



*Empowered lives.  
Resilient nations.*

**Call for expression of interest  
for selecting  
the director of the Green City Lab**

October 2020

## **ABBREVIATIONS AND ACRONYMS**

<b>EE</b>	Energy Efficiency
<b>EoI</b>	Expression of Interest
<b>GCL</b>	Green City Lab
<b>GCP</b>	Green City Project
<b>GEF</b>	Global Environment Facility
<b>MoU</b>	Memorandum of Understanding
<b>UNDP</b>	United Nations Development Programme

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## General context

### Project Summary:

The GEF financed and UNDP implemented “Moldova Sustainable Green Cities” Project has as its main goal to establish the Green City Lab as an independent and sustainable entity and to carry out pilot projects implementation and other projects in areas of “green” low carbon urban development, energy efficiency and solid waste management. It also, is responsible and accountable for monitoring and evaluation of project interventions, achieving project outcomes, and efficient use of UNDP resources. Additional information about the project can be found on the link: <https://www.md.undp.org/content/moldova/en/home/projects/Moldova-Sustainable-Green-Cities.html>

Initial GCL activities were based on UNDP Green City Project (UNDP GCP) organizational structure, established relationships of UNDP GCP with stakeholders (municipality and donors/international organizations), current activities and existing UNDP GCP particular projects in implementation. Once GCL operationally established as NGO, particular projects, related activities, and functions will be transferred from UNDP GCP.

### Mission of the GCL is to:

- Become leading knowledge management and networking platform;
- Become source of innovations and expertise in climate resilient, low emission, green and smart development;
- Provide solutions for sustainable development of the Chisinau and other urban centres from Moldova;
- Improve the quality of public services provided by municipalities to citizens;
- Become a training/educational centre in climate resilient, low emission, green and smart urban development.

### GCL areas of intervention

- Integrated and participatory urban land use and mobility planning;
- Energy efficiency in buildings and renewable energy use;
- Resource efficient waste management;
- Low carbon mobility;
- Climate resilience.

### GCL envisaged activities/services

- Project management and implementation in the areas of GCL intervention;
- Resource mobilization;
- Capacity building and strengthening the role of homeowner associations in managing the residential building stock, applying energy efficiency measures and renewables use;
- Consultancy and advice and facilitating contacts and partnerships between the public administration, international and national donors, non-governmental entities and individual entrepreneurs, innovators and businesses;
- Analytical and consulting services in green urban development, including feasibility studies, analytical sectoral studies, performance reviews and competitiveness analysis;

- Creating and delivering of education programs and trainings in GCL areas of intervention;
- Establishment and management of a roster of experts in the GCL areas of intervention;
- Supporting the structuring and leveraging financing for the maintenance and retrofit investments in buildings, including performing of energy audits for buildings and developing feasibility studies for possible investments.
- Implementation of “exclusive” projects:
  - Energy management information services (EMIS);
  - Implementation of buildings energy and green certification system;
  - Creating a Data Platform for Chisinau Sustainable Urban Development;

It's expected that, by the end of 2022, GCL will contribute to direct GHG emission reduction of 200 ktons of CO<sub>2eq</sub> calculated over 20 year lifetime; will mobilize at least USD 10 million for investments in urban green projects, directly initiated or supported by the GCL; and will generate at least \$200,000 in revenues to sustain the activity of the GCL.

### **UNDP/Green City Project support**

**During the initial three years, UNDP/GCP will support Green City Lab activities and evolution into a self-sustainable platform** for project management. Initial funding from UNDP/GCP will cover the administrative costs in the maximum amount of USD 300,000, as following:

- In 2020: max. USD 150,000 or up to 100% of agreed operational costs; with three or more full time employees
- In 2021: max. USD 100,000 or up to 67% of agreed operational costs; with four or more full time employees
- In 2022: max. USD 50,000 or up to 33% of agreed operational costs; with five or more full time employees

At the start, it is envisaged that the GCL will have at least three employees. One employee will migrate from the GCP and two will be from new created NGO (Executive Director and Financial Assistant). Future hiring of the GCL will be decided by the Executive Director of the GCL, reporting to the GCL Board. For future sustainability of the GCL, that the staff will be trained to be capable of managing transferred UNDP GCP projects, developing and perfecting key activities.

Initial funding from UNDP/GCP is based on implementation activities of UNDP GCP pilot (demo) projects.

Beginning with the 4th year of GCL activity, it is envisaged that the GCL will become financial self-sustainable, and the revenues will be formed from the projects management fees on projects as a result of resource mobilization

Also, UNDP/GCP will support the GCL with promotion and communication activities and partnership development with Chisinau Municipality and other Municipalities, public sector institutions and international donor/development community.

