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Resilient nations.*

Terms of Reference

International Expert in the institutional process assessment and modelling of the General Department of Architecture, Urban Planning and Land Relations of Chisinau Municipality

Job title:	International Expert in the institutional process modelling of the Department of Architecture, Urban Planning and Land Relations of Chisinau Municipality
Type of Contract:	Individual Contract (IC)
Assignment type:	International expert
Section/Unit:	Environment and Energy Cluster
Duty Station:	Homebased with at least 2 (two) missions to Chisinau, Republic of Moldova (no more than 10 working days)
Languages required:	English, working level of Romanian or Russian will be an asset
Starting Date:	March 2020
Duration of Assignment:	30 working days till May 2020
Payment arrangements:	Lump sum contract (payments linked to satisfactory performance and delivery of outputs)
Evaluation method:	Desk review

I. Project Background Information

The objective of the “Moldova Sustainable Green Cities” project is to catalyze investments in low carbon green urban development based on integrated urban planning approach, by encouraging innovation, participatory planning and partnerships between a variety of public and private sector entities.

The strategy of the project is to create, launch and support a new institutional mechanism called “Green City Lab” (GCL) as a vehicle for encouraging and supporting new innovative measures and approaches in addressing the urban development challenges and barriers

The project therefore will support the design, launching, and establishment of the Green City Lab to become the leading knowledge management and networking platform, clearing house, an facilitator of financing various green urban development projects, and a source of innovations and expertise to catalyze sustainable low carbon green city development in Moldova with a mission to transform Chisinau and other cities/towns in Moldova into modern green and smart European cities with improved quality of life for their citizens, while also demonstrating opportunities for sustainable economic growth.

The Green City Lab is expected to be a self-sustaining entity, operating on a commercial basis (as part of the UNDP in initial stage/ or separate independent entity), that does not rely on technical assistance funding alone, so that by the end of the project it can continue to operate and grow.

The project's objective will be achieved through three key outcomes as follows:

Outcome 1: Fully operational and sustainable Green City Lab recognized by the key stakeholders as the leading innovation, knowledge management and networking platform and a source of expertise for catalyzing sustainable low carbon green city development in Moldova with secured funding to continue its operation after the UNDP/GEF project closure.

The Contractor will be assigned with the implementation and advisory services for the achievement of the outputs falling under this outcome.

Outcome 2: Successfully completed pilot/demonstration projects facilitated by the GCL (described in detail in the project document) with related monitoring, reporting and verification of the results in the areas of:

- integrated and participatory urban land use and mobility planning;
- residential building energy efficiency and renewable energy use;
- resource efficient waste management.

Outcome 3: Knowledge management and M&E to facilitate learning, scaling up and replication of project results.

Beside the standard UNDP M&E procedures and requirements, this component encompasses monitored and evaluated overall results of the project and lessons learnt with compiled KM materials, recommendations for the removal of the identified complementary barriers, including institutional and regulatory improvements, and related public outreach and TA to scale up, replicate and mainstream the project results.

II. Context of the Assignment

The Municipality of Chisinau (MoC) has committed to reorganize the *General Department of Architecture, Urban Planning and Land Relations (GDAULR)* with a view to increasing the efficiency of sustainable urban planning and development, regulation and supervision, by developing a proposal for optimisation of GDAULR's structures and duties, which are:

- in line with:
 - the objectives of the sustainable planning and development of the municipality;
 - the European practices and recommendations;
- with a view to implementing the work processes digitisation for the x¹ "life events" (related to GDAULR and GDAULR's interoperability with other MoC directorates and other institutions) up to stage 4 of sophistication² (transaction).

At least the following life events shall be considered:

- ability of the GDAULR to implement and monitoring of the strategical documents related to territorial development and land use (spatial) planning taking into account the existing urban situation and the economic dynamics of Chisinau municipality, as well as the management of the x events that represent the core interactions of the citizens and the business with the public administration (MoC/ GDAULR³), as follows:
 1. urban development strategies, policies, programs, and projects:
 - ✓ monitored strategic objectives, programs, projects, urban indicators;
 2. urban documentations and related regulations:
 - ✓ monitoring during the entire lifecycle of the public consultation process;
 3. planning permission (urbanism certificate);

¹ Purchase/Lease/construction of a residential space (1. Obtaining a planning permission; 2. Development of the design for the construction licence and obtaining the approvals and agreements set out in the law. 3. Obtaining the construction license 4. Performing the construction in line with the law; 5. Authorising the operation of the respective building and/or the lease/sale of the building).

