

Terms of Reference

Job title:	Three Individual Consultants to support communities from ATU Gagauzia in local community strategic planning and community mobilization processes
Duty station:	Chisinau, Moldova and home based
Reference to the project	SARD Project
Contract type:	Individual Contract (IC)
Expected workload:	up to 147 days of consultancy (per Consultant)
Period of assignment:	July 2016 –November 2018

I. BACKGROUND

The overall objective of the project is to encourage confidence building in ATU Gagauzia and Taraclia district, including neighbouring 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 neighbouring 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, Strategy for SME Development 2020, as well as National Regional Development Strategy.

II. SCOPE OF WORK

The **overall objective** of the National Consultants assignment (hereinafter Consultants) is to facilitate the process of capacity building of local public authorities and support them in implementation of local development activities in SARD target localities. More specifically, the Consultants will:

- Conduct in depth complex analysis (community profiling) of target localities. (Please, see the link to the [UNDP community profiling methodology](#))

- Support Local Task Force in organizing transparent, participatory and inclusive local planning and budgeting, including developing/updating Community Socio-Economic Development Strategies in a participatory and inclusive manner, by applying HRBA and GE principles.
- Develop the capacities of local actors (inclusive CBOs) in local development by applying community mobilization for empowerment principles
- Conduct local workshops for Local Public Authorities (LPAs) and civic society with SARD assistance (incl. from Transnistrian region) on various topics, i.e.: increased local transparency, enhanced community participation in the local decision making process, participatory planning, strengthened communication skills, HRBA and GE in local governance, fundraising and resource mobilization, etc.
- Organize extensive public debates on local priorities, aiming to define a project proposal to be co-financed by SARD/UNDP.
- Provide support to LPA in writing project proposals and monitor implementation the local projects supported by SARD. Assist in defining, monitoring and reporting on project impacts.
- Provide support to LPA in identification of financial resources to support Development strategies projects and assist in project proposals development and submission for both governmental and donor support.
- Monitor the progress achieved at the local level.

Implementation principles

- Community stakeholders' capacity building, involvement & active participation
- Community ownership over the strategy
- Confidence building approach
- CSOs, NGOS, community groups and private sector engagement
- Monitoring and evaluation of the whole process
- Knowledge networking and best practices dissemination
- Sustainability

III. TASKS AND ESTIMATED WORKLOAD

To ensure adequate implementation of all planned activities, SARD is seeking 3 qualified local Consultants to perform the assignment in Gagauzia ATU in 13 communities divided in 3 LOTs as follows: (each Consultant will have in it's responsibility one Lot)

Lot #1	Lot #2	Lot #3
Cazaclia	Besgioz	Avdarma
Corten	Ciadir Lunga	Chiriet Lunga
Gaidar	Tomai	Ferapontievca
Baurci	Valea Perjei	Joltai
		Tvardita
4 mayoralties	4 mayoralties	5 mayoralties

The assignment will require the completion of the following tasks in each locality:

Tasks and deliverables	Indicative Working Days per Lot	Indicative Timeframe
<p>Task 1. Setting up local participatory project implementation mechanism</p> <p>Establish the first contact with the LPAs and organise a presentation of the project activities.</p> <p>1. In cooperation with the mayor, identify the delegated staff within LPA, which will be involved in project implementation. Clarify their roles and expectations.</p>		(July 2016)

Tasks and deliverables	Indicative Working Days per Lot	Indicative Timeframe
<p>2. Set up local project implementation “Local Task Force” - stakeholders review [identify the most relevant representatives of LPA, Civil Society, business sector, minority & vulnerable groups]</p> <p>3. Support Project “Local Task Force” to draft and endorse the detailed project 2-year implementation road map (with detailed timeframe and clear responsibilities)</p> <p>Deliverable 1: Inception Report Detailed project implementation roadmaps, endorsed by the Project Implementation committees [with timeline and clear responsibilities].</p> <p><i>Note: Each week the consultant shall provide the work plan for next week, including the schedule of the field visits.</i></p>	6	
<p>Task 2. Build communities SEDS formulation, monitoring, evaluation and implementation:</p> <ul style="list-style-type: none"> Establish a participatory framework with the involvement of communities’ stakeholders in SEDS formulation and implementation process. Support LPAs in establishing the Local Task Force responsible for the strategic planning process; Logistically organize and conduct one workshop on the strategic planning process with LPAs staff, private sector representatives, NGOs, councilors, and other relevant actors. Conduct a communities’ stakeholder analysis for the strategic planning process. Support Local Task Force in establishing sectorial working groups Launch the questionnaire for selecting the data for the community profiling within the socio-economic development strategy, including analytical and NBS data and figures. <p>Deliverable 2: Report on Established Coordination and sectorial working groups. Submitted presentations for the communities’ workshops. Under this deliverable the consultant shall submit and agree the content of the questionnaires with the SARD (Task 2).</p>	6	August 2016
<p>Task 3. Conduct a diagnostic analysis of Communities’ based on comprehensive desk research and draft/update the profile of the Communities with emphasis on:</p> <ul style="list-style-type: none"> Local context including the historic development and socio-economic profile of the region/district; Local brand elements; Strategic framework at the European, national and regional levels and its correlation and relevance for the targeted community. General overview of communities: <ul style="list-style-type: none"> Physical-geographic characteristics Landforms Historical highlights Natural capital: <ul style="list-style-type: none"> Flora and fauna / forests Surface water/ Underground water Air/ Climate 	16	(September – October 2016)

