

TERMS OF REFERENCE

Consultancy services to support target Local Public Authorities in strengthening their capacities related to mainstreaming and streamlining of HRBA & GE in planning, budgeting, administration and monitoring practices

Job Title:	National consultant
Type of Contract:	SSA modality
Duty Station:	Chisinau, Moldova. <i>No travel expenses outside of Moldova are envisaged.</i>
Application Deadline :	10 August 2010, 17:00 local time
Starting Date : (date when the selected candidate is expected to start)	1 September 2010
Duration of Contract :	4 months
Contracting Authority	UNIFEM SRO CIS within the Joint UNDP/UNIFEM Project on Integrated Local Development (Joint ILDP)
Beneficiary:	Local Public Authorities

I. Background

UNDP and UNIFEM in partnership with the Government of Moldova (State Chancellery) are implementing the Joint Integrated Local Development Programme (JILDP). The JILDP was designed to improve the policy framework, as well as to support the administrative systems and procedures focused on efficient transfer of competencies to Local Public Administrations (LPAs), decentralization and promotion of LPAs' role in decision making. It also helps in building the capacity of LPAs to plan, implement and monitor their strategic plans and improve local public service delivery, involving civil society and community efforts and participation.

Given the overall development context, related to the impact of the political and economic crisis, and considering the priorities of the Coalition for European Integration, new Government Programme, as well as the National Development Strategy, *Decentralization, Sustainable Local Development and Democratic Local Governance* represent key issues to be addressed in order to respond to existing country priorities and development challenges.

There are four types of issues to be addressed through the proposed Programme:

- The current policy framework does not respond to the need of local public authorities and does not provide sufficient clarity on their role, authority and responsibilities. Moreover, the legal framework regarding the local public finances is not approved and there is no clarity on the advancement of fiscal decentralisation. The specific needs of women and men, girls and boys, as well as the elderly, disabled, and other vulnerable population, individuals or groups, are not necessarily taken into account in national policies related to local sustainable local development and good local governance;
- Weak and underdeveloped capacity of LPA to address development challenges and to fulfil their responsibilities in front of citizens. Transparency and participation of CSOs and citizens, especially women in local decision making is limited. The association of LPA are highly politicised and weak in order to advocate for greater authority and resources for LPAs to better serve citizens needs. Management of services and utilities, which is one of the key responsibilities of LPA is weak. Moreover, the most vulnerable communities and groups of population (elderly, disabled, women at risk) do not have access to basic public services, such as access to water, clean environment, and social services. The quality of services provided locally is low.
- Most deprived rural communities in Moldova do not have enough capacities to access resources and participate in local development programmes. The deprived thus face compound forces of exclusion and may have extreme difficulties in accessing essential goods and/or services. Considering the difficult operating climate of rural communities, provision of services and relevant support to most vulnerable, more often, is lacking or is of a poor

quality, due to scarce resources and limited capacity of the local authorities. Human rights-based approach, including gender mainstreaming, is very rarely applied or taken into account.

- Communities in the Transnistrian region face a special development context given the unclear political status of the region. In addition to that, the communities from the security zone are struggling with additional barriers, including different violation of human rights from Transnistrian authorities (eg. freedom of movement).

Key components of the programme:

Policy Advisory and Advocacy Component: Program will strengthen the capacity of the key ministries and partners (the Parliamentary Commission on Decentralization, State Chancellery, Ministry of Finance, Ministry of Labour, Social protection and family, Ministry of Construction and Regional Development among others) in elaborating policies, legislation & implementation mechanisms taking into account human rights and gender equality dimensions to advance the administrative and fiscal decentralization reform that shall accelerate human rights and gender responsive development at the regional and local level. Broad participation and engagement will be the core for the design and implementation of the reform.

Local Self-Governance and Participation Component: The capacity of the rayons and municipalities to plan, budget, implement, monitor and evaluate local development as well as to manage efficiently service delivery in the targeted areas, as well as the capacity to provide services will be assessed and strengthened through applying human rights and gender equality approach. Capacities of Associations of Local Authorities will be enhanced to advocate for better decentralisation and local development policies.

Community Empowerment Component: The JILDP will encourage and facilitate active participation of community members, especially women, youth, elderly and disabled, as the primary recipients of all local development initiatives, in the local development processes and decision-making. The Joint Programme will support local communities to have better access to improved services.

Transnistria and Security zone Component: The JILDP will be expanded to the Transnistria Region and will work more thoroughly in the security zone. It will cover all 5 rayons of the region and the areas from the security zone which are based on the left bank of Nistru River but are under Moldovan Government control. 20 communities from the Transnistria region will be supported and 9 from the security zone.

The Programme will be implemented and will advocate for using Human Rights Based Approach (HRBA) focusing on the principles of non-discrimination, participation, accountability and transparency, as well as Gender equality mainstreaming (GE).