UNDP/GCP will act also as GCL initial customer – pilot (demo) projects envisioned and initiated by UNDP GCP should continue its implementation (in part or full) through GCL activities. GCL will

ensure project implementation and management, being paid from project overhead costs (included in envisioned initial finding):

- Sustainable transport system planning and management (providing attractive, comfortable and energy-efficient transport alternatives);
- Rehabilitation works and equipment on thermal envelope of one residential building;
- Installation of solar panels for a selected residential building;
- Creation of new platform/ production facility for producing briquettes from urban biomass (city garden waste) or any other project related to waste management,
- Etc.

### **Green City Lab founders/members**

Based on the Expression of Interest for the GCL founders / members ([https://sc.undp.md/tnddetails2\\_1/2012/](https://sc.undp.md/tnddetails2_1/2012/)), 4 companies were selected as founders / members:

- **ICS Premier Energy Distribution SA** (former Gas Natural Fenosa), the largest electricity distributor in the country.
- **Simpals SRL**, the IT group of companies with projects in different areas, starting with on-line marketplace, projects in environment, social and sport domains.
- **ABS SRL**, a company that operates in the area of waste management and sorting, plastic collection and processing. The company has a contract with Chisinau municipality on waste sorting and plastic collection.
- **AM SISTEME SRL**, is a company part of the group of companies headed by Darnic-Gaz S.A. and has experience in construction of biomass boiler plants, heating systems, water and gas networks, solar hot water installations, having contracts with different donor and state financed projects, as well as provision of services for residential and industrial areas.

### **Call for Expression of Interest**

The United Nations Development Programme Moldova in partnership with the GCL founders invites interested individuals to apply for a position of the Executive director of the NGO Green City Lab Moldova.

The Executive Director is expected to provide effective and efficient management of the projects through a range of actions contributing to the design, planning, management, and monitoring of all GCL project activities.

The GCL Executive Director will be selected based on a competitive process and accepted by the Green Cities Project board, and later appointed by the Board of the GCL NGO.

**Key requirements:**

- Ensures institutional and financial sustainability of GCL
- Maintain the active role of GCL in climate resilient and low emission urban development
- Ensure effective and efficient management of GCL, including financial and human resources
- Establish meaningful partnerships with various public agencies, Embassies, private sector, NGOs, other relevant organisations at the national, regional, and international level
- Development of sound and bankable project proposals
- Ensures efficient and effective project implementation
- Act in line with GCL statutory acts and Board decisions
- Prepare reports for GCL board, donors, and partners regarding status of projects

**Primary Functions:**

- Update the GCL strategy and business plan to identify and secure new income streams to support GCL operation.
- Develop GCL annual work plans to support the efficient implementation of the GCL strategy and business plan.
- Oversee the daily operations of the organization
- Generate new ideas and approaches in GCL management, researches best practices and proposes new, more effective ways of doing things
- Lead development of project proposals in the GCL areas of interest
- Interact with potential donors with a view to expanding GCL services and to ensure resources mobilization for project implementation
- Establish networks with government and non-government partners
- Ensure effective and efficient project implementation, including planning, budgeting, oversight, quality assurance, M&E of the project, tracking use of financial resources in accordance with UNDP rules and national legislation.
- Work closely with board of directors and committees, informing, assessing, and addressing organizational issues
- Identify and implement staffing requirements for efficient operations, maintaining a strong culture and work climate that attracts and retains staff, and drives the organization's mission
- Effective management of GCL staff: empower supervisees, ensure effective performance management
- Ensure risk management on achieving GCL Strategy visions and goals
- Create and maintain a timetable for financial reporting and necessary audits;
- Support and participate in internal and external audit requirements;
- Represent the organization and increase awareness by being the spokesperson and liaison with local media.

- Research linkages with other ongoing initiatives in the area of climate resilient and low emission urban development to identify critical points of integration

### **Corporate Competencies:**

- Demonstrate integrity and act ethically in any decision and action related and/or associated to GCL
- Integrates gender equality value in GCL operation and ensure respectful working environment free from any form of bias, harassment, discrimination and abuse of authority.

### **Required Skills and Experience**

#### **Education**

- Master's Degree or equivalent in environment, energy, urban planning/development, economics, business, engineering and/or any other field relevant to Green City Lab operation.
- Additional training and certification in project management is an advantage.

#### **Experience:**

- At least 7 years of progressive working experience in the design, management, and implementation of projects in GCL areas of intervention.
- Working experience and interacting with a Board /Steering Committee;
- Working experience with a non-for-profit organization.
- Working experience of team management. Senior managerial position experience will be considered as an advantage.
- Demonstrated experience of working with investors, donors, public authorities and fundraising for initiatives in the GCL areas of intervention;

#### **Language Requirements**

- Fluency in oral and written English, Romanian and Russian.
- Computer literacy (Word, Excel, Internet, Power Point etc.)

