
TERMS OF REFERENCE

- A. Job Title:** **International consultant for capacity building of Cahul and Ungheni municipalities in monetizing culture and tourism**
- B. Duty Station:** Home based assignment with field visits in Cahul and Ungheni municipalities
- C. Project Reference:** EU4Moldova: Focal Regions Programme (funded by EU)
- D. Contract Type:** Individual Contract (IC)
- E. Duration of Assignment:** Up to 50 working days during August– November 2024

F: 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 purpose 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 for men, women and young people in the focal regions and improve the attractiveness of the focal regions (small towns and villages) considering climate change and gender perspectives in Programme's activities.

Specific objectives:

1. To strengthen transparency, accountability of local public authorities (LPAs) and citizens 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) involvement of 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.

Specific context:

Cahul and Ungheni municipalities are ones of the largest and most important cities in the Republic of Moldova. Cahul serves as an academic, economic, spa, and sociocultural center with enormous potential for development in all areas, including cultural and creative industries, while Ungheni serves as a vibrant economic, socio-cultural and tourism hub with a great potential for growth across all sectors, and where cultural events are vital in making Ungheni more attractive to tourists. Due to its geographical position, the Municipality of Ungheni is called the "Western Gate of the Republic of Moldova to Europe".

Cahul boasts several active public and educational institutions, such as the "Nicolae Botgros" Palace of Culture, the "Maria Cebotari" School of Music, the Cahul School of Fine Arts, the Cotihana House of Culture, the "Lucaefărul" Children's Creative Centre, the Cahul Philharmonic, the "B. P. Hasdeu" Cahul Republican Theatre, and the Natal County Museum. The city is also renowned for its artistic groups, including the "Izvoaraș" Orchestra, the "Izvoaraș" dance collective, the "Iuventa" model modern dance ensemble, the "Nufărul" folk dance ensemble, the "Bobocelul" modern dance ensemble, the "Masca" theatre studio, and the "T&K Dance Group" dance circle, which operates in the Cahul Sports School.

Cahul ranks among the top cities in Moldova for the number of national and international festivals held over the years. The oldest of these is the International Music Festival "Mărțișor," traditionally held every spring from March 1-10. One of the most anticipated and beloved festivals for the people of Cahul is the International Folk Music and Dance Festival "The White Nymph," a member of the International Council of Folklore Festival and Folk Art Organizations (C.I.O.F.F.), a UNESCO partner. Founded in 1989, this festival has evolved into a biennial international event since 1993, attracting groups from over 20 countries. Another significant event is the international music festival "Faces of Friends," which brings together young performers aged 15-25 from various countries.

The International Classical Music Festival "Crescendo" is one of the most notable classical music festivals in Moldova and abroad. Held annually in Cahul, it aims to preserve and promote national and universal classical music heritage, foster cultural and aesthetic education among the youth, diversify the festival experience for the public, and promote Cahul as a tourist destination. Additionally, the "MOLDOX" Social Change Documentary Film Festival, initiated in 2015, takes place in September and highlights current societal issues through documentary screenings and public discussions. The expected consultancy will contribute also to the tourism development of the Cahul region by modernizing and monetizing its rich cultural assets, thereby attracting more

visitors and boosting local economic growth. Additionally, it will address key challenges in the creative industry by fostering private sector investment, improving infrastructure, and promoting cultural offerings, making Cahul a more appealing destination for tourists and investors alike.

Ungheni also boasts several active public and educational institutions, such as Ungheni Palace of Culture, the Music School, "Raisa Cojocaru" School of Fine Arts, "Regina Maria" Multifunctional Cultural Center, "Micul Cluj" Central Park, Ungheni Tourist Information Center, and Ungheni Museum of History and Ethnography. The city is also renowned for its artistic groups, including "Struguraș" Folk Music Orchestra, "Struguraș" Folk Dance Group, "UnFolk" Group, "Ungheneni" Folk Dance Group, "Hora de la Prut" Folk Dance Group, "IMPULS" Modern Dance Group, "TEATRUngheni" Theater Studio, and many others.

