



TERMS OF REFERENCE

Job title:	Two Consultants on Inter Municipal Cooperation <ul style="list-style-type: none">• One (1) Consultant on Legal and Institutional issues of Inter-municipal Cooperation (also cumulating Team-leading responsibilities)• One (1) Consultant on Management of Inter-municipal Cooperation local public services.
Duty Station:	Cahul Municipality and Ungheni Municipality
Section/Unit:	EU4Moldova: Focal regions Programme (EU-funded)
Type of Contract:	Individual Contract/s
Starting Date:	July 2020
Expected Duration of Assignment:	July – December 2020, estimated volume of work: up to 75 working days - Consultant - Team leader on legal and institutional issues of IMC; up to 65 working days – Consultant on management of IMC local public services.

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 and United Nations Children's Fund.

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 the urban-rural divide and regional disparities, stimulate economic growth and job creation, refurbish and upgrade some social and technical infrastructure in selected focal regions (smaller towns and villages) while taking into account a 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

More than half of the population of Ungheni and Cahul lives in rural areas, where the poverty rate is three times higher than in urban areas. Most people lack access to quality basic public services. Local authorities have only limited financial means and human resources. The low standard of public services has an adverse effect on health, education and local employment opportunities, and undermines trust in public institutions.

The local public administration plays the most important role in the organization and managing public services, given that they know the most closely the needs of citizens. Unfortunately, wide range of public services are present mostly at the city level and less at the level of rural communities.

The inter-municipal cooperation (IMC) for the localities from Cahul and Ungheni focal regions could be a tool for the joint provision, in conditions of quality and efficiency, of the local public services. In fact, by joining the efforts of two or more administrative-territorial units (ATU), it will be possible to ensure the necessary premises for the organization and financing of a quality public services, given that each ATU does not have the necessary power and resources to do so. This cooperation can be both formal and informal.

Obviously, inter-municipal cooperation is not an easy option. It can be complex and risky. Therefore, it requires careful preparation. But it also has the potential to offer significant benefits to all LPAs, both large and small.

The analysis of the areas of inter-municipal cooperation in Cahul and Ungheni focal regions will provide useful elements that will contribute to:

- Increasing the awareness and informing the local public administration authorities about the benefits offered by inter-municipal cooperation.
- Stimulating the cooperation between the administrative-territorial units for increasing the quality and efficiency of the local public services, provided jointly and / or the joint realization of qualitative and viable development projects of zonal / regional interest.
- Strengthen existing inter-community development initiatives.

Through the assistance that will be provided the most important for LPA is to understand the benefits that can be achieved through inter-municipal cooperation and how they can be obtained in a reasonable way. LPAs may choose to join forces with other LPAs if this would improve their efficiency.

From this perspective it is recommended to start discussion between local authorities on identification of possible public services that can be organized and delivered based on IMC principles, clarification of opportunities for initiation of common public services that can increase the efficiency and effectiveness

of their provision, identification of the best solutions for organizing in common provision of range of public services such as administrative, social and communal.

III. SCOPE OF WORK

The **overall objective** of the consultancy services is to facilitate the process of identification and expand the public services from the urban area to the neighboring communities through IMC instruments for improving the efficiency of service delivery in the focal regions as a precondition for improvement the service infrastructure. In this context, the Program is seeking for two (2) National Consultants to perform the services in the two focal regions¹ Cahul and Ungheni.

Expected benefits:

The team of consultants, under the overall supervision of the Project Manager /Local Development, in close cooperation with Project Officer Public Services Development and Local Coordinators in focal regions, is expected to:

- Assess IMC potential and elaborate the Study on current development of the local public services in the focal regions and IMC opportunities;
- Prioritize the List of potential local public services viable for providing through IMC and potential for receiving financing and technical assistance from the UE4Moldova: Focal regions Programme;
- Organize and conduct formal and informal negotiations (meetings, workshops and bi- multi-lateral talks) with elected representatives, managers and staff, local businesses, NGOs, and citizens;
- Prepare the drafts MoU of initiation of IMC according to the selected options by the Joint Local Working Groups;
- Support local actors to conduct awareness campaign and support on promoting IMC;
- Support local actors in institutionalizations of IMC services.

Since that initiation phase of the Inter-municipal cooperation between administrative-territorial units (especially urban-rural ones), when is needed to identify potential IMC services, to set up common understanding of benefits of cooperation, common interests of joint provision of local public service, etc., is a complex one, this activity has to be performed by a team of consultants. One responsible for legal and institutional aspects and another responsible for operational issues.

For current assignment,

- **The Consultant on legal and institutional IMC issues, Team leader** will coordinate the whole team' activity, and will be responsible for aspects related to the legal and institutional analysis of process of identification of potential IMC services, preparation of all needed agreements, MoUs, drafts decisions and other juridical documents.

