



TERMS OF REFERENCE

Job title:	International Consultant for SMART City Conceptualization
Duty Station:	home-based
Section/Unit:	EU4Moldova: Focal Regions Programme (EU-funded)
Type of Contract:	Individual Contract
Starting Date:	August 2020
Duration of Assignment:	August – October 2020, up to 30 working days

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 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 regions¹: 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

¹ 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).

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

Cahul and Ungheni are small and medium-sized cities. Thus, according to the Republic of Moldova legislation these cities have certain competences and roles, including public services provision. Public sector innovation is a multi-dimensional effort, and SMART development and technology plays a crucial role in the generation and dissemination of innovation at the LPAs level. The internet and other digital technologies have proved to be powerful enablers of innovation, changing the way governments innovate. However, at the local level still most of the administrative public and communal services are traditionally provided, and a lot of procedures are cumbersome, on paper, bureaucratic or obsolete.

Within the latest years, Moldova benefitted out of the support from different donors' organizations aiming to contribute to the country development. Moldova government has applied an integrated approach to reform governance and public service delivery through business process simplification and digitization, institutionalization of innovative initiatives and practices, policy and legal redesign, capacity building and knowledge sharing all across the government, communication and awareness building.

There are diverse initiatives launched and financially covered by the donors' organizations at the local level with a focus on digital transformation or SMART development too. Since most of the public services are traditionally provided on paper, the administrative and communal services, including the processes of their provision should be reengineered due to the bureaucratic and obsolete procedures local authorities follow. Some SMART initiatives have been launched to improve the user experience, implementing innovative practices and tools for service delivery.

In anticipation of this necessity, the transformation of the local governments' processes and service delivery through SMART elements has gained ground in the EU4Moldova: focal regions Programme as well. Each region and city are different, therefore must meet specific needs and challenges. Each region and city therefore should develop its own SMART vision, use SMART the local resources and the technologies but preserving the regional, urban or rural identity.

In this regard, from the very beginning of this journey all stakeholders have ascertained that for a better implementation of SMART development and digital transformation initiatives the two focal regions require a Concept and a Roadmap with key actions and concrete steps, key strategies and the model that will drive the transition of the municipalities into a SMART City, create those cross-sector opportunities and synergies, and scale up the initiatives focused on strengthening transparency, accountability of local public authorities and citizen participation in local governance processes; transform user experience and improve citizens' access to quality public services and utilities and create employment opportunities and improve the attractiveness for investors and entrepreneurs.

SMART and digital transformation aim to re-design the service delivery, by following a citizen-centric approach as part of the good governance processes at the local level. Mobile, Interoperability, Cloud and Big Data are reshaping the reality and disrupting the way residents of the two focal regions live, work, and learn.

Digital transformation, e-government and SMART tools play a key role in reshaping the way local governments engage with people, deliver better and personalized services, embed new ideas and behaviours such as collaboration, citizen-cantered, co-creation in the DNA of the public administration.

The transformation can truly impact the economic and social development, generating efficiency, effectiveness, high-quality digital products and services for the user, SMART investments in IT for the public service provider. Therefore, local governments should harness the power of digital technologies to be able to adapt and respond efficiently and effectively to challenges and demands coming from Cahul and Ungheni people and businesses.

The specific context will be described additionally by the stakeholders and implementing team as part of this assignment. That is why it is of utmost importance that all beneficiaries and communities are part of the process of development and participate together in this process.

III. SCOPE OF WORK

The **overall objective** of the International Consultant assignment (hereinafter Consultant) is provide support for the Programme EU4Moldova: focal regions in the **SMART City Conceptualization**. As part of its focus on innovation, the focal regions are committed to transforming the municipalities into SMART Cities which can generate safer space with better local services and an environment of innovation that encourages creative solutions, promotes job creation and reduces inequalities.

The Consultant will facilitate the transformation of a Ungheni and Cahul into SMART Cities. The high-quality advice will be based on the best international, including regional practices and experience that would be easy to adapt to the Cahul and Ungheni regional realities or context.