Ungheni is a culturally vibrant city that hosts numerous cultural events and has institutions dedicated to promoting art, culture, and tourism. Ungheni ranks among the top cities in Moldova for the number of national and international festivals organized over the years. The oldest of these is "Mărțișor", that has already celebrated its 50th edition, International Music Festival, traditionally held every spring from March 1 to March 10. One of the most anticipated and beloved festivals for the residents of Ungheni is "Hora de la Prut" International Folklore Music and Dance Festival. Another significant event is the City Days, celebrated over three days, during which we commemorate the days of the municipality, the National Day of the Republic of Moldova, and the Diaspora Days. Another important event that has left a significant mark on the municipality of Ungheni is the Sculpture Camp, which has already had 12 editions. The "UnFolk Festival" is a more recent addition, established in 2022, highlighting folk music enthusiasts. "Dance Day" is an event celebrating this wonderful art that moves the world with passion. The "Sânziene Unghenene" event celebrates Sânziene traditions and traditional clothing. The "Thursdays in the Park" project familiarizes Ungheni residents with the cultural and artistic potential of Ungheni and promotes local artistic groups.

Despite all this, it is to highlight music, having a Music School that nurtures disciples for the entire country. Ungheni City Hall plans to organize "Ungheni Music Festival", which would help preserve and promote the national and universal musical heritage, promote cultural and aesthetic education among young people, diversify the festival experience for the public, and, of course, promote Ungheni as a tourist destination.

Tourist Information Center Ungheni/TIC Ungheni was inaugurated in August 28, 2023, within the project "Sustainable actions for economic growth through tourism", funded by the European Union through the Mayors for Economic Growth Facility and aims to promote the tourist potential of Ungheni region as a historical, architectural and cultural value, on a national and international level, in order to increase its attractiveness as a tourist destination and the number of tourists in the area. One of the provided services is to organize and host exhibitions of folk

craftsmen from the region and local products, Ungheni brand. In order to attract more tourists, TIC Ungheni supports Ungheni City Hall in conducting different cultural events like fairs, festivals, concerts, exhibitions where the local craftsmen and craftswomen can varnish their works and the local producers promote the specific Ungheni products.

During the period September 2023 – June 2024, TIC Ungheni was visited by 914 persons (Ungheni City and District – 814 persons, Republic of Moldova besides Ungheni region – 39 persons and other countries (Romania, Ukraine, United Kingdom of Great Britain and Northern Ireland, USA, Sweden, Finland, Italy, Germany, Georgia, Poland, France, Norway) – 61 persons. In the first 4 months (September – December 2023), the TIC Ungheni was visited by an average of 71 persons monthly, while during January – June 2024, TIC Ungheni received an average of 105 visitors monthly, that means that the number of visitors increased with 47.9%.

The planned consultancy will also contribute to the development of tourism in Ungheni region by modernizing and monetizing its rich cultural assets, thereby attracting more visitors and stimulating local economic growth. Additionally, it will address key challenges in the creative industry by encouraging private sector investments, improving infrastructure, and promoting cultural offerings, making Ungheni a more attractive destination for both tourists and investors.

The consultancy will leverage Cahul's status as the 2024 Youth Capital to attract a younger demographic by enhancing and monetizing its cultural assets, creating dynamic opportunities for youth engagement and participation in cultural and creative industries.

The creative industries sector in Cahul is rapidly developing, driven in part by the positive dynamics in cultural funding by the Cahul City Hall. For 2024, the planned budget for culture exceeds 23 million MDL (~1.2 million EURO), approximately 12% of the total municipal budget. From 2016 to 2024, the share of culture funding increased from 5.97% to 11.96%.

