



Terms of Reference

National consultant for Green City Lab establishment and business planning

UNDP/GEF Project:

Moldova Sustainable Green Cities – Catalysing investment in sustainable green cities in the Republic of Moldova using a holistic integrated urban planning approach

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| Job title: | National consultant for Green City lab establishment and business planning |
| Type of Contract: | Individual Contract (IC) |
| Assignment type: | National consultant |
| Section/Unit: | Environment and Energy Cluster |
| Duty Station: | Based in Chisinau (Moldova) |
| Languages required: | Romanian, English |
| Starting Date: | 01 September 2018 |
| Duration of Assignment: | 157 working days till April 2019 |
| Payment arrangements: | Lump sum contract (payments linked to satisfactory performance and delivery of outputs) |
| Evaluation method: | Desk review; interview of shortlisted candidates may be added |

I. Introduction

These are the Terms of Reference (ToR) for the position “National consultant for Green City lab establishment and business planning ” under the UNDP-GEF Project titled: **Moldova Sustainable Green Cities – Catalysing investment in sustainable green cities in the Republic of Moldova using a holistic integrated urban planning approach**. The project document was signed with the Implementing Partner in October 2017 and the implementation period will extend over the next 5 years.

During the duration of this consultancy, the National consultant for Green City lab establishment and business planning will report to the Project Manager and will provide required support to the project in view of establishment, growth and exit strategy of the Green City Lab, including set-up

mechanisms, operational standards and reference documents, necessary for the national implementation of the Component 1 of the Project.

II. Project Background Information

The objective of the project is to catalyze investments in low carbon green urban development based on integrated urban planning approach, by encouraging innovation, participatory planning and partnerships between a variety of public and private sector entities.

The strategy of the project is to create, launch and support a new institutional mechanism called “Green City Lab” (GCL) as a vehicle for encouraging and supporting new innovative measures and approaches in addressing the urban development challenges and barriers

The project therefore will support the design, launching, and establishment of the Green City Lab to become the leading knowledge management and networking platform, clearing house, an facilitator of financing various green urban development projects, and a source of innovations and expertise to catalyze sustainable low carbon green city development in Moldova with a mission to transform Chisinau and other cities/towns in Moldova into modern green and smart European cities with improved quality of life for their citizens, while also demonstrating opportunities for sustainable economic growth.

The Green City Lab will be set up during the first two years of the project however it is expected to transition to an independent self sustaining entity, operating on a commercial basis, that does not rely on technical assistance funding alone, so that by the end of the project it can continue to operate and grow.

To achieve this status, the Green City Lab will need to forge new partnerships and alliances and generate revenues and carbon savings from other sources, beyond this project. The direct global environment benefits of the project are expected to reach at least 200,000 tons of CO_{2eq}, resulting from the concrete pilot/demonstration projects in the building energy efficiency, transport and waste sectors. These are complemented by project’s indirect GHG emission reduction impact at the estimated amount of 2.4 million tons of CO_{2eq} by scaling up, replicating and mainstreaming the project results and activities, including those of the Green City Lab.

In this respect, close co-operation with the key stakeholders of the project, including Chisinau municipality, relevant ministries such as the Ministry of Agriculture, Regional Development and Environment, the Ministry of Economy and Infrastructure and the entities hosted by them, the State Chancellery and other related projects and initiatives such as the UNDP Social Innovation Hub project and the E-Government Center is sought from the very beginning. In addition, the GCL will seek to form strong partnerships with banks and with international financing institutions such as the EBRD, the World Bank, and the EIB.

The project’s objective will be achieved through three key outcomes as follows:

Outcome 1: Fully operational and sustainable Green City Lab recognized by the key stakeholders as the leading innovation, knowledge management and networking platform and a source of expertise for catalyzing sustainable low carbon green city development in Moldova with secured funding to continue its operation after the UNDP/GEF project closure.

The National consultant for Green City lab establishment and business planning will be assigned with the implementation and advisory services for the achievement of the outputs falling under this outcome.

Outcome 2: Successfully completed pilot/demonstration projects facilitated by the GCL (described in details in the project document) with related monitoring, reporting and verification of the results in the areas of:

- integrated and participatory urban land use and mobility planning;
- residential building energy efficiency and renewable energy use;
- low carbon mobility; and iv) resource efficient waste management.