Tasks and deliverables	Indicative Working Days per Lot	Indicative Timeframe
<ul style="list-style-type: none"> - Soil and subsoil • Spatial planning: <ul style="list-style-type: none"> - Urban development - Topography - Land use • Social-cultural environment: <ul style="list-style-type: none"> - Demography/ migration / poverty incidence issues - Occupational aspects - Associative life - Culture - Sport - Recreation - Media • Social services: <ul style="list-style-type: none"> - Education - Health - Housing • Communities' general and economic structure and profile development/update: <ul style="list-style-type: none"> - Industry - Tourism - Trade and services - Agriculture - Asset management • Infrastructure: <ul style="list-style-type: none"> - Roads / Transport - Water and sewerage network - Energy / Energy efficiency / Renewable energy - Communication network - Administrative infrastructure - Waste management • Environmental structure: <ul style="list-style-type: none"> - Environment quality factors – water, soil, air - Hydrological design - Ecological education and specific community activities • Human capital at the LPAs community level, including the demographic and migration trends; • Local governance government / Performance indicators <ul style="list-style-type: none"> - Citizens security - Administrative services - Public services management - Public financial management, public property and projects with external funding - Transparent decision-making - Local capacity & resource assessment • Draft a SWOT analysis of communities. Main targeted areas – e.g.: <ul style="list-style-type: none"> - Location - Population and human resources - Infrastructure - Economic development - Social development - Environment protection - Education, culture and leisure <p>Assess the prioritized community development needs. Prioritization has</p>		

Tasks and deliverables	Indicative Working Days per Lot	Indicative Timeframe
<p>to take into account the scope of support and limited resources based on extensive measures of fundraising and other potential investments attracting sources. Correlation of efforts to implement the strategy and identify sources of external funding for local projects.</p> <p>The scope (breadth and depth) of these analyses will be agreed upon in consultation with SARD.</p> <p>Deliverable 3: Submission of the profile for communities. The analysis must be reviewed and approved by SARD prior to submission to communities (Task 3).</p>		
<p>Task 4. Support the communities in drafting the strategic part:</p> <ul style="list-style-type: none"> Facilitate local stakeholders' strategy planning workshops, which will lead to the updating formulation of the strategic vision, principles and goals, based on updated Community Development Diagnose Frame together with the local stakeholders the strategic directions, the main general and specific development objectives, general measures, and community priorities. <p>Deliverable 4: Draft Strategic part of the SEDS: a draft with the strategic development objectives of communities, including the mission, vision, principles and goals. The draft must be reviewed and approved by SARD and LPAs. (Task 4)</p>	10	(November 2016)
<p>Task 5. Support the communities in drafting/ updating the action plan by:</p> <ul style="list-style-type: none"> Identifying the actions and development scenarios, potential bottlenecks and constraints, which need to be taken in order to achieve the development of objectives of local community; Quantifying the financial and human resources needed to implement the activities included in the socio-economic development strategy; Establishing clear indicators and time frames for the activities to be implemented; Establishing the monitoring and reporting systems; Supporting the region stakeholders in drafting project concepts, fundraising and resource mobilization; support them to develop and find funds for additional local development initiatives (projects) responding to the identified human rights based and gender sensitive development priorities, as per the agreed SED <p>Deliverable 5: Draft action plan for SEDS (2016-2020) The consultant shall develop a detailed action plan for communities for 2016-2020 period. The action plan must be reviewed and approved by SARD and LPAs. (Task 4)</p>	6	(November 2016)
<p>Task 6. Support citizen participatory activities in the strategic planning process through:</p> <ul style="list-style-type: none"> Organizing and facilitating round table community discussions for the 	10	(December 2016)

