
TERMS OF REFERENCE

Position:	2 (two) national consultants in strategic planning for elaboration of the social-economic development Strategy of Ungheni region 2022-2030 <ul style="list-style-type: none">• 1 (one) National Consultant in strategic planning, Team Leader• 1 (one) National Consultant in strategic planning, Consultant 2.
Location:	Moldova, Ungheni
Reference project:	EU4Moldova: focal regions Programme (funded by EU)
Type of contract:	Individual Contract
Starting date:	April 2022
Contract duration:	April – June 2022 (the estimated amount of work is 13 working days for Team Leader and 11 working days for Consultant 2)

Scope of the position:

I. GENERAL CONTEXT

The EU4Moldova: Focal regions Programme (hereinafter the Programme) is based on the Decision of the European Commission on the Implementation of the Annual Action Plan for 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 general objective of the five years Programme consists in strengthening the economic, territorial and social cohesion in the Republic of Moldova by facilitating intelligent, green, inclusive, sustainable and integrated local socio-economic development and improving the living standards of the citizens in the focal regions: Cahul and Ungheni.

For the attainment of this objective, the Programme shall approach the urban-rural discrepancy and regional disparities, shall incentivize economic growth and job creation, shall renovate and modernize the social and technical infrastructure in some places in the selected focal regions (smaller towns and villages) taking into consideration the climate changes and gender perspective in Programme activities.

Specific objectives:

1. Strengthening the transparency and accountability of the local public authorities, as well as citizens' participation in the local governance processes in the focal regions,
2. Facilitating the access of the citizens from the focal regions to public services and utilities of a high quality and performance,
3. Creating jobs for men and women in the focal regions and increasing the territorial competitiveness to attract investments and entrepreneurship,
4. Taking an intelligent development approach based on economic specialization, cluster creation and value chain.

The Programme objectives shall be attained by measures focused on: (i) capacity building to support the implementation and monitoring of the local economic development plans; (ii) involvement of the civil society in local planning, governance processes and basic social service rendering; (iii) offering funding for investments to support the creation and/or development of social and technical infrastructure which, in combination with the results of interventions (i) and (ii) above, shall have an immediate, visible and tangible impact on job creation and on the living standards of the population in the focal regions.

II. SPECIFIC CONTEXT

The Socio-Economic Development Strategy of Ungheni district is the main planning document for the sustainable development of the district, which reflects and synergizes the strategic development framework established and approved at national, regional and local level. According to the strategic approaches established in the national and regional policy documents, Ungheni district, in the national and regional context of strategic planning, is to become one of the main development poles in the Central region of the Republic of Moldova. At the same time, through various well-planned and implemented actions/projects the district should ensure a balanced development of the entire administered territory and a multiplication of development indicators.

The previous socio-economic development Strategy of the district was approved by the Decision of the Ungheni District Council No. 1/5 of 23.02.2012 and had an implementation period of 8 years until 2020 and is currently expired. The final evaluation report on the implementation of the strategy is available on the website of the Ungheni District Council www.crungheni.md¹.

According to the strategic planning framework, the Ungheni District Council is currently in the process of drafting a new development policy document. The new Strategy, being a public policy document, is intended to describe and analyze the existing situation in the various development areas, identify the vision and strategic development objectives for 2030, as well as concrete development policies, programs and projects. The new Strategy will also define the instruments and mechanisms for achieving the objectives, formulate possible risks and forecast the expected impact of its activities. Last but not least, the new development strategic policy document must be linked to and take into account new development realities, new global and regional challenges and risks as well as the Sustainable Development Goals, the 2030 Agenda for Sustainable Development, the Moldova 2030 Development Strategy, the new Regional Development Strategy 2022-2027, the Association Agenda and other relevant policy documents.

III. PURPOSE OF THE ASSIGNMENTS

The EU4Moldova: focal regions Programme intends to contract **2 (two) national consultants** experienced in strategic planning to offer consultancy, expertise and assistance to the Working Group of the Ungheni District Council in elaboration of the draft Socio-Economic Development Strategy of the Ungheni District for the period 2022-2030, including.

- **Position 1: 1 (one) National Consultant** in strategic planning, Team Leader;
- **Position 2: 1 (one) National Consultant** in strategic planning.

