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| **United Nations Development Programme** |  |

**TERMS OF REFERENCE**

**Job title:** Organizational Growth 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 support the institutional capacity development and strengthening of HTA Alliance through provision of continuous guidance, capacity building assistance and mentorship/ coaching, 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:

* Provide support in development and implementation of strategic plans for the growth and sustainability of Hometown Alliance and its members, aligning them with the organization's mission and vision;
* Evaluate the HTAs Alliance existing systems and procedures and make recommendations for improvements to enhance overall efficiency and effectiveness.
* Develop, support data collection, and monitor on key performance indicators related to institutional development, presenting regular progress reports to the executive management team and the board.
* Provide support to the HTA Alliance’s management team through mentorship and support, fostering a culture of collaboration, innovation, and continuous learning.
* Support the Alliance team to identify and mitigate potential risks related to funding, partnerships, and institutional growth, developing contingency plans when necessary.
* Perform any other relevant activity-related tasks, as requested by the Project Manager and/or Component Manager, for the successful implementation of the assignment.

1. KEY ACTIVITIES, DELIVERABLES AND TENTATIVE TIMETABLE

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| **Key activities and deliverables** | **Tentative timetable** |
| Activity I:   * Support HTA Alliance`s to develop the approach and methodology regarding the permanent assessment of the HTA situation, further development, and capacity building program for 2024-2026.   **Deliverable I A:**   * Methodology and mechanism for ongoing assessment of the HTAs situation, further development, and capacity building program 2024-2026 developed. * Report on the training provided to the HTA Alliance team on how to apply the methodology and mechanism for ongoing assessment of the HTAs situation. * The main tools for qualitative assessment of the HTA members of Alliance members` situation developed.   **Deliverable I B:**   * Provide support to the HTA Alliance in applying the assessment tools to understand the level of development of HTAs among Alliance members. * Prepare a report based on the assessment of HTA members within the Alliance based on data obtained, including strengths, weaknesses, opportunities, threats, governance structures, operational processes, leadership dynamics, and resource utilization, among others. | **Deliverable I A:**  by December 2023  27 WDs  Deliverable I B:  by February 2024  18 WDs |
| Activity II:   * Develop and deliver tailored capacity-building methodology to build the skills and competencies of HTAs on topics such as: leadership development, effective governance practices, strategic planning, communication, fundraising, and stakeholder engagement etc. * Support the HTA Alliance management team to design and facilitate the establishment of partnerships between the HTAs and other local and regional actors as LPAs, LAGs, and diaspora representatives for a model of democratic practices and sustainable development in the communities.   **Deliverable II A:**   * Assist 20 HTAs in formulating development roadmaps that outline the organization's long-term vision, goals, and strategies for growth.   Deliverable II B:   * Work with HTAs to establish standardized documentation packages that include organizational profiles, bylaws, policies, and procedures. * The HTA partnerships agenda established with strong focus on local institutions, local platforms, and natives from Diaspora.   Deliverable II C:   * Support the implementation of the capacity-building plans for 20 HTAs staff members. * The cooperation agreement and working plans for 2024 between 20 HTAs and local actors drafted and signed. * Progress report on the application of innovative tools for better dialogue and cooperation between various engagement models and Local Public Authorities (LPAs) to enhance local democratic practices in the communities where HTAs are members of the HTA Alliance".   Deliverable II D:   * The HTA partnerships agenda established with strong focus on local institutions, local platforms, and natives from Diaspora. * The cooperation agreement and working plans for 2025 between 20 HTAs and local actors drafted and signed.   Deliverable II E:   * Progress report on applying innovative tools for better dialogue and cooperation between various engagement models and LPAs Local democratic practices in the communities which HTAs are members of HTA Alliance.   Deliverable II F:   * Provide the reports based on monitoring the situation up to date and retailor the interventions according to the results obtained.   Deliverable II G:   * The HTA partnerships agenda established with strong focus on local institutions, local platforms, and natives from Diaspora. * The cooperation agreement and working plans for 2026 between 20 HTAs and local actors drafted and signed.   Deliverable II H:  Progress report on applying innovative tools for better dialogue and cooperation between various engagement models and LPAs local democratic practices in the communities which HTAs are members of HTA Alliance.  Deliverable II I:   * Support the applying process of the capacity-building plans for 20 HTAs staff members. | Deliverable II A:  by April 2024  12 WDs  Deliverable II B:  by June 2024  18 WDs  Deliverable II C  by August 2024  30 WDs  Deliverable II D  by April 2025  27 WDs  Deliverable II E  by June 2025  21 WDs  Deliverable II F by December 2025  12 WDs  Deliverable II G  by April 2026  20 WDs  Deliverable II H by June 2026  21 WDs  Deliverable II I  by August 2026  12 WDs |
| Activity III:   * Support the HTA Alliance team to implement the working plans/ development roadmaps at local level for the 2023-2026 period, based on the strategic directions of the Alliance.   **Deliverable III A:**   * Assist 20 HTAs in formulating development roadmaps that outline the organization's long-term vision, goals, and strategies for growth.   Deliverable III B:   * Support the HTA Alliance team to conceptualize 2 forums for HTAs, members of Alliance better communication and cooperation between HTAs. * Develop the methodology for partner communities for applying of the 2024 edition of the local camps for children from Diaspora and communities. * Develop the methodology for partner communities to carry out the 2024 Diaspora days activities in efficient and synergized manner. * Monitoring the implementation of the Institutional and Development framework of the HTA Alliance for its members for the 2024-2026 period.   Deliverable III C:   * Develop the plan for partner communities for applying of the 2025 edition of the local camps for children from Diaspora and communities and support the implementation process. * Develop the methodology for partner communities to carry out the 2025 Diaspora days activities in efficient and synergized manner. * Monitoring report of the implementation of the Institutional and Development framework of the HTA Alliance during 2025 period.   Deliverable III D:   * Support the HTA Alliance team to conceptualize 2 Forums for HTAs and 3 other important events for all members of the Alliance to facilitate better communication and cooperation between HTAs.   Deliverable III E:   * Support the HTA Alliance team to conceptualize 2 Forums for HTAs and 3 other important events for all members of the Alliance to facilitate better communication and cooperation between HTAs. * Develop the plan for partner communities for applying of the 2026 edition of the local camps for children from Diaspora and communities and support the implementation process. * Develop the methodology for partner communities to carry out the 2026 Diaspora days activities in efficient and synergized manner. * Monitoring the implementation of the Institutional and Development framework of the HTA Alliance for its members for the 2026 period. | Deliverable III A:  by April 2024  9 WDs  Deliverable III B  by October 2024  21 WDs  Deliverable III C  by October 2025  30 WDs  Deliverable III D  by December 2025  18 WDs  Deliverable III E  by October 2026  34 WDs |
| Deliverable VI:  Final progress report on the interventions of HTAs organizational growth and revitalization of the HTA Alliance during the October 2023 - October 2026 period. | Deliverable VI  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.

