
TERMS OF REFERENCE

Position:	One (1) National Consultant for capacity building of LPAs in Cahul focal region in project management, monitoring and evaluation
Location:	Moldova, Cahul municipality
Reference Project:	EU4Moldova: Focal Regions Programme (funded by EU)
Contract type:	Individual contract
Start date:	October 2022
Contract duration:	October - December 2022 (estimated volume 30 working days)

Description of position:

I. OVERALL BACKGROUND

EU4Moldova: Focal Regions Programme (hereafter the Programme) is based on the European Commission Decision on the Implementation of the 2018 Annual Action Programme for the Republic of Moldova and is funded by the European Union and implemented by the United Nations Development Programme.

The overall objective of the five-year Programme lies in strengthening the economic, territorial and social cohesion in the Republic of Moldova by facilitating smart, green, inclusive, sustainable and integrated socio-economic local development and improving the living standards of citizens in the focal regions: Cahul and Ungheni.

To achieve this major goal, the Programme aims to address the urban-rural gap and regional disparities, stimulate economic growth, create jobs, renovate and modernize the social and technical infrastructure in some localities from the focal regions (small towns and villages) taking into account climate change and gender perspectives in Programme's activities.

Specific objectives:

1. To strengthen transparency, accountability of local public authorities and citizen 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 and women 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.

Programme objectives will be achieved through measures focused on: (i) capacity building to support the implementation and monitoring of local economic development plans; (ii) engaging civil society in local planning, governance processes and delivery of basic social services; (iii) provision of investment funding to support the creation and/or development of social and technical infrastructure, which in combination with the results of interventions (i) and (ii) above, will have an immediate, visible and tangible impact on job creation, living standards of the population in focal regions.

II. SPECIFIC BACKGROUND

In September - October 2021, thirty hours of training in project writing and management were organized and conducted in Cahul region with the support of the EU4Moldova: Focal Regions Programme. The training courses were addressed to representatives of local public authorities and had the purpose to strengthen the capacities of LPA representatives in writing funding applications to attract financial resources from external funds. A total of 30 participants took part in the training courses. The training topics covered: (i) general aspects of project writing and management; (ii) what is a project and what it is not; (iii) what is a project proposal; (iv) what are the stages of the project writing process; (v) how to fill in a funding application; (vi) what are the best methods applicable in the project writing process; (vii) planning actions, results, sustainability of projects; (viii) Logical Framework Matrix; (ix) project budget; (x) useful tips and concrete examples of project proposals, etc. The training courses had a great impact, for example, the local public authorities of Cahul district submitted 31 project proposals for funding under the "European Village" Programme launched in March this year, ranking second by the number of projects submitted. Cahul district was surpassed only by Ialoveni district, which submitted with 2 more applications than Cahul district. Out of 31 project proposals submitted by LPAs from Cahul district, 23 projects were selected for funding and implementation.

In project management practice, once the project is approved and funding is secured, the most important phase of the project - Implementation, is carried out. Project implementation is actually carrying out what is planned in the project proposal using the financial resources planned in the budget. The biggest management challenges in the implementation phase are: (i) team building and human resources management; (ii) organisation and coordination of implementation; (iii) making optimal decisions in real time; (iv) maintaining contacts with partners; (v) meeting the objectives and purpose of the project; (vi) managing risks and any unforeseen challenges/situations that may arise; (vii) monitoring and evaluation.

Project implementation also involves: (i) organising tendering procedures; (ii) concluding works/services contracts, procurement of goods and works. Proper and integral management of the project budget is another major challenge for LPAs in implementing externally funded projects. Continuous monitoring of the activities under implementation as well as regular and

final evaluation of the project implementation are also important. Under these conditions, tools and techniques are needed for good project implementation, including: (i) skills, knowledge and abilities; (ii) formal or informal organisational procedures, useful during project execution; (iii) experience, partnership relationships and a lot of flexibility to develop new capacities.

These aspects were requested to be developed by LPA representatives from Cahul focal region, therefore, through this assignment, the Programme aims to contribute the capacity building activities in the field of project implementation management, monitoring and evaluation.

III. PURPOSE OF TASKS

EU4Moldova: Focal Regions Programme seeks to contract **1 (one) qualified and experienced National Consultant** to provide training and consultancy services for capacity building of representatives of local public authorities in Cahul focal region in the field of externally funded projects' implementation management, monitoring, and evaluation.

The Consultant will work individually, based on the methodology to be developed at the beginning of the activities and approved by the Programme.

The overall objective of the consultancy is to conceptualize, organize and conduct a training course (5 sessions) that will contribute to the capacity development of representatives of local public authorities from Cahul focal region in the field of project implementation management, monitoring and evaluation.

