

TERMS OF REFERENCE

1. BACKGROUND INFORMATION	2
1.1. Partner country	2
1.2. Contracting authority	2
1.3. Country background.....	2
1.4. Current situation in the sector	2
1.5. Related programmes and other donor activities.....	3
2. OBJECTIVE, PURPOSE & EXPECTED RESULTS	3
2.1. Overall objective	3
2.2. Purpose.....	3
2.3. Results to be achieved by the contractor.....	3
3. ASSUMPTIONS & RISKS	3
3.1. Assumptions underlying the project	3
3.2. Risks.....	3
4. SCOPE OF THE WORK.....	4
4.1. General	4
4.2. Specific work	5
4.3. Project management.....	6
5. LOGISTICS AND TIMING	6
5.1. Location	6
5.2. Start date & period of implementation of tasks	6
6. REQUIREMENTS	6
6.1. Staff.....	6
6.2. Office accommodation.....	9
6.3. Facilities to be provided by the contractor.....	9
6.4. Equipment.....	9
7. REPORTS	9
7.1. Reporting requirements.....	9
7.2. Submission and approval of reports.....	10
8. MONITORING AND EVALUATION	10
8.1. Definition of indicators	10
8.2. Special requirements	10

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 centre connects to the periphery by several thoroughfares, and the link between the neighbouring 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.

This assignment will contribute to improve and modernize the functioning of the City Hall General Directorate of Public Transport and Communication Paths.

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:

- Assist the City Hall in reforming, modernising and better functioning of the General Directorate of Public Transport and Communication Paths;

2.3. Results to be achieved by the contractor

- a Map of relevant stakeholders and detailed organigram of the General Directorate of Public Transport, including internal regulations;
- Institutional Audit of the General Directorate's processes, including follow up on the assessment made in 2020 by a team of UNDP consultants;
- Ex-ante reorganisation assessment of human, financial and technical resources, as well as assistance in reorganisation itself.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- Project continuity will be ensured during the implementation period;
- 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. Description of the assignment

The overall objective of the assignment is to provide assistance in reforming the General Directorate of Public Transport and Communication Paths in line with the recommendations of the UNDP Roadmap from August, 2020.

The contractor shall perform the following main tasks:

- Perform a follow up assessment of the UNDP Roadmap implementation status and come up with further recommendations and improvements;
- Identify, analyze and develop a map with relevant stakeholders based on their influence and interests in urban transport activities;
- Define stakeholder communication and engagement strategy;
- Develop a detailed Organigram of the General Directorate of Public Transport based on recommendations of both, UNDP assessment and current institutional audit recommendations;
- Develop internal procedures corresponding to new organigram, including internal divisions regulations and required staff job descriptions;
- Assess human, financial and technical resources in the context of the General Directorate of Public Transport further reorganization and assist in planning its further activities;
- Develop the Roadmap for the reorganization of the General Directorate of Public Transport and performance measurement indicators in order to efficiently monitor the reorganization process.

4.1.2. Geographical area to be covered

Local and national level

4.1.3. Target groups

- Chisinau City Hall and its relevant subdivisions;
- Project Management Structures;
- Line ministries and other governmental agencies;
- Civil Society;

- Municipal and private transport companies;
- Other interested parties.

4.2. Specific work

4.2.1. Perform a follow up audit of the UNDP assessment made in 2020

During this stage, the contractor shall perform a follow up audit of the performance assessment for the General Directorate of Public Transport and Communication Paths developed in 2020. A complete review of the UNDP assessment will be carried out and will cover all related fields (Organization of the Institution, Human Resources, Management system of performances of Staff, Human Capital training, Financial Management, Transport Strategy and Municipal Companies). The audit shall include existing gaps and further recommendations for improving the functioning of the General Directorate of Public Transport. Based on the UNDP Roadmap recommendations and other assignments' results under this Project, the contractor shall assist the General Directorate of Public Transport on the recommendations' implementation.

4.2.2. Development of relevant stakeholder map

The contractor shall identify, categorize and map relevant stakeholders based on their interest and influence. Also, a stakeholder communication and engagement strategy shall be developed to cover all each stakeholder group.

4.2.3. Development of capacity-building activities including training plans for the employees of the General Directorate of Public Transport

The contractor shall assist the management of the General Directorate in planning training activities, by proposing appropriate training techniques, both formal and informal A training plan summarising the needs and training will be drawn up in order to select a team of employees to attend further trainings in Lublin ZTM.

4.2.4. Development of a detailed Organigram

Based on the recommendations of the UNDP assessment and the follow-up audit, the contractor shall develop a detailed Organigram with new improved organisational structure of the General Directorate of Public Transport.

4.2.5. Develop new internal procedures and each staff job position description

Based on the recommendations of the UNDP assessment and the follow-up audit, the contractor shall develop new improved internal procedures, including internal divisions regulations and each employee job position description.

4.2.6. Assess human, financial and technical resources in the context of the General Directorate of Public Transport further reorganization and assist in planning its further activities

Based on the recommendations of the UNDP assessment, the follow-up audit and other assignments' results under this Project, the contractor shall perform an ex-ante assessment of human, financial and technical resources and assist the General Directorate of Public Transport in planning and implementing the further activities in the reorganization process. The contractor shall assist the General Directorate of Public Transport in developing and implementing operating procedures, defining the roles of the parties involved in the implementation of the Roadmap Action Plan, together with all necessary procedures for communications, meetings, reporting, etc. as are necessary for the efficient coordination of the Roadmap Action Plan implementation in the reorganization process.