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 Law, Social Sciences, Business Administration, Local Public Administration, or other relevant fields.

**Experience and knowledge:**

* At least 5 (five) years of progressive experience (at the local or national level) in the field of institutional management and development within non-profit organizations, private entities, public institutions, community-based initiatives, or international development projects.
* At least 3 (three) years of experience in providing advisory and capacity building support for non-governmental organizations and/or public institutions, with a focus institutional development and strategic planning.
* 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 Law, Social Sciences, Business Administration, Local Public Administration, or other relevant fields.
* At least 5 (five) years of progressive experience (at the local or national level) in the field of institutional management and development within non-profit organizations, private entities, public institutions, community-based initiatives, or international development projects.
* At least 3 (three) years of experience in providing advisory and capacity building support for non-governmental organizations and/or public institutions, with a focus institutional development and strategic planning.

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 Law, Social Sciences, Business Administration, Local Public Administration, or other relevant fields | *Bachelor’s degree – 10 pts.*  *Master’s degree – 15 pts.* | 15 |
| At least 5 (five) years of progressive experience (at the local or national level) in the field of institutional management and development within non-profit organizations, private entities, public institutions, community-based initiatives, or international development projects. | *5 years – 15 pts.,*  *each additional year of experience – 5 pts.*  *up to a maximum of 40 pts.* | 40 |
| At least 3 (three) years of experience in providing advisory and capacity building support for non-governmental organizations and/or public institutions, with a focus institutional development and strategic planning. | *3 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 - 25 pts;*  *up to 3 years – 10 pts;*  *no – 0 pts.* | 25 |
| 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 |
| 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 ≤ 10 pts, good ≤ 25 pts, strong ≤* *35 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)* | 135 |
| **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).