For the current assignment, the National Consultant will:

- Develop the methodology and work plan for the organisation of the training;
- Ensure an innovative approach to assigned tasks;
- Coordinate in advance the activities with the Programme, in particular regarding the interaction with stakeholders to plan and validate activities and outputs, collect and consider their recommendations for improvement;
- Perform tasks to a high standard of training and consultancy;
- Draft activity reports, conclusions and recommendations for similar actions organised by the Programme.

IV. TASKS AND ACTIVITIES

The selected Consultant will perform the following tasks:

1. Phase 1. Initiation of activities

During the inception phase, the selected Consultant will carry out the following activities:

- Develop the methodology to conduct defined tasks and coordinate it with the Programme and local beneficiaries (Cahul LPAs);

- Contact the LPAs in Cahul focal region to identify the group of participants (minimum 30 people: civil servants, local elected officials, representatives of public institutions, municipal enterprises, associations - partners in project implementation)
- Develop a quick training needs assessment questionnaire and conduct the training needs assessment of the identified group of participants.
- Determine the period of training sessions with the group of participants and the Programme.
- Plan the training activities in detail aligned to the expected results/deliverables.
- Present the methodology, curriculum, the schedule of training sessions and the expected results/deliverables of the mission to the Programme.
- Draft and submit a progress report on the activities carried out at this phase.

2. Phase 2. Develop training materials and logistical preparation for training sessions

The selected Consultant will analyse the results of the quick training needs assessment, local capacities and needs in project implementation, monitoring and evaluation and will develop a set of training materials on the above-mentioned topics to be delivered during the training sessions. The main types of management activities that have to be known in detail and carried out during project implementation, monitoring and evaluation phases. For these reasons, the training sessions will cover, but not be limited to, the following topics:

1. **Activity management**, which will include:
 - Gantt Chart review and update
 - Specification of results, performance indicators
 - Update deadlines for starting, implementing and completing projects
 - Procedures, instructions for meeting deadlines, etc.
2. **Financial management**, which will include:
 - Budget update and distribution by activity and line of expenditures
 - Expenditure records and financial documentation
 - Procedures, instructions to comply with the budget;
 - Efficient use of all other resources (equipment, premises)
 - Co-financing.
3. **Human resources management**, including:
 - Build project implementation team
 - Distribution of roles and tasks in the team
 - Methods, techniques and procedures for team interaction

- Successful sessions
 - Monitoring and reporting of the team members.
4. **Relationship with funder(s)**, including:
- Correspondence and communication
 - Project documentation
 - Reporting
 - Ensure visibility of the project and donors.
5. **Relationship with beneficiaries.**
- Involvement of target groups in project activities
 - Cooperation and engagement of project partners in the implementation of project activities.
 - Communication with end beneficiaries, etc.

Having reached the implementation phase, the projects go through several stages of monitoring and evaluation. Thus, a recommended topic to be addressed in training sessions is:

6. Monitoring and evaluation of project implementation.

- Type and methods of project implementation monitoring, techniques
- Type, frequency and results of evaluation, etc.

Before starting the training sessions, the Consultant will submit to the Programme for approval - session agenda, brief description (purpose, content, expected results, etc.), PPT presentations, model case studies, sample evaluation questionnaire filled in at the beginning and end of the training sessions.

The selected Consultant will also organise all logistical aspects of the training and invite participants to the training with the support of the Local Coordinator.

3. Phase 3. Organisation and delivery of training sessions

The selected Consultant will organise and moderate at least 32 (thirty-two) hours of training with the participation of all group participants identified during the first stage.

Note: The epidemiological conditions in the country as well as the willingness of LPA representatives to participate will be taken into consideration when organising training sessions and selecting the type of training sessions - hybrid, offline and online-only sessions. At least 25 participants must attend all training sessions.

Purely theoretical training sessions will be avoided. Training methods and techniques will be applied with the presentation of practical materials contributing to capacity building. At the same time, the training methods and techniques must be adapted to the knowledge of the participants

and provide opportunities to understand the presented materials. Thus, the training programme will have to be organised in a way to:

- be adjusted to the level of knowledge and skills of the participants;
- be consistent with the needs of the participants attending the training;
- be based on the practical approach and geared to 'learning by doing';
- include relevant case studies, examples of different situations in project implementation and examples of positive management practices, perhaps novel situations and solutions;
- be interactive, using adult learning techniques, audio and video materials, including a bibliography of recommended informational materials;
- incorporate a human rights-based approach, social inclusion, sustainable development and green economy, the SDGs (Sustainable Development Goals) and the gender equality approach;
- focus on the performance and results-based approach.