#### **Personal skills**

- Innovation. Ability to make new and useful ideas work. Entrepreneurial mindset, with innovative approach to business planning
- Leadership. Ability to initiate or start things independently. Ability to persuade others to follow. Dynamic and charismatic team player

- Team Management. Ability to delegate tasks. Promoting learning and knowledge management/sharing within team. Facilitating and encouraging open communication in the team, communicating effectively.
- Communication. Ability to listen, adapt, persuade and transform. Proven interpersonal skills; good communication skills. Promoting culture of informed and transparent decision making
- Problem solving and Delivery. Ability to get things done

This EoI does not entail any commitment on the part of UNDP, either financial or otherwise. UNDP reserve the right to accept or reject any or all EoI without incurring any obligation to inform the affected applicant/s of the grounds.

Should you require further clarifications, kindly communicate with the contact person identified below as focal point for queries on this EoI:

Alexandru Rotaru, Project manager  
Moldova Sustainable Green Cities Project  
e-mail: [alexandru.rotaru@undp.org](mailto:alexandru.rotaru@undp.org)

### Submission details

#### The Applicants shall submit:

1. Motivation Letter confirming interest and availability;
2. Personal CV, including information about past experience in similar assignments and contact details for referees (at least 3);
3. The expected net monthly salary (in MDL);
4. Other documents as relevant.

The application package shall be submitted electronically by **the deadline indicated in the announcement text of this call** to the following e-mail address: [alexandru.rotaru@undp.org](mailto:alexandru.rotaru@undp.org) titled in the message subject line as “GCL executive director, [applicant’s name]”. Application package received after the above deadline will not be considered.

### Evaluation

Initially, the candidates will be short-listed based on the following minimum qualification criteria:

- Master’s Degree or equivalent in environment, energy, urban planning/development, economics, business, engineering and/or any other field relevant to Green City Lab operation;
- At least 7 years of progressive working experience in the design, management, and implementation of projects in GCL areas of intervention

The short-listed candidates will be further evaluated based on the following methodology:

#### Cumulative analysis

The candidate shall be preselected considering that the offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
- ✓ Technical Criteria weight – 70% (350 pts);
- ✓ Financial Criteria weight – 30% (150 pts).

Only candidates obtaining a minimum of 210 points would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
<b>Technical</b>		
Master's Degree or equivalent in environment, energy, urban planning/development, economics, business, engineering and/or any other field relevant to Green City Lab operation.	Master's – 30 pts, PhD – 35 pts	35
Additional training and certification in project management is an advantage	Yes – 5 pts; No – 0 pts	5
At least 7 years of progressive working experience in the design, management, and implementation of projects in GCL areas of intervention	7 years – 50 pts, >7 years – 60 pts	60
<b>Interview</b> (demonstrated technical knowledge and experience; communication/ interpersonal skills; initiative; creativity/ resourcefulness)		
Working experience and interacting with a Board /Steering Committee	to some extent –7 pts., extensive experience – 15 pts	15
Working experience with a non-for-profit organization	to some extent –7 pts., extensive experience – 15 pts	15
Working experience of team management. Senior managerial position experience will be considered as an advantage	to some extent –17 pts., extensive experience – 35 pts	35
Demonstrated experience of working with investors, donors, public authorities and fundraising for initiatives in the GCL areas of intervention	to some extent –17 pts., extensive experience – 35 pts	35
Innovation. Ability to make new and useful ideas work. Entrepreneurial mindset, with innovative approach to business planning	to some extent –17 pts., extensive experience – 35 pts	35
Leadership. Ability to initiate or start things independently. Ability to persuade others to follow. Dynamic and charismatic team player	to some extent –17 pts., extensive experience – 35 pts	35
Team Management. Ability to delegate tasks. Promoting learning and knowledge	to some extent –17 pts., extensive experience – 35 pts	35

management/sharing within team. Facilitating and encouraging open communication in the team, communicating effectively.		
Communication. Ability to listen, adapt, persuade, and transform. Proven interpersonal skills; good communication skills. Promoting culture of informed and transparent decision making.	to some extent –7 pts., extensive experience – 15 pts	15
Problem solving and Delivery. Ability to get things done	to some extent –5 pts., extensive experience – 10 pts	10
Fluency in oral and written English, Romanian and Russian	Each language – 5 pts	15
Computer literacy (Word, Excel, Internet, Power Point etc.)	no – 0, yes – 5 pts	5
<b>Maximum Total Technical Scoring</b>		<b>350</b>
<b><u>Financial</u></b>		
<p>Evaluation of submitted financial offers will be done based on the following formula:  <b><u><math>S = F_{min} / F * 150</math></u></b>  S – score received on financial evaluation;  Fmin – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round;  F – financial offer under consideration.</p>		<b>150</b>