Tasks and deliverables	Indicative Working Days per Lot	Indicative Timeframe
<p>sectorial working groups with participation of local stakeholders, including public and private sector representatives, non-governmental sector, vulnerable groups, etc.</p> <ul style="list-style-type: none"> • Organize discussions in the sectorial Commissions of Local Council. • Assist LPAs in organizing and conducting public hearings on the draft socio-economic development strategy, in accordance with Government Regulation 96 on the implementation of the actions stipulated in the Law on Transparency in the Decision Making Process No. 239-XVI of November 13, 2008; in particular: <ul style="list-style-type: none"> - Assist Local Task Force in preparing materials, organizing, and conducting public hearings on the draft of the socio-economic development strategy on local level. <p>Deliverable 6: Monthly progress reports</p> <p>The consultant shall submit reports once per month that summarizes the results of all the activities: roundtable/discussion/workshop with communities' representatives. The reports should be supported by minutes, list of participants, and memos. (Cross-cutting).</p> <p><i>Note: detailed planning methodology will be provided by SARD.</i></p> <p><i>Total tentative number of events for strategic planning at the local level (please consult the link UNDP community profiling methodology), indicative:</i></p> <ul style="list-style-type: none"> • Meetings/ Interviews - 8 • Workshop/ Working groups – 4 • Focus groups - 3 • Round table (community level) -2 • Public debates (community level) – 1 • Debates in Local Council - 1 		
<p>Deliverable 7: Report on public hearings</p> <p>The contractor shall submit the report on public hearings with an analysis of the proposals expressed both during the public hearings and the two-week period following the public hearings (electronically& hard copy) (Task 6).</p>	4	(January 2017)
<p>Deliverable 8: The final document of the socio-economic development strategies that should include the profiles of communities, strategic reviews and action plans</p> <p>The final draft should include the suggestions proposed by the citizens during the Public Hearings</p>	8	(January 2017)
<p>Task 7. Develop the capacities of local actors (inclusive Community (CBOs) in local development by applying community mobilization for empowerment</p> <ol style="list-style-type: none"> 1. Assist SARD to develop and deliver the relevant capacity building activities agenda on community mobilization for empowerment for targeted community groups 2. Provide on-going support to community groups in getting involved in community development processes (profiling, strategizing, M&E, etc.) <p>Deliverable 9.1. Training modules agenda developed and delivered;</p>	8	October 2016-October 2017

Tasks and deliverables	Indicative Working Days per Lot	Indicative Timeframe
<p>disaggregated List of Participants, etc., for example:</p> <ul style="list-style-type: none"> - <i>Project proposals development, fundraising</i> - <i>Inter Municipal Cooperation and Public Private Partnership</i> - <i>Public financial management</i> - <i>Public service delivery</i> - <i>Public procurement</i> - <i>Communication</i> <p><u>Deliverable 9.2. Report on Capacity building activities</u></p>		
<p>Task 8. Support target LPAs to draft and implement the prioritized community development project – a small scale infrastructural project proposal and/or Inter Municipal Cooperation support project (if feasible), to be granted by SARD</p> <ol style="list-style-type: none"> 1. Support target LPAs to prioritize a development opportunity, to be co-financed jointly by SARD and LPAs. 2. Assess the feasibility of the prioritized idea (basic implementation, technical and financial sustainability). 3. Support target LPAs to draft a comprehensive project proposal (based on the prioritized opportunity) to be submitted to SARD for co-financing. 4. Support target LPAs to develop the action/ sustainability plan and implement the SARD co-financed projects, as well as ensuring the monitoring of undertaken activities. 5. A local visibility event organized in each of targeted LPA, related to project implementation results. <p><u>Deliverable 10: Project proposal, including IMC (where feasible) developed and submitted for competitive selection; Report on Project Implementation duly submitted by targeted LPAs to SARD/UNDP (electronically& hard copy).</u></p>	<u>32</u>	July 2016 – July 2017
<p>Task 9. Support LPA and local NGOs in community development and fundraising</p> <ol style="list-style-type: none"> 1. Train LPA and local NGOs/CBOs/community groups in fundraising and resource mobilization; support them to develop and find funds for additional local development initiatives/projects responding to the identified human rights based and gender sensitive development priorities, as per the agreed LSED. 2. Facilitate cooperation between the institutions and existing CBOs at local level active in community development field <p><u>Deliverable 11:</u></p> <p>11.1. At least two-three viable additional local development initiatives/project proposals</p> <p>11.2. Report on the implemented secondary local development project(s) and undertaken community mobilization activities</p>	<u>20</u>	October 2016 – October 2018
<p>Task 10. On-going monitoring, coaching and support of LPAs capacity building</p> <ol style="list-style-type: none"> 1. Guide and assist the activity of local project implementation Steering Committee Coach and support in institutionalization of good LPA 		October 2016 – October 2018

