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Terms of Reference

Job title:	National Consultant to support the registration and development of Business Associations in ATU Gagauzia and Taraclia Raion
Duty station:	Chisinau, ATU Gagauzia, Taraclia Raion, Moldova
Reference to the project:	Support to Agriculture and Rural Development (SARD)
Contract type:	Individual Contract (IC)
Contract duration:	November 30, 2017– April 30 th , 2018 (50 working days)
Starting date:	November 30, 2017

Job content:

I. 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.

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

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

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

of markets and an adequately trained local capacity to offer qualified support to entrepreneurs. In this context SARD aim is to strengthen business environment also by supporting regional associations.

Recently SARD started to work with two groups of entrepreneurs in ATU Gagauzia and Taraclia in the view of consolidation of one or two business associations for strengthening regional business sector. During the Gagauzia and Taraclia Business Week 2017 event that was held in June 2017, a number of up to 30 entrepreneurs from Gagauzia and Taraclia have signed 2 Memorandums of Intention to create Business associations of Gagauzia and of Taraclia. In parallel SARD is conducting together with Czech Trust Fund an activity with the two groups to train them and introduce into the business associations' development specifics, including by visiting similar organizations in Czech Republic and linking the group with Czech business sector during a B2B session. Further on the association/s will receive assistance from Czech experts in developing the Association Strategy and Action Plan.

The **expected outcome** for the consultant's assignment is increased knowledge and capacity of Gagauzia and Taraclia business environment to participate in the regional business and investment life along with influencing economic and investment policy reforms in partnership with national and local authorities and relevant national and international organizations.

The **expected outputs** to achieve the outcome include (i) at least one successfully launched and registered regional Business Association; (ii) complete Associations documents package; (iii) completely formed Association's management bodies and selected and hired Director; iv) Associations members and Management bodies trained basically in: Moldovan legislation aspects on Associations and specifically business associations, Business Association services, Association promotion, branding and new members' attraction, Lobby and Advocacy, Attraction of funds; v). 5 Project fiches based on the Strategic action plan developed with Czech support drafted.

III. KEY ACTIVITIES

In order to achieve the stated objective, the Consultant will work in close collaboration with the future association members, SARD Programme staff and Czech experts which will be involved in the business association support. At the same time, the consultant might consider valuable to collaborate with relevant staff from ATU Gagauzia Executive Committee responsible for economic development and investments attraction, regional relevant business support organizations and local public administrations if the case.

For this assignment, the Individual Consultant will have the following responsibilities:

1. Assess the long-term viability of the two potential business associations in Gagauzia and in Taraclia by developing a list of criteria to which the two groups should respond;
2. Assess the strength and relevancy of the present members that signed the Memorandum of Intention to create the association;
3. Identify additional strong and well reputable regional companies to be part of the association for its further strengthening;
4. Assist the members to develop the association name and logo;
5. Assist the members in joining into a General Assembly to decide the Association Board Members and President, discuss and approve the organization Statute;
6. Assist association members to debate and decide important Association issues such as membership fee and available office;
7. Based on prior association members' decisions develop Internal Regulation Documents, Organigramme, key Position Descriptions;
8. Assist with Association registration procedures and obtaining all required documents and stamp;
9. Assist the Association to hire a well-informed Director by developing the Hire Announcement and assisting the Association to place it for large distribution;
10. Support the Association to conduct Director's interview and selection;

11. Provide trainings to the Association Director, Management bodies and Association members in:
 - Moldovan legislation aspects on Associations and specifically business associations,
 - Business Association services,
 - Association promotion, branding and new members' attraction,
 - Lobby and Advocacy,
 - Attraction of funds.
12. Develop 5 project fiches based on priority actions from the Strategic Action Plan developed with the support of Czech expertise.

Deliverables	Tentative timeframe and/or level of effort
Deliverable 1 – Defining the core Business Association group to be supported <ol style="list-style-type: none"> 1. Assess the long-term viability of the two potential business associations in Gagauzia and in Taraclia by developing a list of criteria to which the two groups should respond; 2. Assess the strength and relevancy of the present members that signed the Memorandum of Intention to create the association; 3. Identify additional strong and well reputable regional companies to be part of the association for its further strengthening. 1st Progress Report – Core Group of Association members to be supported and recommendations for further support	<p>By December 13rd, 2017 (10 working days)</p>
Deliverable 2 – Registered Business Association <ol style="list-style-type: none"> 1. Assist the members to develop the association name and logo; 2. Assist the members in joining into a General Assembly to decide the Association Board Members and President, discuss and approve the organization Statute; 3. Assist association members to debate and decide important Association issues such as membership fee and available office; 4. Based on prior association members' decisions develop Internal Regulation Documents, Organigramme, key Position Descriptions; 5. Assist with Association registration procedures and obtaining all required documents and stamp. 2nd Progress Report – Business Association Registered and recommendations for further support	<p>By December 29th, 2017 (20 working days)</p>
Deliverable 3 – Selected Director and Trainings <ol style="list-style-type: none"> 1. Assist the Association to hire a well-informed Director by developing the Hire Announcement and assisting the Association to place it for large distribution; 2. Support the Association to conduct Director's interview and selection; 	<p>By February 5th, 2017 (15 working days)</p>

<p>3. Provide trainings to the Association Director, Management bodies and Association members in:</p> <ul style="list-style-type: none"> - Moldovan legislation aspects on Associations and specifically business associations, - Business Association services, - Association promotion, branding and new members' attraction, - Lobby and Advocacy, - Attraction of funds. <p>3rd Progress Report – Selected Director and Trainings provided with recommendations for further support.</p>	
<p>Deliverable 4 – 5 Project Fiches</p> <p>1. Develop 5 detailed project fiches based on priority actions from the Strategic Action Plan developed with the support of Czech expertise. These projects will be further developed and implemented by the Association for its members.</p> <p>Final Report and 5 Project Fiches with recommendations for Business Association further development.</p>	<p>By March 19th, 2018 (5 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 shall be developed and submitted in English while final report shall be submitted in electronic and hard copies.

Payment schedule

Deliverable	Payment, % of contract value
Deliverable 1	30% during 5 days after delivery
Deliverable 2	30% during 5 days after delivery
Deliverable 3, 4	40% during 5 days after delivery

Institutional Arrangement

All above deliverables shall be endorsed by the SARD Programme Manager and officers in charge.

Duration of the Work

The whole activity (preparation, implementation and reporting) shall be carried out by March 19th, 2018 or earlier. The work under the present assignment is expected to commence by November 30, 2017 and be carried out in the limits of the above-mentioned general timeframe.

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 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.