The knowledge of participants will be assessed at the end of the training sessions, as well as the aspects of organisation, training materials, trainer performance and other relevant issues.

4. Organisation of 2 study visits to successful projects in the Republic of Moldova

The selected Consultant will organise at least 2 study visits (1/2 day each) in the country to learn from the most successful projects implemented from external sources. These events will also aim to consolidate the knowledge acquired during the training courses but also to clarify with implementers all aspects and steps that contributed to the successful implementation of the projects.

Note: *The epidemiological situation in the country will be taken into account when organising the study visits, as well as the willingness of the participants to take part.*

Up to 20 participants in the training sessions will be invited to take part in the study visits.

The tasks of the selected Consultant will include:

- Coordinate with "hosts" and agree on the locations of visits.
- Develop agendas.
- Prepare information materials for participants, if necessary.
- Attend the study visits.
- Sum up the conclusions, lessons learned and recommendations for the Programme.

The study visits shall:

- Be organised in accordance with the objectives set in this ToR;
- Meet the needs of participants in study visit;

- Be based on knowledge of advanced experiences and successful practices and address practical issues;
- Target the areas requested by training participants and be already implemented;
- Be interactive.

Before organising any study visit, the Consultant will submit to the Programme for approval – the study visit agenda, list of participants, the case studies, case studies presented.

Note: *All study visit related costs will be covered by the Programme.*

5. Phase 5. Completion of activities.

The contracted Consultant will sum up the implemented activities and achieved results and will submit a final activity report to the Programme.

The report will describe in detail the contribution made to the implementation of the activities, how the activities were carried out, the results achieved, key findings, lessons learnt, good practices accumulated and a set of recommendations for the Programme on the continuation of similar or other activities to help strengthen the capacity of local public authorities to successfully implement externally funded projects.

V. DELIVERABLES, WORKLOAD AND TIMEFRAME

The work under the contract involves the following deliverables:

Tasks, activities, deliverables <i>(deliverables of required content and quality is the sole criterion for payment of the Consultant's services)</i>	Workload <i>(used when applying)</i>	Indicative timeframe <i>(to be coordinated/adjusted with the EU4MD Programme team)</i>
I: Phase 1. Initiation of activities. <ul style="list-style-type: none"> ✓ Develop the Methodology and detailed Work Plan; ✓ Identify the group of participants in training (minimum 30 persons: ✓ Quick training needs assessment of participants ✓ Detailed activity planning for the whole activity period ✓ Attend a working meeting with the Programme and give a presentation explaining the methodological approach, the detailed activity plan and the expected results / contract deliverables. 	5 working days	
Deliverable I: Progress Report 1 The following will be attached to the Progress Report: <ul style="list-style-type: none"> ✓ Methodology 		2 weeks from signing the contract

Tasks, activities, deliverables <i>(deliverables of required content and quality is the sole criterion for payment of the Consultant's services)</i>	Workload <i>(used when applying)</i>	Indicative timeframe <i>(to be coordinated/adjusted with the EU4MD Programme team)</i>
<ul style="list-style-type: none"> ✓ Detailed implementation plan ✓ Information note on the selection of the participants ✓ Quick training needs assessment questionnaire ✓ Results of quick training needs assessment ✓ Training session agendas and draft PPT presentations. 		
<p>II: Phase 2. Develop training materials and logistical preparation for training sessions.</p> <ul style="list-style-type: none"> ✓ Develop training programme and modules, adjusted to the needs of the beneficiaries and the current context (for at least 32 hours of training). ✓ Coordinate and define training format; ✓ Develop detailed agendas; ✓ Organise all logistical aspects, send invitations to participants. ✓ Prepare presentations, information materials, as appropriate. 	10 working days	
<p>Deliverable II: Progress Report 2</p> <ul style="list-style-type: none"> ✓ The training programme and materials (word version and power point presentations) necessary to carry out the training sessions covering the topics requested in this ToR will be attached to Progress Report 2. 		2 weeks from submitting Deliverable 1.
<p>III: Phase 3. Organise and conduct training activities.</p> <ul style="list-style-type: none"> ✓ Organise and conduct at least 32 (thirty-two) hours of training (possibly online) with the participation of the identified group of participants; ✓ Training moderation. ✓ Summary of conclusions and recommendations. ✓ Evaluation of the results of the implementation of training activities (Questionnaire). 	8 working days	
<p>Deliverable III: Progress Report 3</p> <p>The Progress Report 3 will include a description of how the training sessions were conducted, the contributions made to the training process, including the results of the participants knowledge assessment questionnaire.</p>		3 weeks from the submission of Deliverable 2.
<p>IV: Organisation of 2 study visits to successful projects in the Republic of Moldova</p>	5 working days	

