



Approved
Chairman of the Working Group
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1. BACKGROUND INFORMATION

1.1. Partner country

Republic of Moldova

1.2. Contracting authority

City Hall of Chisinau Municipality

1.3. Country background

Republic of Moldova is a landlocked country in Eastern Europe, bordered by Romania to the west and Ukraine to the north, east, and south. The capital city is Chisinau. Moldova is a parliamentary republic with a president as head of state and a prime minister as head of government. It is a member state of the United Nations, the Council of Europe, the World Trade Organization (WTO), the Organization for Security and Cooperation in Europe (OSCE), the Commonwealth of Independent States (CIS) and the Organization of the Black Sea Economic Cooperation (BSEC) and aspires to join the European Union.

1.4. Current situation in the sector

Providing qualitative, efficient and effective public transport is one of the biggest challenges for public authorities in all countries and Chisinau is no exception in this respect.

The existing legal framework at national level is insufficiently clear with regard to the options of organizing and managing the public transport system. The regulatory framework is affected by a lack of specific provisions on the operation of urban transport and enforcement mechanisms, as well as a lack of policies for the sustainable development of public transport.

The Chisinau street network was formed on the radial scheme, according to which the center connects to the periphery by several thoroughfares, and the link between the neighboring areas remained undeveloped. As a result of the considerable increase in the number of vehicles circulating in the municipality, the burden on the road network has increased significantly. Thus, the situation of decongestion of traffic is very acute and requires considerable and concentrated efforts to solve it. Other causes leading to the aggravation of this problem are inefficient use of the existing street network in the route planning process, lack of parking spaces or unauthorized parking.

The General Directorate for Public Transport of Chisinau municipality is the sole supervisor of passenger transport services, exercising the function of traffic safety control, compliance with legal requirements in the sector, ensuring the coordination of operators, maintaining the transport standards and other acts. Efficient management of the transport system is affected by an insufficient institutional capacity and underdeveloped regulatory framework.

In December 2020 Chisinau City Hall initiated a partnership with Lublin City Hall (Poland) called "Move it Like Lublin – a Chisinau Sustainable Development Initiative". The financial support for this project is provided by the European Union.

The Project's activities aim at supporting the local authorities in Chisinau to transform the city's public transport into more inclusive, safer, more resilient and more sustainable transport. It has 3 main objectives:

- 1) improving urban transport policy at municipal level;
- 2) increasing the institutional capacities of Chisinau City Hall, in line with EU practices in the field of urban mobility;
- 3) enhancing the quality of public transport management in Chisinau by implementing innovative solutions and technologies.

1.5. Related programmes and other donor activities

None

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project of which this contract will be a part is as follows:

- Improvement of the public transportation system in Chisinau.

2.2. Purpose

The purpose of this contract is as follows:

- to facilitate the timely and effective implementation of the Project by providing assistance to the Project Implementation Unit (PIU)

2.3. Results to be achieved by the contractor

- Training the PIU staff
- Templates for project implementation reports
- Tender dossier documents
- Management Plan
- Other *assistance on Project implementation and monitoring.*

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- Next 4 years will be political stability at the level of the Municipal council;
- Project continuity will be ensured until the project finalisation and wrapping-up;
- Government bodies and relevant stakeholders are open to discussion, participation in public hearings, working groups and any other necessary operational meetings regarding project implementation;
- City Hall management, as well as municipal councillors, municipal employees and project staff will have an unimpeded communication and cooperation, with a free exchange of documents, feedback offered in due time and new project documentation elaboration, in order to increase long-term management efficiency at municipal level.

3.2. Risks

- Physical risks – the main physical risks of project actions are related to the COVID-19 pandemic, and possible limitations or movement and travel restrictions.
- Environmental risks – no major environment risks pertaining to the project, except the pandemic risks described above.
- Political risks – The political risk here is not big, as the project assumption is the current administration will be allowed to carry out their 4-year term.
- Economic risks – At this point, we do not foresee major economic risks. The budgeted amounts have been secured.
- Social risks – The major social risks pertaining to project actions can be linked to the negative pandemic effects. From a gender perspective, the project is also elaborated ensuring as much

as possible gender equality principles and ensuring a fair representation of people with disabilities when possible.

- Financial sustainability: All equipment acquired during the project will remain within City Hall premises, ensuring continuity of project activities for many years ahead.
- Policy level sustainability: Key project activities pertaining to changing existing provisions and legislation. The best-case scenario is legislation is amended during the project cycle. Worst case scenario, the changes are just initiated during the project cycle, but national legislative authorities not being able to adopt amendments to the legislation according to the policy briefs developed by Public Transport experts within the project, as this domain tends to be overlooked on the national political agenda. Middle scenario is to have just one legislative change during the project implementation, and not 2.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

The contractor shall provide assistance and support in Project implementation, financial overview, procurement planning and monitoring, contracts' drafting, reporting assistance and other consultancy services.

The contractor shall perform the following main tasks:

- Assist the PIU in its coordination role in the implementation of the Project in order to ensure a harmonised approach and avoid delays;
- Assess, review and monitor the Project implementation;
- Prepare templates for implementation reports, assist the PIU in their reporting requirements as provided by the Grant Contract and Partnership Agreement, including consolidated reports;
- Prepare and implement Project management and financial management systems for the Project and where necessary training of the personnel of the PIU and set up systems for timely disbursement under the Grant Contract, in accordance with the EU Guidelines and Regulations;
- Assist the Chisinau City Hall in preparing the evidence of compliance with all legal requirements: conditions precedent, covenants, representations, reporting, etc.;
- Assist in preparation of tender documents for procurement of works, goods and services. Assist in tendering procedures for the Project's activities, including evaluation of tenders, drafting tender evaluation reports and preparing contract signing;
- Conduct market research to assess the procurement associated risks and propose mitigation measures to address the risks (such as change of the procurement plan, type of contractual documents to be used, advertisement of the procurement opportunities, etc.);
- Assist in monitoring and implementation of the communication strategy for the Project, ensuring visibility activities, in accordance with the EU Guidelines.

4.1.2. Geographical area to be covered

National and international

4.1.3. Target groups

- Chisinau City Hall;
- Project Management Structures;
- Line ministries and government agencies;
- Civil Society;

- Municipal and private transport companies
- Other interested parties.

4.2. Specific work

4.2.1 Development of Project implementation training plans

The contractor shall identify any training needs related to implementation of the Project and propose appropriate training techniques, both formal and informal. A training plan summarising the needs and training will be drawn up in consultation with the PIU. Following approval of the training plan by the Project Manager, the contractor will develop and provide the required training programme.

It is envisaged that training may be required in the following areas: tender documents development, procurement procedures according to EU PRAG, Project monitoring and reporting, and project financial management. It is envisaged that training will include both formal training workshops and informal on the job training.

4.2.2 Development of PIU operating procedures

Develop, implement and document all PIU operating procedures and systems, which will include inter alia:

- A *Project Monitoring System*, defining the roles of the parties involved in the Project implementation, together with all necessary procedures for communications, meetings, reporting, change control, quality control, etc. as are necessary for the efficient execution and monitoring of the Project action;
- A *Financial Management System*, which will include; (i) project accounting and budget management systems; (ii) procedures for payment to suppliers of services, goods and works; (iii) preparation of the appropriate documentation as required by EU Financial Management Toolkit; and (iv) systems for financial reporting to the EU Delegation meeting reporting requirements specified in the Grant Contract;
- A *Project Management System*, including timing of activities and achievement of main results.
- A *Reporting System* for the Project's activities, i.e. assist the PIU in the preparation of the reports, including annual reports to the EU Delegation, Project Board and Steering Committee.

All systems will be documented in a comprehensive but simple "Project Handbook", to be completed as early as possible under the assignment. This shall be amended to reflect practical experience and the involvement of the PIU, and re-submitted at the end of the assignment.

4.2.3 Elaborating, reviewing and updating the Project Action Plan

In consultation with the PIU will elaborate, review and update from time to time the Project Management Plan. The Plan will cover all aspects of the Project implementation, and will include, inter alia:

- *Action plan* - a detailed list of Project's activities as described in the Annex 1 to the Grant Contract (using appropriate presentation format: e.g. linked activities deadlines, results, indicators etc.) for completion of the whole Project;
- *Project budget* - a detailed cost budget for the whole project. This will be based on existing proposals of cost estimates. As tendering and contracting progresses, a cash flow / disbursement forecast shall be also prepared;
- *Procurement Plan* - a procurement of services, goods and works according to PRAG procedures for the Project. The contractor, if necessary, will advise on the best procurement strategy, contractual arrangements and proportion of the procurement opportunities for the Project;
- *Project Communication and Visibility Plan* – assist the PIU in implementing and monitoring all activities and meeting deadlines in accordance with EU visibility guidelines;
- *Project risk matrix* - A risk matrix for the project outlining the key challenges and risks associated with the Project and the measures proposed to deal with them;

- Monitor progress against the Activities Plan, Budget and Procurement plan. Where the contractor identifies the need to change any aspect of the Action Plan, a request for approval, accompanied by a clear outline of the need for such a change and its environmental and/or social impact implications, will be submitted to the PIU.

4.2.4 *Obtaining approvals for any changes to the Management Plan in good time*

Following approval of the Management Plan, the contractor will closely monitor progress against the planned activities, budget and procurement plan. Where the contractor identifies the need to change any aspect of the Management Plan, a request for approval, accompanied by a clear outline of the need for such a change and its environmental and/or social impact implications, will be submitted to the PIU.

4.2.5 *Providing other project implementation support*

- Assist the PIU to carry out monitoring of the Project progress and promptly report to the PIU details of any aspect that may jeopardise the progress of the contract(s), as well as any implications such aspects may have on the original time of completion or cost of the contract(s), and the measures being (or to be) adopted to overcome such factors;
- Assist the PIUs in developing and implementing operating procedures, defining the roles of the parties involved in the implementation of the Project, together with all necessary procedures for communications, meetings, reporting, etc. as are necessary for the efficient coordination of the Project implementation;
- Assist the PIU in performing its tasks to ensure that all applicable obligations for the agreed implementation of the Project are fulfilled and that all efforts are made to meet such obligations;
- Assist the PIU in organising meetings with stakeholders, at local and national level;
- Prepare templates for consolidated reports and provide inputs, based on the outcome of monitoring of physical implementation and quality of works, to the consolidated reports to be sent to the EU Delegation;
- Ensure that all inputs required for the consolidated reporting to the EU Delegation are submitted in time;
- Inform the PIU on all actions which could interfere with or jeopardise the implementation of the Project;
- The contractor will provide support to the PIU to coordinate implementation of the Project, facilitate a harmonised approach, mitigate the risk of potential delays, and ensure the interface between the PIU, contractors and consultants involved in Project implementation.

4.2.6 *Support in ensuring compliance with the Grant Contract and Partnership Agreement*

The contractor will support the PIU to meet all obligations stipulated under the Grant Contract and Partnership Agreement.

4.2.7 *Procurement Support*

The contractor will oversee all activities and ensure that all procurement is carried out in accordance with the EU Procurement procedures and practical guide (PRAG). Support in the review and completion/adjustment of terms of reference and technical specifications as well as development of other tender documents. This will include:

- *Review of the tender documentation, through:*
 - Review and update as necessary designs as elaborated under another assignment and technical specifications and documentation for the works, goods and services to be procured, and ensuring the acceptance of the proposed documentation by the PIU;
 - Ensure that the terms of reference and technical specifications are converted into a form suitable for inclusion in the tender documents;
 - Review tender documents using the EU standard tender documents and the applicable national legislation.

- *Support during the procurement process, through:*
 - Review and ensure that all procurement notices are placed in a timely manner in accordance with the tendering procedures;
 - Ensure that all procurement notices are properly advertised to ensure wide circulation;
 - Oversee the administration of the tender process, ensure that appropriate records are kept, documentation is properly stored, recorded and managed, and confidentiality is maintained.
 - Give guidance and to the extent requested by the PIU prepare draft responses to tender enquiries, arrange for approval and issue and record the same;
 - Arrange any data rooms, site meetings, information meetings or other pre-tender events, and record same.
- *Support during the evaluation process*
 - Give guidance to the Project Procurement Working Group as required;
 - Arrange for meetings of the Project Procurement Working Group, attend as an observer and record these meetings, presenting the minutes for approval by the PIU;
 - Review and ensure that the evaluation reports prepared are in the required format, including all technical and financial analyses, records of consultation with external parties by the working group and clarifications requested and received;
 - Ensure that all queries and complaints are promptly attended to as appropriate. Such queries and complaints will be logged and included as part of progress reports.
- *Support during contract finalisation*
 - Prepare a brief for the PIU indicating all the items to be resolved in the pre-contract clarifications;
 - Attend pre-contract discussions, to the extent allowed by the EU procurement rules, and document the discussions, updating the contract documents as necessary and seeking all necessary approvals;
 - Advise on the validity of performance and other contract-related securities;
 - Circulate the contract template as required by the tendering procedure;
 - Ensure that the unsuccessful tenderers are appropriately and promptly notified with sufficient information to avoid request for debriefing or complaints;
 - Ensure that all queries and complaints are promptly attended to as appropriate.
- *Support during contract management*
 - Ensure that the PIU will arrange payments to the contractors, to whom payment has been certified, to ensure that all such payments are made in due time, and that appropriate control and record systems are in place to ensure compliance with financiers and the country reporting requirements;
 - Advise on and review all the modifications of the contracts financed on project and issue an opinion if the proposed modification is justifiable, are made in accordance with the conditions of the contracts signed, are legal and comply with the EU procurement procedures and applicable national law;
 - Advise on termination of the contracts and issue an opinion if such decisions are justifiable, are made in accordance with the conditions of the contracts signed, are legal and comply with the EU procurement procedures and applicable national law;
 - If needed, provide legal and technical advice on contract disputes and termination.

4.3. Project management

4.3.1. Responsible body

Chisinau City Hall

4.3.2. Management structure

Project Implementation Unit	Project Board	Steering Committee	Work Group on Public Transport
- plans, prepares and implements every single project action in accordance with the Logical Framework and project calendar	- coordinates the qualitative implementation, in the established terms of the Project actions	- discuss updates and any issues arising during project implementation	- contributes and supports successful implementation of the project actions

4.3.3. Facilities to be provided by the contracting authority and/or other parties

Meeting facilities at the Chisinau City Hall and the General Directorate of Public Transport premises.

5. LOGISTICS AND TIMING

5.1. Location

Chisinau City Hall, 83 Stefan cel Mare si Sfant Blvd, MD-2012, Chisinau, Moldova

5.2. Start date & period of implementation

The Services are expected to start during June 2021 with an implementation period of 12 months.

6. REQUIREMENTS

6.1. Staff

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

Key expert 1: Team leader and Finance/Disbursement Expert

Qualifications and skills

- Master's degree in public or business administration, finance, accounting, economics or a relevant related discipline, or equivalent relevant professional experience;
- Good knowledge of Moldova's transport legislation;
- Excellent writing, editing and oral communication skills;
- Ability to meet deadlines and set priorities for several tasks;
- Analytical skills;
- A good working knowledge of Romanian, English and Russian languages;
- The candidate should be highly motivated and able to work independently;
- Ability to work in a multidisciplinary environment comprising ministries, departments and government agencies.