The creative industries sector in Ungheni is experiencing growth too, being supported by the proactive cultural funding from the Ungheni City Hall. In 2024, the cultural budget is projected to surpass 24 million MDL (around 1.2 million EURO), representing about 15% of the overall municipal budget. Between 2016 and 2024, the allocation for culture events in Ungheni increased from 5.3% to 14.7%.

Despite these advantages, the creative industry in Cahul and Ungheni face several challenges hindering its development:

- Low degree of modernization of public cultural infrastructure and insufficient new and advanced equipment.
- Limited public financial resources, restricting the expansion and diversification of cultural offerings.
- Low involvement of the academic and educational sectors in creativity development.

- Limited private sector interest in investing in culture.
- Poor access to information about cultural offerings and ineffective promotion.
- Absence of a local structure to catalyze the development of the creative cultural industries sector.
- Insufficient specialized human resources in areas like communication and cultural marketing.
- Dependence on public funding and inability to generate income or achieve self-sustainability, making the sector a consumer of public money rather than a profit generator.

Cultural resources have been underestimated over the years and are not effectively leveraged as local development assets.

G. Objective:

The EU4Moldova: Focal Regions Programme is seeking to contract an International Consultant **to provide training, guidance, and technical expertise in the creation of institutional and financial mechanisms to ensure the sustainability of cultural events in Cahul and Ungheni municipalities.** Additionally, the Consultant will **mentor the application of these mechanisms in organizing the upcoming International Classical Music Festival "Crescendo,"** planned for September 2024 in Cahul and **"Ungheni Music Festival"**, planned in October in Ungheni. The identified mechanisms can later be applied to other festivals and cultural activities that can and wish to be monetized.

H. Scope of work and expected outputs:

The overall objective of this consultancy is to develop, organize and conduct training and consultancy activities aimed at promoting culture and cultural events as both cultural products and business models. In this regard, the selected Consultant will guide the specialists from cultural institutions of the Cahul and Ungheni municipalities in identifying and establishing institutional and financial mechanisms to ensure the sustainability of the organization and development of cultural events in Cahul and Ungheni in order to attract residents from the Ungheni and Cahul regions and tourists. Moreover, the selected Consultant will provide assistance and mentoring in application of the developed mechanisms for the organization of the International Classical Music Festival "Crescendo" planned for September 2024 in Cahul and "Ungheni Music Festival", planned in October 2024 in Ungheni.

To achieve the objective, the international Consultant will:

- Define an innovative and practical approach to organize trainings, and to provide consultancy and expertise.
- Draft the training materials, organize, and conduct at least two days of training for representatives of cultural public institutions from Cahul and Ungheni municipalities, NGO's active in the field of culture, and communities from Cahul and Ungheni regions (min. 25 participants for each training).
- Provide assistance, mentoring and coaching in identifying and establishing the most relevant and appropriate institutional and financial mechanisms to ensure sustainability, attractiveness and international promotion of cultural events held annually in Cahul and Ungheni municipalities.
- Perform tasks according to the requirements and standards of excellence and best practices in consulting, mentoring, and coaching.
- Develop analytical reports, conclusions and recommendations for further similar actions organized by the Programme.

At the same time, the Consultant will be responsible for the presentation and overall quality of all Deliverables of the given assignment, according to the agreed framework and methodology. In this regard, the selected consultant shall carry out the following activities:

1. Preparatory work

At the inception phase, the selected Consultant will conduct the following activities:

- Prepare the methodological approach to achieve the tasks set and coordinate the approach with the Programme and Cahul City Hall and Ungheni City Hall.
- Agree with the Programme and Cahul City Hall and Ungheni City Hall the groups of participants at trainings, the period of activities, and other aspects relevant to this assignment.
- Plan the training activities in detail, draft Agenda, mentioning the expected results/deliverables.
- Plan the mentoring and coaching activities in detail, mentioning the expected results/deliverables.
- Prepare and submit an analytical report on the activities carried out at this stage.