Outcome 3: Knowledge management and M&E to facilitate learning, scaling up and replication of project results.

Beside the standard UNDP M&E procedures and requirements, this component encompasses monitored and evaluated overall results of the project and lessons learnt with compiled KM materials, recommendations for the removal of the identified complementary barriers, including institutional and regulatory improvements, and related public outreach and TA to scale up, replicate and mainstream the project results.

III. Duties and responsibilities:

The National consultant for Green City lab establishment and business planning will have overall responsibility over implementation of the activities under project's Component 1.

The consultant will report to the Project manager and will have the following responsibilities:

a) Green City Lab set up and business development .

- Closely engage with key stakeholders and International Consultant to identify the best option for the Green City Lab set-up and necessary institutional arrangements; draft the statutory documents; shareholders agreements, articles of association, GCL board composition terms of reference, and terms of reference for all GCL positions. Take lead in promoting the GCL hosting with Chisinau municipality, including municipal council approval (including consultation process with city hall departments and municipal council fractions);
- Coordinate with financial, legal and other experts (both national and international) and support through relevant inputs provision of the development of a business model and business plan for the GCL. Deadlines for inputs and the nature of inputs to be coordinated with respective consultants at the beginning of the assignment;
- Develop an exit strategy for the Green city lab (its further role in relation with the municipality and with the UNDP-GEF project). Take lead in its consultation and approval process.
- As part of above support international consultant in development of a suite of services for and enhanced capacity and references of the Green City Lab to deliver these services for fee paying customers by relying on the resources of both the GCL core team and the network of its co-operating experts and partner institutions included in its Roster of Experts. These services may include energy audits, design and delivery of training courses for homeowners associations (HOA) and municipal service providers, surveys and public outreach events and campaigns, various project management, procurement, design and financial structuring

services, project impact monitoring, reporting and verification and others – subject to not jeopardizing the reaching of the other targets of the project during its implementation, however.

- Draft concept note for a proposed strategic study tour for GCL staff to similar green/smart urban development hubs in other country (ies) with relevant experience; provide an analysis of the various options for green urban development visited and other best practices at international level and advise on how to adapt some of these solutions to the national context of Moldova;
- Draft concept note for an ICT platform hosting a comprehensive on-line and regularly updated open data, knowledge management and networking platform and clearing house for green city development providing a basis for project's public outreach, community engagement, capacity and partnership building activities;
- As a part of the of the above, take lead in establishment of an on-line network/roster of local and international green city experts and expert institutions with advanced search functions to serve partnership building and compilation of highly qualified expert teams to work with particular green city challenges and subprojects based on their areas of expertise and qualifications (CVs, references) that can be accessed and reviewed through the application;
- By building on international experiences and lessons learnt from promoting the Green and Smart City in close collaboration with international expert, contribute to the design and adaptive management of the project's financial support programs (demo projects) as well as provide policy and other recommendations to advance the project goals;
- Develop ToR for the team of experts and/or companies to be hired to support the capacity building and business opportunities and growth of the Green City Lab;
- Take lead in developing/adapting and taking into use complementary ICT solutions to support integrated and participatory planning, crowd-sourcing, impact monitoring and broad community engagement;
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b) Stakeholder engagement, partner coordination and knowledge management support.

- Take lead and supporting the Project manager and GCL team members in arranging partnership and co-operation agreements with the already identified key stakeholders and, as applicable, support the identification and establishment of new national and international partnerships and to support the GCL goals and objectives; and
- Facilitate discussions, workshops or other events with multiple stakeholder and NGO participation, studies, surveys and pilot projects;
- Facilitate coordination with capacity building activities or partners and other relevant projects, which may include development and implementation of joint capacity building strategies and programmes;
- Support the Component 2 manager (Business development officer) and the Project Manager to establish cross-sectoral green city / urban task forces consisting of a variety of key stakeholders from public and private sector for the three main areas the project is seeking to influence, namely i) urban land use and mobility planning; ii) energy efficient housing and related public utility services; and iii) resource efficient waste management. The task forces shall review and, as applicable, contribute to the revision of the current urban plans and

sectoral development strategies (or those under development) as well as to support the design and selection of the first pilot/demonstration projects to be supported under project outcome 2;

