TERMS OF REFERENCE

Job title:	***Re-advertised:*** **Two (2) national Consultants to provide assistance and mentorship for local public authorities from Cahul and Ungheni focal regions to institutionalise One-Stop Shops**

- **One (1) Legal-institutional development specialist** (Consultant 1 Team-leader)

- **One (1) Public services specialist** (Consultant 2).

Duty Station:	Moldova, Cahul and Ungheni municipalities
Section/Unit:	EU4Moldova: Focal Regions Programme (EU-funded)
Type of Contract:	Individual Contracts
Starting Date:	November 2022

Expected Duration of Assignment: November 2022 – January 2023, estimated volume of work: 28 working days - Consultant 1, Team-leader; 22 working days - Consultant 2.

Job Content:

I. GENERAL CONTEXT

The EU4Moldova: focal regions Programme (hereinafter referred to as "Programme") is based on the European Commission Implementing Decision on the Annual Action Programme 2018 in favour of 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 is to strengthen the economic, territorial, and social cohesion in the Republic of Moldova through smart, green, inclusive, sustainable and integrated local socio-economic growth as well as by improving the standards of living of the citizens in the focal regions of Cahul and Ungheni.

To this end, this Programme will address also the urban-rural divide as well as 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 the activities of the Programme.

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 pilot 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 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 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

The One-Stop Shop (hereinafter referred to as OSS) will transform user experience and improve citizens' access to quality public services and utilities, create employment opportunities and improve the attractiveness for investors and entrepreneurs by implementing innovative practices and tools for service delivery offered in a single access point; strengthen transparency, accountability of local public authorities and citizen participation in local governance processes.

Under the Programme, the OSS will be institutionalized within the LPA responsible for providing quality information about the activity of LPAs in Cahul and Ungheni Town Halls, and provision of administrative public services in a prompt manner, upon submission of a minimum set of documents both at the local and central levels.

The OSS will be part of the SMART Urban Management Concept that will provide both municipalities with the digital infrastructure, hard and soft, necessary to facilitate smart economic specialization, participatory planning and monitoring with engagement of all stakeholders, more efficient provision of services like water and sanitation, waste management, public transport, public lightning, housing, educational and health services. Using together information, data and technology the SMART Urban Management Concept will allow local public authorities make best use of resources and infrastructure for the purpose of supplying services to citizens, facilitate participative democracy and stimulate economic development. In this System, by way of example, the OSS will be responsible for providing the following services:

- Inform about and manage procedures to obtain different documents (permits, authorizations, plans, certificates, copies of documents, notifications in commerce, real estate tax, etc.) issued by the LPA for citizens /businesses.

- Inform citizens about competencies and responsibilities of the mayor, local council, and administrative bodies of the town.

- Inform citizens on the decisions and other official acts adopted by the local council, mayor, and other municipal bodies.

- Inform beneficiaries on communal services provided by municipal enterprises, provide directions on service activation, tariffs, and usage pattern.

- Inform beneficiaries about the list, location and registration to kindergarten, school, etc.

- Register complaints in regard to services provided by the municipal enterprises and the OSS.

- Inform on any other issue related to local government activity.

- Accept applications for and issue the range of permits, authorizations, plans, certificates, official copies of documents, etc. issued by the LPA, including coordinating the activities of the relevant public authorities in order to streamline and accelerate the issuance of such approvals; and accept complaints, proposals and requests for assistance within the LPA's sphere of authority.

Front-office functions in OSS, such as physical spaces, customer service, and citizen feedback, are as important as the decision whether to integrate the back-end functions. Modern and transparent front-offices for service delivery, complemented by a re-engineering of back-office and internal processes (document management, circulation of incoming and outgoing documents, etc.) in the municipal administration would enhance the public service transformation at the local level.

OSS, in its quality of LPA Front-Office, will be used for providing all the existing local administrative public services. Considering the fact that improving the efficiency of services is an on-going process, the services provided through OSS will be of different maturity level, while the mayor's office staff will strive to develop the services and bring them to the highest level considering:

1. Information – Publication and dissemination of information. All the service provision related information will be published on the Cahul and Ungheni official webpage and will be also made available through the guidelines issued and disseminated by OSS.

