

## TERMS OF REFERENCE

Job title:	<b>One (1) National Consultant for capacity building of LPAs from the focal regions on project writing and management for Ungheni region</b>
Duty Station:	Moldova, Chisinau, with trips to the focal region Ungheni
Reference project:	EU4Moldova: Focal Regions Programme (EU-funded)
Type of contract:	Individual Contract
Start date:	August 2021
Contract duration:	August – November 2021 (estimated workload: up to 25 working days)

### Job content:

#### I. GENERAL CONTEXT

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 UNICEF.

The **overall objective** of the five-year Programme is to strengthen the economic, territorial and social cohesion in the Republic of Moldova through smart, green, 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 targeted social and technical infrastructure in selected focal regions (smaller towns and villages) while taking into account climate change and 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

During the current period of time, such terms as “project”, “project proposal”, “financing application”, or “project management” became some of the mostly used words in communication, in general, but also in the vocabulary of development partners, representatives of local public authorities or civil society representatives, in particular. This is determined by the fact that any public investment needs to be well-reasoned, planned and implemented based on a well-determine purpose, well-thought action plan, an implementation teams and at least a budget with well-determined expenditure categories, and relevant activities. All these elements represent an integral part of a project. Any type of project, small or big, investment or soft type, small-scale or comprehensive, represents a basic activity of a multitude of organizations working on project management-based principles. If in the recent past, some 10-20 years ago, project writing and implementation was a characteristic practice for nongovernmental organizations; over the last period of time, the project got extended to cover both, associations’ sector, but also the level of local and central public administrations, and even the level of companies.

Project writing and management represents one of the main activities for the structures concerned with funds’ attracting through projects, so as to promote the interests of their members and beneficiaries. But the “project writing and management process” continues to be a subject which is less known to many structures and institutions, and especially for local public authorities. In most of the cases, the representatives of local authorities mention that projects represents a rather long, too formalized, complex and complicated activity, which may be carried out only by a few persons’ knowing this field”. Although project writing and management is not a simple activity, if tackled with a minimum set of knowledge, it may be developed so as to become rather skillful in developing and implementing easier or more complex projects. For this purpose, to develop the skills for writing and managing projects, it is necessary to organize and carry out capacity building activities.

Urban and rural communities from the two focal regions are eligible for a number of programs supported financially by multiple European and international donor organizations, and not only. The existing national funds finance local development projects, infrastructure or public services based on projects. For instance, recently the Government approved via its Decision No. 916 of 16.12.2020 the National Program for Growth City-Poles’ Development in the Republic of Moldova for 2021-2027. The Program provides for financial support to implement a portfolio of projects, which reflect the individual priorities specific for each of the six beneficiary municipalities, determined based on minimum needs’ assessment for enhancing the potential of regional growth city-poles. Every beneficiary city of the program will have to develop and submit for financing project proposals according to the rules and requirements set by the Program.

Under the current conditions, a threefold deficit is found at the level of local public authorities from the focal regions in relation to project writing and management. On one hand, the LPAs from the two focal regions are insufficiently informed about the financing programs (especially about the foreign ones), which may provide resources for projects’ implementation. On the other hand, although it is known what programs exist and what potential contests are there to attend, nevertheless there is reticence to submit a project for financing because of insufficient knowledge and skills how to write a project. Finally, even though projects are submitted for financing and contracts are signed for projects’ implementation, in many cases, local public authorities show insufficient knowledge about how to apply project management and good financial management principles, as well as about the

mechanisms for project monitoring and evaluation. All these aspects must be taken into consideration, as donors' requirements for project planning and implementation are clearly defined, and evaluation procedures become more exigent. Hence, there is a need to carry out capacity building activities in project writing and management.

### III. SCOPE OF WORK

The EU4Moldova: Focal Regions Programme intends to contract **one (1)** qualified **National Consultant** to provide training services, technical assistance and expertise for enhancing the capacities of local public authorities' representatives from Ungheni focal region in the area of project writing and management.

National Consultant for *Ungheni* focal region will work as a team with another **National Consultant** from *Cahul* focal region for capacity building of LPAs to provide training services, technical assistance and expertise for enhancing the capacities of local public authorities' representatives, based on the methodology to be developed at the beginning of their assignment and to be approved by the Programme.

