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TERMS OF REFERENCE

Job Title:	National consultant to develop the entrepreneurship advisors' handbook and beneficiary's task book as part of the Entrepreneurship Program of Career Advisory Center in Comrat
Type of Contract:	Individual Contract (IC)
Duty Station:	Chisinau, Moldova
Expected workload:	not to exceed 10 w/d in total
Expected duration of assignment:	October, 2016

CONTEXT

The [Support to Agriculture and Rural Development for the regions of Gagauzia and Taraclia \(SARD\) Project](#) aims 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 proposed Project interventions 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.

The [Career Advisory Center in Comrat](#), part of Support to Agriculture and Rural Development for the regions of Gagauzia and Taraclia (SARD) Project, as well as part of the [Network of Career Advisory Centres in the Republic of Moldova](#), aims at promoting relevant employment and self-employment in Moldova through the development of soft skills of unemployed to develop and execute 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 Career Advisory Center from Comrat is implementing two distinct but inter-linked components, 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 qualified 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 **Program structure and content** were developed in 2016, based on a specific teaching/coaching methodology. The following is **the structure of the course**, the Program outline being attached hereto as Annex 1 to the TOR.

Entrepreneurial and innovation topics:

- Idea formulation and value proposition
- Customers and competitors
- Resources and activities
- Business model
- Costs and price definition
- Sales and marketing
- Presentation – pitch and USP

Management and doing business topics:

- Legal forms and establishments
- Accounting – basics
- Tax and other obligations
- Employment issues

Each module and sub-module is accompanied by:

- a) a **specific presentation**, presentations being inter-linked and helping the trainer/coacher, and navigating through the materials in an easy and friendly manner;
- b) **reading materials**: each and every item on the presentation is accompanied by a reference to a more detailed reading material;
- c) at least **one real business case** which eases the understanding of the theoretical aspects and provides insights into a real business situation;
- d) at least **one practical exercise** to be solved by the clients with the support of the trainer/coacher.

The presentations facilitate the development of a robust business and financial plan by the client(s) and the start-up of a new enterprise. Beneficiaries/clients have possibility to apply to the internal seed-fund, based on its

Guidelines and application procedure, on competitive basis mechanism. Participation in the project does not guarantee access to the seed-fund.

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

SCOPE OF WORK AND EXPECTED OUTPUTS

The scope of the assignment is to support the Project in the development of **support tools for the Entrepreneurship Program**, the aim of which are to facilitate the implementation of the Program through an easier and guided orientation in the whole content and support exercises of the Program, both for trainers and for beneficiaries. The competition seeks to hire a national consultant who will develop the **entrepreneurship advisor's handbook** and the **beneficiary's task book** based on the available Entrepreneurship Program content.

The trainer's handbook should include teaching methodology and working instructions for entrepreneurship advisors, to cover at least the following elements:

- The goals of each module, duration and expected results;
- Additional explanations to slides, also to include possible questions from the beneficiaries and types of questions advisors can address to the audience to ensure a better understanding of information;
- A compilation of exercises, with description of the goal for each exercise and the guide to working with the exercises;
- Explanations to the case studies provided, including the goal of each case study;
- Guideline on working with homework exercises;
- Compilation of evaluation tests and instructions on how to evaluate beneficiaries' understanding of the modules and practical exercises.

The **beneficiary's task book** will include:

- The purpose of the task book and the results the Program envisages for the beneficiaries;
- Short description of each module and the map of modules beneficiaries should follow;
- Program exercises the beneficiaries need to work with and working methodology, to include the time management elements;
- Individual work plan, ensuring it replies to the needs of the Program, and methodology for beneficiaries for working with the plan.

KEY DELIVERABLES

Deliverable(s)	Deadline
Entrepreneurship advisors' handbook and beneficiary's task book developed, in Romanian language (up to 10 w/d)	By 31 October, 2016

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 one installment, upon submission and approval of deliverables, and certification by UNDP Moldova Project Manager that the services have been satisfactorily performed.

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**;
- 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;
- 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.