¹ [Raport de evaluare a strategiei de dezvoltare socio-economică a raionului Ungheni \(crungheni.md\)](http://www.crungheni.md)

Important note 1: *The potential candidates should clearly state in the Application Letter for which of the two positions they apply.*

The candidates may apply for both positions and this should be clearly stipulated in the Application Letter, with the possibility to be selected only for 1 position.

The National Consultants shall work as a team, on the basis of the methodological approach and of a detailed action plan that shall be developed at the start of the activities, and which shall be agreed with the Local Working Group of the District Council and approved by the Programme.

The general objective of the National Consultants resides in offering assistance, organizing and performing a set of activities to elaborate the draft Socio-Economic Development Strategy of the Ungheni District for the period 2022-2030.

The new policy document will focus on the new paradigm of economic development aimed at increasing the economic competitiveness and attractiveness of the Ungheni district, increasing territorial, economic and social cohesion, attracting investment, capitalizing and developing physical, natural, financial, social and human capital to ensure an intelligent development of the district's localities.

For the current assignment,

- The National Consultant 1 will have the role of Team leader and will plan and coordinate the whole Team's activity and will be responsible for presentation and overall quality of all the deliverables under this assignment in line with the agreed timeframe and methodology.
- The National Consultant 2 will assist the Team leader in carrying out all assistance activities and will cover issues related to the public consultation of the draft Strategy.

In addition to the tasks, activities mentioned further the Consultant 1 Team leader, will be responsible for coordination and consistency of produced reports, including:

- Set up the work plan and the methodology for the Team, in consultation with and assisted by the Consultant 2.
- Distribute the tasks among the Team.
- Ensure cooperation and coordination with Working Group of Ungheni District Council.
- Ensure quality, structure & content of products to be developed.
- Coordinate and participate in the process of consultation with the Programme, key partners, relevant stakeholders, to collect and consider their feedback and recommendations for improvement.
- Develop, with the contribution of second Consultant the Progress and Final Reports on the activities and outputs of assignment.

IV. TASKS AND ACTIVITIES

The selected consultants shall fulfill the following tasks and activities:

1. Analysis of strategic planning documents approved at national, regional, local, cross-border level (Euroregion Siret-Prut-Nistru) and information and analysis gathered from the draft Ungheni Spatial Development Plan, in process of elaboration.

Note 1: In particular, the following will be analyzed: the Local Energy Efficiency Action Plan for the period 2019-2021, the Regional Sectoral Program in Energy Efficiency for the Center Development Region 2014-2020; Local Environmental Action Plan for Ungheni District 2013-2020; National action plan in the field of energy efficiency 2019-2021; Disaster risk management Strategy of the Ungheni district 2018-2022; the Regional Sectoral Water Supply and Sewerage Program for the Center Development Region (2014-2020); The development strategy of the water supply and sewerage sector of Ungheni district for the period 2018-2025, and other relevant documents.

Note 2: Starting October 2021, with the support of the EU4Moldova: Focal regions Programme, the Spatial Development Plan of Ungheni region is currently being elaborated. The first stage was the elaboration of studies on the socio-economic development of the Ungheni district, which identified the competitive advantages of the district, its development potential, as well as its disadvantages and development issues. The elaborated studies will be the basis for the elaboration of the diagnostic analysis part of the new Strategy.

2. Assistance in consultation with main stakeholders on development vision and strategic objectives for the period 2022-2030 by conducting at least 4 sectoral workshops, including preparation of workshop agenda and necessary materials.
 3. Conduct / moderate the strategic planning workshops to develop the draft Strategy. Based on the products developed within Spatial Development Plan, following stakeholders' consultation and analysis of local, regional and national public policy documents, at least 4 sectoral strategic planning workshops will be organized to develop the draft Strategy for socio-economic development of the district. The document will have the following indicative content:
 - 1.1 Introduction
 - 1.2 Diagnosis of the current situation of social, economic, cultural and spatial development of the Ungheni District.
 - 1.3 Strategic Vision and Objectives
 - 1.4 Priority development directions
 - 1.5 Development programs and projects
 - 1.6 Monitoring and evaluation indicators, estimated impact
 - 1.7 Implementation risks
 - 1.8 Responsible authorities/institutions
 - 1.9 Reporting procedures
 - 1.10 Annexes:
 - Action Plan for the period 2022-2030, including specific objectives, actions, target indicators, implementation costs, timeframe, responsible institutions.
 - Portfolio of priority projects
 - Estimated implementation costs per year,
 - Maps and other relevant annexes.
 4. Facilitation of a working session to define the draft Strategy for public consultation.
 5. Assistance in organizing and moderating, as appropriate, the public consultation sessions of the draft strategy, and defining of the document according to the comments received from the public hearings/consultations.
 6. Transmission of the final draft of the Strategy to the Beneficiary, including in electronic format for subsequent publication, in compliance with the Programme visibility requirements.
- General requirements for the draft Strategy.

