



EU4MOLDOVA

TERMS OF REFERENCE

Job title:	National Consultant on conceptualization of development of business clusters, including Stakeholder Review, and Cluster Mapping Analysis
Duty Station:	Chişinău (with limited travel to Cahul and Ungheni Municipalities)
Section/Unit:	EU4Moldova: Focal Regions Programme (EU-funded)
Type of Contract:	Individual Contract
Starting Date:	November 2020
Duration of Assignment:	November 2020 – March 2021, up to 60 working days with possibility of extension

Job Content

I. BACKGROUND

The EU4Moldova: Focal regions Programme (further on referred as Programme) is based on the European Commission Implementing Decision on the Annual Action Programme 2018 in favor of the Republic of Moldova and is funded by the European Union and implemented by the United Nations Development Programme and United Nations Children's Fund.

The overall objective of the five-year Programme is to strengthen the economic, territorial and social cohesion in the Republic of Moldova through smart, green, inclusive, sustainable and integrated local socio-economic growth as well as by improving the standards of living of the citizens in the focal regions of Cahul and Ungheni.

To this end, this Programme will address also the urban-rural divide as well as regional disparities, stimulate economic growth and job creation, refurbish and upgrade some social and technical infrastructure in selected areas (smaller towns and villages) while taking into account climate change and a gender perspective in the activities of the Programme.

Specific objectives:

1. To strengthen transparency, accountability of local public authorities and citizen participation in local governance processes in the focal regions.
2. To improve citizens' access to quality public services and utilities in the focal regions.
3. To create employment opportunities for men and women in the focal-regions and improve the attractiveness of the focal regions for investors and entrepreneurs.
4. To promote the smart specialization of the economy of the focal regions through the development of the clustering and value chain approach in key economic sectors.

The Programme objectives will be achieved through measures targeted at: (i) capacity building to support the implementation and monitoring of local economic development plans; (ii) civil society engagement in local planning, governance processes and basic social service delivery; (iii) provision of investment funding in support of the creation and/or development of social and technical infrastructure which, combined with the outcomes from interventions (i) and (ii) above, will have an immediate, visible and tangible impact on employment creation, the standard of living of the population in the focal regions.

The activity under current contract envisages to help the economies of focal regions Ungheni and Cahul to embrace a smart economic specialization development approach and improve the performance of key economic sectors in focal regions Ungheni and Cahul. Each focal region will be supported to improve the competitiveness of its territorial economy thorough restructuring and strengthening of its major economic sectors into strong and dynamic territorial clusters, oriented towards exporting to EU market and integrated into stable and high-margin value chains. The supported activities and actions will follow the most innovative methodological tools and international experiences related to the smart specialization, clustering and value chain upgrading.

This activity is intended to approach the existing local 'value chain' challenges, faced by local economies, specifically:

- (i) geopolitical instability and low-margin of traditional Eastern markets,
- (ii) (sophisticated pre-conditions to penetrate to EU market with high-margin, and
- (iii) small domestic market to support an economic growth

The EU4Moldova: Focal regions Programme already started within its other interventions to support the local stakeholders to elaborate and promote the Joint Economic Growth Agenda in the focal regions there were created and organized local economic groups composed of important stakeholders from local public administration, businesses, local association to start several exercises related to local economic development. These activities provide methodological support in Conduct a joint Participatory Appraisal of Competitive Advantage (PACA) of the focal regions and setting up of the Territorial Economic Development Associations (TEDA) in Cahul and Ungheni municipalities. As the result the value chains and key economic players are identified.

The scope of current assignment is to make preparation for stakeholder analyses and further support in conducting an in-depth 'Cluster Mapping Analysis', which will envisage a thorough and detailed appraisal of all local firms, businesses and related institutions. The 'Cluster Mapping Analysis' will also assess opportunities to enter into new clustering areas and will formulate recommendations for further advancing of targeted 'emerging clusters', aiming to drive the local economies towards sustainable economic growth, jobs creation and prosperity for the whole focal regions.

II. SCOPE OF WORK

To ensure adequate implementation of all planned activities, the Programme is seeking for a National Consultant to provide consistent and comprehensive methodological guidance and developing technical specs in implementing of project activities related to smart economic specialization through clustering and value chain upgrading of the focal regions.