2. Develop training materials and deliver the trainings

The Consultant will develop a set of training materials on monetizing culture. The training materials will cover, but will not be limited to the following topics:

1. Culture, cultural heritage, cultural events - product with added economic value.
 - a) Culture as a product with added economic value: concept, characteristic features, events, case studies.

- b) The place and role of creative industry, cultural events, cultural heritage in the development of local communities and regions.
2. Monetization of culture and tourism - concept, best practices, case studies.
 - a) Strategies, ways, tools to increase the self-financing possibilities of creative industry institutions and to become less dependent on local public funding.
 - b) Public-private partnership tools to increase the interest of entrepreneurs and the private sector to invest in culture and tourism.
3. Successful cultural and tourist events - organization, management, running, post-event activities.
 - a) Success factors of cultural and tourist events.
 - b) Event management, organizing team, volunteers, patrons.
 - c) Logistics - location, time, accessibility, alternative scenarios.
 - d) Financing (monetization) of cultural and tourist events.
 - e) Communication - verbal and written messages, interaction with the media, elements of visibility, interaction with the public.
 - f) Practical solutions to increase the attractiveness of cultural and tourist events and the participation of a larger number of beneficiaries in cultural events organized by creative industry institutions in the Cahul and Ungheni regions.
 - g) The role and importance of information technologies in organizing, conducting, and promoting cultural and tourist events and increasing the attractiveness and participation in cultural events (such as but not limited to digital marketing platforms, online ticketing systems, virtual tours and augmented reality, data analytical tools, etc.)

Once the training materials are developed, the Consultant will submit to the Programme for endorsement – draft agenda of the trainings, PPT presentations, case studies, sample of evaluation questionnaire.

After the endorsement of the training materials, the contracted Consultant will organize and deliver at least two days of training on the topics mentioned above. The preferences of LPA and public institution representatives will be taken into consideration when organizing and selecting the type of training sessions – hybrid, offline, or online.

At least 25 participants (representants of Cahul City Hall/district authorities and subordinated cultural institutions, NGOs active in the field of culture, tourism cluster representative) and other 25 participants (representants of Ungheni City Hall/district authorities and subordinated cultural institutions, NGOs active in the field of culture, tourism cluster representatives) are expected to attend the training.

Purely theoretical training sessions will be avoided. Only practical capacity building measures will be pursued, tailored to possibilities, and oriented to opportunities. The training programme will be organized in such a way as to:

- be adjusted to the level of knowledge and skills of the participants.
- be based on the practical approach and geared to 'learning by doing'.
- include relevant case studies, examples of successful and negative practices.
- 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.

The aspects of organization, training materials, trainer performance and other relevant issues will be assessed at the end of the training sessions.

Note: *All trainings related costs (venues, coffee-breaks, logistic) will be covered by the Programme.*

3.1 Support the organization of the International Classical Music Festival "Crescendo"

In this stage the Consultant will provide methodological support, mentoring and coaching in organizing and conducting the International Classical Music Festival "Crescendo" planned for September 2024. This will include:

- a) Advisory / Coordination
 - Provide technical advice, support and mentoring on all aspects of the International Classical Music Festival "Crescendo" (further Festival) and ensure cost-effective perspective while maintaining the highest possible international standards.
 - Coordinate the event preparation and guide the Organizing Committee of the Festival Team, by providing proven-based practices for delivering a memorable Festival experience to participants.
 - Actively participate in all the Festival Organizing Committee Meetings.
 - Support the process of drawing workplan, budgeting and suppliers' negotiations of the Festival.
 - Support the leadership of the Organizing Committee, to ensure an effective coordination among all service providers involved in the organization of the Festival including branding, production, communication, negotiations.
 - Support the Organizing Committee to identify and secure suitable moderators, promoters, and masters of ceremony.
- b) Support in the identification of partners/Partners handling

In close partnership with the Organizing Committee:

