



TERMS OF REFERENCE | Project Manager

The Executive Committee of Gagauzia has been awarded a two-year project within the Mayors for Economic Growth Framework (M4eG) of the European Union. The project is implemented by the Executive Committee of Gagauzia in partnership with the International Agency for Source Country Information (IASCI).

PROJECT DESCRIPTION:

EU contract 2017-392-815

Establishing Regional Business Information and Support Center for the Gagauzia Region of the Republic of Moldova 2018 – 2020

M4eg background and concept:

Private sector growth in productive and tradable sectors can lead to an overall rise in the value of what a local area produces and sells elsewhere over time, and is driven by investment and strives for efficiency, thus leading to higher levels of productivity. It enables and drives broader development-producing resources (financial and human capacity and talent) that can contribute to enhanced social services, improved quality of life, and higher levels of human development.

- Much growth derives from activities that are «bottom-up» and are developed from within the local communities themselves, using local resources (people, natural and cultural assets, historical and geographical advantages, etc.). This is most obvious with regard to sectors such as tourism; agriculture and food processing; knowledge and creative sectors; local crafts; information and communication technology (ICT) services; small-scale production and manufacturing (where raw materials and processing methods are local); etc.
- Local economic development (LED) is most successful when it is based upon a public-private partnership. While local authorities and business circles are the principal actors of local economic development, civil society organizations and local communities also have a role to play. Within the M4EG approach, partnership between them will hereafter be referred to as Local Economic Development Partnership.
- Growth in local productive and tradable service sectors creates capacities and conditions that in turn enable growth in retail, consumption, construction and other local services, thereby boosting employment. Success breeds success, making areas more attractive as places where people want to live, work, visit and invest. A positive image makes a place attractive and projects dynamism, even magnetism. These are «soft» factors that favour entrepreneurship and investment, and hence employment creation.
- Natural and geographical factors are not the main determinants of growth and development in modern economies: organization, know-how, leadership, education and innovation in a broad sense are the key factors that drive growth and development. Local economic development is about getting these conditions right locally, and clever and efficient municipalities can achieve this. (Extract from: www.m4eg.eu/media/1787/m4eg-concept-eng.pdf).

Within this framework, the overall objective of the M4eG project in Gagauzia can be summarized as follows:

To improve the standards of living of residents in the Gagauzia region of Moldova via job creation, reduction of migration and overall economic improvement of the region, while the local public administration consolidates its role of active facilitator for economic growth and inclusion.

Outcomes:

- Businesses from Gagauzia region of Moldova benefit from an improved regional institutional framework (Regional Business Information and Support Center, working title: START-UP Gagauzia) and market-oriented support services.

- Business residents of the Gagauzia region of Moldova, interested in opening, consolidating and/or expanding a business will have access to improved and up-to-date information and introductory support on all phases of business operation, provided in a client centric and tailored manner.

To support start-ups and young businesses close to their location, three walk-in hubs will be created in Comrat, Ceadir-Lunga and Vulcanesti.

The project is composed of three activity areas.

Activity area 1:

Development of the core business support center and provision of services.

- 1.1 A joint pilot Regional Business Information and Support Center is created for the Gagauzia region of Moldova.
- 1.2 Business consultancy, start-up acceleration and training sessions are organized for economic actors (business owners/entrepreneurial minded residents and main local stakeholders) of the Gagauzia region of Moldova.

Activity area 2:

Structural expansion of the business support network at the local level and consolidation of the public administration's role as business facilitator.

- 2.1. Business development services (including accounting and marketing) are created within START-UP Gagauzia and the local walk-in hubs, based on public-private partnerships.
- 2.2. Outsourced business development services including individual coaching, production related technical guidance are provided in a market-oriented manner to local entrepreneurs, emerging start-ups and standing businesses.

Activity area 3: Innovation, service range upscale and market adaption.

- 3.1. Creation and promotion of regional business trademarks under the aegis of the local public authorities and in partnership with local business residents.
- 3.2. Development and promotion of an "adopt a farmer" network.
- 3.3. Promotion and support mechanism for crowdsourcing initiatives, facilitating the access to finance for business residents and emerging entrepreneurs/start-ups.
- 3.4. Development, promotion and implementation of a business and public internship initiative, targeting young entrepreneurs and professionals, recent graduates and unemployed residents.

ESSENTIAL FUNCTIONS OF THE PROJECT MANAGER

The Project Manager is responsible for the successful implementation of the project and consistent achievement of the objectives in the spirit of the M4eg concept outlined above. He/she reports to the Executive Committee of Gagauzia. The Project Manager is responsible for designing, leading and managing all activities related to the building and operation of the Regional Business Information and Support Center for the Gagauzia Region, with headquarters in Chisinau and three walk-in hubs in Comrat, Ceadir-Lunga and Vulcanesti). The Project Manager provides vision and leadership, implements policies and procedures approved by the Executive Committee of Gagauzia. He/she guides and supervises all project staff and assures execution of all actions in line with the project document and action plan, that the Rules and Regulations set up in the specific and general conditions of the donor are strictly followed and reports presented in an audit proof and timely manner.

