



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).

## TERMS OF REFERENCE | Business Process and Marketing Officer

### ОПИСАНИЕ ПРОЕКТА:

*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](http://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.

## **BUSINESS PROCESS AND MARKETING OFFICER– JOB OVERVIEW**

The Business Process and Marketing Officer assumes a key role in the implementation of the Business Information and Support Center through the development of targeted actions. The success of the START-UP Gagauzia 2-year-project will, to a large degree depend on the performance of the holder of this position, expected to be outstanding in terms of business development know-how, professionalism and knowledge transfer capabilities. In fact, the role is three-fold:

- a) translation of the core project objectives into client-centered, market-oriented and result-driven business and start-up promotion activities according to the project document, action plan and log frame, and
- b) liaison with private sector business development services, finance, marketing and PR specialists to identify potential partners and support the development of a local Gagauzia trademark, identification and use meaningful synergies for the project
- c) training of the staff of the three regional walk-in hubs to build and improve their professional competencies and personal capacities, where applicable, to enable staff to successfully work in the hubs, their support in acquiring experience and methodologies needed to identify beneficiaries' needs for consultation and practical support, and provision of support in selected fields.

The Business Process and Marketing Officer works in close cooperation with the project manager and financial officer as well as the team-leader of the hubs, external stakeholders and contracted specialists, in order to make the most of the wide range of support possibilities offered by this specific EU grant in conjunction with relevant other private sector promotion projects developed in the Republic of Moldova. He/she ensures compliance with the donors and projects' policies and procedures.

## PRINCIPAL RESPONSIBILITIES and MAJOR TASKS

- Support the START-UP Gagauzia Project Manager and Executive Committee of Gagauzia in all technical aspects of the project implementation.
- Develop a program of business consultancy, start-up acceleration and training scheme for the economic actors of the Gagauzian region of Moldova, in particular members of the selected cohorts, aiming at improving their entrepreneurial practices in terms of realistic business plans, marketable products, investments and sound financial management, human resource management, marketing and sales, innovation and eco-friendliness.
- In close cooperation with the project manager, create a catalogue of unbiased criteria for the selection of two cohorts of emerging entrepreneurs, young start-ups and standing businesses, which will become the beneficiaries directly supported within the project.
- Identify financial instruments for start-up and business development promotion, suitable for the Gagauzian beneficiaries of this project, and include viable new/alternative options (such as crowdsourcing). Supervise the production of a regional business, finance and crowdsourcing guide, for which qualified consultants may be hired.
- Establish a network of private sector actors, including associations of entrepreneurs, relevant international projects, specialized consultants and business promotion projects with view to outsource business development services, production related technical guidance, individual coaching and training for clusters – thereby building the pathway for effective technical support and know-how transfer.
- Special focus should be given to marketing and accounting services, as well as technical training and guidance for the improvement of production processes.
- In consultation with the Project Manager and the individual team members, define training needs of the business process advisors and liaison officers of the three walk-in hubs, developing a training programme tailored to their individual needs. Provide training and, where necessary research for further existing training options in Moldova.
- In cooperation with the team of the local hubs, identify training and consultancy needs of the companies supported in this project.
- In cooperation with the Project Manager, develop terms of Reference for outsourced services. Monitor the effectiveness of the input provided by outsourced services.
- Identify successful Moldovan companies and organizations willing to engage in active know-how transfer through internships and direct consultancy.
- Facilitate networking of the sponsored start-ups and evolving companies through the exchange of experience in meetings, workshops, visits of and active participation in trade fairs and expositions, and special events.
- Wherever possible, integrate the staff of the local walk-in hubs in a training-on-the-job kind of professionalization.
- Participate in the drafting of periodic reports and publications for raising the awareness among stakeholders and public.
- Stay within approved budget, faithfully follow the systems and procedures in place and continuously seek ways to improve the performance of the START-UP Gagauzia team and services, through team discussions.
- Always act with integrity, professionalism and follow directives and the laws of Moldova.
- Contribute to a culture of constant listening, learning and refining.

## GENERAL EXPERIENCE

- ☒ Master in Economics, Business Administration, Finance, or Marketing and Sales
- ☒ Romanian and Russian language, proficiency in English (oral and written)
- ☒ High proficiency with the tools of the trade in business consultancy and economic development, Microsoft software suite of products, including project management software.

## PROFESSIONAL EXPERIENCE

- Minimum 7 years of hands-on experience in business management, consultancy, preferably both private sector and donor funded initiatives
- Familiar with current national and donor funded private sector development programs, start-up support, traditional and alternative funding, advisory and training initiatives
- Clear entrepreneurial mindset
- Demonstrated commitment to the development of Moldova
- Excellent communication and teambuilding capacities
- Highest ethical standards
- Proven experience in donor compliance, in particular EU funded projects
- Must have demonstrated ability to respond well to pressure; have an eye for detail, work well in a team and with a wide range of people; thrive in an environment of constant change; be proactive and take initiative; be well presented with a professional manner; be persuasive and diplomatic; and work within a strict budget.
- Expected to contribute excellent analytical, interpersonal, organizational, communication and writing skill

## PERSONAL QUALITIES

1. High Performing: You are joining a high-performing team. You have to deliver results at a world-class level while embracing a winning team spirit.
2. Motivated: You must be excited for the opportunities ahead. But you need to maintain, and even increase, your motivation in the months ahead. Bravery is required. We won't all feel motivated and brave all the time. But we value people who are passionate about our work and motivated to learn and lead in further.
3. Growing: Change is inevitable, especially a new type of project. You need to be comfortable with change and eager to improve your abilities. You need to keep your skills growing at pace with the work.
4. Honest and Clear: This quality encapsulates both the legal and ethical requirements of honesty. Clear means an absence of political agendas and corruption.
5. Kind: There is a lot of pressure in a new project, and tensions may run high. 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 and baseless discrimination.

## PHYSICAL and OTHER DEMANDS:

Frequent national travel. Flexible work hours as needed and pursuant to Moldovan Labor Legislation. Driver's license mandatory.

## REPORT TO:

START-UP Gagauzia Project Manager

## TERMS AND CONDITIONS:

- Place of work: START-UP Gagauzia project office, Chisinau
- Remuneration dependent on level of experience

- Contract for the contract period, pursuant to Moldovan Labor Legislation
- This position is available by the end of April.