

Terms of Reference

Job title:	National Consultant to conduct a review of existing business support infrastructure in ATU Gagauzia and Taraclia district
Duty station:	Chisinau, ATU Gagausia, Taraclia district, Moldova
Reference to the project:	Support to Agriculture and Rural Development through promotion of confidence building measures (SARD-CBM)
Contract type:	Individual Contract (IC)
Contract duration:	June – July, 2016 (up to 30 working days)
Starting date:	June 1, 2016

Job content:

1. Project Description

The overall objective of the project is to encourage confidence building in ATU Gagauzia and Taraclia district, including neighboring communities, through improved development opportunities leading to enhanced competitiveness of the agro-food sector, promotion of local entrepreneurship, creation of jobs, and raising incomes. The project has the following components:

Component 1: Enhanced Dialogue and Community Empowerment;

Component 2: Local entrepreneurship and SMEs development;

Component 3: Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation.

The project will be implemented in line with the **confidence building approach**, connecting region's authorities and structures to the national ones, facilitating dialogue and inclusion in development of national strategies, as well as connecting neighboring villages through inter municipal cooperation.

The proposed intervention will aim to address key gaps identified in the main strategic document of the region's development in line with Moldova 2020 Strategy for Agriculture and Rural Development/ARDS, Strategy for SME Development 2020, as well as National Regional Development Strategy.

Specific Background

The component 2 of SARD CBM programme will contribute directly to decreasing economic deprivation of the targeted regions (Gagauzia, Taraclia and neighbouring communities) and will

develop business support infrastructure to support rural development, in line with ARDS. The capacity of existing institutions, economic and rural development departments will be enhanced to support specific regional development challenges and emerging needs (strengthening regional Chamber of Commerce and Industry, Innovation Center within the Comrat State University, existing Business Incubator and Business Support Associations). Synergies will be explored with the newly created Regional Development Agency for Gagauzia Region and the long-operating one for South Development Region, as well as other business entities throughout the country, including the Transnistrian region. Capacity building for specialist business consultants will be provided, aiming to enhance cooperation across the targeted regions and thus **contribute to building confidence across ethnically divided communities**.

Availability of extension services will be analysed and if needed developed, aiming at raising farm competitiveness towards best practice levels in the country and regionally. The following themes will be considered for capacity development: new technologies of agricultural production, business economy, management, financial accounting, environmental awareness/protection, organic/eco-friendly farming, alternative/diversified businesses in rural areas, producers' cooperatives, market linkages, business development and information technology, as well as helping young farmers to establish themselves as new businesses. **Special attention would be paid to building local capacities to use the benefits provided by the DCFTA in terms of access to the EU market.**

2. Scope of Services, Expected Outputs and Target Completion

The expected output for the consultant's assignment is the review of existing business support infrastructure in the targeted regions (Gagauzia, Taraclia district and neighbouring communities), identifying priority actions for supporting its development.

In order to achieve the stated objective, the Consultant will have the following responsibilities:

- Mapping of all existing elements of business support infrastructure in the target regions: regional public administration designated departments, trade chamber, educational and training institutions, extension services, service providers, consulting agencies, business incubators, business associations etc. Clarification of roles of each element, structural and organizational linkages and relations, and informational flows.
- Verification of what National Business Support infrastructure elements are not present in the targeted regions, figuring out the reasons and possibilities to bring them in.
- Conduct meetings with each infrastructural element(s) to obtain first-hand information on current operational status, their plans and methods. Provide independent assessment of work efficiency and compare their results with similar structures in other regions of Moldova and abroad.
- Meet with as wide as possible range business support infrastructure services beneficiaries – local businesses, entrepreneurs, start-up initiators, local NGOs to get their view on efficiency of current Business Support infrastructure. Conduct survey of local SMEs to figure out their vision of what type of Business support structure they need.

