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TERMS OF REFERENCE

Job Title:	National consultant to develop the training materials and deliver ToT trainings on entrepreneurship development and promotion for the SYSLAB Chisinau Center team, based on available advanced models
Type of Contract:	Individual Contract (IC)
Duty Station:	Chisinau, Moldova
Expected workload:	November-December, 2013, with possibility of extension
Expected duration of assignment:	up to 20 working days during November – December 2013

BACKGROUND

The development of human capital is viewed as a prerequisite for an inclusive and sustainable economic growth. Moreover, it is increasingly seen at the cornerstone for both advanced and emerging economies seeking to speed up economic development and address the challenges posed by the global economic crisis.

From the development perspective, the labor plays critical role for Moldova's socio-economic modernization, as it is one of the few resources available in the country. However, long hailed as a country with abundant labor resources, Moldova has increasingly found that labor (mostly as quality, but also quantity) has become its major development constraint¹, with Moldova's labor endowment suffering considerably in the last two decades. The prospects for the quantity of labor force available in the future are not necessarily brighter given continuous outward migration and dire demographic outlook.

This loss in the labor force was only partly offset by the improvements in the labor productivity, which remained the lowest in the CEE and Western CIS region². Capital and skill endowments are amongst chief determinants of the labor productivity³. In their turn, the skill endowment is largely dependent not only on the quality of the country's education system, but also on training programs provided by various institutions.

The Innovative Entrepreneurship for Sustainable Employment Project was designed to establish career centers in four most important regions of Moldova with the goal to train and assist qualified unemployed and graduates in obtaining relevant employment in Moldova, preventing brain-waste, as well as brain-drain, and supporting

1 Ana Popa, Alex Oprunenco, Report on Analysis of Constraints to Economic Growth, Government of Moldova, 2010

2 Ibidem

3 Alex Oprunenco, Policy Brief 01/2012, UNDP Policy Unit

economic growth of the country. One training center will be established in Chisinau and three centers will be established in the regions of Moldova.

For the training Centre to be established in Chisinau, a head of the Centre (leader of the management team), career advisors and assistants will be hired to manage and coordinate Centre's activities.

FOCUS OF THE SYSLAB PROJECT

The Project is designed to establish career centers in four most important regions of Moldova with the goal to train and assist qualified unemployed and graduates in obtaining relevant employment in Moldova, preventing brain-waste, as well as brain-drain, and supporting economic growth. One training center was already established in Chisinau and three regional centers will be established by the end of 2013. The three regional centers will potentially be placed in the areas of regional economic development centers of Moldova, seeking to consolidate country's regional economic development and contributing to the alleviation of rural-urban division.

The Project will achieve the following **objectives**:

1. Provide new technologies to labor market authorities;
2. Provide motivated labor force to private and public sectors;
3. Give graduates a better chance for relevant employment in Moldova;
4. Give unemployed improved employability.

Overall, the project shall contribute to the development, adaptation and implementation of new tools, technology and methods, for career development, job search and entrepreneurship in Moldova.

The Career Centers are focusing on the below **target groups**:

- new graduates, in order to prevent them from unemployment and to create job opportunities, and hence reduce/prevent brain-drain;
- unemployed irrespective of age, gender, ethnic background or education or work experience;
- returning migrants.

In achieving the project goals, the gender balance aspect will be taken into consideration, offering equal opportunities to both women and men to benefit from the Centers' services.

OBJECTIVES AND EXPECTED DELIVERABLES OF THE ASSIGNMENT

The national consultant is expected to:

- Develop the teaching materials by adapting already available modules and/or by developing new modules, based on existing European and international models and best practices;
- Implement a training of trainers exercise to train the team of the SYSLAB Chisinau Center, by providing TOTs based on modules (see below);
- Eventually revise the training materials and provide the Project with the final version of the training curriculum.

The training curriculum shall contain at least the below **ToT modules**:

Module A. Key provisions of the business start-up and labour market legislation in the Republic of Moldova: opportunities and challenges

Module B. Business strategy and planning - insider tips and expert advice on writing and implementing a business plan. Case studies.

Module C. Business financial management: optimization of costs and maximization of profits

Module D. Advanced sales and marketing techniques. Case studies.

Module E. Management of human resources in start-up and development phases.

Module F. Taxation of SMEs. Case studies.

Module G. Financing start-ups: what resources are available on the market? Case studies.

Module H. Public procurement in goods and services and existing legislation governing public procurement

Key deliverables:

Deliverables	Deadlines
1. Conduct a beneficiary needs assessment at the level of the SYSLAB managing team, staff of and participants in the Chisinau Center to fine-tune the list of modules and training topics	08 November, 2013
2. Develop the training curriculum, to include at least the modules listed above (A to H)	20 November, 2013
3. Provide ToT trainings to the staff of the SYSLAB Chisinau Center and modular trainings to SYSLAB Chisinau Center target beneficiaries	30 November, 2013
4. Eventually revise training curriculum and provide the Project with the final version of all teaching modules	16 December, 2013

SKILLS AND EXPERIENCE REQUIRED

Education:

- Master Degree in business administration, economics, public administration, social sciences, law or related areas. Additional training and certification in conducting ToT activities in business planning and administration is mandatory.

Experience:

- At least five (5) years of progressively responsible experience is required at the national or regional levels in developing training materials for trainers in business planning and administration;
- At least three (3) years of progressively responsible experience in consulting or facilitating business start-ups, including at the level of business incubators and/or start-up consultancy companies;
- 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;
- Excellent communication and teamwork skills;

- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

Language Requirements:

- Fluency in both oral and written English, Romanian and Russian is a must.

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