2. Interaction – The citizens will have the possibility to contact the authorities through the webpage or upload template application forms and documents. Interaction also means proactive citizen outreach, various feedback mechanisms, engaging citizens from receiving feedback to co-creating the OSS.

3. Transaction – The citizens will have the possibility to carry out full transactions in electronic form, the whole circuit of document, access to information, and coordination with other authorities involved being insured electronically and is transparent for the applicants.

4. Transformation – The LPAs transform the current operational process to provide more efficient, integrated, unified, and customized services. The integration of internal and external institutions and systems will insure full communication between the public authorities. In the case of OSS, a service is at the level of transformation when it is eliminated through exchange of information between the authorities.

III. SCOPE OF WORK

The EU4Moldova: focal regions Programme (hereinafter the Programme) is looking for **2 (two) national Consultants** qualified and experienced to render consultancy and expertise services to the local public authorities from Cahul and Ungheni focal regions in institutionalization of One Stop Shops, including:

- **Position 1: One (1) Legal-institutional development specialist** (Consultant 1 Team-leader)

- **Position 2: One (1) Public services specialist** (Consultant 2).

Important Note 1: *The potential applicants shall clearly indicate the position they are applying for in the Application Letter.*

The applicants may apply for both positions and this fact shall be clearly indicated in the Application Letter, with the possibility to be selected for 1 position only.

The Consultants shall work as a team, based on 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 public partners and approved by the Programme.

The **overall objective** of the assignment is to assist the public administration authorities from Cahul and Ungheni focal regions in the institutionalization process of One Stop Shops.

The Consultants will consider LPAs specifics and peculiarities, in particular the differences in the organizational structure, internal workflows and procedures, business culture. Thus, homogenized public Government to Citizens (G2C) and Government to Business (G2B) services with the same legal base will have a transformational impact of different workflows, followed by digital transformation.

The **specific objectives** of the Consultants' assignment will include reviewing the existing package of documents related to the institutionalization and activity of the OSS, providing support to the LPA of Cahul and Ungheni in promoting the documents necessary for the institutionalization of OSS for the approval by the Municipal Council, and developing of an Action Plan for starting the operations of the OSS with a clear set of services that could be provided during the test operation period (e.g. one or two months).

To undertake the current exercise the Consultants will consider the Concept for e-APL Platform[1] meant for the local public authorities, approved on July 27, 2022, by the Government of the Republic of Moldova. Through the e-APL platform, the central public authorities will provide important digital resources for the efficient management of activities at the local level. Also, this platform will integrate existing governmental services such as e-signature and e-payments, facilitating the providing by LPA online public services and the digital interaction with the citizens and the business environment. Thus, the e-APL platform will represent a solution for the category G2G, G2B and G2C. Priorities and actions necessary to achieve the main objectives are: Modern

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[1] Government Decision regarding the approval of the Concept of the Portal meant for the local public administration in the Republic of Moldova (e-APL)
https://gov.md/sites/default/files/document/attachments/subiect-06-nu-329-cs-age-2022.pdf

local public administrations; Secure and sustainable digital infrastructure; Fast and affordable connectivity; Education and digital skills for all.

Also, the Consultants shall consider all efforts undertaken so far by the donor community (i.e. Local Government Support Project in Moldova[2,] My Community Programme (USAID), Moldova Governance e-Transformation Project, Modernization of Government Services in Republic of Moldova (WB), UNDP, UN Women initiatives) and provisions of national development strategies in areas such as ICT, decentralization, and population's welfare improvement, etc.

The Consultants and Municipalities shall collaborate with active programmes or initiatives relevant to a successful completion of the assignment. Once implemented, the OSS into the focal regions may be replicated throughout the territory of the Republic of Moldova, thus contributing to improving the investment climate of the regions and Republic of Moldova in general, the degree of population's satisfaction with the LPA and CPA activity, the indicators from the World Bank reports, etc.