Specific objectives:

- Analyze the findings carried out under activities PACA and setting up of the TEDA in Cahul and Ungheni municipalities of the programme and other related findings at the national level and propose feasible solution for establishment of dynamic business clusters based on the key- economic sectors of local economies. The Programme will provide access to National Consultant to all available materials/preliminary reports developed within PACA and TEDA activities;
- Provide specifications to carry out an initial '**stakeholder review**' to identify the 'nucleus-actors' for each cluster. Come with initial identification of competitive advantage of the

cluster and potential to export cluster products to EU market based on the findings of the project, PACA and TEDA exercises;

- Propose methods and technical spec for capacity building for cluster members on increasing added value of the final product;
- Assess and provide practical experience for the institutionalization of a 'joint development platform' (e.g. Regional Business Association of Grapes Producers, Processors and Exporters, Regional Tourism and Recreation Association, etc.). Elaborate the stages of the process and Legal requirements. Provide best examples from EU, and other countries of the region.
- Elaboration of technical specifications for "**Cluster Mapping Analysis**".

Cluster Mapping Analysis', is to contain, but not be limited to, the following elements:

- The appraisal of local firms and related businesses and institutions: their activity and further plans, cooperation between them, their suppliers and buyers, existing problems and bottlenecks, development needs and perspectives;
- The existing relative position of the producers from the clusters in the domestic and international value chains: strengths, weaknesses, threats, and opportunities;
- The in-depth analyses of the potential and conditions for EU-market (or other relevant markets) penetration with the goods and services produced by the target clusters: main problems and feasible solutions.

III. TASKS AND ESTIMATED WORKLOAD

The assignment will require the completion of the following tasks:

Tasks, Activities & Deliverables <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	Estimated work volume <i>(used at the submission stage)</i>	Tentative timeframe <i>(subject to coordination/adjustment with EU4MD project team)</i>
<p>I: • Elaboration of specifications for Stakeholder Review to identify the 'nucleus-actors' for each cluster.</p> <ul style="list-style-type: none"> ✓ Need assessment to current Strategic documents on economic development, competitive advantage and emerging clusters. Assess the existing information on both focal regions Cahul and Ungheni related to local development, including PACA process, TEDA, clustering and value chains through the lens of smart economic specialization. ✓ Validation of data on analyses of identification of competitive advantage of the clusters created/under creation and evaluation of potential to export cluster products to EU market. Identification of best evidence of advantages of specific cluster creation. ✓ Background info collection Consult a wide range of international best practices on smart specialization, clustering and value chains upgrading methodologies relevant to the present assignment and recommend additional elements to be considered during the process of cluster mapping analysis and development of local business clusters ✓ Provide specifications of Cluster Stakeholders' Review. Stakeholder's review specs including but not limited identification of nucleus-actors', type of support for cooperation, initiation of joint restructuring, business development strategy support. ✓ Assess in particular the locally available raw materials (in a Circular Economic approach), as well as climate resilience and low carbon opportunity in addressing the cluster conceptualization 	<p>up to 15 working days</p>	

Tasks, Activities & Deliverables <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	Estimated work volume <i>(used at the submission stage)</i>	Tentative timeframe <i>(subject to coordination/adjustment with EU4MD project team)</i>
<ul style="list-style-type: none"> ✓ Provide recommendation of Capacity building for cluster members on increasing added value of the final product. ✓ Provide specifications to institutionalize a 'joint development platform', including among others – preliminary plan of initiation of analyses, task to be completed, expected results, skills to be improved legal background, practical info, best cases analyses in Eu, countries front the region and Republic of Moldova. 		
Deliverable I: 1st Progress Report Report on status quo evaluation, need assessment, best practices and technical specs for Stakeholder's review, capacity building and Joint Development Platform for each region.		By 17 December, 2020
II: Defining Technical Specs for Cluster Mapping Analysis for each Focal region <ul style="list-style-type: none"> ✓ Identify the most suitable solutions, methods for appraisal of cluster companies, cooperation between them, bottlenecks and development needs and potential ; ✓ Identify inputs to determine position of companies in international value chains. ✓ Provide specification for in-depth analyses of potential of EU market penetration Develop a detailed - Technical Specs for the transformation of key economic sectors into dynamic growth-oriented clusters in each focal region 	up to 10 working days	
Deliverable II: Technical Specs Technical Specs and structure for Cluster Mapping Analysis <ul style="list-style-type: none"> ✓ The technical specs – up to 10 pages that includes but not limited to Cluster structure (Age of the cluster organization, Legal form of the cluster organization, Type of the cluster, driving forces for cluster creation, degree of specialization, Composition of the cluster participants (Committed participants) Geographical concentration of the cluster participants (Committed participants) Utilization of regional growth potential, International participants of the cluster, Nature of cooperation between cluster participants. Possible links with Universities and Science institutions, opportunities for innovation technology transfer, usage of Low Carbon Economy principles. 		By 30 December, 2020
III: Assist the Programme in drafting tender related documentation for Stakeholder Review, development of business clusters and Cluster Mapping Analysis for each Focal region <ul style="list-style-type: none"> ✓ Provide assistance to the Project team in drafting tender related documentation; 	up to 5 working days	
Deliverable III: Tender documentation <ul style="list-style-type: none"> ✓ Tender related documentation to launch the procurement for the company to deliver services of Stakeholder Review, development of business clusters and Cluster Mapping Analysis for each Focal region 		By 8 January, 2021
IV: Support in evaluation technical offers of creation for business clusters <ul style="list-style-type: none"> ✓ Participate as member of the Evaluation Committee in evaluation of technical offers; 	up to 5 working days	
Deliverable IV: Evaluation report Input to the evaluation report		By 30 January, 2021
Task V: Support in monitoring and evaluation the quality of services provided by the selected company	Up to 25 working days	