The general objective of the National Consultant is to provide the concept, organize and carry out a set of actions to build the capacities of the local public authorities' representatives from the focal region Ungheni in the area of local development projects' writing and management.

Within the current assignment, the National Consultant will be responsible for:

- Developing the methodology and the joint work plan for organizing trainings and post-training assistance activities;
- Ensuring a common approach to assigned tasks;
- Coordinating in advance all the activities with the Programme, especially in relation to interactions with stakeholders so as to plan and validate activities and expected results, to collect and take into consideration their recommendations for improvement;
- Carrying out the tasks according to the training requirements and standards, consultancy and consulting assistance;
- Drafting activity reports, conclusions, recommendations for similar actions to be organized by the Programme.

### IV. TASKS AND ACTIVITIES

The selected consultant will carry out the following tasks:

#### 1. Initiating activities.

Organize preparatory activities to launching the assignment, including: (i) analyze results and conclusions of the Report on assessing local capacities and training needs in the focal regions, developed within the EU4Moldova: Focal Regions Programme in 2020, for identifying the aspects referring to the LPAs' capacities to write and implement projects. (*the Assessment Report will be distributed to the selected consultant*); (ii) prepare the detailed methodology for carrying out the established tasks; (iii) plan detailed activities for every focal region separately,

mentioning the expected contract results/deliverables; (iv) contact local public authorities for setting the number of participants and convening upon the date and the modality of carrying out training and assistance activities.

## **2. Developing training materials and carrying out activities to prepare the organization of training sessions for the LPA representatives from the two focal regions.**

Consultant will analyze the training needs identified during the exercise for assessing local capacities and needs (previously mentioned report) and will develop the set of training materials. The training sessions will cover, but not limited to, the following topics:

- General aspects of projects' writing and management;
- What is and what is not a project;
- What a project proposal is;
- What are the stages of a project writing process;
- How to fill in a financing application;
- What are the best methods applicable to a project writing process;
- Planning project actions, results and sustainability;
- Logical framework matrix;
- Project budget;
- Useful tips and concrete examples of project proposals;
- Key elements of project management;
- Project team establishment and management;
- Project planning, implementation, monitoring and evaluation.
- Financial aspects of project management and other relevant topics
- Programs and donor organizations for the Republic of Moldova.

Before starting training sessions, the National Consultant will submit for Programme's review and endorsement – training sessions' agenda, brief description of training modules (aim, content, expected results, etc.), Power Point presentations, case studies' models and other project examples, template of evaluation questionnaire to be applied at the beginning and end of the training sessions.

## **3. Organization and deployment of training activities for LPAs' representatives to increase their skills, competences and knowledge in the area of project writing and management.**

Selected Consultant will organize and carry out at least thirty (30) training hours in Ungheni region.

The epidemiological situation in the country, as well as the availability of LPA representatives to participate will be taken into account when organizing the training sessions and selecting the type of training sessions – mixed ones, with physical presence and online or only online sessions.

At least 30 LPA representatives (urban and rural communities) from every focal region will be invited to attend the training sessions.

***Important Note 2: Two representatives from the mayoralties of the municipalities declared as growth poles: Edinet, Soroca, Orhei and Comrat, will be invited to attend the training sessions.***

The training program will have to:

- be adjusted to the level of knowledge and competence of the LPA representatives;
- meet the needs of participants attending the training;
- be based on in-depth practical approach and observe the “learning by doing” principle;
- include relevant case studies, examples of successful project proposals that got already implemented and practical exercises of positive and negative practices;
- be interactive, using adult learning techniques, audio and video materials, including the bibliography of relevant materials;
- incorporate human rights-based approach, sustainable development and green economy, SDGs (Sustainable Development Goals), and integrated gender equality approach;
- be focused on performance and outcomes’ achievement approach.

The participants’ knowledge will be evaluated at the beginning and by the end of all training sessions, as well as the aspects related to organization, training materials, trainers’ performance, and other relevant aspects.

#### **4. Provision of technical and methodological support to Ungheni mayoralty to develop at least two local development project proposals.**

The selected Consultant will provide technical and methodological support to Ungheni mayoralty to develop at least two local development project proposals. For the respective purpose, a list of project ideas shall be identified with the representatives of the two mayoralties and 2 priority projects shall be selected per region for development. Subsequently, the Consultant will provide methodological assistance and guidance for projects’ development. Hence, regular meetings will be organized with every mayoralty to analyze and solve the problems related to project development.

