

Terms of Reference

Job title:	National Consultant to develop an intervention package to enhance the capacity of the regional business support infrastructure in ATU Gagauzia and Taraclia district.
Duty station:	Chisinau, ATU Gagauzia, Taraclia district, Moldova
Reference to the project:	Support to Agriculture and Rural Development Project (SARD)
Contract type:	Individual Contract (IC)
Contract duration:	August – October, 2016 (up to 55 working days)
Starting date:	August 8th, 2016

I. BACKGROUND

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.

Specific background

According to the SARD Programme Component 2: Local entrepreneurship and SMEs development SARD is aiming to support Gagauzia and Taraclia to generate additional income and create new job opportunities, as well as improve people livelihoods through strengthening Small and Medium Enterprises. At the same time the SARD Program aims to improve regional business services and provide incentives and support to start-ups in their business development aspirations. Thus, this component is to contribute directly to decreasing the economic deprivation of the envisaged regions and to support rural development, targets that are mentioned also within the National Agriculture and Rural Development Strategy¹. Special attention is to be paid also to building local capacities to use the benefits provided by the DCFTA in terms of access to the EU market and employing the created opportunities. This is why it is important that Gagauzia and Taraclia business sector finds its market niches and aligns to the EU best business practices.

II. OBJECTIVES AND SCOPE OF WORK

¹ http://maia.gov.md/sites/default/files/article/1662048_md_ard_strategy_e.pdf

Business support infrastructure encompasses a variety of different public, civil society, business institutions or partnerships; including business incubators, science parks and accelerator programs. Business support infrastructure plays a critical role in the success of new ventures, as it may provide a wide range of support in the form of advice, networking, finance, space and facilities for businesses. The success of such infrastructure critically depends on a good administrative framework, the accessibility of markets and an adequately trained local capacity to offer qualified support to entrepreneurs.

SARD is currently conducting a Survey of Existing Business Support Infrastructure (BSI) in Gagauzia and Taraclia that is expected to be finalized end of July. The survey findings and proposals will be made available to Consultant as a basis for development of comprehensive Intervention Package.

The expected output for the present assignment is to develop a common detailed Plan of interventions (for ATU Gagauzia and for Taraclia District) with detailed actions, timing and required funds in order to up-grade the business support infrastructure from present state to a more developed one, with higher responsiveness and resourcefulness for business needs, being able to serve fully the economic interests of regional business as well as integrate Gagauzia and Taraclia business communities into the national economic life, flows, events and initiatives. The assignment is to be based on the findings of the Survey of Existing Business Support Infrastructure in Gagauzia and Taraclia, as well as on national and international best practices in up-grading the business support infrastructure.

During the presentations that will be organized by SARD and conducted by the Consultant the set of interventions developed will be debated together with relevant administrative entities of ATU Gagauzia and Taraclia District, civil society and business sector. Meanwhile as SARD will be offering support to ATU Gagauzia and Taraclia District in the development of their Strategic papers, the Intervention Package will be made available to respective Consultants developing the strategies for picking valuable actions to be included into the main strategic documents of ATU Gagauzia and Taraclia District.

III. KEY ACTIVITIES

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

- Develop a detailed Plan of Interventions, with common actions (can be distinct for Taraclia District if applicable and required) to be undertaken in ATU Gagauzia and in Taraclia District. The Plan of Interventions should be composed of two compartments: first compartment should be based on the findings and the gaps identified by the Survey of Existing Business Support Infrastructure in Gagauzia and Taraclia and second compartment has to be based on best national and international practices for up-grading business support infrastructure services;
- Provide clear institutional, timing, costing, responsible implementing bodies and sources of funding for ATU Gagauzia and for Taraclia District;
- Conduct meetings with stakeholders for discussing and prioritizing the interventions;
- Develop a presentation with the key findings and recommendations to be presented at one event that will be organized by SARD in ATU Gagauzia or in Taraclia District.

The Intervention Package should address such issues but not being limited to:

Institutional dimension

1. Propose lacking institutional framework at administrative, civil society and business levels;

2. Propose an institutional framework for better involvement of Local Public Administrations in employing the existent assets of their communities and proposing identified economic opportunities to the business sector;
3. Propose institutions, projects or actions to improve the existent elements of business support infrastructure, timing and budgets.

