1:</u> The Capacity Assessment Reports prepared for each focal region should include but not be limited to the following aspects: a comprehensive functional and performance analysis of the existent institutional, procedural and operational framework of local development strategies implementation, M&E, level of staffing and key stakeholders involvement, the quality of regulations and procedures of local strategies implementation, M&E, methods and methodologies of M&E and reporting, training needs assessment, etc. and provide recommendations for further actions in the field that will be covered by the Programme.</p>		
<p>Deliverable II: 2nd Progress Report</p> <ul style="list-style-type: none"> ✓ Report on contributions made in the process of conducting the assessment of local development strategies implementation, monitoring and evaluation capacities and training needs assessment; ✓ Capacities Assessments Report for each focal region. 		<p>September 1, 2020</p>
<p>III: Provide support in local capacity building for local</p>	<p>up to 20</p>	

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>development strategies participatory implementation processes in Cahul and Ungheni focal regions</p> <ul style="list-style-type: none"> ✓ Contribute in elaboration of practical recommendations to LPAs for creation of the institutional framework for local development strategies participatory implementation, M&E, determining an appropriate monitoring and evaluation reporting mechanism; ✓ Provide support in establishing of the institutional and operational framework for local development strategies implementation processes; ✓ Provide support in establishing an M&E participatory approach involving key stakeholders; ✓ Provide support in designing of the training modules according to the results of the capacity assessment of the LPAs previously conducted. ✓ Organize and conduct at least two (on-line) trainings for groups of local actors (local public authorities, public institutions, civil society, private sector, youth, women's and vulnerable groups etc.) on the: (1) Experiences and best practices of local development strategies implementation, M&E; (2) Methods of community participation in the process of community strategic implementation, M&E of local development policies documents. ✓ Provide support in designing of the other required empowerment activities package that will be implemented by the Programme to build adequate platforms, procedures and operations for public participation within the local development strategies and plans implementation, M&E process. 	<p>working days</p>	
<p><u>Deliverable III: 3rd Progress Report</u></p> <ul style="list-style-type: none"> ✓ Report on contributions made in the process of supporting local capacity building for implementation, monitoring and evaluation of local development policy documents. 		<p>November 1, 2020</p>
<p>IV. Elaborate Final Report of implemented assistance activities</p> <ul style="list-style-type: none"> ✓ Compile and systematize the results of implemented activities, lessons learned, conclusions and recommendations for the Programme. 	<p>up to 2 working days</p>	
<p><u>Deliverable IV: Final Report</u></p> <ul style="list-style-type: none"> ✓ Report on contributions for the implementation of activities, 		<p>November 10, 2020</p>

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>
results produced, lessons learnt and best practices and recommendations. <u>Note 2:</u> The Final Report will contain the narrative part on progress achieved with all deliverables attached (both in hard and digital versions).		
TOTAL workload per Consultant	up to 50 working days	

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. The provision of the envisaged deliverables approved by the Programme shall be the only criteria for Consultants' work being completed and eligible for payment/s.

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

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

Before commencing the work on the assignment, the Consultants will be invited to participate in the introductory meeting with participation of the International Consultant to agree on implementation approach. In addition, they 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 strictly the Implementation Methodology, agreed at the initiation stage with the Programme management.

V. INSTITUTIONAL ARRANGEMENTS

The Consultants will work under direct supervision of Local Development Project Manager, in close cooperation with Project Officers – Coordinators for focal regions, and with support of an International Consultant. This is a home-based assignment. All travel expenses (if conditions permit) to/from duty station (Cahul and Ungheni) are in the consultants' responsibility, the transportation costs shall be included in the consolidated financial offer. All the above-listed deliverables shall be endorsed by the Programme Manager within 14 calendar days from their submission.

VI. PAYMENT FOR PROVIDED SERVICES

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.

VII. QUALIFICATIONS AND SKILLS REQUIRED

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

Education:

- University degree in law, public administration, political science, sociology or other relevant field.

Experience:

- At least 10 years of practical experience in the fields related to local development (strategic planning, local public administration, working with public and/or private actors).
- At least 7 years of work experience with the relevant multi-stakeholder local development environment in Moldova (*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 strategic planning and local development;
- Experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/programmes will be considered a strong asset.
- Relevant expertise in the field of monitoring and evaluation, public participation, institutional relationship, local government will be considered a strong asset.

Competences:

- Demonstrated capacity of team-orientation work, excellent planning and organizational skills;
- Good interpersonal skills, solid judgment/decision making, initiative and creativity;
- Ability to analyze, plan, communicate effectively organize and meet expected results, adapt to different environments (cultural, economic, political and social);
- 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, PowerPoint;
- Fluency in Romanian and Russian. Knowledge of English will be considered an asset;
- 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 status.

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.