General professional experience

- The candidate shall have preferably 10 years' professional experience but a minimum of 5 years relevant to the scope of this assignment is required.

Specific professional experience

- At least two completed assignments as Team Leader;
- At least 5 years of practical experience in international finance management;
- Relevant experience for at least 2 projects funded by the international financial institutions;
- Proven experience in EU-funded projects implemented nationwide and/or at local level;
- Technical evaluation skills to be applied to the assessment e.g. knowledge of project management tools and techniques, knowledge of the international requirements concerning project financial, accounting and disbursement issues

Key expert 2: Procurement and Contracts Expert

Qualifications and skills

- University degree in engineering, economics, management or a relevant related discipline, or equivalent relevant professional experience;
- Excellent writing, editing and oral communication skills;
- Ability to meet deadlines and set priorities for several tasks;
- Analytical skills;
- A good working knowledge of Romanian, English and Russian languages;
- The candidate should be highly motivated and able to work in team;
- Ability to work in a multidisciplinary environment comprising ministries, departments and government agencies.

General professional experience

- The candidate shall have preferably 10 years' professional experience but a minimum of 5 years and relevant to the scope of this assignment.

Specific professional experience

- The candidate shall have at least 3 years of practical experience in procurement, preferably in the context of international projects;
- Experience in the implementation of at least 2 projects funded by the international financial institutions in accordance with their procedure covering procurement of works, goods and consulting services.
- Knowledge of the procurement procedures and rules of international financial institutions, such as the World Bank, EU, EBRD and have a good knowledge and understanding of EU PRAG's requirements;
- Familiarity with applicable national legislation in procurement procedures.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.2. Other experts, support staff & backstopping

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The contractor shall select and hire other experts as required according to the needs. The selection procedures used by the contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

6.2. Office accommodation

Office accommodation for each expert working on the contract is to be provided by the contractor.

6.3. Facilities to be provided by the contractor

The contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1. Reporting requirements

Interim reports must be prepared every three months during the period of implementation of the tasks. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report.

There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks. The draft final report must be submitted at least one month before the end of the period of implementation of the tasks. Note that these interim and final reports are additional to any required in Section - of these terms of reference.

To summarise, in addition to any documents, reports and output specified under the duties and responsibilities of each key expert above, the contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception report	Analysis of existing situation and work plan	No later than 1 week after the start of implementation
3-month progress report	Short description of progress (technical and financial) including problems encountered; planned work for the next 3 months accompanied by an invoice and	No later than 1 week after the end of each 3-month implementation period.

	<p>the expenditure verification report. The format of quarterly reports shall be agreed by the Project Manager and shall include, but not be limited to, the following:</p> <ul style="list-style-type: none"> - progress to date versus progress anticipated in the Action Plan, for each activity; - cash flow forecast; - comparisons of actual expected progress from the Action Plan including percentage completion achieved for each activity and the implications for meeting target completion dates; - recommendations and/or actions proposed/taken as are within the contractor's scope of works to mitigate and/or rectify any deviations; - progress with respect to the training plan and development of the project handbook; - an update of the risk matrix, highlighting any developments likely to affect Project viability; - an update of the Project decision matrix, highlighting any developments or issues related to key decisions; and - key personnel changes. 	
Draft final report	Short description of achievements including problems encountered and recommendations.	No later than 1 month before the end of the implementation period.
Final report	Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 30 days after receipt of comments on the draft final report from the project manager identified in the contract.

7.2. Submission & approval of reports

The reports referred to above must be submitted to the Project Manager identified in the contract. The reports must be written in English and Romanian. The Project Manager is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

- Reports submitted and approved by Project Manager.

8.2. Special requirements

None