Tasks and deliverables	Indicative Working Days per Lot	Indicative Timeframe
<p>practices in the field of transparent, participatory, accountable, non-discriminatory and gender-responsive local administration, service delivery, communication, local economic development</p> <p>2. Facilitate sharing of the best practices among communities including from ATU Gagauzia and Taraclia regions, propose to organize exchange of experience activities</p> <p><u>Deliverable 12: Submit all documents related to project implementation (electronically& hard copy), inclusively photos illustrating the project implementation (according to detailed project implementation roadmap).</u></p>	<u>15</u>	
<p><u>Task 11. Share experience for documenting the process by SARD team</u></p> <p>1. Pro-active participation in capacity building and program evaluation activities, and drafting of the comprehensive final report</p> <p>2. Present good practices / case studies in a standardized format</p> <p>3. Submit a folder (electronically& hard copy) containing all related documents, reports and photos for each community</p> <p><u>Deliverable 13.1: Final Report as per template provided by SARD; Case Study; Community Folder</u> (electronically& hard copy)</p> <p><u>Deliverable 13.2: Report on achieved Impacts of the implemented project activities</u></p> <p>The consultant shall submit a final version of the report in English and Russian summarizing the activities completed and results achieved based on the work conducted. (Cross-cutting)</p>	<u>6</u>	October 2016 – October 2018
<i>TOTAL, up to working days</i>	<u>147</u>	

IV. ORGANIZATIONAL SETTINGS

- a) The Consultant can perform methodology development remotely (home-based).
- b) The assessments and in-depth analysis will require the Service Provider to visit each target LPA.
- c) The Consultant will not be located in the UNDP office for the completion of the tasks.

Reporting and Coordination: The Consultants will report to SARD Local Public Services Officer and officers in charge. Close cooperation and synergies with other subcontractors and engineers employed by SARD will be ensured during the assessment implementation for improvement of the pre-requisite for better projects: Intercommunal cooperation, public and business infrastructure development.

Language of the deliverables: All documents/ deliverables shall be submitted in Russian language.

Travel: All travel expenses are the **consultant's responsibility** and **shall be included in the consolidated financial offer**, based on approach and methodology foreseen by the Consultant in the implementation of the assignment. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

The Indicative Working Days in the fields per each Lot are 95 days/ LOT. The average round trip distance (kilometers per visit) for each LOT, estimated considering duty station Chisinau (should be adjusted if other duty station):

- LOT 1: 220 (round-trip) km;
- LOT 2: 266 - 220 (round-trip) km;
- LOT 3: 238 - 220 (round-trip) km.

In case of unforeseeable travel for the business purpose, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Performance evaluation: Consultant's performance will be evaluated following such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

V. QUALIFICATIONS AND SKILLS REQUIRED

The following qualification criteria shall be applied for the selection of the consultant:

Education:

- University degree in the relevant field (*economics, development studies, social science, public administration, law etc.*).

Experience:

- At least 5 years of practical experience of community development work with local public authorities and local community groups;
- Proven experience in assisting local communities to design local development plans
- Proven experience in assisting local communities in project management implementation
- Proven experience of developing and delivering training modules in local governance field;
- Proven experience in inter-municipal cooperation;
- Previous experience working with international development partners and stakeholders in public sector development programs, especially in the area of strategy development

Competences:

- Good knowledge of Moldovan, also Gagauzia ATU rural area context;
- Excellent command of Russian (written & oral) and basic knowledge of English language;
- Experience in implementing similar projects in the region of Gagauzia ATU or Taraclia District will be an asset
- Previous experience working with international development partners and stakeholders in public sector development programs, especially in the area of strategy development Promotes the vision, mission, and strategic goals of UNDP.

Abilities:

- Demonstrated capacity of technical knowledge and experience; team-orientation work, excellent planning and organizational skills;
- Good communication, interpersonal, initiative, creativity/ resourcefulness skills
- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout.