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| **United Nations Development Programme** |  |

**TERMS OF REFERENCE**

**Job title:** Capacity Building Consultant

**Duty Station:**  Republic of Moldova, Chisinau

**Reference to the project**: Strengthen social cohesion through inclusive participation and empowered citizens (STRONG)

**Contract type**: Individual Contract

**Assignment type**: National Consultant

**Contract duration**: October 2023 – October 2026

**Expected workload**: 333 working days

**Indicative starting date:** 02 October 2023

1. BACKGROUND

The Swiss-UNDP project “Strengthen social cohesion through inclusive participation and empowered citizens” (STRONG) is set to establish, through multi-dimensional partnerships and interventions, a model of efficient cooperation and strengthened social cohesion through empowered diaspora members, returning migrants and other citizens and responsive local governance.

Over the past three decades, migration has gradually become an intrinsic factor influencing Moldova’s social and economic development. Striving to maximize the benefits of human mobility and to mitigate any negative consequences, UNDP works with the Moldovan Government to balance short-term responses to addressing the impacts of emigration with long-term sustainable development solutions.

Building upon the meaningful community cooperation and diaspora engagement framework established in previous SDC-UNDP interventions, the project will invest resources and efforts at local and national levels in supporting local communities to advance democratic practices and improving public participation in development outcomes. At the same time, the Project includes components for advancing policy and institutional frameworks and to create an environment more conducive for resilient and democratic communities. To complement the results already achieved, the STRONG project will also work on empowering local public authorities, community organizations (e.g. hometown associations) and local action groups (LAGs) to engage in community development and social cohesion initiatives.

The strategic goal of the STRONG project is to improve the living standards of people in Moldova via a more inclusive, accountable, responsive, and evidence-based model of governance, and through an increased level of participation of migrants/ diaspora in Moldova’s sustainable development.

As part of Outcome 1, the project will concentrate on establishing and enhancing Governmental mechanisms and programs to support community development via active participation of civil society and diaspora representatives. This includes provision of support to the Diaspora Relations Bureau in the enhancement of the Diaspora Engagement for Development framework, as well as for the institutionalization of successful best practices, previously piloted by Swiss-UNDP interventions.

In case of the second Outcome, the Project will enhance the institutional capacities of the HTA Alliance as knowledge center and as regional enabler for emerging HTAs and diaspora associations. This way, the local stakeholders, including LPAs and HTAs, and diaspora will be better positioned to engage in community development, return/reintegration, and promotion of social cohesion initiatives.

The STRONG project is part of the third phase of the SDC Program “Moldova - Making Most of Migration”, in partnership with the Diaspora Relations Bureau of the State Chancellery and UNFPA. The project’s direct beneficiaries will include relevant local public authorities, democratic- or governance-oriented community organizations, as well as individual communities (including diaspora members, returnees, and refugees).

1. OBJECTIVE AND EXPECTED OUTPUTS

The Project seeks to contract a National Consultant (hereinafter “the Consultant”) to provide membership engagement, recruitment, partnership, and capacity development assistance, as part of an Institutional Support Team to assist the HTA Alliance and its members.

She/he is expected to work closely with the STRONG project team and with the management of the Alliance of Hometown Associations (HTA Alliance) to deliver professional, effective, and qualitative contributions to the Project’s institutional development and community-level interventions.

Under the direct supervision of the Project Manager and of the Component Manager, the Consultant is expected to carry out the following tasks:

* Facilitate membership recruitment and retention of members to Hometown Alliance.
* Design initiatives and programs for membership engagement and involvement.
* Identify and address members' needs and concerns, ensuring member services and support.
* Provide capacity building and training, by assessing the training needs of members and develop training programs to build their capacity in relevant areas & organization of cap build events.
* Document best practices and lessons learned during the consultancy to guide future membership-related initiatives.

1. KEY ACTIVITIES, DELIVERABLES AND TENTATIVE TIMETABLE

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| **Key activities and deliverables** | **Tentative timetable** |
| Activity I:  Support the HTA Alliance to conduct a comprehensive analysis of the recruitment potential of the new members and the satisfaction of the current 60 members of the HTA Alliance's members, based on the methodology produced by the HTA Organizational Growth Consultant  **Deliverable I A:**  Progress report about technical support provided, including guidance, recommendations, and strategies for member recruitment, retention, and capacity building.  **Deliverable I B:**  Design and carry out one Forum and other two relevant activities for 60 members of the HTA Alliance. | **Deliverable I A:**  by December 2023  9 WDs  **Deliverable I B:**  by December 2023  18 WDs |
| Activity II:   * Develop and implement a comprehensive membership engagement strategy that focuses on recruitment, retention, and meaningful involvement of members, based on the methodology produced by the HTA Organizational Growth Consultant. * Conceptualize the activities to enhance members' skills, knowledge, and understanding of the Hometown Alliance's mission and objectives and organic growth of the capacities of the HTAs – members of Alliance.   Deliverable II A:   * A well-defined membership engagement strategy document and outlining objectives, target segments, engagement approaches, and key performance indicators. * Progress report on the working plan and strategic activities for the year 2024 to enhance the support provided, encompassing guidance, recommendations, and strategies for member recruitment, retention, and capacity building developed.   Deliverable II B:   * Progress report on prepared workshop materials, training modules, and resources designed to enhance the skills and competencies of HTA members, leaders, and staff.   Deliverable II C:   * Continuously measure up to date HTAs capabilities and identify capacity-building needs for the Alliance's members and their representatives. * Regular monitoring and evaluation reports outlining progress, impact, and recommendations for improvement – provided to 20 partner localities.   Deliverable II D:   * Design and carry out two Forums and other four relevant activities for 60 members of the HTA Alliance. | Deliverable II A:  by February 2024  18 WDs  Deliverable II B:  by April 2024  11 WDs  Deliverable II C:  by October 2024  12 WDs  Deliverable II D:  by December 2024  10 WDs |
| Activity III:   * Facilitate networking opportunities and knowledge-sharing sessions among HTAs within the HTA Alliance, based on the methodology produced by the HTA Organizational Growth Consultant. * Offer ongoing consultation and guidance to HTAs as they implement their institutional development plans by addressing emerging challenges, provide solutions, and adapt strategies as needed to ensure sustained growth and revitalization.   Deliverable III A:   * Regular progress reports on lessons learned, best practices, and successful strategies are documented and shared among HTAs and within the STRONG Project community.   Deliverable III B:   * Report on documentation of networking events, knowledge-sharing initiatives, and best practices exchanged among HTAs. * Intermediate progress report for year 2024 on the assistance offered to HTAs in cooperation with natives from the Diaspora for a better development process.   Deliverable III C:   * Report on continuously communicate with HTA leadership and project management, sharing insights, challenges, and success stories. * Intermediate progress report for 2024 on assistance offered to HTAs for efficient implementation of concept developed by HTA Alliance for Diaspora Days 2024.   Deliverable III D:   * Regular progress report providing updates on achievements, challenges, and proposed actions for membership engagement.   Deliverable III E:   * Regular progress report on documentation of ongoing consultations, guidance provided, and solutions offered to support HTA growth. | Deliverable III A:  by April 2024  7 WDs  Deliverable III B:  by June 2024  15 WDs  Deliverable III C:  by August 2024  21 WDs  Deliverable III D:  by October 2024  7 WDs  Deliverable III E:  by December 2024  7 WDs |
| Activity IV:   * Develop and implement a comprehensive membership engagement plan for 2025 year that focuses on recruitment, retention, and meaningful involvement of members. * Conceptualize the activities to enhance members' skills, knowledge, and understanding of the Hometown Alliance's mission and objectives and organic growth of the capacities of the HTAs – members of Alliance.   Deliverable IV A:   * A well-defined membership engagement strategy document and outlining objectives, target segments, engagement approaches, and key performance indicators. * Progress report on the working plan and strategic activities for the year 2025 have been developed to enhance the support provided, encompassing guidance, recommendations, and strategies for member recruitment, retention, and capacity building.   Deliverable IV B:   * Prepare workshop materials, training modules, and resources designed to enhance the skills and competencies of HTA members, leaders, and staff.   Deliverable IV C:   * Continuously measure up to date HTAs capabilities and identify capacity-building needs for the Alliance's members and their representatives. * Regular monitoring and evaluation reports outlining progress, impact, and recommendations for improvement – provided to 20 partner localities.   Deliverable IV D:   * Design and carry out two Forums and other four relevant activities for 60 members of the HTA Alliance. | Deliverable IV A:  by February 2025  18 WDs  Deliverable IV B:  by April 2025  11 WDs  Deliverable IV C:  by October 2025  12 WDs  Deliverable IV D:  by December 2025  10 WDs |