According to the recommendations of the Final Evaluation Report of the Ungheni District Socio-Economic Development Strategy for 2012-2020, the new Development Strategy shall:

- To be elaborated based on national, regional, local and international trends and in correlation with planning documents approved at all these levels.
 - Adopt the SMART development approach.
 - Include the green development and smart economic specialization, value chain and clusters development approach.
 - Include relevant, measurable and clearly defined progress indicators and final targets.
 - Be based on a clear monitoring and evaluation framework and mechanism, with indication of sources of information provision.
 - Include concrete steps/actions/projects to achieve the strategic objectives and strategic development vision.
 - Be based on strong inter-institutional communication and coordination.
 - Be developed based on public participatory approach, agreed and further implemented with the active involvement of civil society, LPAs and other institutions and partners.
 - Be people-centred, based on the principle of human rights and gender equality, and on strengthening and harnessing human potential.
 - To involve a process of mid-term reporting on progress achieved and obstacles encountered in the implementation process.
 - Be linked to the budgetary process, prioritizing investments and identifying financial resources.
 - Be sufficiently flexible and take into account the possible partnerships that need to be developed to achieve the final targets.
 - Adopt a development direction for rural and urban areas (taking into account the development of the growth pole - Ungheni municipality) characterized by a "win-win" relationship, ensuring cohesion.
 - Contribute to the development of smart cities and villages.
 - Promote development advantages and the brand of the region.
 - Take into account the Sustainable Development Goals, the 2030 Agenda for Sustainable Development, the Moldova 2030 Development Strategy, the new Regional Development Strategy 2022-2027 and the Association Agenda.
7. Completion of activities. The contracted consultants shall totalize the implemented activities and obtained results and shall develop and present the Final Activity Report, including a description of the contribution made to the implementation of activities, lessons learned, best practices and recommendations for the Programme.

V. DELIVERABLES, AMOUNT OF WORK AND TIME FRAME

The activity within the contract shall involve the provision of the following deliverables:

Tasks, activities, deliverables <i>(the provision of deliverables of the required quantity and content represents the only criterion for the payment for consultant's services)</i>	Amount of work <i>(used at the application stage)</i>	Indicative deadline <i>(to be coordinated/adjusted with the team of EU4MD Programme)</i>
I: Develop draft of the Ungheni District Socio-Economic Development Strategy for the period 2022-2030 <ul style="list-style-type: none"> ✓ Analysis of strategic planning documents ✓ Assistance in consultation with main stakeholders, inclusive diaspora on development vision and objectives for the period 2022-2030 ✓ Conduct / moderate the strategic planning workshops to develop the draft Strategy ✓ Assistance in organizing and moderating, as appropriate, the public consultation sessions of the draft strategy ✓ Submission of the final draft of the Strategy to the Beneficiary. <p><i>Both Consultants shall be involved in the performance of this task and shall be shared between the consultants. The Team-Leader is responsible for the Distribution of the tasks.</i></p>	11 working days for Consultant 1 Team Leader and 10 working days for Consultant 2.	
Deliverable I: Progress report 1 <ul style="list-style-type: none"> ✓ The Methodology of work, detailed Implementation Plan ✓ Conclusions of the Analysis of strategic planning documents ✓ Agendas of the working meetings, strategic planning workshops, other public consultation meetings, ✓ PPT presentations, Lists of participants ✓ Photos of the events ✓ Draft of the Ungheni District Socio-Economic Development Strategy for the period 2022-2030 shall be attached to Progress report1. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the Consultant 2.</i></p>		2 months from signing the contract
II. Completion of activities <ul style="list-style-type: none"> ✓ Development of the final report on the implemented activities <p><i>Both Consultants shall be involved in the performance of this task.</i></p>	2 working days for Consultant 1, and 1 working day for Consultant 2.	
Deliverable 2: Final report <ul style="list-style-type: none"> ✓ The final report shall describe the contribution brought to the implementation of activities, obtained results, lessons learned, gathered best practices and recommendations for future activities of the Programme in this domain. <p><i>Team-Leader is responsible for the Deliverable with the support and inputs of the Consultant 2.</i></p>		1 week from providing Deliverable 1.
TOTAL number of estimated working days	13 working days for Consultant 1, Team Leader and 11 working days for Consultant 2	

Note:

The stated time frame was estimated as sufficient/feasible for the planned amount of work to be performed successfully and is suggested as a reference for the contract duration, it may not and shall not be used as a single criterion for the fulfilment of the contract/activity. The presentation of the planned deliverables approved by the EU4Moldova: Focal regions Programme shall be the only criterion for the fulfilment of the activity by the Consultant and his/her eligibility for payment.

