



Empowered lives.
Resilient nations.

TERMS OF REFERENCE

Job Title:	Team of national consultants for the development of the Entrepreneurship Program for the Network of Career Advisory Centers Project of UNDP Moldova
Type of Contract:	Individual Contract (IC)
Duty Station:	Chisinau, Moldova
Expected workload:	not to exceed 50 w/d in total
Expected duration of assignment:	March – May 2016

CONTEXT

The [Network of Career Advisory Centers in the Republic of Moldova Project](#) aims at promoting relevant employment and self-employment in Moldova through the development of soft skills of unemployed to develop and executive substantive individual job search and employment plans, as well as entrepreneurial skills of highly motivated beneficiaries to start-up new businesses at local level. In doing so, the Project is implementing two distinct but inter-linked component, i.e. employability and entrepreneurship.

As it regards the **employment component**, the SYSLAB methodology is applied. It includes trainings, coaching, simulation and other tools to develop the soft skills of skilled unemployed to search and get relevant employment, making best use of their skills, knowledge, academic background, previous work experiences, competencies and interests. It nevertheless includes a specific training module on generic business planning (BPS), that is stimulating creative thinking towards potential self-employment pathway.

As it regards the **entrepreneurship component**, the Project is implementing a tailored methodology that includes trainings and coaching for motivated beneficiaries. Such component is open towards potential beneficiaries with or without specific business ideas, with different levels of understanding of entrepreneurship and different skills. It aims to provide a company-style enabling environment for individual and group work that starts with theoretical trainings, combined with practical business and financial planning exercises, and coaching. It further permits access, on a competitive basis, to a seed-fund for matching support towards the initiation of new start-ups.

Both components are under implementation by a network of 5 Career Advisory centers located in Chisinau, Rezina, Balti, Comrat and Cahul, each having a dedicated team.

STRATEGY

The **Entrepreneurship Program** intends to support aspiring entrepreneurs to develop entrepreneurship knowledge and skills and start-up their own micro-enterprise. It also aims at promoting innovative entrepreneurship, whereby the new businesses or start-ups would be based on innovative ideas with considerable market and growth potential, generating jobs and income at local level. The specific objectives of the Program are: (a) Promote entrepreneurship at local level through self-employment of highly motivated clients and (b) Ease access to funding for innovative start-up. In doing so, the Project will ensure the permanent exchange of best practices amongst the advisory centers that are part of the network.

The **strategic approach** of the Project towards the implementation of the two components is twofold. Firstly, the two components shall be distinct but inter-linked. It means that only in specific cases, a client could switch from one component to another. The inter-linkage is due to the fact that the Project intends to provide comprehensive and relevant support to end-clients, depending on their specific preference and changing environment. Secondly, the Project will make best usage of the possible existing or upcoming synergies between the two components, the Project and other interventions, at least of UNDP. In particular, services of other projects in same portfolio will be available in specific cases to clients of the current project.

The Entrepreneurship program is based on **principles** of transparency, competitiveness and fairness. The implementing team will be guided by such principles in all processes and phases of the program.

The Entrepreneurship program is intended to offer a **comprehensive support** to client willing to start-up their own micro-enterprise in Moldova. It means that clients will be receiving tailored trainings, coaching and, on a competitive basis, matching financial support from the seed-fund. To achieve its objectives, the program will connect to already existing similar initiatives and projects in Chisinau and outside. In particular, the team of consultants will have access to the lessons learned from the piloting of the self-employment component in Comrat Career Advisory Center. The role of the private sector companies in the success of the program is considered very high. Private sector will be connected in various forms and whenever needed to ensure that program clients have the opportunity to learn and share experience with already established entrepreneurs, investors and similar start-ups. To that end, the program provides for regular company visits and learning events, including with other projects in same portfolio. The UNDP seed-fund intends to co-finance best business ideas on a competitive basis, so that to support aspiring entrepreneurs overcome the high borrowing costs on the local market.

SCOPE OF WORK AND EXPECTED OUTPUTS

The scope of the assignment is to support the Project in the development of the Entrepreneurship Program to serve as support material for the implementation of the entrepreneurship component, including of the seed-fund for self-employment. The support shall be provided by a team of national consultants coordinated by a team leader.

