



TERMS OF REFERENCE

Job title:	International Consultant for Local Development Strategies Implementation Processes
Duty Station:	home-based
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 30 working days 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;
- Youth and sports development strategy 2014 - 2020;
- Capital investment plan (in the process of approval);
- Local economic development plan (in the process of approval by the Council);
- 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

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/1kYoa5aH8VII1LFtjum4WdX6S13RAQ8zQS/view>

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

⁷ <https://drive.google.com/file/d/1jrRuwTNE9N0AhI7HKLKMqjxo1tG6AIKa/view>

⁸ [http://www.crungheni.md/planificarea-strategica-si-situatie-socio-economica/strategiile/;](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/>

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.

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

The **overall objective** of the International Consultant for Local Development Strategies’ Implementation Processes assignment (hereinafter Consultant) is to provide methodological guidance and technical expertise to local government representatives and other stakeholders and to improve the capacity of local administrators to pursue implementation of already approved strategies and plans. In this regard, the Consultant is expected to deliver the **following activities**:

- Support the Programme to undertake the preparatory activities for defining the approach and methodology of assessment local capacities of development strategies’ implementation processes;

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.

- Support the process of conducting assessment the challenges and bottlenecks related to the implementation of existing approved local and rayon development strategies and plans and identify practical solutions to address them;
- Support the training needs assessment, organize and provide capacity building activities to enhance competency, skills, knowledge of implementation local development strategies and plans;
- Support the activities of organizing and setting up of functional local participatory institutional framework responsible for implementation, M&E of the approved local development strategies and plans;
- Provide expertise and technical assistance to find practical solutions in increasing the effectiveness and impact in implementation of local development strategies and plans.

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. Support in defining the approach and methodology of assessment local capacities of development policy documents implementation processes</p> <ul style="list-style-type: none"> ✓ Provide support in elaboration of the detailed Methodology and a detailed plan for the implementation of the capacity assessment and capacity building activities, based on integrated approach: <ul style="list-style-type: none"> - Recommend a methodological approach to the local context; - Elaborate a detailed work roadmap for initiation and conducting capacity assessment of local authorities in implementation of development policies documents; - Inside the Methodology put particular emphasis on public participatory approach of local development strategies' implementation, processes. ✓ Conduct an induction on-line meeting for the Programme's team of national and local consultants, which will include the following elements: <ul style="list-style-type: none"> - The concept and methodological framework of the LPAs' capacities a of development policy documents implementation processes sssessment; - Assessment process: stages and steps, inputs and outputs; - Proposed activities, detailed Action Plan. 	up to 8 working days	
<p>Deliverable 1:</p> <ul style="list-style-type: none"> ✓ Concept, approach, methodology and detailed plan for the implementation of activities; ✓ Inception Report. 		July 15, 2020
<p>II. Support the process of conducting assessment of local development strategies implementation processes capacities and training needs assessment</p> <ul style="list-style-type: none"> ✓ Provide methodological support and coaching in the process of organization and conducting of workshops or collective / individual interviews with the representatives of local authorities' representatives, local key stakeholders, CSOs, local initiatives groups, citizens; ✓ Provide methodological support and coaching in the process of identification the challenges and bottlenecks related to the implementation of existing approved local and rayon 	up to 10 working days	

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>
<ul style="list-style-type: none"> development strategies and plans; ✓ Provide methodological support and coaching in the process of identification practical solutions to improve implementation capacities of existing local development strategies and plans; ✓ Provide methodological support and coaching in the process of conducting the training needs assessment related to the implementation processes of existing local and rayon development strategies and plans; ✓ Provide methodological support and coaching to local consultant in elaboration of the Capacities Assessments Reports of Local Public Authorities related to the implementation of local development strategies and plans per each focal region; ✓ Active (on-line) participation in presentations of the Capacity Assessment Reports' results at local level and for the Programme staff. <p><u>Note 1.</u> The methodological support, coaching and mentoring assignment should:</p> <ul style="list-style-type: none"> ✓ have a deep practical approach and should follow the 'learning by doing principle' ✓ provide recommendations tailored to the specific needs of the local public authorities in the fields covered by this assignment ✓ provided online (ZOOM, MS TEAMS, Skype, etc.). 		
<p>Deliverable 2:</p> <ul style="list-style-type: none"> ✓ Report on results of the facilitated workshops, provided methodological support and coaching for conducting assessment of local development strategies implementation processes capacities and training needs assessment. 		September 1, 2020
<p>III. Support the capacity building for local development strategies participatory implementation processes in Cahul and Ungheni focal regions.</p> <ul style="list-style-type: none"> ✓ Provide methodological support and coaching 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; ✓ Lead and conduct the process of designing of the minimum training modules package for local elected officials, civil servants and other actors involved in the process of implementing local development strategies, based on the results of the training needs assessment of the LPAs previously conducted (Note 2). ✓ Active participation (on-line) in trainings for groups of local actors sharing the experiences and best practices of local development strategies implementation, M&E and methods of community participation in the process of strategies implementation, M&E. ✓ Provide methodological support to the Programme Management in conceptualizing the further technical assistance and financing of the interventions to support the increasing the effectiveness and impact in implementation of local development strategies and plans. 	up to 10 working days	