² At European level there are 5 stages of sophistication of e-services: 1. information, 2. one-way interaction, 3. two-way interaction, 4. transaction, and 5. personalization.

³ See the detailed description in the National Strategy on Digital Agenda in Ro.

4. construction licence;
5. approvals for seasonal terraces or other seasonal constructions;
6. certificates about the provisions of the urban documentation regarding the communications network and its implications on the urban or building stock development;
7. different networks pre-coordination approvals;
8. approvals for protected built areas and monuments;
9. issuing certificates and permits for advertising; development and implementation of the municipal Strategy on Advertising Development in line with the urban development and the economic dynamics of Chisinau;
10. maintenance of functional municipal cadastre:
 - ✓ development, updating and maintenance (including in electronic version);
 - ✓ electronic archiving;
11. protected sites and objects (monuments, etc.).
 - ✓ transparency during the consultation processes;
 - ✓ inspection and control in following construction legislation.

III. Duties and responsibilities:

The Consultant shall have the following duties:

- Assess the current situation and develop a proposal for an optimised organisational chart of GDAULR:
 - Identify the work processes for each of the analysed GDAULR structures;
 - Identify the procedures/tools used in each process conducted by GDAULR;
 - Identify the needs in terms of the inter-department and inter-institutional relations, as well as the sets of inbound and outbound information needed for finalising the event in order to work in collaboration;
 - Develop a proposal of optimised organisational chart of GDAULR;
 - Document the duties and working procedures related to the selected life events to be implemented, as well as all the necessary intra- and inter-departmental, and inter-institutional cooperation and subordination relations.
- Suggest structures for monitoring of GDAULR activities at centralised executive level (chief architect) and strategic level (mayor).

Activities of the expert

The expert shall carry out the following activities:

A1: Consultancy provision for achieving the following objectives:

- defining the selected priority life events and describing in detail the current situation in terms of performance and the required changes.
- defining the business processes, the optimisations required through the introduction of information systems, the operational procedures, the priority projects and the implementation plans.
 - process modelling (necessary work processes, procedures, tools) which will be implemented immediately as part of the reorganisation of work processes, in order to perform the life events selected by the MoC/GDAULR, by adding the inbound and outbound information sets that would contribute to MoC/ GDAULR's IT strategy within the institution and inter-institutionally, and which could be implemented in successive or parallel projects and could be expanded, modified, and interfaced with other information systems that might be implemented later (incl. coordination and subordination).
 - the inter-institutional relations and the inbound or outbound information sets required for finalising the life event (ex: during the authorisation working process, approvals from utility operators are required, so there is work should be done in collaboration);
 - suggestions for centralised reporting on the activities within the life event processes of MoC/GDAULR, so that they could be tracked in a centralised way at executive level (chief architect) and strategic level (Mayor).

The analysis will include full modelling of the processes related to the life events that are part of the project; analysis of the process models and possible needs for refinement or optimisation. The process models should include both the elements describing the work process activities and the life events within the relationship between the citizen and the institution, as well as the activities and events performed within the institution(s) responsible for cooperation for finalising the respective life event.

The process models resulting following the analysis workshops shall be a distinct deliverable.

A2. Consultancy for preparing presentations, institutional consultations and reviews on the proposals regarding the deliverables included in the project, mentioned in A1.

IV. Expected Deliverables

The assignment will be carried out as 30 working days over a two-month period from the date of starting the assignment.

Deliverables	Estimated timing of the deliverable, from the date of contract signature
<p>A1: Provide Consultancy for performing the Scope of Work – documenting the existing situation and conducting the necessary analysis of the work processes related to the selected life events.</p> <p>Deliverable 1 – Defining the scope:</p> <ul style="list-style-type: none"> • Priority life events of MoC/GDALR to be digitised; • Defining the scope – priority life events of MoC/GDALR to be analysed. Analysing the operational, procedural and IT framework supporting the totality of public e-services corresponding to the selected life events. Review the existing situation on e-governance (with regard to the institution and its relations, aimed at performing the life events selected for analysis; the related legislation; working processes; working tools; procedures); <p>Deliverable 2</p> <ul style="list-style-type: none"> • Make proposals for organisational restructuring of GDAULR and the structures corresponding to the working processes identified at Deliverable 1: • Review of the operational, procedural, and IT framework and the human capacity supporting the totality of public e-services corresponding to the selected life events and the needs for developing inter-department and inter-institutional relations. • Make proposals for reorganisation of the business processes, with a view to optimising the activities and digitising the processes. Proposals on the legal, procedural, IT and inter-institutional framework. 	<p>By April 17, 2020 15 working days,</p>
<p>A2. Prepare presentations and proposal reviews on the project deliverables, by categories.</p> <p>Deliverable 3</p> <ul style="list-style-type: none"> • Support consultation and finalize the developed optimised organisational chart, operational procedures, working tools in line with the existing legislation and rules, specific for the selected life events (with regard to the institution and its inter-institutional relations necessary in order to perform the selected life events). <p>Deliverable 4</p> <ul style="list-style-type: none"> • Identify the MoC departments and the institutions with which inter-departmental and inter-institutional exchange of information is necessary: 	<p>By May 15, 2020 15 working days,</p>