All the activities in this contract shall be performed in such way as to be gender sensitive, green development and to apply the human rights based approach.

Language of presentation of the deliverables: All deliverables shall be presented in Romanian.

Before starting the implementation of the tasks, the Consultants shall be invited to participate in an initiation meeting with the participation of the representatives of the Local Working Group and EU4MD: Focal regions Programme to agree on the methodological approach to implementation and implementation Action Plan.

Methodological approach: The contracted Consultants shall strictly observe the Implementation Methodology, agreed and endorsed by the Programme at the activity initiation stage.

The Programme shall offer assistance in organizing working meetings, strategic planning workshops, etc. (offer its electronic platforms for on-line meetings).

VI. INSTITUTIONAL ARRANGEMENTS

The contracted consultants shall work in direct subordination to the Project / Local Development Manager in close cooperation with the Project Officer for rural development and with the Local Coordinator in Ungheni focal region.

Both selected consultants shall be responsible for the deliverables for which they are contracted.

This contract is an activity that has to be done remotely (from office / home) with at least 4 trips to Ungheni, taking into consideration the epidemiological conditions. All the costs for the trips to and from contract location (Ungheni) shall be the responsibility of the consultant, thus the transportation costs shall be included in the consolidated financial offer. The expenses relating to ensuring the hygienic-sanitary conditions (if the meetings take place with physical presence (masks, gloves, disinfectant) shall be covered by the organizers and Programme.

All the above mentioned deliverables shall be endorsed by the Programme Manager 14 calendar days from the moment of their provision.

VII. REQUIRED QUALIFICATIONS AND SKILLS

The following qualification criteria shall be applied in selecting the Consultants:

Academic qualifications:

- University degree in public administration, management, economics, political science, sociology or other relevant fields. Master's degree studies would be an advantage.

Experience:

- At least 5 years of practical experience in the fields related to local development (strategic planning, local public administration, working with public authorities and institutions (*proof:*

list of the last 3 contracts in which the Consultant was involved in the last 5 years and his/her role in them should be presented with the application package).

- Experience in elaboration (strategic planning) of at least 3 local development policy documents (development strategies, programs, plans) (*proof: list of local development policy documents, indicating the district/municipality/community, year of elaboration and link to the documents or documents itself (electronic version in .pdf format) must be presented together with the application package*).
- Experience in facilitation, mentorship, training provision and moderation of public events (discussion, consultations) in the field of strategic planning and local development (*proof: list of the last 3 facilitated events / trainings should be presented with the application package*).
- The relevant experience in strategic planning at the district level or regional level shall be an advantage (*proof: the last strategy elaborated for a district or region shall be presented with the application package*).
- Previous experience of collaboration with the UN agencies and/or international organizations and/or development projects/programs funded by the European Union/donor organization shall be an advantage.

Competences:

- Proven capacities of teamwork, excellent abilities of planning and organization.
- Interpersonal skills of decision making, initiative and creativity.
- Ability to analyze, plan, efficiently communicate, organize and fulfill the planned results, adapt to various environments (cultural, economic, political and social).
- Ability to attain results and meet the deadlines, maintaining high quality standards.
- Knowledge and skills in MS Office, including Word, Excel, PowerPoint.
- Knowledge of the current context and the planning and development trends at national, regional, local, cross-border levels.
- Knowledge of the tools, mechanisms in the field of strategic planning.

Requirements on language mastering:

- Fluent knowledge of Romanian and Russian. Knowledge of English would be an advantage.

United Nations Development Programme in Moldova promotes the diversity of the labor force. Women, people of disabilities, LGBT, Roma and other ethnical, linguistic or religious minorities, people living with HIV, as well as refugees and other non-citizens with legal right to work in the Republic of Moldova are encouraged to apply.