Empowered lives.
Resilient nations.

TERMS OF REFERENCE

Job Title:	Team of 2 national consultants to pilot the self-employment program in Chisinau SYSLAB Centre
Type of Contract:	Individual Contract (IC)
Duty Station:	Chisinau, Moldova
Expected workload:	up to 26 w/d for the trainer and 40 w/d for the business coacher
Expected duration of assignment:	June – December 2015

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 constraint[1], 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 region[2]. Capital and skill endowments are amongst chief determinants of the labor productivity[3]. 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.

The Innovative Entrepreneurship for Sustainable Employment Project was designed to establish career centers in five 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

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

supporting economic growth of the country. At present, five SYSLAB Centers are already operational, i.e. Chisinau, Cahul, Balti, Rezina, and Comrat.

FOCUS OF THE SYSLAB PROJECT

The Project is designed to establish career centers in five most important regions of Moldova with the goal to train and assist qualified unemployed, graduates and returning migrants in obtaining relevant employment in Moldova, preventing brain-waste, as well as brain-drain, and supporting economic growth.

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 **team of national consultants shall consist of one experienced trainer and one business coacher/mentor. Such consultants will have distinct responsibilities in the team and would complement each other.**

The trainer shall:

- Together with the staff of Chisinau SYSLAB center and business coacher, assess the needs and key characteristics of the direct beneficiaries in Chisinau SYSLAB Center who will be the recipients of the training on entrepreneurship;
- Consult the findings of the needs assessment with Project management and fine-tune the criteria for selection of potential beneficiaries in search for self-employment, based on which to develop the needed selection tool (entrance fiche, evaluation form, or similar);

- Based on the available self-employment/entrepreneurship program (currently under development) and needs assessment findings, adjust the training program with all reading materials pre- and post-training, presentations and narratives to presentations, business cases and teamwork exercises with needed supporting materials, tailored examples of business plans developed or adapted, other; the training program shall not exceed 3 weeks in length
- Deliver a tailored training (via ToT) to the staff of the Chisinau SYSLAB Centre, with a follow-up evaluation of acquired knowledge and skills to train end-users/direct beneficiaries in Chisinau SYSLAB center;
- Deliver the training to the 1st group of selected direct beneficiaries in Chisinau SYSLAB Center (up to 15 persons). Involve the staff of the SYSLAB Chisinau Centre in teaching, facilitating the transfer of entrepreneurship teaching skills and knowledge to SYSLAB Chisinau Centre's team;
- Revise and amend the provisions of the training program after it's piloting phase and provide the final version of the program to the Project, to further be transferred to end-users/direct beneficiaries in SYSLAB centers.

The business coacher/mentor shall:

- Develop a set of SMART indicators/criteria to assess a business plan for a start-up, taking into consideration the existing best practices and practical conditions in the area.
- Provide a standard template for a business plan and a completed model of it as guidance for the end-users;
- Develop a list of up to 15 potential business ideas implementable in Chisinau or closely located areas;
- Assess the business ideas presented by direct beneficiaries; up to 15 business ideas to be assessed in the pilot phase of up to 12 weeks in length;
- Provide consistent support to the finalization of up to 15 business plans by ensuring that all relevant sections of a business plan are consistently completed; provide support to end-users to apply to the seed-fund run by the Project;
- Provide regular business coaching/mentorship for up to 15 direct beneficiaries and ensure that consistent coaching skills are transferred to staff of SYSLAB centers;
- Provide weekly narrative reports on the implementation of the self-employment programme.

Key deliverables for the trainer:

Deliverables	**Deadlines**
1. Needs assessment at the level of SYSLAB Centre and final beneficiaries; selection criteria and selection tool to be used for recruitment of the target group (2 w/d)	By June 20, 2015
2. Adjusted training program with all needed materials, tailored to the needs of end-users (up to 3 w/d)	By June 25, 2015
3. Training of trainers for staff in Chisinau SYSLAB center (up to 5 w/d)	By July 10, 2015
4. Training delivered to the target group of up to 15 persons (up to 15 w/d)	By August 15, 2015

5. Final version of the training program, part of self-employment program, delivered to the Project (1 w/d)	By August 31, 2015

Key deliverables for the business coacher:

Deliverables	Deadlines
1. Draft assessment criteria, develop a list of potential business ideas and assess the business ideas presented by direct beneficiaries (up to 10 w/d)	By July 25, 2015
2. Provide support to the finalization of the up to 15 business plans (10 w/d)	By September 15, 2015
3. Provide regular business coaching/mentorship for up to 15 direct beneficiaries in the pilot group and provide feedback (up to 20 w/d)	By end October, 2015

SKILLS AND EXPERIENCE REQUIRED

Education:

- University 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 and business development, including at the level of business incubators and/or start-up consultancy companies;
- At least three (3) years of progressively responsible experience in business coaching and mentorship in Moldova for start-ups and/or SMEs; experience in conducting business coaching in Chisinau or surrounding areas is an advantage (for the Coacher only);
- 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;
- 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.