Information and consultative support shall be provided, as well as direct involvement in drafting the project and different additional documents.

Assistance shall be provided in identifying potential partners and financing sources per each developed project.

It is recommended to guide the local beneficiaries to focus on project proposals aiming to foster social-economic development, to improve living and economic standards for the population from the focal regions, as well as to include SMART tools and digital solutions in local development projects.

#### **5. Completing activities.**

The contracted Consultant will sum up the implemented activities and obtained results and will submit a Final Activity Report, describing the inputs provided for implementing the

envisaged activities, obtained results, lessons learned, good practices and recommendations for the Programme.

## V. DELIVERABLES, WORKLOAD AND TIMELINE

The contract activities imply the achievement of the following deliverables:

<b>Tasks, Activities &amp; Deliverables</b> <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	<b>Estimated work volume</b> <i>(used at the submission stage)</i>	<b>Tentative timeframe</b> <i>(subject to coordination/adjustment with EU4MD project team)</i>
<b>I: Initiating activities.</b> <ul style="list-style-type: none"> <li>✓ Analyze results and conclusions of the Report assessing local capacities and training needs in the focal regions (2020), developed within the EU4Moldova: Focal Regions Programme, to identify the aspects referring the LPAs' capacities to write and implement projects;</li> <li>✓ Develop the methodology and detailed Work Plan;</li> <li>✓ Planning detailed activities for every focal region separately and coordinating them with beneficiaries</li> <li>✓ Participate in a working meeting with the Programme and providing a presentation to explain the approach, methodology, schedule of detailed activities for every consultant and expected outcomes/deliverables of the contract.</li> </ul> <p><i>Both Consultants (for both regions) will be involved in carrying out this task, but during the implementation process, the tasks will be distributed between the Consultants, with prior information of the Programme.</i></p>	up to 3 working days	
<b>Deliverable I: Progress Report 1</b> <ul style="list-style-type: none"> <li>✓ The working Methodology shall be annexed to the Progress Report 1, reflecting the suggested approach, planned activities and detailed implementation plan, as well as the time estimated for deliverables' provision.</li> </ul>		3 September, 2021
<b>II: Development of training materials and carrying out activities to prepare and deploy the training sessions for LPAs from the two focal regions.</b> <ul style="list-style-type: none"> <li>✓ Developing the training program and modules, adjusted to the beneficiaries' needs and current context, for a minimum of thirty (30) training hours.</li> </ul> <p><i>Both Consultants (for both regions) will be involved in carrying out this task, but during the implementation process, the tasks will be distributed between the Consultants, with prior information of the Programme.</i></p>	up to 5 working days	
<b>Deliverable II: Progress Report 2</b> <ul style="list-style-type: none"> <li>✓ Training program and materials will be annexed to the Progress Report 2 (word version and power point</li> </ul>		15 September, 2021

<b>Tasks, Activities &amp; Deliverables</b> <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	<b>Estimated work volume</b> <i>(used at the submission stage)</i>	<b>Tentative timeframe</b> <i>(subject to coordination/adjustment with EU4MD project team)</i>
<p>presentations), which are necessary to carry out the training sessions reflecting to the topics requested in the ToR.  <i>Both Consultants (for Cahul and Ungheni regions) will be involved in carrying out this task, but during the implementation process, the tasks will be distributed between the Consultants, with prior information of the Programme.</i></p>		
<p><b>III: Organization and carrying out training activities for LPA representatives.</b></p> <ul style="list-style-type: none"> <li>✓ Preparing and carrying out training sessions per every focal region separately.</li> <li>✓ Assessing the results of training activities' implementation (questionnaire)</li> </ul> <p><i>Both Consultants (for both regions) will be involved in carrying out this task, but during the implementation process, the tasks will be distributed between the Consultants, with prior information of the Programme.</i></p>	up to 5 working days	
<p><b>Deliverable III: Progress Report 3</b></p> <ul style="list-style-type: none"> <li>✓ Progress Report 3 will include the description of inputs provided during the LPAs' capacity building process to increase their competences, skills, and knowledge in the area of project writing and management.</li> </ul> <p><i>Both Consultants (for both regions) will be involved in carrying out this task, but the Progress Reports will mention the performed activities according to the distribution of tasks between the Consultants.</i></p>		15 October, 2021
<p><b>IV: Provision of technical and methodological support to Ungheni mayoralty to develop at least two local development project proposals.</b></p> <ul style="list-style-type: none"> <li>✓ Provision of support in identifying project ideas;</li> <li>✓ Methodological assistance and guidance for developing the projects.</li> </ul> <p><i>Both Consultants (for both regions) will be involved in carrying out this task; every consultant covering his/her region.</i></p>	up to 10 working days	
<p><b>Deliverable IV: Progress Report 4</b></p> <ul style="list-style-type: none"> <li>✓ Progress Report 4 will include the description of technical and methodological support activities for the LPAs from the focal regions for activity 5 and developed project proposals.</li> </ul> <p><i>Both Consultants (for both regions) will be involved in carrying out this task; every consultant covering his/her region. Progress reports will mention the performed activities according to the distribution of tasks, and at least two project proposals developed per municipality.</i></p>		22 November, 2021