Tasks, Activities & Deliverables <i>(provision of deliverables of required content and quality is the only criteria for consultant's payment)</i>	Estimated work volume <i>(used at the submission stage)</i>	Tentative timeframe <i>(subject to coordination/adjustment with EU4MD project team)</i>
<ul style="list-style-type: none"> ✓ Monitor and evaluate the quality of services provided by the selected company; ✓ Guidance of the selected company, validation of the analyzes performed and verification of compliance with the purpose of task. ✓ Coaching of the company during Stakeholder review and Cluster Mapping analyses ✓ Provide feedback to the request for clarifications – technical related aspects ✓ Final Report on the progress and findings 		
Deliverable V: Final Progress Report - The final progress report and feedback to the technical aspects.		By 15 March, 2021
Total number of working days estimated	Up to 60 working days	

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. The provision of the envisaged deliverables approved by the Programme shall be the only criteria for Consultant's work being completed and eligible for payment/s.

All activities under this assignment shall be performed in a gender-sensitive manner and applying human rights-based approach.

Language of the deliverables: All deliverables shall be submitted in Romanian language.

IV. INSTITUTIONAL ARRANGEMENTS

The Consultant will work under direct supervision of Project Manager/Business Development and in close cooperation with Project Officers – Coordinators for focal regions. This is a home-based assignment with limited visits to Cahul and Ungheni municipalities. On-line/remote communication is preferred. Up to 2 visits per region (4 in total) can be included in the consolidated financial offer, stipulating transport costs. The plan, invites and topics of the visits shall be coordinated by the Program. All the above-listed deliverables shall be endorsed by the Programme Manager within 14 calendar days from their submission.

V. PAYMENT FOR PROVIDED SERVICES

The payment for services will be made in tranches upon submission of deliverables stated in point III above and certification by the Programme Manager that the services were satisfactorily performed.

VI. QUALIFICATIONS AND SKILLS REQUIRED

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

Education:

- University degree in economics, international relations, local development or other related field.

Experience:

- At least 10 years of practical experience in the fields related to local economic development (working with public and private actors), smart specialization and value chains analyses;
- At least 7 years of experience in local economic development and working with the relevant multi-stakeholder economic environment in Moldova (*evidence: list of relevant institutions the*

Consultant has been cooperating with, including the topic and year must be presented together with the application package);

- Advanced experience related to cluster initiation/development/capacity building and value chain identification and development (at least 2 projects/assignments and 2 projects/analyses of clusters);
- Experience of working with UN agencies and/or international organizations, and/or European/donor funded development projects/programs will be considered a strong asset.

Competences:

- Good knowledge of local development context in the applied focal regions;
- Knowledge and skills of MS Office, including Word, Excel, PowerPoint;
- Fluency in Romanian, Russian are required.

Abilities:

- Demonstrated capacity of team-orientation work, excellent planning and organizational skills;
- Good interpersonal skills, solid judgment/decision making, initiative and creativity;
- Ability to analyze, plan, communicate effectively organize and meet expected results;
- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout;

The United Nations Development Programme in Moldova is committed to workforce diversity. Women and men, persons with different types of disabilities, LGBT, Roma and other ethnic, linguistic 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.