- Support the design of a sponsors/partners' engagement strategy and its implementation.
 - Ensure appropriate implementation and handling of sponsors/partners key agreements (involvement roles, branding and visibility) for each sponsor/partner' satisfaction according to their respective level of involvement.
- c) Support in Promotion / Communication.
- Advise on the design of content production, visual identity identification, graphic designs, branding, live streaming of the event (if the case), content of the event web-page or on social media platforms as needed.
 - Support in preparation of the verbal and written messages, key-notes for interaction with the media, interaction with the public.
 - Provide practical solutions to increase the attractiveness of the Festival and the participation of a larger number of participants, including locals, guests all over the country, as well as from abroad. Also attracting guests among younger generations. Organizing and moderating a post-event session, with the participation of all those involved in the organization and running of the festival, in which the conclusions of the event will be made, the lessons learned will be drawn and a set of recommendations for the organization of future cultural events will be proposed.
 - A landmark to follow is the George Enescu Festival, the biggest classical music festival in Romania, and one of the biggest in Europe. An online meeting with the management team of Enescu Festival would be helpful as a starting point.

3.2 Support the organization of "Ungheni Music Festival"

In this stage the Consultant will provide methodological support, mentoring and coaching in organizing and conducting the "Ungheni Music Festival" planned for October 2024. This will include:

- d) Advisory / Coordination
- Provide technical advice, support and mentoring on all aspects of the "Ungheni Music Festival" (further Festival) and ensure cost-effective perspective while maintaining the highest possible international standards.
 - Coordinate the event preparation and guide the Organizing Committee of the Festival Team, by providing proven-based practices for delivering a memorable Festival experience to participants.
 - Actively participate in all the Festival Organizing Committee Meetings.
 - Support the process of drawing workplan, budgeting and suppliers' negotiations of the Festival.
 - Support the leadership of the Organizing Committee, to ensure an effective coordination among all service providers involved in the organization of the Festival including branding, production, communication, negotiations.

- Support the Organizing Committee to identify and secure suitable moderators, promoters, and masters of ceremony.
- e) Support in the identification of partners/Partners handling

In close partnership with the Organizing Committee:

- Support the design of a sponsors/partners' engagement strategy and its implementation.
- Ensure appropriate implementation and handling of sponsors/partners key agreements (involvement roles, branding and visibility) for each sponsor/partner' satisfaction according to their respective level of involvement.
- f) Support in Promotion / Communication
 - Advise on the design of content production, visual identity identification, graphic designs, branding, live streaming of the event (if the case), content of the event web-page or on social media platforms as needed.
 - Support in preparation of the verbal and written messages, key-notes for interaction with the media, interaction with the public.
 - Provide practical solutions to increase the attractiveness of the Festival and the participation of a larger number of participants, including locals, guests all over the country, as well as from abroad. Also attracting guests among younger generations. Organizing and moderating a post-event session, with the participation of all those involved in the organization and running of the festival, in which the conclusions of the event will be made, the lessons learned will be drawn and a set of recommendations for the organization of future cultural events will be proposed.

3. Completion of activities.

The contracted Consultant will sum up the implemented activities and achieved results and will submit a Final Report to the Programme, which will describe the input to the implemented activities, achieved results, learnt lessons and recommendations to the Programme.

I. Expected Deliverables:

Item no.	DELIVERABLES	Estimate Workdays	Tentative timeframe
	<i>Task</i>		
I.	<p>Preparatory work</p> <ul style="list-style-type: none"> ✓ Develop the methodological approach and detailed Work Plan; ✓ Agree with the Program and local public authorities the logistic and organizational issues; ✓ Prepare Inception Report. <p><u>Deliverables related to preparatory work (in Romanian):</u></p> <ul style="list-style-type: none"> ✓ Inception Report; 	Up to 5 working days	1 week after signing the contract