The Consultant will gather information, interview (on-line) stakeholders and discuss options with local government officials and staff. Cahul and Ungheni stakeholders are the main beneficiaries and contributors. Therefore, the SMART city Concept should be tailored to citizens and legal entities, properly connect regions, municipalities, and cities, and continually striving to raise the quality of life for Cahul and Ungheni residents and visitors.

S/he will develop an Action Plan/Roadmap with key strategies and the model that will drive the transition of the municipalities into a SMART City. The strategic documentation will identify quick wins solutions and include activities to cover neighbourhood communities or entire region, concrete actions to attract investment, promote job creation and improve infrastructure to enhance the quality of life for citizens and encourage business growth, increased quality and availability of public services delivery, including public administrative services and communal services.

The input provided by the Consultant to the SMART City Conceptualization will be considered for the design of the IT infrastructure backbone for the digital transformation of the two cities and focal regions, to facilitate SMART, integrated, development, including the design of SMART systems (technical assistance to improve their infrastructure, hardware, software and processes) in minimum four local public services, local government functions (i.e. urban planning, administrative services, water and sanitation, energy, health, etc.) or applications to facilitate citizen's involvement.

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 the process of conducting assessment of the local development strategies and plans, including needs assessment for the SMART development of the focal regions</p> <ul style="list-style-type: none"> ✓ Assess (a helicopter view) the information, initial plans, local socio-economic development strategies (i.e. Socio-economic Development Strategy for Ungheni 2019-2025; Cahul Development Strategy and Action Plan for 2019-2025), General Urban Plans/ Master Plans (i.e. Ungheni GUP for 2014-2030, Cahul GUP), Urban Revitalization Programmes, Investment Plans, annual Action Plans, etc. developed by the municipalities related to their vision/conceptualization of SMART City. ✓ Come up with concrete proposals and solutions, based on the experience of similar localities (similar in terms of the number of population, relevant services and fields of activity, identified in Cahul and Ungheni strategies as areas of activities or services with specific issues or problems). ✓ Assess the current urban development context and planning capacities in 2 selected municipalities, including existing local public services (to cover communal; administrative and social services). <p><u>Note 1.</u> Assessment will be performed in close cooperation and support from the Programme Team, specifically SMART Development and Digital Transformation Officer, Public Services Improvement Officer, Cahul and Ungheni Local Project Officers.</p>	<p>up to 9 working days</p>	
<p>Deliverable 1:</p> <ul style="list-style-type: none"> - Detailed plan for the implementation of activities. - Inception Report (up to 10 pages) with results of the assessment and concrete proposals and solutions, based on the experience of similar localities. 		<p>by August 30, 2020</p>
<p>II. Support in defining the concept, approach and roadmaps for the smart sustainable city for Ungheni and Cahul regions</p> <ul style="list-style-type: none"> ✓ Define and present the development approach for the transformation of Cahul and Ungheni into SMART sustainable cities, with a focus on the use of SMART technology and innovative solutions for economic infrastructure development and service delivery. ✓ Assist the local public authorities in 2 selected municipalities to elaborate Roadmaps along with clear implementation methodologies, indicators and timelines, describing necessary actions to be undertaken for the digital transformation of the two cities, to facilitate SMART integrated, development in a short, medium and long term. ✓ The roadmaps should include also type of capacity building and technical assistance activities required for the LPAs staff to be able to apply innovative solutions for infrastructure development and service delivery. Considering specific context in each city. <p><u>Note 3.</u> The Consultant will identify:</p> <ul style="list-style-type: none"> - SMART applications and e-services for local public services and local government functions (i.e. urban planning, administrative services, water and sanitation, energy, waste management, health, etc.), to respond to the problems or opportunities identified, including applications to facilitate citizen's involvement (i.e. engagement and community, social connectedness and civic participation). - Solutions for Business Environment Improvement, including quick 	<p>up to 12 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>win solutions.</p> <ul style="list-style-type: none"> - The identified technologies and data should lead to more efficient, responsive and sustainable cities to achieve a higher quality of life. - The local roadmaps will be further used to design IT infrastructure backbone for the digital transformation of the two cities and focal-regions, to facilitate SMART, integrated, development – thus, should include description of the reference model of the main components: i.e. infrastructure, communication, sensors, open data platforms, applications. <p>✓ Identify SMART cities as industry disruptors for businesses, but also as large market opportunities. Consider synergies and strategic alliances with the public and private sectors (local, national and international) that could be harnessed in support of the transformation of the focal regions into a SMART City.</p> <p><u>Note 4.</u> This assignment should:</p> <ul style="list-style-type: none"> - have a deep practical approach and consider the regional context. - respond to the needs of the main stakeholders and provide recommendations tailored to the specific needs of the local public authorities in the fields covered by this assignment. - include relevant case studies and lessons learnt from similar regions while developing SMART cities initiatives. - consider online connections for the interactive discussions with the main beneficiaries (ZOOM, MS TEAMS, Skype, etc.). 		
<p>Deliverable 2:</p> <ul style="list-style-type: none"> - Concept, approach for the SMART sustainable city with a particular focus on use of SMART technology and innovative solutions, including quick wins for economic infrastructure development and service delivery (up to 10 pages). - Roadmaps for Ungheni and Cahul municipalities describing necessary actions to be undertaken to ensure their transformation in SMART sustainable cities, also including the activities to cover neighbourhood communities or entire region (up to 10 pages each). 		<p>by September 30, 2020</p>
<p>III. Deliver the final documents and a Combined 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 based on the feedback from the main beneficiaries and UNDP team. ➤ Conduct online coaching for the project team, for the implementation of the proposed recommendations. 	<p>up to 9 working days</p>	
<p>Deliverable 3:</p> <ul style="list-style-type: none"> - Final documents (addressing comments received from the UNDP team and main beneficiaries). - Final Combined Progress Report. <p><u>Note 5:</u> The Final Report will contain the narrative part on progress achieved with all deliverables attached (in digital version).</p>		<p>by October 20, 2020</p>
<p>TOTAL estimated workload</p>	<p>Up to 30 working days</p>	