IV.   KEY TASKS AND ACTIVITIES

For the current mission, the contracted Consultants shall perform the following tasks and activities, and shall be responsible of:

1. Initiation of activities.

Organize preparatory activities to launching the assignment, including:

a. Assessing the existing documents (Operational manual/Regulations/Job descriptions, etc.) and come up with i) an Action Plan for assistance in institutionalization of OSS.

b. Preparing a detailed methodology for carrying out the established tasks and coordinate the methodology with the Programme and with the local public partners (Cahul and Ungheni LPAs).

c. Contact local public authorities and perform an assessment of local training needs capacities and identify together with LPAs the pool of participants, as potential future OSS operators preselected for on-job trainings and mentoring.

d. Provide a presentation to the Programme Team for explaining the approach, methodology, schedule of the detailed activities and expected results / deliverables of the assignment.

e. Prepare and deliver Progress Report on performed activities.

2. Provide technical and methodological support to Cahul and Ungheni mayoralties for the institutionalization of the OSS

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[2] Concept of Citizen Information and Service Center of the LPA
http://descentralizare.gov.md/public/files/CIPS_Concept_paper_final_eng.pdf

The selected Consultants will provide technical and methodological support to Cahul and Ungheni mayoralties necessary for the institutionalization of OSS in each target municipalities Cahul and Ungheni.

Subsequently, the Consultants will provide methodological assistance and guidance for OSS launching and operation. Hence, regular meetings will be organized with every mayoralty to analyse and solve the problems related to OSS operation. Information and consultative support shall be provided, as well as direct involvement in revising the package of documents for the OSS operation.

After revising the OSS related documentation, the Consultants shall provide support to the local public authorities of Cahul and Ungheni in promoting the documents necessary for the institutionalization of OSS for approval by the Municipal Council.

The OSS related documentation review will focus on, but is not limited to the following:

a. Review documents related to the proper OSS institutionalization and operation (Customized Operational Manuals/Regulations, other documents part of the Operations Manual).

b. Review the Information Guides for each service. The guides are included as annexes to the Operational Manual. Additionally, service passports and schemes, developed under the tasks above, are also attached to the Operational Manual.

c. Review the regulation for OSS establishment and OSS activity for 2 town halls. The regulation is included as annex to the manual.

d. Review detailed job descriptions for OSS for front- and back-office staff and amendments to existing job description of other relevant employees (involved in the back office).

e. Develop the Action Plan for institutionalization of OSS and starting operations detailing activities on establishing OSS in each municipality separately and describing the services to be delivered during the OSS test operation period.

f. Assist Cahul and Ungheni municipalities in the process of due approval of the revised package of documents by the Municipal Council.

g. Ensure OSS preselected personnel testing (processes perception and understanding of the front- and back-office staff) at different stages of the assignment.

Before the organization of the visits to Cahul and Ungheni municipalities, the Consultants will submit for review and approval to the Programme - agendas of the visits, brief description of topics addressed (purpose, content, expected results, etc.), case study models, and other materials that will be presented.

3. Completion of activities

The Consultants will summarize the activities implemented and the results obtained and will present to the EU4Moldova: Focal regions Programme the Final Activity Report, including describing the contribution made to the institutionalization of the OSS, the results obtained, lessons learned, good practices and recommendations for the Program.

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V. KEY DELIVERABLES AND INDICATIVE TIMEFRAME

The Consultant shall deliver to EU4Moldova: focal regions Programme the following deliverables, in accordance with the schedule set forth in Section below.