¹ *The term of 'focal region' is used to define the broader economic area of Cahul and Ungheni municipalities, including the adjacent rural communities (will be defined in the process).*

- **The Consultant on management of IMC local public service** will oversee financial, operational management, technical aspects that should be taken into consideration within the extension of the public services from urban areas in rural communities using IMC approach and instruments.

In addition to the Tasks, Activities mentioned further the Consultant on legal and institutional IMC issues/Team Leader will be responsible for coordination and consistency of produced reports, inclusive:

- Process the inputs provided by the second Consultant and set up a common work plan and the methodology.
- Distribute the tasks among the team and observe the execution.
- Ensure a common approach to the tasks of assignment.
- Ensure guidance throughout the stages of assignment on actions, structure & content of products to be developed.
- Coordinate and participate in the process of consultation with the Project's key partners, relevant stakeholders to validate the produced outputs, to collect and consider their feedback and recommendations for improvement.
- Develop, with the contribution of second Consultant the synthesis report on the main outputs of assignment.

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

Position 1: Consultant on legal and institutional IMC issues /Team-leader.

Position 2: Consultant on management of local IMC public services.

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

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

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

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>
Task I: Provide a working Methodology and a detailed and accurate Action Plan for the implementation of activities:	up to 2 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"> ✓ 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><i>Team-Leader is responsible for the task with the support and participation/inputs of the second Consultant.</i></p>		
<p>Deliverable I: 1st Inception Report</p> <ul style="list-style-type: none"> - Inception Report, working Methodology, detailed Action Plan for the implementation of activities and expected Deliverables. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.</i></p>		July 1, 2020
<p>Task II: Assess IMC potential and elaborate the Study on current development of the local public services in the focal regions and IMC opportunities:</p> <ul style="list-style-type: none"> ✓ Elaborate data collection questionnaires and collect relevant data and information; ✓ Provide assistance and support to the LPAs in creation of the Joint Local Working Groups ✓ Analyze the current situation of the local public services organization and delivery (communal, administrative and social) in focal regions; ✓ Carry out baseline research, collecting relevant performance indicators for key local public services; ✓ Analyze the legal framework and strategic principles of provision of local public services; ✓ Assess IMC potential and determine opportunities and expected efficiency of potential local public services provided through IMC; ✓ Provide assistance and support to the LPAs during the developing and drafting the Study through working meetings, workshops and other events agreed in the Action Plan; ✓ Develop the draft of the Assessment Study on current development of the local public services in the focal regions and IMC opportunities and present it to Municipal / Local Councils members and local civil society for discussions; ✓ Prioritize the List of potential local public services viable for providing through IMC and potential for receiving financing and technical assistance from the UE4Moldova: Focal regions Programme. <p><i>Note: Consultants will perform activities together with the created by LPAs from Cahul and Ungheni Joint Local Working Groups. The detailed content of the study will be agreed with EU4Moldova: Focal regions Programme and the Local councils.</i></p>	up to 20 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><i>The Assessment Study will represent the legal basis for future steps of developing IMC public services in the focal regions. The Assessment Study shall be completed in Romanian and endorsed by the UE4Moldova: Focal regions Programme prior to submission to the LPAs.</i></p> <p><i>Both members of the team are involved. Each of Consultant is responsible for the task by specialization. Team-leader is responsible for overall guidance.</i></p>		
<p>Deliverable II: 2nd Progress Report</p> <ul style="list-style-type: none"> - Assessment Study on IMC potential in focal regions; - The List of potential local public services viable for providing through IMC for approval by the Municipal Councils / Local Councils. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.</i></p>		<p>September 10, 2020</p>
<p>Task III: Assistance to LPAs on identification of potential partners and concrete areas of cooperation</p> <ul style="list-style-type: none"> ✓ Provide support in organizing and conducting formal and informal negotiations (meetings, workshops and bi- multi-lateral talks) with elected representatives, managers and staff, local businesses, NGOs, and citizens; ✓ Analyze possibilities of applying different IMC options/models/legal forms for identified local public services possible to be organized based on IMC principles; ✓ Provide assistance and support to LPAs on prioritization of options of possible areas of cooperation; ✓ Prepare the drafts MoU of initiation of IMC according to the selected options by the Joint Local Working Groups; ✓ Provide support to Local Councils to adopt decisions (in all partner municipalities) on approval the MoUs for initiation of IMC. <p><i>Both members of the team are involved. Each of Consultant is responsible for the task by specialization. Team-leader is responsible for overall guidance.</i></p>	<p>up to 10 working days</p>	
<p>Deliverable III: 3rd Progress Report</p> <ul style="list-style-type: none"> - Report on the consultation and negotiation processes, events organized, obtained results and lessons learned. - Approved MoUs on initiation of IMC. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.</i></p>		<p>September 30, 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>
<p>Task IV: Support local actors to conduct awareness campaign and support on promoting IMC</p> <ul style="list-style-type: none"> ✓ Provide support on organization of information campaigns in the focal regions and large public discussions on IMC initiatives. <p><i>Both members of the team are involved with support of the Programme Team - Project Officer Public Services Development and Local Coordinators in focal regions. Each of Consultant is responsible for the task by specialization. Team-leader is responsible for overall guidance.</i></p>	<p>up to 10 working days</p>	
<p>Deliverable IV: 4th Progress Report</p> <ul style="list-style-type: none"> - Report on contributions for the support on organizing an information campaign in the focal regions and performed public discussions. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.</i></p>		<p>December 10, 2020</p>
<p>Task V: Support local actors in institutionalizations of IMC services</p> <ul style="list-style-type: none"> ✓ Provide support in setting up of Joint Local Working Groups and the negotiation procedures; ✓ Prepare Opportunity studies for identified potential IMC local public services. The Studies will include but not limited the following aspects: <ul style="list-style-type: none"> - identified local public services, including the territorial area of operation; - analysis of the existing infrastructure related to selected public service, including its main deficiencies, with the inclusion, as the case may be, of tables, graphic maps, drawings, photographs, etc., which should explain the existing situation; - brief of the current economic-financial situation of the local public service provider/s, if any; - brief of technical-economic and efficiency analysis, of the operating costs for the joint provision of the local public services, as well as for the administration and operation; - brief of the estimated necessary investments for the modernization and extension of the services, respecting the social and environmental conditions; - brief of the economic-financial, social and environmental reasons, which justify the delegation of services delivery; - the estimated duration of the delegation contracts. ✓ Prepare the IMC Cooperation Agreements and the Road Maps on steps and procedures for establishment/ reorganization of a joint service providers according to the model selected by the Joint Local Working Groups. ✓ Provide support to Local Councils to approve decisions (in all partner municipalities) on IMC Cooperation Agreements. 	<p>up to 25 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><i>Both members of the team are involved with support of the Programme Team - Project Officer Public Services Development and Local Coordinators in focal regions. Each of Consultant is responsible for the task by specialization. Team-leader with support of the Project Manager /Local Development is responsible for overall guidance.</i></p>		
<p>Deliverable V: 5th Progress Report</p> <ul style="list-style-type: none"> - The final drafts of the Opportunity Studies for approval by the Municipal Councils, representing the legal basis for delegating the delivery of the joint IMC local public services; - Approved IMC Cooperation Agreements. - Road Maps on steps and procedures for establishment/reorganization of a joint service providers - Report on contributions for support of the Local Councils for approval of IMC decisions. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.</i></p>		December 1, 2020
<p>Task VI: Development of Final Report on lessons learned and best practices of the process of identification of possibilities to expand the public services through IMC</p> <ul style="list-style-type: none"> ✓ Compile and systematize the lessons learned into knowledge report for the Programme to disseminate them as knowledge products for dissemination locally, regionally and international about the lessons learnt and best practices on IMC. <p><i>Both members of the team are involved.</i></p>	up to 3 working days	
<p>Deliverable VI: 6th Final Report</p> <ul style="list-style-type: none"> - Final Report which will reflect compilation of the information collected, results produced lessons learnt and best practices and recommendations. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.</i></p>		December 15, 2020
<p><u>Total number of working days estimated</u></p>	<p>75 working days – Consultant 1 /Team Leader 65 working days – Consultant 2</p>	