Tasks, activities, deliverables <i>(deliverables of required content and quality is the sole criterion for payment of the Consultant's services)</i>	Workload <i>(used when applying)</i>	Indicative timeframe <i>(to be coordinated/adjusted with the EU4MD Programme team)</i>
<ul style="list-style-type: none"> ✓ Coordinate with hosts and agree on the locations of visits; ✓ Develop agendas; ✓ Organise logistical aspects, transport, lunch, and coffee breaks. ✓ Prepare information materials for participants. ✓ Take part in study visits. ✓ Sum up the conclusions, lessons learned and recommendations for the Programme. 		
<p>Deliverable 4: Progress Report 4</p> <ul style="list-style-type: none"> ✓ The Progress Report 4 will include a description of the contributions made to the organisation of study visits. <p>The Report will include study visit agendas, information materials and power point presentations used, photo and video material, summary of conclusions, lessons learned and recommendations</p>		2 weeks from the submission of Deliverable 3.
<p>V. Completion of activities.</p> <ul style="list-style-type: none"> ✓ Draft the final report on the activities implemented 	2 working days	
<p>Deliverable V. Final Report</p> <p>The final report will describe the contribution made to the implementation of the activities, how the activities were carried out, the results achieved, key findings, lessons learnt, good practices accumulated and a set of recommendations to the Programme for the continuation of similar or other related activities.</p>		1 week from the submission of Deliverable 4
TOTAL estimated number of working days	30 working days	

Note:

The indicated timeframe has been estimated as sufficient/feasible for the expected workload to be successfully completed and is suggested as a benchmark for the duration of the contract. It cannot and will not be used as the sole criterion for the performance of the contract/activity. Presentation of the expected deliverables approved by the EU4Moldova: Focal Regions Programme will be the sole criterion for the Consultant's completion of the work and the eligibility for payment.

All activities in this contract will be carried out in a gender-sensitive manner and by applying the human rights-based approach, green economy and efficient use of resources, circular economy and use of renewable natural resources.

Language of deliverables: All deliverables will be presented in Romanian language.

Before starting the implementation of the tasks, the Consultant will attend a kick-off meeting with the participation of Programme representatives to agree on the implementation approach.

Methodological approach: the contracted Consultant will strictly follow the Implementation Methodology agreed and endorsed by the Programme.

The Programme will assist in organising training sessions (it will offer its electronic platforms for online sessions).

VI. INSTITUTIONAL ARRANGEMENTS

The contracted Consultant will work under the direct supervision of the Project/Local Development Manager, in close cooperation with the Local Coordinator in Cahul focal region.

The selected consultant is responsible for the deliverables for which he/she is contracted.

The given contract is an activity to be carried out remotely (office/home-based) with the possibility of travel in the territory, given the epidemiological conditions. All travel costs to and from the location of the contract (at least 7 visits to Cahul mun.) will be covered by the Consultant, so transport costs must be included in the consolidated financial offer.

All deliverables mentioned above will be endorsed by the Programme Manager within 14 calendar days of submission.

VII. REQUIRED QUALIFICATIONS AND SKILLS

The following qualification criteria will be applied in the selection of Consultant:

Academic qualifications:

- University degree in public administration, management, law, economics, sociology or other related fields. A Master's degree is considered an advantage.

Experience:

- At least 5 years of practical experience in writing and managing local development projects (strategic planning, participatory monitoring and evaluation of local development strategies, local public administration).
- At least 3 contracts similar to this contract in terms of scope and tasks addressed (*proof: the list of the last 3 contracts in which the Consultant was involved in the last 5 years and the role therein must be submitted with the application package*).
- Experience in facilitating training sessions and delivering consultancy and support services in the field of project writing and management (*proof: the list of last 3 facilitated trainings must be submitted with the application package*).

- Relevant experience in implementing local development projects (*proof: the list of the last 3 projects implemented must be submitted with the application package, indicating project title, period, budget, applicant*).
- Previous experience of working with UN agencies and/or international organisations, and/or EU/donor funded development projects/programmes would be an advantage.

Skills:

- Demonstrated teamwork skills, excellent planning and organizational skills.
- Interpersonal, decision-making, initiative and creativity skills.
- Ability to analyse, plan, communicate effectively, organise and deliver expected results, adapt to different environments (cultural, economic, political and social).
- Ability to achieve results and deadlines on time while maintaining high quality standards.
- MS Office knowledge and command, including Word, Excel, PowerPoint.

Language proficiency requirements:

- Fluency in Romanian and Russian languages. Knowledge of English language would be an advantage.

The United Nations Development Programme in Moldova promotes workforce diversity. Women, people with disabilities, LGBT, Roma and other ethnic, 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.