IV. Expected Deliverables and estimated timing

The assignment will be carried out as 157 working days over a 8 month period from the date of starting of the assignment with approximately 20 working days per month

| # | Deliverables | Estimated timing |
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| 1 | Report on the proposed institutional arrangements for Green City Lab (GCL) set up, GCL Board Composition terms of reference, exit strategy, and terms of reference for all GCL positions prepared and submitted (joint report with international expert) | By September 25, 2018 16 working days |
| 2 | Inputs provided to the International consultant for the development of a business model, business plan and suite of services provided by the GCL | By 15 October, 2018 15 working days |
| 3 | Concept note, proposed study tour and draft lessons learned | 30 October 2018 5 working days |
| 4 | Inputs provided to the International consultant for the development of the report on potential demo projects that could be carried out by the GCL including how the GCL would be remunerated and what its role would be | 30 October 2018 7 working days |
| 5 | Key stakeholders engaged and GCL Hosting arrangements agreed. GCL Shareholders Agreement, Articles of Association; | 30 November 2018 22 working days |
| 6 | Report on the operationalisation of the GCL e.g. approval of statutory documents, adequate equipment, staff recruited, and GCL functions initiated. Developed exit strategy for the GCL. | 31 December 2018 22 working days |
| 7 | Report on concluded partnerships and co-operation agreements with the key stakeholders, including city authorities, relevant line ministries, public utility companies, academic and other research and educational entities, expert associations and other CSOs, home-owner associations, private sector companies, local and international financing entities and other ongoing projects as well as international experts and expert institutions | 31 December 2018 22 working days |
| 8 | ToR for technical expertise (i.e. team of experts or company recruited) for GCL capacity building | 10 January 2018 6 working days |
| 9 | Report on the status of the ICT platform to host a comprehensive on-line and roster of experts, open data, knowledge management and networking platform and clearing house for green city development Report on identified complementary ICT solutions to support integrated and participatory planning, crowd-sourcing, impact | 28 February 2019 22 working days |

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| | monitoring and broad community engagement; | |
| 10 | Report on established of cross-sectoral green city / urban task forces consisting of a variety of key stakeholders from public and private sector for the three main areas the project is seeking to influence, namely i) urban land use and mobility planning; ii) energy efficient housing and related public utility services; and iii) resource efficient waste management. | 29 March 2019 20 working days |

IV. Institutional arrangements

The consultant will report to the Project Manager and will work in close coordination with the project team, national and international consultants and national partners. If additional ad-hoc travel from the duty station (Chisinau) is required, the cost of airfare and accommodation will be supported by the project.

V. Qualifications and experience requirements

Academic qualifications:

- Master's degree in business administration, economics, environmental economics, urban development and/or other related fields.

Experience:

- At minimum of 5 years of private sector experience related to corporate financial advisory, corporate finance, business administration and/or banking.
- Experience over the past five years in developing business plans including experience with financial analysis and financial modeling
- Demonstrated understanding of issues related to the municipal sector and green urban development (e.g – experience with municipalities as clients)
- Experience working with public private partnerships in the past 10 years as an advisor, partner or an investor
- Demonstrable experience in implementing similar GEF and /or UNDP projects or other international donor funded development projects will be an advantage;
- Ability to lead strategic planning, results-based management and reporting;
- Strong negotiation and communication abilities;
- Analytical skills, and teamwork abilities;
- Excellent computer literacy (Word, Excel, Internet, Power Point);
- Proven experience in preparation of written reports in an accurate and concise manner in Romanian and English;

Language requirements:

- Excellent knowledge of spoken and written English.
- Knowledge of Romanian or Russian is mandatory.

VI. Payment modalities

The consultant will organize and facilitate the implementation of all project advisory activities as described above; his/her payment will be lump sum amount based, disbursed in instalments upon satisfactory performance and approval of deliverables.

VII. Application process

Applicants shall submit the following four documents:

Required

- ☒ Offeror's Letter confirming Interest and Availability;
- ☒ Personal History Form (P11 form), including information about past experience in similar assignments and contact details for referees;
- ☒ Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment.

Incomplete applications not considered.

If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

IX. Annexes to the TOR

Annex 1- Individual Consultant General Terms and Conditions

Annex 2- P11 form

Annex 3- Financial proposal template