Item no.	DELIVERABLES	Estimate Workdays	Tentative timeframe
	Task		
	<ul style="list-style-type: none"> ✓ Methodology; ✓ Detailed implementation plan; ✓ Lists of participants at the training; ✓ Plan of the mentoring and coaching activities. 		
II.	<p>Develop training materials and deliver the trainings for Cahul and Ungheni regions</p> <ul style="list-style-type: none"> ✓ Develop training programme and modules, agendas, adjusted to the needs of the beneficiaries and the current context (for 2 days of training in each region); ✓ Prepare presentations, information materials, as appropriate; ✓ Moderate and deliver 2 (two) days of training with the participation of the identified group of participants; ✓ Summary of conclusions and recommendations; ✓ Evaluation of the results of the training activities implementation (Questionnaire). <p><u>Deliverables related to training for Cahul and Ungheni regions (in Romanian):</u></p> <ul style="list-style-type: none"> ✓ Analytical Report that will include a description of how the training sessions were organized and conducted; ✓ Final agendas; ✓ Information materials (word version and power point presentations) endorsed by the Programme; ✓ List of participants; ✓ Results of the participants knowledge assessment questionnaire. 	up to 12 working days	4 weeks from the submission of Deliverable 1.
III.	<p>Support the organization and conducting of the International Classical Music Festival "Crescendo"</p> <ul style="list-style-type: none"> ✓ Provide advisory/coordination, technical advice, support and mentoring on all aspects related to organizing and conducting of the International Classical Music Festival. ✓ Support the partners/sponsors' engagement strategy and its implementation. ✓ Support the promotion and all communication related activities. ✓ Organize and moderate a post-event session. <p><u>Deliverables related to the International Classical Music Festival "Crescendo" (in Romanian):</u></p> <ul style="list-style-type: none"> ✓ Analytical Report that will include description of methodological support, mentoring and coaching 	up to 15 working days	6 weeks from the submission of Deliverable 2.

Item no.	DELIVERABLES	Estimate Workdays	Tentative timeframe
	Task		
	<p>activities provided in organizing and conducting the International Classical Music Festival "Crescendo";</p> <ul style="list-style-type: none"> ✓ Proposals for the Agenda of the Festival and promotional materials; ✓ Recommendations to the Organizing Committee and Cahul City Hall in organizing the further cultural events. 		
IV.	<p>Support the organization and conducting of "Ungheni Music Festival"</p> <ul style="list-style-type: none"> ✓ Provide advisory/coordination, technical advice, support and mentoring on all aspects related to organizing and conducting of "Ungheni Music Festival"; ✓ Support the partners/sponsors' engagement strategy and its implementation; ✓ Support the promotion and all communication related activities; ✓ Organize and moderate a post-event session. <p>Deliverables related to the "Ungheni Music Festival" (in Romanian):</p> <ul style="list-style-type: none"> ✓ Analytical Report that will include description of methodological support, mentoring and coaching activities provided in organizing and conducting the "Ungheni Music Festival"; ✓ Proposals for the Agenda of the Festival and promotional materials; ✓ Recommendations to the Organizing Committee and Ungheni City Hall in organizing the further cultural events. 	up to 15 working days	
V.	<p>Completion of activities</p> <ul style="list-style-type: none"> ✓ Draft the Final Report on the activities implemented. <p>Deliverables related to the Final Reporting (in English):</p> <ul style="list-style-type: none"> ✓ Final Report that will describe the contribution made to the implementation of the activities, results achieved, lessons learnt, best practices accumulated and a set of recommendations for further activities in the field to the Programme. 	up to 3 working days	1 week from the submission of Deliverable 3.
	TOTAL estimated number of working days	up to 50 working days	

J. Organizational Settings:

The International Consultant will work under the direct supervision of the Project/Local Development Manager, in close cooperation with the Project Officer / Local Coordinator in Cahul focal region and the Organizing Committee of the Cahul City Hall as well as with the Project Officer / Local Coordinator in Ungheni focal region and the Organizing Committee of the Ungheni City Hall.