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>Note 2. The Training Program should:</p> <ul style="list-style-type: none"> ✓ be adjusted to the level of knowledge and competence of the local governments' representatives in charge; ✓ respond to the needs of participants in the trainings; ✓ have a deep practical approach and should follow the 'learning by doing principle'. ✓ include relevant case studies and practical exercises of both positive and negative practices; ✓ have an interactive character, use adult learning techniques, audio and video materials, etc. ✓ use a performance and result-based-management approach. 		
<p>Deliverable 3:</p> <ul style="list-style-type: none"> ✓ A minimum training modules package for local elected officials, civil servants and other actors involved in the process of implementing local development strategies; ✓ Report on recommendations for the Programme on further progressing of activities to support the interventions for increasing the effectiveness and impact in implementation of local development strategies and plans in focal regions of Cahul and Ungheni. 		November 1, 2020
<p>IV. Deliver a final Activity Report on all activities under these Terms of Reference</p> <ul style="list-style-type: none"> ✓ Compile and systematize the results of implemented activities, lessons learned, conclusions and recommendations for the Programme. 	up to 2 working days	
<p>Deliverable 4: Final Combined Report</p> <p>Note 3: The Final Report will contain the narrative part on progress achieved with all deliverables attached (in digital version).</p>		By November 10, 2020
TOTAL estimated workload	Up to 30 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 Consultant's 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 English language (or Romanian if the Consultant is fluent in this language).

IV. INSTITUTIONAL ARRANGEMENTS

The Consultants will work under the direct supervision of EU4Moldova Programme Manager and in close cooperation with Local Development Project Manager.

This is a home-based assignment and no travel is envisaged. During the on-line meetings, workshops, etc. the interpretation (if needed) will be provided by the Programme and,

therefore, shall not be included in the consolidated financial offer. Documents for review and evaluation will be provided by the Programme in electronic format. All the above-listed deliverables shall be endorsed by the Programme Manager within 14 calendar days from their submission.

The Consultant will work in a team, along with other two Local consultants, and support them based on the tailor-made methodology, which should be determined at the inception of activity.

V. PAYMENT FOR PROVIDED SERVICES

The payment for services will be made in tranches upon submission of deliverables stated in point IV above and acceptance by the Programme Manager.

Tentative payment schedule:

- First payment (30%) after submitting Deliverable 1
- Second payment (40%) after completion of Deliverable 2
- Third payment (30%) after submitting Deliverables 3 and 4.

VI. PERFORMANCE EVALUATION

Consultant's performance will be measured against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

VII. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATION

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

Academic Qualifications:

- Master's Degree (or equivalent) in law, public administration, political science, sociology or other relevant fields.

Working experience:

- At least 10 years of practical experience in the field of local development (strategic planning, local public administration, Monitoring and Evaluation of public policies, working with public and/or private actors);
- At least 5 years of international experience in the field of local development;
- Advanced experience related to implementing Participatory implementation, monitoring and Evaluation of public policies, (at least 2 projects/assignments);
- Advanced experience in conducting capacity assessment of LPAs and training needs assessment;
- Experience in European/East-European countries in the area of assignment will be a strong advantage;
- Experience in facilitation, coaching, mentoring and/or delivering trainings in the field of strategic planning, participatory monitoring and evaluation;
- Experience of work with international organizations/projects, including UN and/or European ones will be an advantage;
- Knowledge of local development context in transition countries;
- Knowledge of public participatory mainstreaming tools into strategic local development will be an asset;
- Knowledge of the development context of Moldova will be an asset.

Competencies:

- Knowledge and skills of MS Office, including Word, Excel, PowerPoint;

- Excellent language proficiency in both written and oral English;
- Knowledge of Romanian and/or Russian language will be an asset.

Personal Qualities and other requirements:

- 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;
- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout;
- 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.