



UNITATEA DE MANAGEMENT AL PROIECTULUI
"CONTROLUL INTEGRAT AL POLUĂRII CU NUTRIENȚI"

TERMS OF REFERENCE

**Project Management Expert - management consultancy for program
implementation (1 individual consultant)**

1. Background

Romania has received a loan from the International Bank for Reconstruction and Development (IBRD) and a Grant from the Global Environment Facility (GEF) to support the implementation of the Integrated Nutrient Pollution Control Project (the Project) in selected localities vulnerable or potentially vulnerable to the pollution with nutrients. The overall development objective of the project is to support the Government of Romania to meet the EU Nitrates Directive requirements by (a) reducing nutrients discharges to water bodies, (b) promoting behavioral changes at the communal level, and (c) strengthening institutional and regulatory capacity. The ultimate goal is to reduce over the long-term the discharge of nutrients and other agricultural pollutants into the Danube River and Black Sea through integrated land and water management.

The Project closing deadline is May 31, 2017.

The Ministry of Environment, Water and Forests (MoEWF) received Additional Financing for the Project to finance the costs associated with the scale-up of the current Project activities to be implemented over a six years period. The Additional Financing for scaling-up will broadly maintain the objective and structure of the Integrated Nutrient Pollution Control Project (INPCP) with slight modifications, to reflect the realities of the current situation and lessons learned under INPCP so far. The Additional Financing will finance works, goods, services and operating costs and will comprise four components, which are largely the same as in the INPCP, with slight modifications: (i) Component 1: Investments in Local Communities to Reduce Nutrient Pollution; (ii) Component 2: Institutional Strengthening and Capacity Building; (iii) Component 3: Public Awareness and Information Support; (iv) Component 4: Project Management.

The overall development objective of the project is to support the Government of Romania towards meeting the EU Nitrate Directive requirements at national scale. The proposed interventions will build on the successes and lessons learned from the on-going Project as well as similar projects in Europe and Central Asia and other regions.

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The Additional Financing for the Project starts as soon as it is ratified by law by Romania and its' expected closing date is on March 31, 2022.

The Ministry of Environment, Water and Forests (MoEWF) seeks contracting of consultancy services to cover the Project Management consultancy for program implementation area (1 individual consultant) for the Project Management Unit (PMU) responsible with the implementation of Integrated Nutrient Pollution Control Project.

2. Objectives

Key objectives of the consultancy services are to contract 1 Project Management Expert with experience to:

- (i) Provide project implementation and management support services to the PMU in order to support decision making and provide expert knowledge and guidance to advise on service improvement, risk mitigation, organizational change management, performance improvement for the entire project implementation areas;
- (ii) Improve the quality and efficiency of day to day practices and activities related to the project implementation;
- (iii) Enhance the capacity of PMU to supply professional services for the project benefit;
- (iv) Manage and carry out the activities required for implementation of the project in accordance with the project's documents and procedures.

3. Scope of the Services:

The Project Management Expert will coordinate his activities closely with the PMU on activities related to the Project. He/She will be required to be familiar with the World Bank procedures (including procurement, financial, disbursement, monitoring and safeguards policies and procedures), regulations, policies and the Project's documents (both for the actual Project and for Additional Financing), including the Project Appraisal Document, Project Paper, Loan/Grant Agreements, actual Project Operational Manual, Project Action Plan and Project Procurement Plan, among others.

The Project Management Expert will have the following tasks and responsibilities:

- A) **Coordinates the updating (both in Romanian and English) of the Integrated Nutrient Pollution Control Project Operational Manual (POM) in accordance with**

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the last implementation arrangements and including the Additional Financing activities and implementation arrangements.

POM sections, among others, shall include:

- (i) Updated detailed Project's description;
- (ii) Implementation and management arrangements for the Project, as it was redefined with the Additional Financing;
- (iii) Procurement procedures and arrangements;
- (iv) Financial management arrangements and fiduciary aspects;
- (v) Monitoring and Evaluation Procedures by developing and/or adapting specific monitoring instruments covering the entire range of aspects involved by project implementation (technical, financial, procurement, information etc.);
- (vi) Safeguards policies implementation;
- (vii) Reporting requirements and mechanism;
- (viii) Organization chart and responsibilities; Overall project oversight to keep project on track to ensure that the project is implemented against the plan.

The POM will include at least the following annexes:

- a) Applicants' Guidelines for the Competitive Investment Program - (developed under a distinct consultancy services contract);
- b) Template Financing convention/contract with the beneficiaries of the Competitive Investment Program;
- c) Project organization, management and coordination, including terms of reference/job description for the PMU staff;
- d) Updated Environment Management Plan and guidelines;
- e) Updated Financial Management Manual;
- f) Updated Monitoring and Evaluation Manual.

B) Updates and develops (where the case may be) the PMU Operational Procedures (including PMU's Regulation of organization and functioning) necessary in the day by day project implementation activity, in order to assure a efficient internal management control mechanism, according to the Romanian legislation in force and the World Bank applicable procedures; Review and advice on project management and quality assurance frameworks (including quality standards, quality management procedures, quality assurance controls and responsibilities); Review and advice on appropriate project processes, roles, and responsibilities.

C) Analyzes and streamlines implementation activity for the entire project, including Additional Financing, through an integrated and realistic

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APELOR ȘI PĂDURILOR

- implementation plan** until March 31, 2022, including monitoring and risk management tools; Prepare and update project work plans in collaboration with the PMU office and close liaison with project sites; Organization and management of project activities according to the work plan to achieve the envisaged outputs;
- D) Elaborates the terms of reference for project's Management Information System.**

The Consultant is expected to undertake the following prior activities in order to achieve the scope and objectives of the contract:

- Examine the project documents (Project Appraisal Document, Project Paper, Grant/Loan Agreements, actual Project Operational Manual, Project Procurement Plans, Project Action Plans among others);
- Examine the World Bank procurement and disbursement procedures;
- Examine the Romanian legislation, requirements and procedures;
- Examine the existing procedures used by PMU for project management;
- Meet and work directly with the PMU team, especially the PMU Director, Financial Manager, Procurement staff, M&E staff.