The team leader will be responsible to deliver the following:

1. Coordinate the process of revision of existing programs on entrepreneurship promotion; take into consideration the lessons learned from the piloting of the self-employment component in the UNDP Career Advisory Center in Comrat;
2. Develop, together with area consultants, and consult a detailed **list of modules** for training and coaching, sub-modules and narrow topics to be presented and discussed with clients; connect such list of topics to the Guidelines of the seed-fund, so that to ensure that beneficiaries are prepared to apply to the highly competitive internal seed-fund;

3. Structure the proposed list of modules and sub-modules into a **training and coaching Agenda** and consult with the management of the Project the overall structure and minimum required length of the Program
4. Ensure that all thematic presentations are balanced, sufficiently detailed and aligned to the needs of the Project and fit into the overall Program
5. Integrate all thematic presentation into the final Program to be consulted and approved by the Project Management

The area consultants will be responsible to deliver the following:

1. Contribute to the review of the existing similar programs implemented in Moldova in the recent past or under implementation and consult the available best practices; take into consideration the lessons learned from the piloting of the self-employment component in the UNDP Career Advisory Center in Comrat
2. For each of the proposed modules and sub-modules develop a **specific presentation**; each presentation shall mandatorily start with the specific objective and main expected results of the module; presentation shall be inter-linked helping the trainer/coacher and the end-client navigate through the materials in an easy and friendly manner; connect all presentations to the Guidelines and requirements of the seed-fund, so that to ensure that beneficiaries are prepared to apply to the highly competitive internal seed-fund;
3. For each presentation the consultant(s) shall provide support **reading materials**; each and every item on the presentation shall be accompanied by a reference to a more detailed reading material in Romanian and Russian
4. Each presentation shall be accompanied by at least **one real business case** which would ease the understanding of the theoretical aspects and provide insights into a real business situation
5. Each presentation shall be also accompanies by at least **one practical exercise** to be solved by the clients with the support of the trainer/coacher

Note: The team of consultants should take into consideration that the presentations should facilitate the development of a robust business and financial plan by the client(s) and start-up the new enterprise. Beneficiaries/clients will have possibility to apply to the internal seed-fund, based on its Guidelines and application procedure, but only on competitive basis. Participation to the project does not guarantee access to the seed-fund.

The **Entrepreneurship Program** shall cover at least the below **modules**:

LOT 1:

Module 1: Basics of innovative entrepreneurship

Module 2: Developing a business idea and choosing a business model

Module 3: Business strategy and planning

LOT 2:

Module 4: Financial planning and management

Module 5: Innovative funding for start-up

LOT 3:

Module 6: Innovative marketing and sales

Module 7: Communication and negotiation skills

KEY DELIVERABLES

For the team leader:

Deliverable(s)	Deadline
1. Summary report – for the Desk review of available entrepreneurship programs and best practices in Moldova	March 21, 2016
2. Develop and consult with the Project the list of modules for training and coaching	April 01, 2016
3. Develop Structure of the training and coaching Agenda (not to exceed 4 months in length)	April 08, 2016
4. Develop the standard template for the thematic presentations to be used by area consultants, to be approved by Project; support area consultants to ensure the linkages between the thematic presentations; develop a mandatory assessment test for the direct beneficiaries to be applied by staff in the centers in order to assess preparedness of clients to apply knowledge.	April 15, 2016
5. Integrate all training and coaching modules into the Program and provide the final version to the Project	By mid of May 2016

For the area consultants under LOT 1, 2 and 3:

Deliverable(s)	Deadline
1. Provide inputs into the Desk review of available entrepreneurship programs and best practices in Moldova	March 21, 2016
2. Develop the specific and inter-linked presentations as per the enlisted LOT(s), modules and proposed structure (agenda; presentation slides with specific references; business cases and practical exercises; additional reading materials; assessment test)	April 21, 2016
3. Develop and provide the business cases and practical exercises for each presentation	April 28, 2016
4. Provide an intensive training for Project staff on the implementation of the specific LOT(s) as part of the Entrepreneurship Program and evaluate readiness of the staff for its implementation	By mid of May 2016

SKILLS AND EXPERIENCE REQUIRED

Education:

- University degree in business administration/economics, communication or similar. Additional training and certification in consulting SMEs in business planning and administration and/or training/coaching for start-ups is a strong advantage.

Experience:

- At least three (3) years of progressively responsible experience is required at the national or regional levels in **developing training materials** and **training for start-ups**; area consultants shall demonstrate such experience under the specific LOT;
- At least three (3) years of progressively responsible experience in **consulting or facilitating business start-ups**;
- 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;
- Excellent communication and teamwork skills;
- Demonstrated interpersonal and diplomatic skills;
- Experience in the usage of computers and office software packages (MS Office and similar).
- Proven commitment to the core values of the United Nations, in particular, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status

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.