



UNDP / JOINT INTEGRATED LOCAL DEVELOPMENT PROGRAMME
TERMS OF REFERENCE
ADDENDUM 1/LOT 1

**Support LPAs in the Target Communities to
Develop/Update Local Socio-Economic Development Strategies in a Participatory, Human
Rights Based and Gender Responsive Manner**

A. BACKGROUND:

Drawing upon Moldovan and global expertise in facilitating local self-governance and community-led development, UNDP and UN Women in partnership with the Government of Moldova (State Chancellery) are implementing the Joint Integrated Local Development Programme (JILDP). The JILDP was designed to improve the policy framework, as well as to support the administrative systems and procedures focused on efficient transfer of competencies to Local Public Administrations (LPAs), decentralization and promotion of LPAs' role in decision making. It also helps in building the capacity of LPAs to plan, implement and monitor their strategic plans and improve local public service delivery, involving civil society and community efforts and participation. Actions in the project seek to secure positive change in areas of human rights, tackling social exclusion and ensuring gender equality.

To advance human rights and gender responsive development at the regional and local level the Programme partners place the human rights based approach, gender mainstreaming and women's empowerment at the heart of all Programme activities focusing on the principles of participation, transparency, non-discrimination, accountability and equality between women and men.

To date, within the framework of JILDP program, social mobilisation and community development was undertaken in 5 towns, 60 rural municipalities and 20 districts, including all five districts of Transnistria. Various types of community led Programs were implemented, including improvement of water supply, renovation of education and health facilities, improvement of service delivery and others.

The new phase of JILDP will further build its support to LPAs and cover additional 10 towns and 60 rural communities. Given the growing impact of the deepening economic crisis, a special focus will be given to the efficient prioritization of local development initiatives that require State Budget support and external investment, taking into account human rights and gender equality aspects through in-depth study. The programme will provide support to the priority measures for the implementation of the selected communities Social and Economic Development Strategies ensuring participation, accountability, non-discrimination and transparency principles, and work toward the development of mechanisms at local level for the inclusion of identified vulnerable individuals and/or groups. Local strategies in 75% of LPAs, as well as the national databases are incomplete, not up to date and not targeted, lacking disaggregated data on and by all population groups.

In all current and newly targeted communities, JILDLP will undertake community mobilisation for empowerment, formation and support of community organisation mechanisms, and assistance – technical and financial – to community-led, rights based, gender responsive development Programs. A value added of the new phase of the program would be its specific focus on supporting target communities to pay adequate attention to the women facing multiple forms of discrimination and most vulnerable groups of population, including elderly, Roma, religious and ethnic minorities, disabled etc. It is also envisaged that the local communities' initiatives in the area of empowerment, especially among women, will be given due consideration. When possible and relevant, attention will be paid to the development of mechanisms to include particularly excluded groups.

B. OBJECTIVE OF THE ASSIGNMENT:

UNDP/JILDLP seeks specialized Moldovan consultancy organizations that have potential capacity and expertise to assist selected LPAs (towns and villages) in developing/updating and implementing Local Socio-Economic Development Strategies based on the principles of human rights based approach (participation, transparency, non-discrimination and accountability) and gender equality.

The Consultancy Organization shall actively seek to facilitate:

- Framework and mechanisms for transparency, non-discrimination and accountability in local decision-making;
- Establishment of genuine public consultation, participation, outreach and feedback mechanisms, with a special focus for engaging women, vulnerable / marginalized persons and/or groups;
- Non-discriminatory and gender-sensitive local policies and practices, including aspects related to indirect discrimination;
- Affirmative / special measures at local level to ensure gender equality;
- Gender mainstreaming, gender analysis, gender-responsive budgeting, gender sensitive planning, implementation;
- Monitoring and evaluation from the perspective of HRBA and GE.

Under the guiding principle of equality and non-discrimination, JILDLP takes special measures to focus on the vulnerable and marginalized in order to ensure that they are not excluded from local development processes.

Thus, the Consultancy organization shall generate interventions increasing the capacities of LPAs in:

- identification of vulnerability according to international standards, and along non-poverty lines;
- ensuring transparency, to seek and secure public inclusion and participation in policy making and implementation;
- identification and management of existing/emerging threats to gender and other equality, and/or other human rights or social inclusion issues;
- establishment and promotion of feedback / complaints mechanisms, engaging the representatives of the vulnerable groups.