MAJOR TASKS (others might be assigned)

Leadership and Management

- Build, lead and manage a new team to develop and execute the START-UP Gagauzia project.
- Design, implement and monitor operational procedures and standards, including for marketing/visibility, for building technical platforms (internal and external) for the START-UP Gagauzia service process, and for managing private/civil service provider relationships at regional and national levels.
- Cultivate a strong, transparent working relationship which ensure open communication and coordinated action leading to successful implementation of the project.
- Measure programmatic, financial and administrative performance against stated goals and objectives. Report in regular and other meetings, including with donors.
- Design and organize comprehensive training schemes for staff and supported businesses.
- Maintain established and conclude new partnerships at local and national level, strengthening cross-sectorial networks.
- Negotiate contracts and commercial agreements with reliable and trustworthy public and private sector and civil society partners.
- Respect HQ and donor's approval and reporting requirements, as well as deadlines.

Established Relationship with the Project Coordinator of the Executive Committee of Gagauzia and project Staff

- Provide inspiration, vision, leadership, and direction to HQ and local staff, in accordance with a strategic plan, to ensure the continued development and management of a professional, efficient organization and establish effective decision-making processes that enable the organization to achieve short and long-term goals.
- Direct, plan, implement policies, set goals, analyze operations to ensure continuous high performance and maximum efficiency, and achieve consistent sustainability by the end of the project period, seeking for future consolidation and growth.
- Facilitate collaboration and strengthen internal communications with staff throughout START-UP Gagauzia and promote a positive work environment that supports consistency in terms of strategy, operational methods, and project cycle needs.
- Conduct monthly review and performance analysis, of each walk-in hub as well as of technical functions at HQ level, in cooperation with business process advisor, team leader of the local walk-in hubs and financial manager; implement corrective action plans to solve organizational and technical challenges.

FINANCIAL OVERSIGHT

- Stay strictly within the approved project budget.
- Oversee financial and budgeting activities and guarantee narrative and financial reporting requirements are fully met, including their timely presentation, in accordance with the contractual requirements set out by the donors, established audit requirements and the organization's Rules and Regulations.
- Oversee the financial status including cash-flow and expenditures in line with the approved budget. Ensure sound internal control mechanisms are in place. Set financial priorities accurately to ensure the office is operating in a way that supports the needs of project and staff, and that sustainability targets are met.

MARKETING & COMMUNICATION

- Formulate and execute, in cooperation with marketing and business process manager, comprehensive marketing, branding and development strategies to ensure consistency of the project's information and PR policy.
- Communicate effectively, orally and in writing.
- Represent START-UP Gagauzia with highest technical competence, well informed, and with undoubted personal integrity.
- Deliver speeches, write articles and present information at relevant conferences, workshops and meetings, to promote START-UP Gagauzia, exchange ideas and accomplish objectives.

GENERAL EXPERIENCE

- Master's degree in Economics, Business Administration, Law, or similar.
- Proven experience in business administration, private sector development, business advisory.
- Experience in HR, Public Private Partnerships, international project design and project implementation, LPA cooperation, business associations, donor relations.
- Familiarity and skill with the tools of the trade in business administration, Microsoft software suite of products; and regular use of internet, including social media.
- Fluent written and spoken English, Romanian and Russian.

PROFESSIONAL EXPERIENCE

- Minimum of 5 years of proven experience in management of successful Moldovan company. The management of the company from start-up to consolidated business would be an advantage.
- Experience with private sector development, chamber of commerce and industry or related business support centers an asset.
- Expected to contribute excellent analytical, interpersonal, organizational and writing skills; as well as to exercise sound independent judgment and political acumen.
- Must have: an entrepreneurial mindset; exhibit leadership qualities with the ability to direct, motivate and supervise a team to achieve high service standards; be a self-starter with attention to detail and strong follow through; be able to establish priorities and manage multiple tasks simultaneously with innovative problem-solving and decision-making abilities; have demonstrated ability to respond well to pressure; think creatively, work well in a team and with a wide range of people; thrive in an environment of change; be well presented with a professional manner; be persuasive and diplomatic; and work within a strict budget.

SPECIFIC EXPERIENCE

- Proven experience in team building, supervising, motivating and training a team of professionals.
- Outstanding presentation and communication skills, both oral and written, with experience and proclivity to be an outgoing spokesperson, relationship builder and fundraiser.

- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; persuasive negotiator to achieve consensus amongst differing opinions and goals.
- Proven results in setting up a viable enterprise and meeting business objectives. Work experience in an employee empowering work and innovative environment.

PERSONAL CAPACITIES

1. **High Performing:** This is a high-performing team. You have to deliver results at a world-class level.
2. **Motivated:** You must be excited for the opportunities ahead. But you need to maintain, and even increase, your motivation in the months ahead. We value people who are passionate about our work and motivated to lean in further. Demonstrated commitment to the development of Moldova expected.
3. **Growing:** Change is inevitable, especially in a start-up situation. You need to be comfortable with change and eager to improve your abilities. You need to keep your skills growing at pace with the project.
4. **Honest and Clear:** This quality encapsulates both the legal and ethical requirements of honesty. Clear means an absence of political agendas, duplicity, conflicts of interest, any type of corruption. Certificate of good conduct required.
5. **Kind:** There is a lot of pressure as project is ambitious and timeframe limited. We all have a lot at stake and our beneficiaries/partners are demanding. We need to be kind to ourselves, to each other, and to our beneficiaries/partners —even when the pressure is on. We do not tolerate racism, sexism or other types of inhumane behavior and discrimination.

PHYSICAL and OTHER DEMANDS

National (frequent) and international travel. Flexible work hours as needed. Driver's license a must.

REPORT TO

Project Coordinator of the Executive Committee of Gagauzia.

TERMS AND CONDITIONS:

22-months contract under Moldovan Labour Law. Start: end of April/beginning of May 2018.
Remuneration dependent on level of experience.