| Activity V:   * Facilitate networking opportunities and knowledge-sharing sessions among HTAs within the HTA Alliance, based on the methodology produced by the HTA Organizational Growth Consultant * Offer ongoing consultation and guidance to HTAs as they implement their institutional development plans by addressing emerging challenges, provide solutions, and adapt strategies as needed to ensure sustained growth and revitalization.   Deliverable V A:   * Regular progress reports on lessons learned, best practices, and successful strategies are documented and shared among HTAs and within the STRONG Project community.   Deliverable V B:   * Report on documentation of networking events, knowledge-sharing initiatives, and best practices exchanged among HTAs. * Intermediate progress report for 2025 on the assistance offered to HTAs in cooperation with natives from the Diaspora for a better development process.   Deliverable V C:   * Continuously communicate with HTA leadership and project management, sharing insights, challenges, and success stories. * Intermediate progress report for 2025 on assistance offered to HTAs for efficient implementation of concept developed by HTA Alliance for Diaspora Days 2025. * Intermediate progress report for 2025 on assistance offered to HTAs for efficient implementation of concept developed by HTA Alliance for local summer camps for the year 2025.   Deliverable V D:   * Regular progress report providing updates on achievements, challenges, and proposed actions for membership engagement.   Deliverable V E:   * Regular progress report on documentation of ongoing consultations, guidance provided, and solutions offered to support HTA growth. | Deliverable V A:  by April 2025  7 WDs  Deliverable V B:  by June 2025  15 WDs  Deliverable V C:  by August 2025  21 WDs  Deliverable V D:  by October 2025  7 WDs  Deliverable V A:  by December 2025  7 WDs |
| Activity VI:   * Develop and implement a comprehensive membership engagement plan for 2026 year that focuses on recruitment, retention, and meaningful involvement of members. * Conceptualize the activities to enhance members' skills, knowledge, and understanding of the Hometown Alliance's mission and objectives and organic growth of the capacities of the HTAs – members of Alliance.   Deliverable VI A:   * Progress report on well-defined membership engagement plan document and outlining objectives, target segments, engagement approaches, and key performance indicators. * Progress report on the working plan and strategic activities for the year 2026 have been developed to enhance the support provided, encompassing guidance, recommendations, and strategies for member recruitment, retention, and capacity building.   Deliverable VI B:   * Prepare workshop materials, training modules, and resources designed to enhance the skills and competencies of HTA members, leaders, and staff.   Deliverable VI C:   * Design and carry out two Forums and other two relevant activities for 60 members of the HTA Alliance. * Continuously measure up to date HTAs capabilities and identify capacity-building needs for the Alliance's members and their representatives. * Regular monitoring and evaluation reports outlining progress, impact, and recommendations for improvement – provided to 20 partner localities. | Deliverable VI A:  by February 2026  18 WDs  Deliverable VI B:  by April 2026  6 WDs  Deliverable VI C:  by October 2026  21 WDs |
| Activity VII:   * Facilitate networking opportunities and knowledge-sharing sessions among HTAs within the HTA Alliance. * Offer ongoing consultation and guidance to HTAs as they implement their institutional development plans by addressing emerging challenges, provide solutions, and adapt strategies as needed to ensure sustained growth and revitalization.   Deliverable VII A:   * Regular progress reports on lessons learned, best practices, and successful strategies are documented and shared among HTAs and within the STRONG Project community.   Deliverable VII B:   * Report on documentation of networking events, knowledge-sharing initiatives, and best practices exchanged among HTAs. * Intermediate progress report for 2026 on the assistance offered to HTAs in cooperation with natives from the Diaspora for a better development process.   Deliverable VII C:   * Continuously communicate with HTA leadership and project management, sharing insights, challenges, and success stories. * Intermediate progress report for 2026 on assistance offered to HTAs for efficient implementation of concept developed by HTA Alliance for Diaspora Days 2026. * Intermediate progress report for 2026 on assistance offered to HTAs for efficient implementation of concept developed by HTA Alliance for local summer camps for the year 2026. * Regular progress report providing updates on achievements, challenges, and proposed actions for membership engagement. * Regular progress report on documentation of ongoing consultations, guidance provided, and solutions offered to support HTA growth. | Deliverable VII A:  by April 2026  4 WDs  Deliverable VII B:  by June 2026  15 WDs  Deliverable VII C:  by August 2026  23 WDs |
| Deliverable VIII:  Final progress report on the interventions of Membership Engagement and Capacity Building Consultant of the HTA Alliance during the October 2023 - October 2026 period. | Deliverable VIII:  by October 2026  3 WDs |