The work of the International Consultant will be mainly home-based (office/home-based) applying online meetings and communication. During the assignment period the Consultant will carry out at least 7 visit/days to Cahul and at least 7 visit/days to Ungheni. **All travel costs to and from the location of the contract (Cahul and Ungheni municipalities) will be covered by the Consultant, hence, transport costs must be included in the consolidated financial offer.**

Before starting the implementation of the tasks, the Consultant will attend a kick-off meeting with the participation of EU4MD: Focal Regions Programme and Cahul City Hall representatives and Ungheni City Hall representatives to agree on the implementation approach.

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

All deliverables mentioned above will be endorsed by the Programme Manager within 14 calendar days of submission. **All deliverables will be presented in Romanian language. The Final Report will be presented in English language.**

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.

K. Financial Arrangements:

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including the daily fee, taxes, and number of anticipated working days).

Travel

Two travel missions in Cahul and two travel missions in Ungheni are envisaged in the framework of the current assignment. The exact duration and period of the mission shall be coordinated with EU4MD: Focal Regions Programme. For purpose of estimation of services' costs, the

expected duration of the mission, could be up to 7 (seven) working days, depending on the scope.

All envisaged travel costs must be included in the financial proposal. In general, EU4MD: Focal Regions Programme should not accept travel costs exceeding those of an economy class ticket. Should the International Consultant wish to travel on a higher class he/she should do so using their own resources.

The travel costs to Moldova shall be indicated separately and will be covered only if the travel will take place.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

L. Confidentiality:

Materials provided to the International Consultant and all proceedings within the consultancy contract shall be regarded as confidential, both during and after the consultancy. Violation of confidentiality requirements may result in immediate termination of contract.

M. Qualifications and Skills Required:

I. Academic Qualifications:

- Bachelor's degree or higher in Management and Business administration, Economics, Marketing, Public Relations, Communication or other related fields. Master's or PhD's degree is considered an advantage.

II. Years and sphere of experience:

- At least 7 years of practical experience in the field of cultural events management, logistics and support including delivery of national or international cultural events (*proof: the list of the last 3 contracts in which the Consultant was involved in the last 7 years and the role therein must be submitted with the application package*).
- At least 5 years of international experience in project management, communications and team leadership (*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*).
- At least 5 years of experience in facilitating, coaching, mentoring, delivering training courses (*proof: the list of last 3 events/training courses facilitated must be submitted with application package*).
- Relevant experience in European/East-European countries in the area of assignment is desirable.

- Previous experience of working with for UN agencies, governments, local public authorities and/or international organizations, and/or EU/donor funded development projects/programmes is an asset.

III. Competencies:

- Proven competencies in cultural events management, logistics and production support including the delivery of virtual and hybrid cultural events for governments, local public authorities and/or international organizations.
- Strong understanding and knowledge of cultural events management, logistics and production.
- Ability to analyze, plan, communicate effectively, organize and deliver expected results, adapt to different environments (cultural, economic, political and social).
- Ability to achieve deliverables and deadlines on time while maintaining high quality standards.
- Solid understanding of and ability to apply communication and collaboration tools and techniques (MS Office 365, ZOOM, MS Teams, Google tools etc.).
- Fluency in Romanian and English languages. Knowledge of Russian language would be an advantage.
- Experience in graphic design, logos, branding and public and media relations would be an advantage.

IV. Personal qualities:

- Strong Team Leadership, communication, and interpersonal skills.
- Resourcefulness and creativity.

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 noncitizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

N. 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).
- Curriculum Vitae including records on past experience in similar projects/assignments and at least 3 references.
- Proof of professional experience in the field of cultural events management, logistics and support including delivery of national or international cultural events.

Important notice: The applicants who have the statute of Government Official / Public Servant prior to appointment will be asked to submit the following documentation:

- A no-objection letter in respect of the applicant received from the Government, and.
- The applicant is certified in writing by the Government to be on official leave without pay for the entire duration of the Individual Contract.