4.2.7. *Develop performance measurement indicators in order to efficiently monitor the reorganization process*

Assist and guide the General Department of Public Transport to carry out monitoring of the reorganization Action Plan progress and develop performance measurement indicators (KPI indicators) in order to identify any aspect that may jeopardise the progress of the reorganization process, 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.

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 progress, 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 and Roads premises.

5. LOGISTICS AND TIMING

5.1. Location

Chisinau City Hall, 83 Stefan cel Mare și Sfint Blvd, MD-2012, Chisinau, Moldova

5.2. Start date & period of implementation of tasks

The Services are expected to start during November 2021 with an implementation period of 3 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/ Institutional Expert

Qualifications and skills

- University degree in management or public administration, Transport economics or a relevant related discipline and/ or equivalent relevant professional experience;
- Good knowledge of strategic planning and organizational development of Public Transport companies and/or Institutions (specific examples should be presented with the application);
- Excellent writing, and reporting skills;
- Ability to meet deadlines and set priorities for several tasks;
- Analytical skills;
- A good working knowledge of Romanian and English is required, Russian is an asset;
- The candidate should be able to work independently;
- Ability to work in a multidisciplinary environment comprising public authorities.

General professional experience

- The candidate shall have preferably 7 years' professional experience but a minimum of 5 years relevant to the scope of this assignment is required.

Specific professional experience

- The candidate shall have at least 5 years of proven professional experience in strategic planning and organizational development;
- At least two similar successfully completed assignments (specific examples should be presented with the application);
- Proven experience in implementation of performance appraisal systems;
- Technical evaluation skills to be applied to the assessment e.g. knowledge on evaluation/ assessment designs with focused questions; evaluation approaches and methods; and the analytical skills to interpret findings and to formulate conclusions and recommendations.

Key expert 2: Human Resources Specialist

Qualifications and skills

- University degree in Human Resources Management, Labour Law or any other relevant discipline and/ or equivalent relevant professional experience;
- Excellent writing, editing and oral communication skills;
- Ability to meet deadlines;
- A good working knowledge of the Romanian language is required for this assignment; English is an asset;
- The candidate should be highly motivated and able to work in team;
- Experience and ability to work with public authorities.

General professional experience

- The candidate shall have preferably 7 years of professional experience, but a minimum of 5 years relevant to the scope of this assignment is required.

Specific professional experience

- The candidate shall have at least 5 years of proven professional experience in Human Resources Management and/or Development;
- At least two similar successful completed assignments (specific examples should be presented with the application);
- Proven experience in strategic planning and organizational development including development of human resources strategies;
- Proven experience in Human Resources Management within a Moldovan public institution will be considered an asset;
- Analytical skills to interpret findings and to formulate conclusions and recommendations.

Key expert 3: Financial Specialist

Qualifications and skills

- University degree in Economics, Finance or other relevant discipline and/ or equivalent relevant professional experience;
- Excellent writing, editing and oral communication skills;
- Ability to meet deadlines;
- A good working knowledge of the Romanian language is required for this assignment, English is an asset;
- The candidate should be highly motivated and able to work in team;
- Experience and ability to work with public authorities.

General professional experience

- The candidate shall have preferably 7 years of professional experience, but a minimum of 5 years relevant to the scope of this assignment is required.

Specific professional experience

- The candidate shall have at least 5 years of proven professional experience in Public Finance and Budget Analysis;
- At least two similar successfully completed assignments (specific examples should be presented with the application);
- Proven experience in collecting public budget data and analysing public budget;
- Analytical skills to interpret findings and to formulate conclusions and recommendations.

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 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

The contractor will submit the following reports in Romanian and English language in two originals:

- **Inception Report** of maximum 12 pages to be produced after 2 weeks from the start of implementation. In the report the contractor shall describe e.g., initial findings, data sources, any difficulties encountered or expected in addition to the work plan. The contractor should proceed with his/her work unless the contracting authority sends comments on the inception report.
- **Interim Report** of maximum 30 pages to be produced after one month from the start of implementation. In the report the contractor shall describe the key findings, desk review results, data collected, main opportunities etc. It shall also include the follow up institutional audit of the assessment and roadmap recommendations developed by UNDP team of consultants in 2020, as well as stakeholders map, Transport Directorate detailed organigram and outline of the ex-ante reorganization assessment. The contractor should proceed with his/her work unless the contracting authority sends comments on the Interim Report.
- **Draft final Report** of maximum 50 pages (main text, excluding annexes) in .doc format and according to the ex-ante organization assessment outline described in the Interim Report. This report shall be submitted no later than one month before the end of the period of implementation of tasks.
- **Final Report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is 7 days after receipt of comments on the draft final report. The Report shall contain a sufficiently detailed Roadmap for Strengthening Human Resources, a final detailed Organigram of the General Department of Transport and Roads, including internal regulations and job descriptions. The final report must be provided along with the corresponding invoice.

7.2. Submission and approval of reports

The report referred to above must be submitted to the Project Manager identified in the contract. 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