*Note: Deliverables and the final timeline can be amended or specified for the purpose of the assignment. All deliverables should be agreed with Project and be provided in electronic copy. Payment will be made upon the successful completion of the tasks assigned.*

1. INSTITUTIONAL ARRANGEMENTS

The timeframe for the work of the Consultant is planned for the period October 2023 – October 2026.

During this time, the Consultant is expected to work a total of 333 working days (part-time consultancy).

The assignment shall be performed in close coordination with the Project Team, under the guidance and supervision of the Project Manager and Component Manager, as well as (part of the HTA Alliance Institutional Support Team) – of the Institutional Partnership and Development Consultant (Team Lead) and of the Organizational Growth Consultant.

For the duration of the assignment the Project will provide the Consultant the necessary information and materials for the fulfilment of the assignment. Priority shall be given to both office-based and field work.

All communications and documentation related to the assignment will be in Romanian and English.

1. FINANCIAL ARRANGEMENTS

Payments will be disbursed in tranches upon submission and validation of deliverables by the Component Manager (certifying that the services have been satisfactorily performed) and their subsequent approval by the Project Manager.

1. QUALIFICATIONS AND SKILLS REQUIRED

**Academic Qualifications:**

* University degree (or higher) in Social Sciences, Communication, Business Administration, Marketing, Local Public Administration, or other relevant fields.

**Experience and knowledge:**

* At least 3 (three) years of progressive experience (at the local and/or national level) in the field of HR management, membership engagement and/or recruitment within non-profit organizations, private entities, public institutions, community-based initiatives, or international development projects.
* At least 2 (two) years of experience in providing advisory and capacity building support for non-governmental organizations, private sector and/or public institutions, with a focus on membership-related programs and/or communication initiatives.
* Professional experience in contributing to the conceptualization and/or implementation of capacity building and training programs for staff and/or institutional members.
* Proven experience in conducting membership assessments, analyzing data, and formulating actionable recommendations for program improvement will be considered a strong advantage.
* Previous experience in the collaboration with hometown associations from Moldova will be considered a strong advantage.

**Competencies:**

* Ability to perform and deliver expected results in a fast-paced working environment.
* Strong sense of initiative and ability to work independently.
* Strong communication skills, with analytic capacity and ability to identify relevant findings and prepare analytical documents in a clear and concise manner.
* Demonstrated interpersonal skills, as well as the ability to communicate effectively and build meaningful partnerships with all stakeholders.
* Fluency in Romanian (verbal and written) is a must. Strong knowledge of English considered as an advantage.

**Personal qualities:**

* Responsibility, flexibility and punctuality, ability to meet deadlines and prioritize multiple tasks.
* Proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status.

*The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic 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.*

1. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

* Signed and filled-in Offeror’s letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating Financial proposal in Annex 2 (in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls etc.). Annex 2 to the Offeror's letter, incorporating the Financial Proposal, shall be filled in mandatorily and includes the detailed breakdown of costs supporting the all-inclusive financial proposal;
* Proposal (Motivation Letter): explaining why they are the most suitable for the work including previous experience in similar Projects (please provide brief information on each of the above qualifications, item by item, including information, links/copies of documents for similar comprehensive studies);
* Duly updated CV with at least 3 references.