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 UDNP shall be the only criteria for Consultant's work being completed and eligible for payment/s. All deliverables shall be developed and submitted in English in electronic format.

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).

V. INSTITUTIONAL ARRANGEMENTS

The Consultant will work under direct supervision of Programme Manager and in close cooperation with Project Officers for SMART Development and Digital Transformation, Local Coordinators for Cahul and Ungheni focal regions. This is a home-based assignment. 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.

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.

Tentative payment schedule:

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

VII. PERFORMANCE EVALUATION

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

VIII. 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 Architecture, Urban/city planning, Economics, Business Administration, Public Administration, IT/Computer Science, e-Governance, sustainable development or other relevant fields.

Working experience:

- At least 10 years of professional experience in the field of urban and sustainable development, public administration and local development;
- At least 5 years of international experience in the field of development and implementation of SMART City technologies or projects, use of innovation or e-governance transformation in service delivery;
- Experience in the elaboration of at least two urban design projects, urban development plans or strategic plans of the historical centres in a participatory manner;
- Experience in the SMART City conceptualization and execution of at least two economic development projects in the field of SMART City;
- Experience in development of at least two action plans, roadmaps or/and strategies for SMART Cities with multidisciplinary groups;
- Experience in managing at least one project related to public services improvements, including initiatives designed and implemented at the local public authorities' level.
- Experience in the European/East-European countries in the area of assignment will be a strong advantage;
- Experience of work with international organizations/projects, including UN and/or European ones will be an advantage;
- Knowledge of the development context of Moldova will be an asset.

Competencies:

- Proven experience and management skills in drafting concepts, action plans, roadmaps, strategies, studies, reports, needs assessment, development plans with strong result-based language in the priority spheres of the assignment;
- Knowledge of and ability to transfer international expertise in the priority spheres of the assignment;
- Knowledge and skills of MS Office, including Word, Excel, PowerPoint;
- Excellent language proficiency in both written and oral English;
- Knowledge of Romanian 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;
- Demonstrated cultural sensitiveness and sound judgment;
- 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.