Programmatic dimension

1. Identify regional economic strong points and propose thematic events to be organized annually for promoting local communities and attracting investments;
2. Propose measures for sustainable integration into business life and the labor market, education or training for encouraging youth to innovate and launch start-ups for avoiding present galloping migration;
3. Propose measures to support key growth sectors by promoting relevant vocational skills through work-based learning education creating links to new jobs specifically required by business sector.

IV. DELIVERABLES AND INDICATIVE TIMEFRAME

The following deliverables, activities, and milestones are to be fulfilled by the consultant:

Deliverables	Level of effort, days from Contract signing
<p>1. Propose relevant interventions for ATU Gagauzia and Taraclia District based on the Survey of Existing Business Support Infrastructure.</p> <ol style="list-style-type: none"> a. Study the Survey of Existing Business Support Infrastructure in Gagauzia and Taraclia recently developed by SARD; b. Analyze the list of all existent BSI elements; c. Analyze proposals from all interviewees; d. Study the BSI mapping; e. Study the efficiency of existent national Infrastructure elements; f. Identify gaps at institutional framework level, knowledge, co-operation and communication level; g. Draft of Compartment 1 with the detailed Plan of Interventions based on performed analysis. <p>Deliverable 1: Detailed Compartment 1 of the Plan of Interventions with required actions, institutions to be formed, events to be organized, links and collaborations to be initiated with timing and budgeting for ATU Gagauzia and for Taraclia District (common actions and distinct) and present for endorsement by SARD.</p>	10 working days
<p>2. Propose interventions based on best national and international practices.</p> <ol style="list-style-type: none"> a. Study actions performed at national and international levels, aimed at up-grading the business support infrastructure services; b. Analyze existent best practices of business support infrastructure services provided by public, civil society and business sectors; c. Review of international best experience in up-grading Business Support Infrastructure; d. Develop the Compartment 2 containing a set of applicable actions in ATU Gagauzia and in Taraclia District based on learned best national and international experience. <p>Deliverable 2: Detailed Compartment 2 of the Interventions Plan based on best national and international experience in business support infrastructure up-grade.</p>	10 working days
<p>3. Develop the Intervention Packages to up-grade the Business Support Infrastructure in ATU Gagauzia and in Taraclia District</p> <ol style="list-style-type: none"> a. Meet key stake-holders and discuss: the identified gaps, national and international practice and opportunities on the one hand and the proposed interventions on another hand; b. Based on debated interventions develop the final Intervention Package to up-grade the Business Support Infrastructure in ATU Gagauzia and in Taraclia District. 	15 working days

Deliverable 3: The Intervention Package to up-grade the Business Support Infrastructure in ATU Gagauzia and in Taraclia District.	
<p>4. Present the Intervention Package at one dedicated event organized by SARD (in Comrat or in Taraclia).</p> <ul style="list-style-type: none"> a. Develop one presentation in Russian with key findings and recommendations and the two Intervention Packages to be implemented; b. Conduct the presentation in Russian at one event organized by SARD to debate publicly the Key Interventions and propose them for being included in the main strategic documents of ATU Gagauzia and of Taraclia District for implementation. <p>Deliverable 4: One Intervention Package Presentation developed in Russian and publicly debated.</p>	<p>10 working days</p>
<p>5. Final Assignment Report</p> <ul style="list-style-type: none"> a. Develop the Report on the successful performance of the assignment, with the Final Intervention Package to up-grade the Business Support Infrastructure in ATU Gagauzia and in Taraclia District; b. Deliver the Report to SARD. <p>Deliverable 5: Final Report and an Intervention Package to up-grade the Business Support Infrastructure in ATU Gagauzia and in Taraclia District delivered and endorsed by SARD.</p>	<p>10 working days</p>

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 except Deliverable nr. 4 shall be developed and submitted in English while Final Report shall be submitted in electronic and hard copies.

V. Institutional Arrangements

All above deliverables shall be endorsed by the SARD Manager and officers in charge in consultation with the Chief Technical Advisor. The deliverable should be presented in hard-copy and electronic version.

This assignment involves travel to the mentioned regions. The Consultant should budget for travel according to the Tasks proposed in the present Terms of Reference but not more than 5 trips.

VI. Duration of the Work

The whole activity (preparation, implementation and reporting) shall be carried out by October 2016. The work under the present assignment is expected to commence by the end of July-beginning of August and be completed by the mid-October 2016.

VII. 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 4 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 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.