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Resilient nations.*

TERMS OF REFERENCE

Job Title: National consultant(s) to develop the training materials and deliver ToT trainings on entrepreneurship development and promotion for the SYSLAB Chisinau Center team, based on available advanced models

Type of Contract: Individual Contract (IC)

Duty Station: Chisinau, Moldova

Expected duration of assignment: up to 7 working days per each module during November 2013 – March 2014

BACKGROUND

The development of human capital is viewed as a prerequisite for an inclusive and sustainable economic growth. Moreover, it is increasingly seen at the cornerstone for both advanced and emerging economies seeking to speed up economic development and address the challenges posed by the global economic crisis.

From the development perspective, the labor plays critical role for Moldova's socio-economic modernization, as it is one of the few resources available in the country. However, long hailed as a country with abundant labor resources, Moldova has increasingly found that labor (mostly as quality, but also quantity) has become its major development constraint¹, with Moldova's labor endowment suffering considerably in the last two decades. The prospects for the quantity of labor force available in the future are not necessarily brighter given continuous outward migration and dire demographic outlook.

This loss in the labor force was only partly offset by the improvements in the labor productivity, which remained the lowest in the CEE and Western CIS region². Capital and skill endowments are amongst chief determinants of the labor productivity³. In their turn, the skill endowment is largely dependent not only on the quality of the country's education system, but also on training programs provided by various institutions.

1 Ana Popa, Alex Oprunenco, Report on Analysis of Constraints to Economic Growth, Government of Moldova, 2010

2 Ibidem

3 Alex Oprunenco, Policy Brief 01/2012, UNDP Policy Unit

The Innovative Entrepreneurship for Sustainable Employment Project was designed to establish career centers in four most important regions of Moldova with the goal to train and assist qualified unemployed and graduates in obtaining relevant employment in Moldova, preventing brain-waste, as well as brain-drain, and supporting economic growth of the country. One training center will be established in Chisinau and three centers will be established in the regions of Moldova.

For the training Centre to be established in Chisinau, a head of the Centre (leader of the management team), carrier advisors and assistants will be hired to manage and coordinate Centre's activities.

FOCUS OF THE SYSLAB PROJECT

The Project is designed to establish career centers in four most important regions of Moldova with the goal to train and assist qualified unemployed and graduates in obtaining relevant employment in Moldova, preventing brain-waste, as well as brain-drain, and supporting economic growth. One training center was already established in Chisinau and three regional centers will be established by the end of 2013. The three regional centers will potentially be placed in the areas of regional economic development centers of Moldova, seeking to consolidate country's regional economic development and contributing to the alleviation of rural-urban division.

The Project will achieve the following **objectives**:

1. Provide new technologies to labor market authorities;
2. Provide motivated labor force to private and public sectors;
3. Give graduates a better chance for relevant employment in Moldova;
4. Give unemployed improved employability.

Overall, the project shall contribute to the development, adaptation and implementation of new tools, technology and methods, for career development, job search and entrepreneurship in Moldova. A specific component of the Project, to be further developed as a result of the current assignment, is particularly related to business start-up promotion and business development. Such component shall enhance the knowledge and skills of SYSLAB direct beneficiaries in starting-up news SMEs, independently of the sector, and ideate specific strategies for business development.

The Career Centers are focusing on the below **target groups**:

- new graduates, in order to prevent them from unemployment and to create job opportunities, and hence reduce/prevent brain-drain;
- unemployed irrespective of age, gender, ethnic background or education or work experience;
- returning migrants.

In achieving the project goals, the gender balance aspect will be taken into consideration, offering equal opportunities to both women and men to benefit from the Centers' services.

OBJECTIVES AND EXPECTED DELIVERABLES OF THE ASSIGNMENT

The national consultant(s) is/are expected to:

- Develop the teaching materials by adapting already available modules and/or by developing new modules, based on existing European and international models and best practices;

- Implement a training of trainers exercise to train the team of the SYSLAB Chisinau Center, by providing TOTs based on modules (see below);
- Implement a training of trainers to train the regional SYSLAB teams, based on same or adapted teaching modules (see below);
- Eventually revise the training materials and provide the Project with the final version of the training curriculum.

The training curriculum shall contain at least the below **ToT modules**:

Module A. Key provisions of the business start-up and labour market legislation in the Republic of Moldova: opportunities and challenges

Module B. Business strategy and planning - insider tips and expert advice on writing and implementing a business plan. Case studies.

Module C. Business financial management: optimization of costs and maximization of profits

Module D. Advanced sales and marketing techniques. Case studies.

Module E. Management of human resources in start-up and development phases.

Module F. Taxation of SMEs. Case studies.

Module G. Financing start-ups: what resources are available on the market? Case studies.

Module H. Public procurement in goods and services and existing legislation governing public procurement

The national consultant(s) could apply for the development and implementation of all or selective modules, based on the above list. This shall be clearly stated in the technical proposal of the applicant.

Key deliverables:

Deliverables	Timeframe
1. Conduct a beneficiary needs assessment at the level of the SYSLAB Project and SYSLAB Chisinau Center managing team to fine-tune the list of specific topics to be covered by each module (1 w/d per module)	By November 25, 2013
2. Develop the training curriculum, depending on the module (3 w/d per module)	November -December, 2013
3. Provide ToT training(s) to the staff of the SYSLAB Chisinau Center and modular trainings to SYSLAB Chisinau Center target beneficiaries, depending on the current needs of the Center (2 w/d per module)	December, 2013 – February, 2014
4. Eventually revise training curriculum and provide the Project with the final version of all teaching module(s) (1 w/d per module)	December, 2013 – February, 2014

Note: in case the national consultant is able to deliver training materials for several modules, such materials shall be integrated. The management of the Project will further integrate all other developed modules, so that to obtain one single modular curriculum.

SKILLS AND EXPERIENCE REQUIRED

Education:

- Master Degree in business administration, economics, public administration, social sciences, law or related areas. Additional training and certification in conducting ToT activities in business planning and administration is mandatory.

Experience:

- At least four (4) years of progressively responsible experience is required at the national or regional levels in developing training materials for trainers in business planning and administration;
- At least three (3) years of progressively responsible experience in consulting or facilitating business start-ups, including at the level of business incubators and/or start-up consultancy companies;
- Previous experience in development assistance or related work for a donor organization, governmental institutions, NGO/think-tank or private sector / business consulting firm is a strong advantage;
- Strong communication and teamwork skills;
- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

Language Requirements:

- Fluency in both oral and written Romanian and Russian is a must; knowledge of English is a strong advantage.

PERFORMANCE EVALUATION

Contractor's performance will be evaluated against timeliness, responsibility, initiative, communication, accuracy, and overall quality of the delivered products.

FINANCIAL ARRANGEMENTS

Payments will be disbursed in several installments, upon submission and approval of deliverables, and certification by UNDP Moldova Project Manager that the services have been satisfactorily performed.