O. Evaluation

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

- Bachelor's degree or higher in Management and Business administration, Economics, Marketing, Public Relations, Communication or other related fields. Master's or PhD's degree is considered an advantage.
- At least 7 years of practical experience in the field of cultural events management, logistics and support including delivery of national or international cultural events.
- At least 5 years of international experience in project management, communications, and team leadership.
- At least 5 years of experience in facilitating, coaching, mentoring, delivering training courses.
- Knowledge of Romanian language.

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 would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
Technical		
Bachelor's degree or above in Management and Business administration, Economics, Marketing, Public Relations, Communication, or other related fields.	<i>Bachelor's degree – 5 pts; Master or PhD –10 pts;</i>	10
Professional experience in the field of cultural events management, logistics and support including delivery of national or international cultural events (at least 7 years)	<i>Up to 7 years – 0 points, 7 years – 10 points, each additional year – 5 points up to max. 25 pts;</i>	25
Demonstrated international experience in project management, communications, and team leadership (minimum 5 years)	<i>Up to 5 years – 0 points, 5 years – 10 points, each additional year – 5 points up to max. 25 pts;</i>	25
Professional experience in facilitating, coaching, mentoring, delivering training courses (minimum 3 events/training courses facilitated)	<i>Up to 3 events/training courses - 0 points, 3 courses – 10 points, each additional study / project/course – 5 pts. Up to max. 25 pts;</i>	25
Professional relevant experience in Central and Eastern Europe on similar assignments is desirable	<i>Each assignment - 5 pts, up to max 15 pts (3 assignments);</i>	15
Experience in working for UN agencies, governments, local public authorities and/or international organizations, and/or EU/donor funded development projects/programmes is an asset	<i>Each assignment - 5 pts, up to max 10 pts (2 assignments);</i>	10
Total Technical Scoring		110
Interview (demonstrated technical knowledge and experience; communication/ interpersonal skills; initiative; creativity/ resourcefulness). Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.		
Proven competencies in cultural events management, logistics and production support including the delivery of virtual and hybrid cultural events for governments, local	<i>Limited competencies – up to 5 pts, fair competences – up to 15 pts., good competences – up to 35 pts, very good – up to 50 pts;</i>	190

public authorities and/or international organizations		
Strong understanding and knowledge of cultural events management, logistics and production.	<i>Limited – up to 5 pts, fair – up to 25 pts., good – up to 40 pts, very good – up to 50 pts;</i>	
Ability to analyze, plan, communicate effectively, organize, and deliver expected results, adapt to different environments (cultural, economic, political and social).	<i>Limited – up to 5 pts, fair – up to 10 pts., good – up to 15 pts, very good – up to 20 pts;</i>	
Solid understanding of and ability to apply communication and collaboration tools and techniques (MS Office 365, ZOOM, Google tools etc.), including the ability to analyses and use research data outside from the evaluated context	<i>Limited understanding and ability – up to 5 pts., satisfactory – up to 15 pts.; extensive – up to 20 pts;</i>	
Resourcefulness and creativity	<i>Up to 10 pts;</i>	
Strong Team Leadership, communication, and interpersonal skills	<i>Up to 15 pts;</i>	
Command of English language	<i>Working knowledge / intermediate – up to 5 pts, advanced – up to 10 pts;</i>	
Command of Romanian language	<i>Working knowledge / intermediate – up to 5 pts, advanced – up to 10 pts;</i>	
Additional languages: knowledge of Russian language	<i>max. total 5 pts.</i>	
Total Interview Scoring		190
Maximum Total Technical Scoring		300

* Under-represented groups in UN Moldova are persons with disabilities, LGBTI, ethnic and linguistic minorities, especially ethnic Gagauzians, Bulgarians, Roma, Jews, people of African descent, people living with HIV, religious minorities, especially Muslim women, refugees and other non-citizens.

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).