A. TIMEFRAME:

All tasks shall be performed between August 1, 2011 and December 1, 2011.

B. TARGET LPAS:

19 (nineteen) LPAs: 3 urban LPAs and 16 rural LPAs

Rayons	Target LPAs	
	Town Halls	Village Halls
Briceni	Briceni	6
Edinet	Edinet	6
Ocnita	Ocnita	4

The number of LPAs could be subject of changes made by JILD/UNDP.

C. TASKS TO BE IMPLEMENTED FOR EACH TARGETED LPA:

Preparatory activity: Selected Consultancy Organizations will participate in 3 day TOT on Community Mobilization for Empowerment organized by JILD/UNDP.

1. Establish a local partnership in each target LPA, which will manage the whole LSED process

- 1.1 Sensitize the mayor and his leadership team on the initiative's objectives and the LSED process designed to achieve the objectives; clarify on roles and expectations;
- 1.2. In cooperation with the mayor, the Consultancy Organization should identify the responsible group (delegated staff) within LPAs, which will coordinate and supervise the LSED process;
- 1.3. The Consultancy Organization will train the delegated staff in their role in LSED formulation and implementation processes, human rights based approach and gender mainstreaming in LSED; it will also identify key areas where technical support will be crucial for successful process implementation.
- 1.4. The Consultancy Organization, together with the LPA leadership will prepare work plan with timeline and clear responsibilities.

2. Build local capacity in LSED strategies formulation, monitoring, evaluation and implementation

For the successful design and execution of LSED strategies a series of capacity building activities should be provided for the delegated staff and other actors who might be involved more actively in the process.

- 2.1 Conduct **at least one training for each group of local actor** (local public authorities, public institutions, civil society, private sector, women's and vulnerable groups etc) on the methods of community participation in the process of community strategic preplanning, elaboration and implementation of LSED strategies;
- 2.2. Other **training modules** to be designed and agreed with JILD/UNDP according to the results of the capacity assessment of the LPAs previously conducted by JILD/UNDP and in line with the HRBA and GE objectives of the programme;
- 2.3. The Consulting Organizations will facilitate the needs assessment for each identified vulnerability group. The required empowerment activities package will be implemented to build an adequate platform for vulnerable groups participation within the LSED planning and implementation process.

3. Establish a local participatory framework in HRBA manner with the involvement of local stakeholders in LSED strategy formulation and implementation process

- 3.1. The Consultancy Organizations should assist the delegated LPA staff in determining:
 - who the key stakeholders are (who would be affected, who has influence due to information and expertise they have, policy and regulatory roles they play, or resources and other implementation instruments they have, etc), and who has been missed previously?
 - what their interests, needs, constraints are

- what are the best ways to involve them in the LSED process.
- The process of identification and analysis should be grounded on the consideration of gender, ethnic and other basis.

Potential stakeholders may include:

- Public sector representatives (LPA, national government, local public authorities: transportation, health, education, utilities etc)
- Private sector (local economic agents, local business associations, Chamber of Commerce, development banks, professional associations etc.)
- Community sector (individuals, NGOs, interest groups, etc.)
- Women's and vulnerable groups
- Business support initiatives or schemes (ex. Financing, vocational skills, marketing, entrepreneurship support, etc)
- Relevant research and capacity building institution, if any

The participatory framework shall embrace the four principles of Human Rights Based Approach: participation, transparency, accountability and non-discrimination and the principle of equality of men and women.

3.2. The Consultancy Organization together with the LPA staff should draw up a potential stakeholders' list (set up a Stakeholders Committee) and involvement mechanism. It will give special attention to engaging those stakeholders with high influence and stake, and facilitate the full participation of those with high stake but weak capacity and influence. The Consultancy Organization will build the capacity of the stakeholders using learning by doing approach. That means the Consultancy Organization will use participatory methods and tools to facilitate the process and enhance the decision making and consensus building capacity of the stakeholders.

3.3. The Consultancy Organization shall assist in establishing a local Stakeholders Committee within the LPA. This group should include people from across the various local authority departments that are likely to have an interest or professional, technical, political or financial responsibility for matters affected by the LSED strategy. Membership should be at both Elected Member and at officer levels.

3.4 Support in forming/consolidation of local self-help/grass/roots groups, CBOs/CSOs through trainings and coaching in articulation and advocacy for the needs of community, with focus on vulnerable groups.

3.5. Support in formulation of vulnerable groups needs and advocacy agenda with subsequent action planning.

3.6 Advocacy with LPA on integration of vulnerable groups needs into local planning and budgeting via community meetings, consultations, etc.

3.7 Support of integration of vulnerable groups needs into LPA planning and budgeting approach and practices applying such instruments as gender & vulnerability impact assessments and analysis, gender responsive budgeting etc.

4. Conduct an Assessment of local socio-economic development, analyze the data and formulate a local development profile.

Conducting a local socio-economic development assessment involves collecting relevant gender and other groups disaggregated information, analyzing it, and putting together a local development profile. As a core component of any LSED strategic plan, the assessment provides those devising LSED strategy with information and data to examine and forecast key factors that drive and affect the local development. The key is collecting the most important information in the most cost effective ways and quickly so as not to delay the process.

4.1. Update existing information. The Consultancy Organization together with the LPA staff will collect and update information from existing studies and secondary sources, **inclusive about** the vulnerable groups, such as representation and inclusion in decision making bodies, access to recourses and services, implication in the local development process.

4.2. The Consultancy Organizations together with the LPA should collect relevant data on the local development. Information on the economic linkages and catchments areas of the community in terms of market and service delivery should also be included to allow broader strategic considerations of territorial development. The issues of accessibility and affordability of services to the vulnerable and marginalized groups should be taken into consideration. Time series data should be collected where trends are crucial for analysis. Information can be organized in the following clusters:

(a) Environment

- **Natural environment aspects:** physical-geographical and geological characteristics, hydrology, climate, and soils, biodiversity (flora, fauna, forests, and protected areas), status of environment (water, soil, air, waste management) and the natural risk level (flood, earthquake, soil erosion, etc.)
- **Historical and cultural heritage aspects:** built patrimony, history, traditions, arts and crafts

(b) Social

- **Social aspects:** socio-demographic status and tendencies (including labor and migration), education, health, social protection, culture and sports, disadvantaged groups in terms of their representation and inclusion in decision making bodies, access to resources and services, implication in the local development processes
- **Institutional aspects:** public authorities, non-governmental and private sectors, institutional integrity and level of trust

(c) Economy

- **Economic aspects:** economic activities (agriculture, mining, forestry, industry, services) and financial resources (public, private, etc).
- **Infrastructure and technology aspects:** housing, transport, gas, water, waste disposal networks, power lines, telecommunications, green spaces and recreational areas, tourism infrastructure, etc.

NOTE: We live in an interdependent world in which the local territory/community is influenced by and influences the larger ones. That is why the Local Community Profiles, besides describing the different aspects at local level, need to put them in a larger context (at regional, national and/or international levels), in order to compare them or highlight relationships and influences.

4.3 Support of integration of women's and vulnerable groups needs into socio-economic development diagnosis process.

As part of Assessment, the Consultancy Organization will perform a Baseline Study on vulnerable groups in community (poverty, gender, age, ethnic, and other info). Based on the performed study, a Community Vulnerability Profile will be designed. The findings of the Community Vulnerability Profile shall be further used at all stages of LSED planning, implementation, monitoring and evaluation.

5. Develop / Update the Local Socio-Economic Development Strategy for 2012-2016

5.1. Building on the results of the SWOT analysis, the Consultancy Organization will, jointly with the delegated LPA staff, facilitate stakeholders' strategy planning workshops. The strategy planning exercise should lead to the formulation of:

- Desired future: Vision and Strategic Objectives
- Solutions to get there: Strategies, Programmes and Projects
- Priorities
- Action Plan ensure LSED strategy implementation and sustainability, including organizational aspects (with financing sources and responsibilities)
- Development priorities targeting empowerment of women and vulnerable groups.

The participatory process shall be materialized in a document containing a brief, clear and distinct formulation of what is deemed to be important and valuable by the community for its own development. The work method should consist of organization of conference/round tables/workshops for various groups of population.

5.2 The Consultancy Organization will work together with the delegated LPA staff and Stakeholders' Committee (women's and vulnerable groups representation should be ensured) in preparing the following documents as part of the LSED strategy:

- Matrix of Plan goals, objectives, programs and projects
- Matrix of Implementation Plan / Action Plan
- Priority project fiches.

A special attention will be paid in supporting the integration of women's and vulnerable groups needs and objectives into the community socio-economic development objectives. Special empowerment package activities will be implemented in order to insure an active participation of women vulnerable groups within the planning process.

6. Create a framework for LSED strategy evaluation and monitoring in line with Gender Equality and HRBA principles

This activity will include a series of planning for implementation tasks that include establishing an institutional framework for LSED monitoring and evaluation, designing and determining a monitoring and evaluation strategy, and determining an appropriate monitoring and evaluation reporting mechanism. The Consultancy Organization will be also tasked with selecting informed and relevant outcomes for monitoring and evaluation, selecting appropriate indicators and targets to measure LSED outcomes, planning the evaluation, and revise the LSED strategy to reflect monitoring and evaluation results.

6.1. The Consultancy Organization will assist the community in designing LSED strategy monitoring and evaluation framework responsive to the needs of women and representatives of vulnerable groups. The Consultancy Organizations will assist in:

- Designing a LSED M&E system
- Establishing an M&E participatory approach involving key stakeholders.
- Identifying resources to be allocated for M&E system
- Formulate a LSED strategy reviewing plan with the indication of responsible persons, timetable, and resources.

Special empowerment package activities will be implemented in order to insure an active participation of women and vulnerable groups within the M&E mechanism, in line with Gender Equality and HRBA principles of participation, transparency, accountability and non-discrimination.

7. Assist LPAs in formulating Project proposals (identified in the LSED strategy) to be considered and supported by UNDP/JILDP.

The Consultancy Organization will support the LPA to prepare a project proposal for the top priority project selected by the stakeholders and submit it to UNDP/JILDP for possible co funding. UNDP/JILDP will support projects that will have a positive impact on the identified disadvantaged groups, and priority will be given to projects that will involve actively these group/persons in the project activities.

D. EXPECTED IMPACT & RESULTS

- Increased community mobilization around shared vision, and objectives of local development
- Improved-functioning local authority able to provide leadership, resources and support to the participatory socio-economic development strategy-making and implementation process
- Increased meaningful participation of women and vulnerable groups in local development planning, implementation, monitoring and evaluation.

E. METHODOLOGY

The detailed implementation methodology will be presented within the 2 TOT training courses organized by JILD/UNDP on the end of July. The attendance of the related TOT courses is a mandatory pre-condition for the selected consultancy organizations.

F. KEY DELIVERABLES

The selected companies are expected to provide the specified deliverables as per below schedule:

Deliverables	Target Date
Established the inclusive participatory LSED elaboration framework	September 1, 2011
Socio-Economic Local Development Assessment Report endorsed by the local steering committee (inclusive the vulnerability assessment).	October 1, 2011
Submission of Priority Project Proposal to UNDP/JILD/UNDP for financing	November 1, 2011
Local Socio-Economic Strategies submitted approved by Local Councils	December 1, 2011

Each progress report will be accompanied by analytical and illustrative materials: (list of participants, diagrams, schemes, photo/video materials).

G. MINIMUM QUALIFICATION CRITERIA

Interested organizations should meet the following minimum qualification criteria:

- a) Officially registered legal entity as per Republic of Moldova regulations;
- b) At least 5 years of experience of consultancy in local development, capacity development for LPA, planning, monitoring and evaluation at the local level;
- c) Previous experience in data collecting, analysis and analytical reports drafting, experience with gender and other groups disaggregated data collection and analysis;
- d) Possesses technical and human resources for successful implementation of the assignment and/or has capacities to subcontract external consultants or NGOs/companies.
- e) Qualified experts with:
 - Advanced degree in Social sciences, Local Public Administration or similar field, or equivalent working experience in the sector
 - Proven record of undertaking functional and socio-economic analysis at the local level
 - Excellent analytical skills
 - Communication and interpersonal skills required for collaboration with central/local public administration representatives and service providers
 - Knowledge and experience in applying of Human Rights Based Approach and Gender Mainstreaming in the area of local development and decentralization;
- f) Experience in training preparation and delivery will be an asset.
- g) Demonstrated capacity to properly manage a contract/subcontract/grant under a donor funded effort.

There will be given preference to Consultancy Organizations which have:

- h) Experience in implementing initiatives at local level would constitute an advantage
- i) Experience in work on community mobilization for empowerment, would constitute an advantage, particularly with women and such vulnerable groups as poor, persons with disabilities, ethnic and language minorities (especially Roma), religious minorities, survivors of domestic violence and trafficking, families with single parents and many children;
- j) Experts in the team with experience in working with gender equality, HRBA, human rights issues, social inclusion.