

UNDP MOLDOVA

„CHISINAU MUNICIPALITY DEVELOPMENT” PROJECT

TERMS OF REFERENCE Institutional Development Consultant

Period:
3 months

General Context:

The UNDP-Government of Moldova Country Program Action Plan for the period 2007-2011 foresees interventions that actively support sustainable local development and promote democratic local governance. Within this broad agreement about the collective priorities of UN assistance in Moldova, UNDP is implementing the Chisinau Municipality Development Project aiming to strengthen institutional and financial capacity of local public authorities to operate in a more effective and transparent manner.

The Municipality of Chisinau has been experiencing a slow transition to become an effective service provider for its citizens. Both municipal officials as well as general public opinion believe that its administrative procedures are overly bureaucratic and, thus, costly and ineffective. There are three gaps which impede the implementation of any development efforts of the capital city of the Republic of Moldova:

- § The management gap refers to the lack of explicit skills, techniques and systems for policy design and policy execution. Symptoms of the management gap are the absence of objectives and performance measurements in relation to most work of the public sector, absence of “value of money” tests applied to outputs, absence of team work, excessive reliance on law and authority for getting things done, the lack of responsibilities assumed at lower levels, and poor co-ordination across organizations.
- § The comprehension gap applies to those inside the system, meaning existing public servants and refers to the difference between the understandings of the administration as it is now done, and public management as it might be done. This leads to an effort of implementing the necessary changes to make the public administration reform effective.
- § The confidence gap exists among those inside the system and outside the system as well, namely the public at large, the private sector, and other key stakeholders. This is mainly related to trust and therefore actions should be done to increase transparency, accountability, and measures to prove that there are not secret agendas.

Specific Context:

The organizational framework of Chisinau Municipality public administration inherits main traits of the former soviet administrative system. Despite numerous reorganization attempts undertaken in the past, the administration of Chisinau Municipality still encounters serious institutional problems that undermine the overall management effectiveness. The existing management of the competences and administrative functions does not provide efficient coordination and subordination mechanism, as a result performing public services to meet the needs of citizens and business in Chisinau Municipality is an immense challenge to the whole administrative system, subordinated institutions and municipal enterprises. At the same time, there are many contradictions and discrepancies between different legislative acts that govern public administration of Chisinau Municipality. As result, the devolution of functions among subordinated bodies is very diffuse which causes a great deal of redundancy and overlapping.

At the moment, the institutional reform of Chisinau Mayoralty represents an essential political priority on the reform agenda of both General Mayor and Municipal Council, aiming to qualitatively transform the municipal public administration and to enhance the local autonomy following the principles of efficiency, effectiveness, transparency, responsibility and accountability.

Following an in-depth functional review of Chisinau Mayoralty and subordinated bodies (performed with the assistance of UNDP Moldova), on 28 December 2009 the General Mayor of Chisinau Municipality officially established a Working Group aiming to draft a the Chisinau Mayoralty Institutional Development Plan and new Regulation of the mayoralty functioning and organization. The established working group is led by the General Mayor and is made up of deputy mayors, the

chief of mayor's cabinet, the secretary of the Municipal Council, and political leaders representing the Municipal Council.

Scope of the assignment:

The consultant will provide assistance to the team of 2-5 international experts who will support the Working Group established by Chisinau General Mayor to elaborate the Mayoralty Institutional Development Plan and the Mayoralty's Regulation of Organization and Functioning. Expected period of consultancy: April – June, 2010.

Institutional arrangements:

The consultant will activate in the premises of Chisinau Mayoralty under the leadership of the international experts' group Team Leader of and supervised by the Manager of the UNDP "Chisinau Municipality Development" Project.

Tasks and Responsibilities:

The objective of the consultancy is to assist the team of international experts in their activities for supporting the Working Group created by General Mayor of Chisinau with the aim to elaborate the Mayoralty Institutional Development Plan and the Regulation of Mayoralty Organization and Functioning:

1. Organizational support for the team of international experts
 - § In accordance with the approved work plan and request of supervisors, liaise with approached public servants, brief them on the tasks' background and set up appointments.
 - § Review and translate into English of the syntheses of requested legal and regulative documents
 - § Collect relevant legislative, normative and financial documentation, upon request
 - § Accompany international experts during the meetings and drafting minutes upon the request of international experts
 - § Participate in debriefing sessions with international experts, when required
2. Technical support for the team of international experts
 - 2.1 Assist the activities aiming to assure the working group functionality
 - § Assist the international experts in designing the methodology of the working group's operation (timeframe, schedule, outputs)
 - § Assist the international experts to prepare and deliver at least 3 informing seminar on modern urban management principles, and institutional organization of selected CEE capital cities
 - § Assist the international experts to prepare at least 5 press-release drafts related to the activity of the Working Group (consultancy and translation into Romanian and Russian)
 - 2.2 Assistance in the process of drafting the Mayoralty Institutional Development Plan
 - § Assist the elaboration of the draft methodology and set up of related performance indicators setting up
 - § Assist the international experts to prepare and conduct at least 5 professional discussions/debates on sensible internal reform issues with the participation of relevant representatives from inside and outside the organization
 - § Legal and organizational assistance in the formulation of actions and stages of the institutional development plan
 - § Legal and organizational assistance in the process of formulating the ideology and principles of Chisinau Municipality administration in the context of debating the new draft of the Law on Special Status (taking into consideration the internal reforms priorities).
 - § Assist the international experts in presenting the Plan drafts to the Working Group members and to Municipal Council representatives
 - § Romanian language editing of the intermediate and final drafts of the Mayoralty Institutional Development Plan
 - 2.3 Assist in the process of drafting the Mayoralty's Regulation of Functioning and Organization
 - § Assist the international experts to prepare and conduct at least 5 professional discussions/debates on sensitive issues with the participation of relevant representatives from inside and outside the organization
 - § Legal and organizational assistance in the formulation of the Regulation draft

- § Assist the international experts in presenting the Regulations drafts to the Working Group members and representatives of Municipal Council
- § Romanian language editing of the intermediate and final drafts of the Regulation

Expected Results:

- § Endorsed draft of the Chisinau Mayoralty Institutional Development Plan (in Romanian language)
- § Endorsed draft of the Regulation of Chisinau Mayoralty Functioning and Organization (in Romanian language)
- § Full organizational support for working group meetings (preparation of materials, drafting the minutes, etc.)
- § Assistance in the organization of at least 3 seminars for working group members (preparation of materials, translation if required)
- § Assistance for the organization of at least 10 professional discussions/debates on sensitive issues with relevant actors
- § At least 5 press-release drafts (translated into Romanian and Russian) related to the activity of the Working Group

Requirements to candidates

- § Advanced university degree in public administration and/or law
- § At least 5 years of proven professional experience in working with Chisinau Municipality local public administration
- § Extensive knowledge of Chisinau political and administrative organization and functioning
- § Robust analytical skills
- § Excellent report writing skills
- § Demonstrated interpersonal and diplomatic skills, as well as the ability to present ideas clearly and effectively
- § Demonstrated capacity of team-orientation work
- § Fluency in Romanian, Russian and English
- § Proficiency in computer applications (Windows, MS Office suit of applications)