Tasks, Activities & Deliverables *(provision of deliverables of required content and quality is the only criteria for consultant's payment)*	Estimated work volume *(used at the submission stage)*	Tentative timeframe *(subject to coordination/adjustment with EU4MD project team)*
1. Initiation of activities. • Assessing the existing documents (Operational manual/Regulations/Job descriptions, etc.) and come up with an Action Plan for assistance in the institutionalization of OSS. • Preparing a detailed methodology for carrying out the established tasks and coordinate the methodology with the Programme and with the local public partners (Cahul and Ungheni LPAs). • Contact local public authorities and perform an assessment of local training needs capacities and identify together with LPAs the pool of participants, as potential future OSS operators preselected for on-job trainings and mentoring. • Organize and inception meeting with Programme Team and provide a presentation explaining the approach, methodology, schedule of the detailed activities and expected results / deliverables of the assignment. • Prepare and deliver Progress Report on performed activities. *Team-Leader is responsible for the task with the support and participation/ inputs of the second Consultant.*	7 working days for Consultant 1 and 7 working days for Consultant 2	
Deliverable I: 1st Progress Report • The detailed implementation action plan, and the estimated timeframe for the institutionalization of OSS • The working methodology reflecting the proposed approach, the planned activities and methods, tools; • Results of the quick Training Needs Assessment. *Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.*		3 weeks since the contract signature
2. Provide technical and methodological support to Cahul and Ungheni mayoralties with institutionalization of OSS • Review documents related to the proper OSS institutionalization and operation (Customized Operational Manuals/Regulations, other documents part of the Operations Manual). • Review the Information Guides for each service. The guides will be included as annexes to the Operational	20 working days for Consultant 1 and 14 working days for Consultant 2.	

Manual. Additionally, service passports and schemes, developed under the tasks above, will be attached to the Operational Manual. • Review the regulation for OSS establishment and OSS activity for 2 town halls. The regulation will be included as an annex to the manual. • Review detailed job descriptions for OSS for front- and back-office staff and amendments to existing job description of other relevant employees (involved in the back office). • Develop the Action Plan for institutionalization of OSS and starting operations detailing activities on establishing OSS in each municipality separately and describing the services to be delivered during the OSS test operation period. • Assist Cahul and Ungheni municipalities through the process of due approval of the revised package of documents by the Municipal Council. • Ensure OSS preselected personnel testing (processes perception and understanding of the front- and back-office staff) at different stages of the assignment. *Both members of the team are involved. Each of Consultant is responsible for the task by specialization. Team-leader is responsible for overall guidance.*		
Deliverable II: 2nd Progress Report The Progress Report No. 2 will include • Description of the technical and methodological support activities performed, and documents reviewed • Action Plan for the implementation of the OSS activity in Cahul and Ungheni municipalities. • Copies of Municipal Councils' Decisions approving documentation for OSS operation • OSS personnel testing results *Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.*		November – December 2022
3. Completion of activities. • Elaboration of the Final Report on the implemented activities. *Both members of the team are involved.*	1 working day for Consultant 1 and 1 working day for Consultant 2	
Deliverable III: Final Report • Report on contributions for the implementation of activities, results produced, lessons learnt and best practices and recommendations. Note 2: The Final Report will be presented in Romanian and will contain the narrative part on the progress achieved with all deliverables attached (both in hard and digital versions). *Team-Leader is responsible for the Deliverable with the support and inputs of the second Consultant.*		End of January 2023

TOTAL number of working days estimated	28 working days – Consultant 1, Team leader;
	22 working days – Consultant 2

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 the Programme shall be the only criteria for Consultants' work being completed and eligible for payment/s.

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 the deliverables: All deliverables should be endorsed by the EU4Moldova: focal regions Programme Team and be provided in Romanian (as indicated above), both in hard and electronic copies.

Before commencing the work on the assignment, the Consultants will be invited to participate in the introductory meeting with participation of the EU4MD: Focal Regions Programme representatives to agree on implementation approach. In addition, they will be encouraged to participate in other Programme's related to their assignment trainings and events.

Methodological approach: the contracted Consultants will follow strictly the implementation action plan, agreed at the initiation stage with the Programme management.