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| <ul style="list-style-type: none"> Recommendations on the actions required for the adoption of a new intra-/inter-departmental and inter-institutional organisational, procedural, IT framework. | |
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The deliverables shall be prepared in English (or Romanian, TBD) and shall be sent to the UNDP and beneficiary, in printed and electronic version. Intermediary versions shall be exchanged between the parties electronically.

The beneficiary shall perform the receipt of the deliverables for each stage, through a receipt committee designated for that purpose, within 5 working days from the receipt of deliverables, drafting a receipt protocol for each stage.

In case some noncompliance is identified, the beneficiary shall ask for the remediation thereof and shall not sign the receipt protocol until all noncompliance issues are solved. The remediation of non-compliance issues shall not go beyond the agreed implementation term.

The rights over all deliverables created by the contracted party, related to the delivered product/services, shall be transferred to the contracting authority.

V. Institutional arrangements

The consultant will report to the Project Manager and will work in close coordination with the project team, national and international consultants and national partners.

VI. Qualifications and experience requirements

In order to ensure the performance of the project activities in optimal conditions, **the expert in institutional processes modelling** must prove background in within the implementation of information systems for local public authorities.

Academic qualifications:

- University Degree in architecture or urban planning, IT, public administration and other connected fields

Experience:

- At least 7 years of experience in architecture and/or urban planning or other connected fields;
- At least 5 years of experience in implementation of information systems and modelling of institutional processes/changing business processes within central and local governments;
- At least 3 confirmed examples of expertise and the necessary capacity for implementation of public administration workflows in similar institutions, modelling organisational processes using information tools; and proven knowledge about the business processes specific for GDAULR. The candidate shall include in the CV the list of projects they participated evidenced by recommendations from project beneficiaries or any other similar document;
- Experience in preparation of written reports in an accurate and concise manner in English;
- Good analytical and problem-solving skills and the related ability for adaptive management with prompt action on the conclusion and recommendations coming out from the assignment;
- Computer literacy (Word, Excel, Internet, Power Point).

Language requirements:

- Proficiency in spoken and written English; knowledge of Romanian or Russian would be an asset.

VII. Payment modalities

The payments will be lump sum amount based, disbursed in instalments charged on the time-spent basis at agreed day rate upon satisfactory performance and approval of deliverables.

VIII. Application process

Applicants shall submit the following four documents:

Required

- ☒ Offeror's Letter confirming Interest and Availability;
- ☒ Personal CV, including information about past experience in similar assignments and contact details for referees (at least 3);
- ☒ Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment, as follows:
 - a. A description of the technical approach in the implementation of the project in question, the proposed methodology, the ways to ensure the inclusion of all requested components.
 - b. A description of the risks of project implementation and the measures to minimise such risks and reduce the effects in case any risk factor events arise
 - c. A Work plan of service performance.
 - d. At least the following aspects shall be detailed:
 - project management;
 - organisation, including the roles and requirements of the client;
 - how the experts envisage the process of communication with the beneficiary and the expectations;
 - the beneficiary's contribution to the smooth implementation of the project within the proposed implementation stages:
 - name and duration of activities within the project;
 - the sequence of activities and their inter-relation;
 - the project milestones.
 - the approach to the reporting activities and the content of the deliverables.
- ☒ Financial proposal (in USD, specifying the total lump sum amount as well as the requested amount of the fee per day). Financial proposal template prepared in compliance with the template in Annex 2.

Incomplete applications will not be considered.

If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

IX. Annexes to the TOR

Annex 1- Individual Consultant General Terms and Conditions

Annex 2- Financial proposal template