**Important notice:** applicants who have the statute of Government official / public servant will be asked to submit the following documentation:

* a no-objection letter in respect of the applicant received from the Government, and;
* certification in writing by the employer to be on official leave without pay for the entire duration of the individual contract.

1. **EVALUATION**

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

* University degree (or higher) in Social Sciences, Communication, Business Administration, Marketing, Local Public Administration, or other relevant fields.
* At least 3 (three) years of progressive experience (at the local and/or national level) in the field of HR management, membership engagement and/or recruitment within non-profit organizations, private entities, public institutions, community-based initiatives, or international development projects.
* At least 2 (two) years of experience in providing advisory and capacity building support for non-governmental organizations, private sector and/or public institutions, with a focus on membership-related programs and/or communication initiatives.

The short-listed individual consultants will be further evaluated based on the following methodology:

*Cumulative analysis*

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/ compliant/ acceptable, and

b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* **Technical Criteria weight** – 60% (300 pts);

\* **Financial Criteria weight** – 40% (200 pts).

*Only candidates obtaining a minimum of 210 points for the Technical Evaluation shall be considered for the Financial Evaluation.*

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| **Criteria** | **Scoring** | **Points Obtainable** |
| **Technical** | | |
| University degree (or higher) in Social Sciences, Communication, Business Administration, Marketing, Local Public Administration, or other relevant fields | *Bachelor’s degree – 10 pts.*  *Master’s degree – 15 pts.* | 15 |
| At least 3 (three) years of progressive experience (at the local and/or national level) in the field of HR management, membership engagement and/or recruitment within non-profit organizations, private entities, public institutions, community-based initiatives, or international development projects. | *3 years – 15 pts.,*  *each additional year of experience – 5 pts.*  *up to a maximum of 40 pts.* | 40 |
| At least 2 (two) years of experience in providing advisory and capacity building support for non-governmental organizations, private sector and/or public institutions, with a focus on membership-related programs and/or communication initiatives. | *2 years – 15 pts.,*  *each additional year of experience – 5 pts.*  *up to a maximum of 35 pts.* | 35 |
| Professional experience in contributing to the conceptualization and/or implementation of capacity building and training programs for staff and/or institutional members | *more than 3 years – 25 pts;*  *up to 3 years – 15 pts;*  *no – 0 pts.* | 25 |
| Proven experience in conducting membership assessments, analyzing data, and formulating actionable recommendations for program improvement will be considered a strong advantage | *more than 3 years - 20 pts;*  *up to 3 years – 10 pts;*  *no – 0 pts.* | 20 |
| Previous experience in the collaboration with hometown associations from Moldova will be considered a strong advantage | *more than 3 years - 20 pts;*  *up to 3 years – 10 pts;*  *no – 0 pts.* | 20 |
| Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment | *No – 0 pts,*  *Yes – 5**pts.* | 5 |
| Proficiency in Romanian and English. | *5 pts each (10 pts total)* | 10 |
| Interview  *(The first three candidates who passed technical evaluation criteria with the best score shall be invited for an online interview and pass the cumulative analysis)* | * Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders to present ideas clearly and effectively   *(none – 0 pts, limited ≤10 pts, good ≤ 25 pts, strong ≤ 35 pts)*   * Strong sense of initiative and ability to work independently   *(none – 0 pts, limited ≤10 pts, good ≤ 25 pts, strong ≤ 35 pts)*   * Strong communication skills, with analytic capacity and ability to identify relevant findings and prepare analytical documents in a clear and concise manner   *(none – 0 pts, limited ≤ 5 pts, good ≤ 20 pts, strong ≤ 30 pts)*   * Perceived ability to perform and deliver expected results in a fast-paced working environment   *(none – 0 pts, limited ≤ 5 pts, good ≤ 20 pts, strong ≤ 30 pts)* | 130 |
| **Maximum Total Technical Scoring** |  | **300** |

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| **Financial** | |
| Evaluation of submitted financial offers will be done based on the following formula:  **S = Fmin / F \* 200**  **S –** score received on financial evaluation;  **Fmin –** the lowest financial offer out of all the submitted offers qualified over the technical evaluation round;  **F –** financial offer under consideration | **200** |

**Winning candidate**

The winning candidate will be the candidate who has accumulated the highest aggregated score (technical scoring + financial scoring).