VI. INSTITUTIONAL ARRANGEMENTS

The Consultant will be awarded a contract with UNDP for the delivery of services applied for and will work under the guidance and direct supervision of the Project Officer for SMART Development and Digital Transformation and in close cooperation with Project Manager/Local Development. The EU4Moldova: focal regions Programme will provide all available relative documentation, facilitate first contacts, access to the site and communication with stakeholders while **Consultants will be responsible for arranging all necessary transportation arrangements (at least 5 visits in each focal region), obtaining all needed permissions, and establishing and maintaining of good working relationships with all involved parties.** EU4Moldova: focal regions Programme will be also providing logistical and organizational support.

VII. DURATION OF WORK

a) The estimated duration of works is maximum 3 (three) months. The expected time of commencement of contract is November 2022.

b) UNDP will require maximum of 14 (fourteen) days (depending on the implementation stage) to review the deliverables, provide comments, approve, or certify acceptance of deliverables.

VIII. QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER AT VARIOUS LEVELS

The Consultants shall possess the professional qualities and experience in public administration, public services, communication and change management, which will help to address the challenges of resistance, limited resources, collaboration fatigue. The Consultants will be required to demonstrate exemplary leadership, support and collaboration.

The following qualification criteria shall be applied for the selection of the Consultant for the **Position 1 - Legal-institutional development specialist, Team Leader**:

Education:

- University degree in Law, Public Administration, Management, Political Science, Sociology or another relevant field. Master's degree shall be considered an asset.

Experience:

- At least 3 years of practical experience in the fields related to local development (strategic planning, development of public administrative services, local development projects implemented with participation of private sector or attracted external financial resources, investment attraction, collaboration with the associative sector and / or private actors).

- At least 2 similar contracts with similar scope and tasks (*evidence: the list of the last 2 development projects in which the Consultant has been involved in the last 3 years must be presented together with the application dossier*).

- Experience in facilitation, coaching, mentoring and/or delivering trainings in the field of OSS, and/or implementation of local development projects financed from government or external attracted financial resources (*evidence: the list of the last 3 trainings facilitated in the mentioned field must be presented together with the application package*).

- Relevant experience in implementing OSS projects shall be considered a strong asset.

- Previous experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/ programmes will be considered as an asset.

Competences:

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Leads teams effectively and shows mentoring as well as conflict resolution skills;

- Demonstrated capacity of team-orientation work, excellent planning and organizational skills;

- Good interpersonal skills, solid judgment/decision making, initiative and creativity;

- Ability to analyse, plan, communicate effectively organize and meet expected results, adapt to different environments (cultural, economic, political and social);

- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout;

- Knowledge and skills of operating contemporary PC software.

Language requirements:

- Excellent command of written and spoken Romanian and Russian are required. Knowledge of English is an asset.

The following qualification criteria shall be applied for the selection of the **Position 2 – Public services specialist, Consultant 2**.

Education:

- University degree in public administration, social sciences, education, psychology, social work, or other relevant area. Master's degree shall be considered an asset.

Experience:

- At least 3 years of working experience providing advisory services for public sector in area of public services, strategic development, business development or assigned program specialty, other business-related activities, collaboration of public actors and / or private sector).

- At least 2 similar contracts in terms of scope and tasks addressed (*evidence: the list of the last 2 contracts in which the Consultant has been involved in the last 3 years must be presented together with the application dossier*).

- Experience in cooperation with LPAs on facilitation, coaching, mentoring and/or delivering trainings in the field of public services development, implementation of local development projects financed by the public sector or from external attracted financial resources (*evidence: the list of the last 3 authorities facilitated in the mentioned field must be presented together with the application package*).

- Experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/ programmes will be considered as an asset.

Competences:

- Demonstrated capacity of team-orientation work, excellent planning and organizational skills;

- Good interpersonal skills, solid judgment/decision making, initiative and creativity;

- Ability to analyse, plan, communicate effectively organize and meet expected results, adapt to different environments (cultural, economic, political and social);

- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout;

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- Computer proficiency, including knowledge of MS Office products (Word, Excel, Power Point) as well as e-mails literacy.

Language requirements:

- Excellent command of written and spoken Romanian and Russian are required. Knowledge of English is 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.