- Meet with regional administration representatives to obtain their assessment of regional situation and their activities and/or plans on how to foster business development.
- Prepare interim report outlining all findings, supported by efficiency and/or non-efficiency facts and stories, presenting mapping diagrams, results of questionnaires conducted etc. Provide overall assessment of current status of business support infrastructure in targeted regions. *SARD/UNDP will evaluate the interim report and coordinate following tasks*
- Outline recommendations on best business support infrastructure setup with clear description of tasks, responsibilities and expected outcomes of each proposed structural elements, as well as their interrelations. Provide advice on step-by-step upgrade of business support infrastructure.
- Define set of indicators, identify data sources and develop M&I mechanism to further assess efficiency of both the Business Support Infrastructure in complex and each of individual elements.
- Prepare and conduct a presentation and public debate of the study findings for all stakeholders – to be conducted on site with all reps of all structural elements as well as SME businesses and civil society reps present.
- Final Report

Deliverables	Tentative timeframe and/or level of effort
1. Review and assessment of Regional Business Support Infrastructure <ul style="list-style-type: none"> • List of all Infrastructure elements. • Mapping of infrastructure players. • Check National Infrastructure elements presence and efficiency. • Meetings with all stakeholders and getting feedback. • Conduct a SMEs survey (format to be discussed with SARD) to get their vision of infrastructure needed. Deliverable 1: Regional Business Support Infrastructure reviewed and assessed	By 15 June, 2016 (14 working days)
2. Interim report and further plan endorsement <ul style="list-style-type: none"> • Interim Report presented and endorsed by SARD team. List of identified infrastructure elements, mapping diagram, survey questionnaires completed. • Developing of the Further Action Plan (2 working days) Deliverable 2.1: Interim report delivered and approved Deliverable 2.2: Further Action Plan delivered and approved	By 17 June, 2016
3. Complete set of recommendations	By 25 June, 2016

<ul style="list-style-type: none"> • Best business support infrastructure set-up recommendations with step-by-step advise on upgrade actions. • Set of indicators, data sources and M&I mechanism to further assess the Business Support Infrastructure efficiency. <p>Deliverable 3: Set of recommendations delivered and approved</p>	(6 working days)
<p>4. Public presentation and debate</p> <p>Deliverables 4.1 Presentation Program developed and endorsed by SARD</p> <p>Deliverables 4.2 Presentation and Public Debate conducted in targeted region</p>	By 29 June, 2016 (3 working days)
<p>5. Final Assignment Report</p> <p>Report on the performance of the assignment, with findings and recommendations, survey results, lists of participants and minutes of debate event etc.</p> <p>Deliverables 5: Final Assignment Report delivered and approved</p>	By 8 July, 2016 (5 working days)

Note:

The indicated tentative timeframe has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of the assignment. It cannot and shall not be used as unique criteria for completion of work/assignment. The provision of the envisaged deliverables approved by the SARD shall be the only criteria for Consultant's work being completed and eligible for payment/s. All deliverables shall be developed and submitted in English while final report shall be submitted in electronic and hard copies.

4.1 Institutional Arrangement

All above deliverables shall be endorsed by the SARD CBM Programme Manager and officers in charge in consultation with the Chief Technical Advisor.

4.2. Duration of the Work

The whole activity (preparation, implementation and reporting) shall be carried out by June-July 2016. The work under the present assignment is expected to commence by the beginning of June and be completed by the beginning of July 2016, and be carried out in the limits of the above-mentioned general timeframe.

5. Requirements for experience and qualifications

I. Academic Qualifications:

- Master's Degree or equivalent (5-year university education) in Business administration and development, Economics, Public administration, Social sciences, or other relevant field;

II. Working experience:

- At least 5 years of proven previous experience in Business development and institutional development;
- Previous experience in working with international development partners and stakeholders in business development programs, especially in the area of SME development, consulting, training, business coaching, strategy development.
- Previous working experience associated with National or regional Business support infrastructures is a strong asset;

III. Competencies:

- A solid experience in the areas of Business (especially SME) development, operational business analysis, development and planning, tailored business consulting and coaching and strategic planning of the projects focused on economic development through providing evidence-based policy advice;
- Practical experience in organization management, business training, strategic planning of associations and public organizations at the national and regional level;
- Experience of work in multifaceted environment, that requires to combine and formulate common goals and crystalize win-win ideas and approaches;
- Excellent public speaking and presentation skills;
- Ability to meet deadlines and prioritize multiple tasks.
- Previous experience of work in targeted regions is an asset.
- Excellent writing, editing, and oral communication skills in English, Romanian and Russian; Knowledge of Gagauzian or Bulgarian languages is an asset.

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.

UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.