<b>Tasks, Activities &amp; Deliverables</b> <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	<b>Estimated work volume</b> <i>(used at the submission stage)</i>	<b>Tentative timeframe</b> <i>(subject to coordination/adjustment with EU4MD project team)</i>
<b>V. Completing activities</b> ✓ Developing the Final Report for implemented activities <i>Both Consultants (for both regions) will be involved in carrying out this task.</i>	up to 2 working days	
<b>Deliverable V: Final Report</b> ✓ The Final Report will describe the inputs provided for implementation of activities, achieved results, lessons learned, good practices and recommendations for the Programme. <u>Note 2:</u> The report will have a narrative part regarding the progress achieved with all attached deliverables (on hardcopy and in digital format). <i>Both Consultants will submit the Final Reports separately.</i>		26 November, 2021
<b>TOTAL number of working days estimated</b>	up to 25 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. It cannot and will be not used as the single criterion for carrying out the contract/activities. 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 Romanian language.

Before starting implementing the tasks, the Consultant will be invited to attend a kick-off meeting with the participation of representatives for EU4MD: Focal Regions Programme to agree upon the implementation approach.

**Methodological approach:** Contracted Consultant will strictly observe the implementation Methodology agreed with and approved by the Programme.

The Programme will provide assistance in organizing the training sessions (will provide its electronic platforms for online meetings).

## VI. INSTITUTIONAL ARRANGEMENTS

The Consultant will work under direct supervision of Project Manager / Local Development, in close cooperation with the Project Officer for Rural Development and Local Coordinators from the focal regions.

The Consultant will be responsible for the deliverables he/she will be contracted for.

The given contract represents an activity to be carried out remotely (in the office/at home) with the possibility to go in the field, taking into consideration the epidemiological conditions. All the costs for

eventual trips to and from the duty station (Ungheni) shall be covered by the Consultant, hence transportation costs should be included in the consolidated financial offer (at least 5 travel-days).

All the above-mentioned deliverables shall be endorsed by the Programme Manager within 14 calendar days from their submission.

## **VII. QUALIFICATIONS AND SKILLS REQUIRED**

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

### **Education:**

- University degree in public administration, management, law, economy, sociology or other related areas. Master degree shall be considered an asset.

### **Experience:**

- At least 5 years of practical experience in the area of local development projects' writing and management, strategic planning, participatory monitoring and evaluation of local development strategies, local public administration.
- At least 3 similar contracts with similar scope and tasks (*evidence: the list of last 3 contracts in which the Consultant was involved over the last 5 years and his/her role in the respective contract, shall be submitted together with the application package*).
- Experience in facilitation, coaching, mentorship and training delivery in the area of project writing and management (*evidence: the list of last 3 facilitated trainings shall be submitted together with the application package*);.
- Relevant experience in implementing local development projects shall be considered an asset.
- Previous experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/programs will be conserved an asset.

### **Competences:**

- Demonstrated team work skills, excellent planning and organization abilities.
- Interpersonal abilities, decision-making, initiative, and creativity.
- Ability to analyze, plan, communicate efficiently, organize and achieve envisaged results, adjusted to different environments (cultural, economic, political, and social).
- Ability to achieve the results and to meet the deadlines, maintaining high quality standards.
- Computer proficiency, including knowledge of MS Office products, such as Word, Excel, PowerPoint.

### **Language requirements:**

- Fluent command of Romanian and Russian languages. Knowledge of English shall be considered an asset.

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.