II. Objective of the assignment

UNIFEM/JILDP seeks to engage a group of experts/consultants to provide consulting services related to capacity building in HRBA & GE approach for LPAs at the level of target rayons (10), towns (10) and communities (around 58). Particularly support will be carried out in:

- (i) Make a plan of action on the inclusion of members of vulnerable groups, local CSOs and the general public when carrying out the activities below, following the principles of HRBA and GE. To implement the plan in cooperation with representatives of members of vulnerable groups.
- (ii) Adjust existing UNDP capacity assessment methodology for the process of evaluation of LPAs capacities of 1st (town village halls) and 2nd (rayon councils) tiers from the point of view of HRBA principles & GE
- (iii) Assess existing institutional, organizational and functional capacities of each target local public authority from the point of view of streamlining in their activities and mainstreaming in their policies of HRBA & GE
- (iv) Elaborate Capacity Development Plans (CDP) for the targeted LPAs for the improvement of institutional, organizational and functional capacities in terms of applying HRBA & GE in their activity
- (v) Provide technical support to implement identified capacity improvement priorities for a better planning, budgeting, implementing, monitoring and evaluating from the point of view of HRBA and GE

More specifically assignment will include the following specifically:

- A. To ensure that the views and the best interest of members of vulnerable groups are taken into account in the process of making capacity assessment and when building capacities.
- B. Provide HRBA & GE perspective into adjusted UNDP Capacity Assessment methodology

- C. Capacity assessment of LPAs from target rayons, towns, communities:
- *Institutional arrangements* (policies, rules and norms, values governing mandates, modes of operation – administrative and financial relations between 1st and 2nd tiers)
 - *Organizational structure* (organizational policies and procedures, human resources management, procurement, technical capacity development, information technology infrastructure, etc.)
 - *Functional capacities:*
 - a) Capacities to identify and to mobilize relevant stakeholders, particularly vulnerable groups of population
 - b) Capacities to gather, disaggregate, and analyze data for planning purposes and to guide a visioning and priority setting from HRBA & GE perspective
 - c) Capacity to formulate policies and strategies and understand their influence from HRBA & GE perspective
 - d) Capacity to budget, manage and implement for better service delivery
 - e) Capacities to monitor and evaluate progress, measure results and collect feedback to adjust policies
 - f) Ensure accountability and transparency to all relevant stakeholders
 - g) Capacities of duty-bearers to implement a Human Rights Based Approach
 - h) manage and oversight social inclusion (identify most vulnerable parts of population, address their needs and involve them in decision-making process)

- D. Together with JILDIP consultants assist LPAs (at raions, town and community level) in elaboration of Capacity Development Plans (CDP) for the improvement of organizational and functional capacities from the point of view of HRBA & GE

The CDP should consist of high-priority, short- to medium-term (one year or longer) initiatives and immediate (less than one year) quick-impact activities that build the foundation for ongoing capacity development, as well as build momentum for the process as per the functional capacities mentioned above. It should have a strong emphasis on recommendations for capacities' improvement.

- E. Provide technical support to implement identified capacity improvement priorities for HRBA and GE mainstreaming

Given the complexity of local development processes, the optimal mix of capacity support will be highly context specific: it will depend on the issues to be addressed, the stakeholders involved and the entry point for support. The Consultant shall provide technical assistance for the implementation of one priority need from each of Capacity Development Plans, identified in a participatory manner.

Based on the priority identified, the Consultant together with JILDIP consultants shall support each LPA to develop a concrete project proposal and provide advice and expertise during its implementation.

As criteria for the selection of priorities for financing will be used (not limited) the following:

1. Assurance of participatory approach (offices, halls, consolidation of civil society & representation of vulnerable groups, etc.)
2. Assurance of transparency (communication, ICT, capacity building, implication of civil society, offices, halls, etc.)
3. Assurance of non-discrimination (capacity building, communication, etc.)
4. Assurance of accountability (consolidation of civil society & representation of vulnerable groups, communication, ICT, etc.)
5. Assurance of gender equality (equitable access to facilities, communication, trainings, capacity building, etc.)

Support for the priority capacity building initiatives will take into account LPAs capacities to assure participatory process

III. Implementation

Implementation of this initiative will be in strict coordination, complementarities and interconnection with other Capacity Building initiatives under JILDP <http://www.undp.md/tenders/details/167/>

All activities under this assignment will be done in strict coordination and with direct involvement, coordination and participation of HRBA team under JILDP (2 international expert) as well as of JILDP UNIFEM staff

All tasks shall be performed by December 31, 2010.

These ToRs are in line with actions 2.2.1-2.2.4 and 3.1.4 under the program Action Plan

Consultants will work under the supervision of JILDP UNIFEM CTA/Program Analyst and with guidance from JILDP HRBA team

Working premises are responsibilities of Consultants even though some minor support might be provided by JILDP (not guaranteed)

Major milestone for accomplishing these tasks in relation to synergies with partners' initiatives is

- JILDP activities on capacities assessment and elaboration of Capacity Development Plans to be finalized by October 1, 2010

Overall assignments shall be carried out based on the following schedule:

- To ensure that the views and the best interest of members of vulnerable groups are taken into account in – till the end of assignment
- Provide HRBA & GE perspective into adjusted UNDP Capacity Assessment methodology – till August 15
- Capacity assessment of LPAs from target rayons and towns – till October 15
- Elaboration of Capacity Development Plans (CDP) for the improvement of organizational and functional capacities from the point of view of HRBA & GE – till October 15
- Provide technical support to implement identified capacity improvement priorities for HRBA and GE mainstreaming – till December 15

Consultants shall apply separately for each lot. Consultant may apply for several lots, however he/she will be selected for no more than one Lot.