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 language.

During the work on the assignment, the consultants on Inter Municipal Cooperation will be invited to participate in the IMC trainings. In addition, they are 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.

V. INSTITUTIONAL ARRANGEMENTS

The Consultants will work under direct supervision of Project Manager /Local Development, in close cooperation with Project Officer Public Services Development and Local Coordinators in focal regions. 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. 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 **Position 1: Consultant on legal and institutional IMC issues – Team-leader**.

Education:

- University degree in the relevant field (*law, public administration, economics, sociology, etc.*).

Experience:

- At least 5 years of practical experience in the fields related to Inter Municipal Cooperation (law, local public administration, working with public and/or private actors).
- Demonstrated experience, at least 5 years, of having worked with the relevant multi-stakeholder (*evidence: list of relevant institutions the Consultant has been cooperating with, including the topic and year*).
- Experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/programs will be considered a strong asset.
- Relevant expertise at least 2 implemented or on-going projects in the field of IMC, 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 respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status.

The following qualification criteria shall be applied for the selection of the **Position 2: Consultant on management of local IMC public services**

Education:

- University degree in the relevant field (*economics, public administration, public services organization and delivery, etc.*).

Experience:

- At least 5 years of practical experience in the fields related to IMC and Management of Public Service (working with public and/or private actors).
- Demonstrated experience, at least 5 years, of having worked with the relevant multi-stakeholder (*evidence: list of relevant institutions the Consultant has been cooperating with, including the topic and year*).
- Experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/programs will be considered a strong asset.
- Relevant expertise at least 2 implemented or on-going projects in the field of institutional reorganization of municipal enterprises, 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 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.