4. Consultant's Profile:

In order to be able to charge the Client for the activities performed under these terms of reference, the expert must be either a person authorized under the Law 300/2004 regarding the authorization of individual persons and family associations to carry out independent activities or to act under a limited liability company or another form of organization that enables him/her to issue invoices for the services provided. In any of the cases, the Consultant should be aware that the services will be provided only by the selected Individual Consultant and no substitution of any individual who was initially proposed and evaluated will be permitted.

Minimum qualifications requested:

- Master of business administration degree or equivalent, preferably in the following areas: management, public administration, business administration, economics or another relevant ancillary area;
- Relevant academic education and training in project management;
- At least 15 years of relevant working experience;

MINISTERUL MEDIULUI, APELOR ȘI PĂDURILOR

- At least 10 years of practical experience in project management area in Romania or internationally, out of which at least 5 years as project manager;
- Experience in strategic planning, advisory and program/project management services, in project risk assessment and mitigation, preferable on areas like environment, agriculture or rural development;
- Relevant experience in public administration, proven experience working with Government, international organizations and donors;
- Sound knowledge and working experience with World Bank's procedures is desirable;
- Experience in working with World Bank would be an advantage;
- Experience in using/implementing modern IT tools to automate business;
- Advanced PC skills and sound knowledge of the MS Office package: Word, Excel, Outlook, Power Point and MS Project or other project management software;
- Good capacity to communicate with people with different backgrounds and positions, as well as with local and national authorities;
- Excellent command of spoken and written English is a must;
- Strong sense of integrity is essential;
- Strong analytical skills, oral and written communication skills;
- Ability to work in multidisciplinary teams.

5. Duration of the Assignment, Reports and Time Schedule:

The total staff days input of the Consultant is estimated at 150 to be performed within a period of engagement of about 8 (eight) months, until May 31, 2017. The consultant is expected to start performance of the services immediately after contract signing.

Subject to consultants' satisfactory performance of the assignment and if needed, the contract may be extended during the additional financing implementation.

As result of the services, the Consultant should deliver the following:

1. First draft of the POM: for PMU team contribution, review and comments (English version) with deadline in 6 weeks from contract signature;
2. Second draft of the POM having all the PMU comments incorporated for World Bank review and comments (English version) with deadline in 8 weeks from contract signature;

MINISTERUL MEDIULUI,
APELOR ȘI PĂDURILOR

3. Final version of the POM having all the WB comments incorporated (English and Romanian versions) within two weeks from receiving from the WB;
4. Project Implementation Plan with monitoring tools included (English and Romanian versions) with deadline in 13 weeks from contract signature;
5. The terms of reference for project's Management Information System (English and Romanian versions) with deadline in 15 weeks from contract signature.
6. First draft of the Operational Procedures for PMU team review and comments (English version) with deadline in 19 weeks from contract signature;
7. Final draft of the Operational Procedures having all the PMU comments incorporated (English and Romanian versions) with deadline in 22 weeks from contract signature;
8. On-going advice with regard to relationship management, risk management, conflict resolution, project and quality assurance, project monitoring, change control and any other aspects to ensure successful delivery of the project.

Progress Reports: Based on the work plan agreed with PMU, the Project Management Expert will deliver a progress report of an entire A, B, C or D tasks which he/she works. The progress report will contain at least but not limited to the list of activities planned for the reporting task, their progress toward the target and results of the activities. The Progress Reports need to be cleared by the Contract Coordinator. In case of sensitive activities, the Reports should give general recommendations for potential solutions and approaches for improving or speeding up the processes.

The progress reports will be elaborated in 2 copies in Romanian language.

The progress report will be delivered within five days as from the deadline of each A, B, C or D task. All reports will be submitted for the approval by the PMU's Director and will constitute the basis for the payments made to the Consultant.

6. Institutional arrangements, Data, Local Services, Personnel and Facilities to be provided by the Client

The Client will provide access to all relevant information, documents and stakeholders to facilitate the assignment.

The Project Management Expert:

- Will work under the direct supervision of the PMU's Director (overall management), and closely cooperating with the PMU M&E, Procurement and Financial staff;
- Will report to the PMU Director;

MINISTERUL MEDIULUI,
APELOR ȘI PĂDURILOR

- Will cooperate closely with the World Bank Task Team Leader, as well as with WB's specialists and with specialists from other projects financed by the World Bank, in the field of project management.

The Consultant will not at any time communicate to any person or entity any confidential information acquired in the course of the assignment.

All documentation prepared by the Consultant in the course of the present assignment will remain the absolute property of the PMU. The Consultant will, not later than upon termination or expiration of the contract for the current assignment, deliver all such documentation to the PMU.

During the contract implementation there will be no dependency or subordination relationships of the Consultant to the Client.

The working program will not be imposed by the Client but will be chosen by the Consultant provided that the latter will comply with all deadlines for completion of the allocated tasks.

Activities will not take place exclusively at the Client's premises but in any place chosen by the Consultant. Nevertheless, taking into account the nature of activities, the Consultant is expected to devote sufficient time for working directly at the PMU office, and he/she will participate in regular meetings with PMU team.

The Consultant should use his/her own equipment and working capital to carry out the tasks included in this Terms of Reference.

The Client will not pay or reimburse any of Consultant's costs outside of the payments agreed for in the contract.