LOT1:

<i>Rayon Councils</i>	<i>Town Halls</i>	<i>Village Halls</i>
Donduseni	Donduseni	Tirnova, Mosana, Scaieni, Corbu
Singerei	Singerei	Cotiujenii Mici, Pereni, Iezarenii Vechi, Radoaia, Biliceni Vechi, Copaceni
Soroca	Soroca	Racovat, Zastinca, Solcani, Vasilcau, Ocolina, Volovita

LOT2:

Nisporeni	Nisporeni	Cioresti, Soltanesti, Valea-Trestieni, Iurceni, Seliste, Bratuleni
Calarasi	Calarasi	Paulesti, Raciula, Buda, Pitusca, Peticeni, Horodiste
Telenesti	Telenesti	Mindresti, Ciulucani, Hiriseni, Suhuluceni, Coropceni, Verejeni
Hincesti	Hincesti	Dancu, Cotul Morii, Obileni, Nemteni, Calmatui, Cioara, Onesti, Stolniceni, Buteni

LOT3:

Leova	Leova	Filipeni, Colibabovca, Tochile-Raducanu, Saratica Noi
Cantemir	Cantemir	Tartaul, Haraghis, Tiganca, Porumbesti, Lingura, Stoianovca, Cania
Ceadir-Lunga	Ceadir-Lunga	Avdarma, Joltai, Baurci, Chiriet-Lunga

Lots are in line with JILDP/UNDP ToR under similar assignment and Consultant will work in close coordination with JILDP/UNDP companies selected under this assignment <http://www.undp.md/tenders/details/167/> providing necessary expertise in HRBA & GE as per current ToR

IV. Deliverables

Each Consultant under this assignment will be responsible for the following deliverables related to his/her LPAs:

1. A plan of action on the inclusion of members of vulnerable groups in all the tasks under this assignment – in English (in two weeks after the starting date of the contract)
2. Assessment report on institutional, organizational and functional capacities from HRBA & GE perspective with strong emphasis on recommendations for each target LPA (Rayon Council, town and village administrations) including mainstreamed HRBA & GE for each targeted LPA in Capacity Development Plan and on proposed specific initiatives from Capacity Development Plan for further support under JILDLP – in English (by October 31, 2010 – general overview and per each APL)
3. Final report on all activities under article II of the current ToR – in English (draft to be presented by December 7, 2010)

V. Qualifications

Consultants should meet the following minimum qualification criteria:

Experience:

- At least 5 years of experience of consultancy in human rights, social inclusion & gender equality
- Familiarity/experience with Human Rights Based Approach
- Profound understanding of LPA context
- Experience in working in local development, capacity development for LPA, planning, monitoring and evaluation at the local level is an advantage
- Relevant education in human rights, social science, Public Administration or similar field

Abilities:

- Ability to gather, to interpret and analyze information and provide practical recommendations based on results
- Excellent communication skills and interpersonal skills required for collaboration with local public administration representatives and civil society representatives
- Experience in working with and reporting to international/donor organization
- Proven abilities to manage a contract with international organizations
- Fluency in Romanian and good working knowledge of English (including written), for the LOT 3 a working knowledge of Russian is required

Technical skills:

Computer literacy and ability to effectively use office technology equipment, IT tools.

Corporate Competencies

- Demonstrates integrity by modelling the UN's values and ethical standard;
- Promotes the vision, mission, and strategic goals of UNDP/UNIFEM;
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Functional Competencies

Management

Focuses on result for the client and responds positively to feedback;

- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humoured even under pressure;
- Demonstrates openness to change and ability to manage complexities.

Development and Operational Effectiveness

- Proven ability to problem-solve and think creatively to develop and implement smart business solutions in a challenging socio-economic environment;
- Proven ability to develop detailed operational plans, budgets, and deliver on them for development results.

Knowledge Management and Learning

- Shares knowledge and experience;

- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

Qualified women, persons with disabilities, and members of minority groups – including in particular Roma – are encouraged to apply.

VI. Application process

Consultants will submit for consideration the following documents:

1. Cover letter
2. Duly completed P11 form
3. Detailed CV matching qualification requirements
4. Methodological guidelines and detailed workplan for accomplishing assignment
5. Honorarium expectations (per month)

with the mark "Consultancy services to support target Local Public Authorities in strengthening their capacities" by 10 August 2010, 17:00 (Moldova time) to Elena Postovan, at elena.postovan@unifem.org

Only those short listed will be contacted.

Failure of candidates to submit a duly completed P11 form, as well as false representations on this form, shall constitute sufficient grounds for withdrawal of further consideration of the application. All information provided in the P11 form will be treated as strictly confidential.