



## TERMS OF REFERENCE

Consultancy services to support communities' mobilization and capacity building in Transnistria and Security Zone

---

<b>Duty Station:</b>	Chisinau, Moldova. <i>No travel expenses outside of Moldova are envisaged.</i>
<b>Vacancy Type :</b>	External Vacancy
<b>Application Deadline :</b>	17-August-10, 17:00 local time
<b>Position:</b>	National Consultant
<b>Type of Contract :</b>	SSA
<b>Languages Required :</b>	Romanian. Good working knowledge of English & Russian
<b>Starting Date :</b> (date when the selected candidate is expected to start)	1 September 2010
<b>Duration of Contract :</b>	4 months
<b>Contracting Authority:</b>	UNIFEM SRO CIS within the Joint UNDP/UNIFEM Programme on Integrated Local Development (Joint ILDP)
<b>Beneficiary:</b>	Local Public Authorities

## BACKGROUND

---

UNDP and UNIFEM are implementing the Joint Integrated Local Development Programme (JILDP). The JILDP was designed to support vulnerable communities in building the capacity to mobilize, plan, implement and monitor their strategic development plans and improve local public service delivery, involving civil society and community efforts and participation.

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 the policies related to local sustainable local development and local governance. Transparency and participation of CSOs and citizens, especially women in local decision making is limited. Moreover, the most vulnerable communities and groups of population (elderly, disabled, women at risk) do not have adequate 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 target regions 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.

Local development key components of the programme:

**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.

**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 Component: The JILDP will be expanded to the Transnistria Region. It will cover 2 districts of the region and about 16 communities from the Transnistria region will be supported.

*The Programme will be implemented and will advocate for using Human Rights Based Approach (HRBA) and Gender equality mainstreaming (GE) which calls for greater participation, non-discrimination, accountability, transparency.*

## **OBJECTIVE OF THE ASSIGNMENT**

---

Objective of this assignment is to support selected localities in Transnistria and Security zone in:

- I. Mobilization of target communities for community-led gender sensitive development,
- II. Develop capacity and transfer knowledge on local development for community actors taking into account participation, non-discrimination, transparency, accountability and gender equality
- III. Support the implementation and monitoring of Local Development Programs based on HRBA principles and equal benefits for women and men
- IV. Identify optimal region specific vulnerable groups of population and modality for their involvement in decision-making process at the community level

## **Tasks to be undertaken**

The Consultant is expected to produce the following results:

- (i) Mobilization of target communities for community-led gender sensitive development support to local public authorities on participatory development and involvement of vulnerable groups of population
  - a. support community mobilization with particular focus on involvement of vulnerable groups (focusing on participation and non-discrimination)
  - b. capacities/needs assessment and mapping of community organizations at the local level to identify development potential, especially community organizations representing vulnerable groups of population taking into a thorough account regional specifics
  - c. draft an overall strategy for development of communities organizations at the community level aiming at their representativeness and participation in community initiatives (taking into account Transnistrian and Security zone specifics)
  - d. identify priority capacity development needs for these representative organizations and support them
- (ii) Develop capacity and transfer knowledge on local development for community actors taking into account participation, non-discrimination, accountability and gender equality
  - a. training for trainers and facilitators of community development on HRBA, GE and taking into account needs of vulnerable groups of population;
  - b. assess capacities of different actors in management of community affairs aiming at transparency, accountability, accountability, non-discrimination and gender equality;
  - c. elaborate capacity development plans for communities with involvement of relevant actors focusing on accountability and non-discrimination;
  - d. mainstream HRBA and gender into the training modules for programme's target groups: LPA, local CSOs, private people, media, youth, etc. (based on 3.1.4a and 3.1.4b);
  - e. elaborate specific training modules for vulnerable groups taking into account their specific needs;
  - f. coordinate training and technical assistance program, for all beneficiary groups from the target communities from HRBA, GE and vulnerable groups perspective;
  - g. participate in capacity development trainings, workshops and support other capacity development initiatives for LPAs, civil society, media, community leaders, etc.;
  - h. provide specific trainings for members of vulnerable groups in specific areas related both to community and personal development.

(iii) Support the implementation and monitoring of Local Development Programs based on principles of accountability, non-discrimination and equal benefits for women and men

- i. support to communities in elaboration of development plans with widest implication and taking into account specific needs of women and men, young and elderly, poor, different ethnic groups, local organizations focusing on participation and non-discrimination;
- ii. identify priority community development initiatives from community development plans taking into account services accessibility, quality, coverage, non-discrimination, etc.;
- iii. support communities in implementation of the community-led development projects selected in a transparent way;
- iv. create a knowledge base, methodological guidelines on community development including best practices and initiatives in community development taking into account reaching vulnerable groups, non-discrimination, participation and accountability (with particular accent on specifics of Transnistria and Security Zone);
- v. contribute to synergy development with other projects, initiatives and institutions which are active in community development field and particularly with the similar actions under JILDLP and UNIFEM;
- vi. adjust monitoring methodology and sex-disaggregated indicators & data collection methodology for monitoring of community initiatives taking into account specifics of Transnistria and Security Zone;
- vii. practically implement and adjust monitoring methodology and data collection methodology in targeted communities.

(iv) Identify optimal region specific vulnerable groups of population and modality for their involvement in decision-making process at the community level

- a. Identify vulnerable groups and most appropriate ways of their involvement in targeted communities (focusing on participation and non-discrimination);
- b. connect and complement identification of vulnerable groups with the study on vulnerable groups planned to be produced by JILDLP by September 2010;

*The incumbent will complement the work of Joint ILDP/UNDP consultants for Transnistria and Security Zone with the specific focus upon HRBA, gender equality and vulnerable groups of population assuring thorough consideration at all stages of participatory approach to community development, non-discrimination, transparency as well as accountability, quality and accessibility of public services. The overall logic of JILDLP actions is as follows:*

### 3.1 Identification of a representative in each of 16 communities to coordinate the process

Although the LPAs are not the initiators of strategy development, LPA role is crucial for elaboration of strategy and local development plans. It is necessary that a person or a department/division in the each of 16 communities to be empowered with coordination responsibilities for elaboration of strategy and local development plans.

### 3.2 Stakeholders' Analysis

Local stakeholders are the persons, public and private institutions, NGOs, companies, etc., that are interested and empowered to develop the local development plans and strategy at the targeted town and community levels. All stakeholders are important: some of them would be involved more than others – it is important for LPAs to be able to coordinate their involvement.

### 3.3 Setting up the Participatory Councils

The Councils should cover the key actors/stakeholders from targeted localities and local administrations.

3.4. Analyze the social-economic situation at the town and at each community levels, as well as the development trends for the period 2005-2009. Particular evidence will be provided for the data linked with social and human development issues, including gender equality.

- a) Collect and update existent data and information;
- b) Identification of problems: identify and analyze problems and challenges which should cover but not be limited to the following sections:

- Socio-economic development (geographical position and access, demography, labour force, private sector, economic infrastructure etc.);
  - Public utilities (drinking water supply, sewerage, heating, natural gas, electricity, telephony);
  - Public services (transport, education, health, sanitation, fire police, mayoralities);
  - Environment (situation of natural resources and environment conditions pollution, protected zones of ecological value and landscape, zones of historical, archaeological and architectural value);
  - Special section should be dedicated to gender and human development issues.
- c) Development trends: analyze the development trends following the list of areas mentioned above;
- d) SWOT Analysis: undertake the SWOT for the town and each community separately. In this context, at least one public debate per targeted LPA should be organized;
- e) Recommendations for strategies/programs: Based on the obtained results and through analysis of development trends provide mid-term recommendations (by sections or integrated ones) for strategies/programs;
- f) Analysis of strategies' costs: mid-term cost estimation for these strategies/programs.

3.5. Elaborate Socio-Economic Development Strategies and Action Plans for each community. Separate compartment on addressing of social and human security issues, including human development and gender equality should be developed. The strategies should include the participatory monitoring and evaluation framework.

- a) Formulation of the development vision and strategic objectives: The development vision represents a shared form of local policies, common values and identity, which should offer a development orientation based on which strategic development objectives could be formulated. The initial document of the vision will be drafted and public hearings organized.
- b) Elaboration of the Development Strategy: elaborate the draft of the Development Strategies, which will be subject to an impartial specialists' acceptance.
- c) Elaboration of Action Plan and related budget: In a participatory manner to elaborate the draft of the Action Plans and related budgets, based on strategic priorities and realities
- d) Elaboration of the participatory monitoring and evaluation plans: To elaborate draft of the Monitoring and Evaluation plans

3.6. Identify in a participatory manner one priority from the Social-Economic Development Strategies and Action Plans of each community and provide technical assistance in developing a local development project proposal.

- a) Identification of one priority: to identify in a participatory manner one priority from the each Social-Economic Development Strategies/Action Plans

## **ORGANIZATIONAL SETTINGS**

---

Consultants will work under the supervision of JILD DP UNIFEM CTA/Program Analyst and with guidance from JILD DP HRBA team. All activities under this assignment will be done in strict coordination and with direct involvement, coordination and participation of HRBA team under JILD DP (2 international expert) as well as of JILD DP UNIFEM staff.

All tasks shall be performed by December 31, 2010. These ToRs are in line with actions 4.1.1-4.3.2 under JILD DP Action Plan

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

The following raions, towns and villages are included in this assignment:

### *Security Zone*

Raion Dubasari – Vasilevca, Malovata Noua, Cocieri, Corjevo, Pohrebea, Cosnita, Dorotcaia, Pirta

Raion Anenii Noi - Varnita

Raion Causeni - Hajimus, Copanca

## Transnistria

Raion Camenca: town Camenca, villages Crasnii Octeabri, Valea Adinca, Grushca, Caterinovca, Ocnita, Podoima, Rashcovo, Sloboda Rashcovo, Severinovca, Rotari

Raion Grigoriopol: villages Shipca, Glinoe, Colosovo, Hirtop, Vinogradnoe

### DELIVERABLES

The activities under the current assignment are expected to commence early September and to be implemented within four months, the consultant being responsible for delivering of the following outputs, comprising of the main milestones (indicated under each task group):

No	Deliverables	Tentative timeframe
<b><i>(i) Mobilization of target communities for community-led gender sensitive development</i></b>		
1.	A detailed plan of action including what concerns inclusion of members of vulnerable groups and participatory process under all the tasks under this assignment – in English	in two weeks after the starting date of the contract
2.	Detailed report on community mobilization for each targeted community including on support to the implementation, and monitoring of Local Development Programs with conclusions, recommendations and lessons learned – in English	Draft to be presented by 1 December 2010
<b><i>(ii) Develop capacity and transfer knowledge on local development for community actors taking into account participation, non-discrimination, accountability and gender equality</i></b>		
3.	Detailed report on capacity assessment and capacity building for LPAs, CSOs, representatives of vulnerable groups, etc. for each targeted community – in English	Draft to be presented by 1 December 2010
<b><i>(iii) Support the implementation and monitoring of Local Development Programs based on principles of accountability, non-discrimination and equal benefits for women and men</i></b>		
4.	Detailed report on community mobilization for each targeted community including on support to the implementation, and monitoring of Local Development Programs with conclusions, recommendations and lessons learned – in English	Draft to be presented by 1 December 2010
<b><i>(iv) Identify optimal region specific vulnerable groups of population and modality for their involvement in decision-making process at the community level</i></b>		
5.	Separate report on vulnerable groups (definition, identification, analysis, specifics) and their inclusion into participatory process for elaboration of local development plans aiming also to complement a Study on vulnerable groups prepared by JILDPE experts – in English	draft by November 30, 2010

In total under this assignment and ToR Consultants shall contribute to:

- 27 Socio-economic analysis,
- 27 Socio-Economic Development Strategies and
- 27 Action Plans developed
- 27 Local development projects developed

### IMPLEMENTATION MODALITY

In order to achieve the given objective, the assignment shall be undertaken by two national consultants under 2 (two) separate lots. The team of consultants is expected to work in close cooperation with Joint ILDP team and keep them updated on the progress under the overall supervision of UNIFEM JILDPE Management. The consultants will liaise at all times with UNIFEM JILDPE CTA and Programme Analyst who will provide advice, guidance and information as appropriate.

#### LOT 1. Consultant for Transnistria

Raion Camenca: town Camenca, villages Crasnii Octeabri, Valea Adinca, Grushca, Caterinovca, Ocnita, Podoima, Rashcovo, Sloboda Rashcovo, Severinovca, Rotari

Raion Grigoriopol: villages Shipca, Glinoe, Colosovo, Hirtop, Vinogradnoe

## LOT 2. Consultant for Security Zone

Raion Dubasari – Vasilevca, Malovata Noua, Cocieri, Corjevo, Pohrebea, Cosnita, Dorotcaia, Pirita  
Raion Anenii Noi - Varnita  
Raion Causeni - Hajimus, Copanca

### **REQUIRED QUALIFICATIONS AND COMPETENCIES**

---

The following qualification criteria shall be applied during the selection of the consultants:

#### **LOT 1: TRANSNISTRIA**

##### Education:

- Advanced university degree in human rights, social science, public administration or related field.

##### Experiences:

- At least 3 years experience of consultancy in human rights, social inclusion & gender equality;
- Familiarity/experience with Human Rights Based Approach;
- Profound understanding of LPA context;
- Proven experience in working in local development, capacity development for LPA, planning, monitoring and evaluation at the local level is an advantage;
- Experience of working in Transnistria.

##### Language and other skills:

- Fluency in Russian and good working knowledge of English (including written), knowledge of Romanian is an advantage;
- Computer literacy and ability to effectively use office technology equipment, IT tools.

##### Technical competencies & skills:

- 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;
- Proved abilities to manage a contract with international organizations;
- Results orientation and commitment to producing high-quality products;
- Professional credibility based on a strong-track record of success.

##### Teamwork

- Ability to support and work within teams
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

#### **LOT 2: SECURITY ZONE**

##### Education:

- Advanced university degree in human rights, social science, public administration or similar field

##### Experiences:

- 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
- Experience of working in security zone

##### Language and other skills:

- Fluency in Romanian and good working knowledge of English (including written), working knowledge of Russian;
- Computer literacy and ability to effectively use office technology equipment, IT tools.

##### Technical competencies & skills:

- Ability to gather, to interpret and analyze information and provide practical recommendations based on results;

- Experience in working with and reporting to international/donor organization
- Excellent communication skills and interpersonal skills required for collaboration with local public administration representatives and civil society representatives
- Proved abilities to manage a contract with international organizations
- Results orientation and commitment to producing high-quality products;
- Professional credibility based on a strong-track record of success.

#### *Teamwork*

- Ability to support and work within teams
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

---

## PERFORMANCE EVALUATION

Contractor's performance of work will be evaluated primarily based on the following indicators:

- Completion of tasks specified under this ToR;
- Required quality of performed actions, deliverables and outputs;
- Initiative, independence, due diligence, timeliness, appropriate demeanor, and deliver of results;
- Highest professional standard of work with national counterparts and UNIFEM (part of UN-Women);
- Good cooperation with national authorities and UNIFEM (part of UN-Women);
- Organizational capacities, time-management skills demonstrated.

---

## FINANCIAL ARRANGEMENTS

Payments will be disbursed in instalments (agreed on the basis of contract provisions) upon submission and approval of deliverables and certification by Programme Analyst, that the services have been satisfactorily performed.

---

## APPLICATION PROCESS

To apply, the prospective applicants should submit:

1. P11 form (can be downloaded from [http://www.unifem.org/attachments/about/employment/UNIFEM\\_personal\\_history\\_form\\_P11.doc](http://www.unifem.org/attachments/about/employment/UNIFEM_personal_history_form_P11.doc))
2. CV, outlining their relevant professional experience
3. Cover letter, stating their interest in and qualifications for the consultancy
4. Methodological guidelines and detailed workplan for accomplishing assignment.

Kindly send your applications with the mark "**Consultancy services to support communities' mobilization and capacity building/UNIFEM Joint ILDP vacancy**" *with clear indication of preferred Lot (1: Transnistria or 2: Security Zone)* by 17 August 2010, 17:00 (Moldova time) to the following address: UNDP Office, 131, 31 August 1989 Street, MD-2012, Chisinau, Moldova, alternatively by email to [vacancies-moldova@undp.org](mailto:vacancies-moldova@undp.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.

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

## Prospective Candidates' Evaluation Criteria

The following evaluation criteria will be applied upon selection of best candidate under specific LOT:

### LOT 1: TRANSNISTRIA

	<i>Criteria</i>	<i>Max.points</i>
1	Advanced university degree in human rights, social science, public administration or related field ( <i>under Master's – 30 pts, Master's – 40 pts</i> )	40
2	Experience of consultancy in human rights, social inclusion & gender equality (<3years – 0pts, 3-5 years – 40, 5-7 years - 50 pts, >7 years – 80pts.)	80
3	Familiarity/experience in Human Rights Based Approach (HRBA) (<3 years – 0pts, 3-5 year – 20pts, 5-7 year – 40pts, 7-9 years - 50 pts, >9 years – 60pts.)	60
4	Proven experience in working in local development, capacity development for LPA, planning, monitoring and evaluation at the local level is an advantage (1-3 years – 20pts, 3- 5 years -30pts, 5-7 years – 40, >7 years – 60pts)	60
5	Experience of working in Transnistria;	50
6	Computer proficiency, including knowledge of MS Office products, ability to use Internet ( <i>basic – 20 pts, advanced – 30 pts</i> )	30
7	Fluent in Russian & good working knowledge of English (incl.written). Knowledge of Romanian is an advantage, ( <i>fluent in two languages (Russian and English) – 20 pts, fluent in 3 languages – 30pts</i> )	30
MAXIMUM TOTAL TECHNICAL SCORING		350

### LOT 2: SECURITY ZONE

	<i>Criteria</i>	<i>Max.points</i>
1	Advanced university degree in human rights, social science, public administration or related field (under Master's – 30 pts, Master's – 40 pts)	40
2	Experience of consultancy in human rights, social inclusion & gender equality (<5 years – 0pts, 5-7 years – 40, 7-9 years - 60 pts, >9 years – 80pts.)	80
3	Familiarity/experience in Human Rights Based Approach (HRBA) (<3 years – 0pts, 3-5 year – 20pts, 5-7 year – 40pts, 7-9 years - 50 pts, >9 year – 60pts.)	60
4	Proven experience in working in local development, capacity development for LPA, planning, monitoring and evaluation at the local level is an advantage (1-3 years – 20pts, 3- 5 years -30pts, 5-7 years – 40, >7 years – 60)	60
5	Experience of working in security zone;	50
6	Computer proficiency, including knowledge of MS Office products, ability to use Internet (basic – 20 pts, advanced – 30 pts)	30
7	Fluent in Romanian & good working knowledge of English (incl.written). Working knowledge of Russian. (fluent in two languages (Romanian and English)– 20 pts, fluent in 3 languages – 30pts)	30
MAXIMUM TOTAL TECHNICAL SCORING		350

The short-listed candidates only would be requested to submit a letter of interest including a price quotation indicating the lump sum (in MDL or USD) requested for the work envisaged in the section "Duties and Responsibilities".

Interviews with the short-selected candidates might be organized aiming at revealing the personal qualities (communication, interpersonal skills etc.), or confirming, as well, the expertise and capacities competencies (may be insufficiently) described in the applications.