

TERMS OF REFERENCE (TOR)

PROJECT DIRECTOR for LAND REGISTRATION AND PROPERTY VALUATION PROJECT Project ID No. P161238

1. Background

The Government of Moldova received a credit from the World Bank Group - International Development Association in the amount of 30.1 million Euro toward the cost of financing Land Registration and Property Valuation Project (LRPVP), aimed at improving the quality of the land administration and property valuation systems and enhancing transparency of the property taxation system.

The Project consists of four components: (A) First Property Registration; (B) Property Valuation and Taxation; (C) Land Administration System Strengthening; and (D) Capacity Building and Project Management.

Component A ‘First Property Registration’ will support the first registration of public and private land in Moldova and strengthen the data quality for records already in the land register. This component will also organize mandatory public displays and public awareness campaigns to ensure citizens are engaged and aware of the procedures, activities, and benefits during first property registration

Component B ‘Valuation’ will support extending the system of mass valuation to incorporate those properties not currently included and to carry out a revaluation of the properties that are already in the mass valuation system but have not been revalued since 2008.

Component C ‘Land Administration System Strengthening’ will support the strengthening of the land sector in Moldova by facilitating policy dialogue and conducting a review of the existing institutional and regulatory frameworks, proposing improvement where possible. It will also encourage a development of simplified business processes and modernization of cadastre services through use of ICT, and support development of NSDI.

Component D ‘Capacity Building and Project Management’ will support capacity building at stakeholder agencies and institutions to ensure the smooth implementation of project activities and support project sustainability, as well as provide support for project implementation.

A full description of the Project is provided in the document “Project Appraisal Document” (PAD)¹ and Financing Agreement (FA)². The PAD is considered as a part of the necessary background materials to be understood by Consultants.

The Project implementation unit (PIU) is set-up to support implementation of the LRPVP. The PIU for LRPVP is assigned to the Public Services Agency (PSA), with aim to support PSA and its

¹ <http://documents.worldbank.org/curated/en/491971535859109015/pdf/Moldova-Land-PAD-08132018.pdf>

² <http://documents.worldbank.org/curated/en/253281538510180437/pdf/ITKWB532331-20189021552.pdf>

Department of Cadastre and the Project Council (PC)³ in day-to-day implementation of LRPVP's activities.

The Project Director (hereinafter PD) shall carry out the work in accordance with the TERMS OF REFERENCE outlined in this document and shall report their findings to the PSA through its Department of Cadastre and in adherence to the program detailed and agreed with the PSA.

2. Objective

The main objective of the PD's assignment is to manage project implementation including, but not limited to, activity planning, execution, monitoring, control and closing, within the approved budget, scope and terms.

The PD is responsible for the management and coordination of the LRPV PIU team and activities executed by the individual PIU staff.

In project management the PD will be supported by the PIU team, including the Procurement Specialist and Financial Management Specialist for all the administrative issues.

3. Tasks

The PD is responsible for project management and the coordination of the overall implementation of the LRPV project. The scope of work and activities of the PD will include the following:

- Manage the LRPV project implementation throughout its life cycle by coordinating the efforts of the project team(s) towards the achievement of the project objectives and realization of the expected benefits for PSA and other stakeholders;
- Ensure the fulfillment of the provisions of the Financing Agreement, and coordinate the activities related to the amendment of this agreement if needed ensuring the procedures resulting from such an amendment to be effective.
- Ensure the LRPV Project Operations Manual (POM) is up-to-date;
- Coordinate, align and synchronize the activities related to the LRPV components and / or sub-components implementation with the purpose:
 - to avoid and / or minimize the risks of overlaps by identifying interdependencies between LRPV components and / or sub-components;
 - to take into account the PSA institutional capacity, and
 - to increase the value of benefits realized at the program level;
- Ensure alignment of the LRPV project activities with other initiatives, projects and actions being implemented by PSA and the Supporting Agencies; the Government of the Republic Moldova and its donor partners.
- Ensure effective communication and liaison with other subdivisions within Cadastre Department and other PSA divisions, including for the purpose of preparation, coordination and approval of strategic and planning documents.

³ Project Council includes representatives from stakeholder institutions and agencies, such as the State Chancellery, Ministry of Finance, Ministry of Agriculture, Regional Development and Environment, Ministry of Justice, Congress of Local Authorities of Moldova (CALM), Agency of Land relations and Cadastre, Public Property Agency and Public Services Agency.

- Cooperate and communicate effectively with LRPV key stakeholders (PPA, MoF, ALRC, LPA's, World Bank, members of the Project Council, e-GOV, consultants and other stakeholders) with the aim to identify their requirements, needs and expectations and manage them to ensure the project results will meet the stakeholders' expectations;
- Cooperate and communicate effectively with LRPV working groups providing support for their activity;
- Ensure an effective communication and information of the society and local authorities on the LRPV project activities already completed and scheduled to be implemented. Support awareness raising on the LRPV project within and outside PSA;
- Ensure compliance with World Bank procedures and guidelines related to procurement and financial management, safeguards, as well as with POM provisions, PSA internal procedures, and Moldovan legal framework requirements within the LRPV implementation;
- Manage effectively and efficiently the LRPV project implementation including the processes of project planning, execution, monitoring, control and closing,
- Exercise independent judgment by promptly bringing potential problems to the attention of the LRPV Project Coordinator and PIU team members. Keep others informed as appropriate, by providing relevant information, reports or status updates;
- Assist the Department of Cadastre in defining the needs of services and goods to be subcontracted, administering procurement, selection, negotiation and subcontracting vendors or consultants to meet the LRPV project needs;
- Ensure regular, quality and timely reporting under the project; including project results as outlined in the Results Framework of the PAD;.
- Liaise with Bank Task Team and support preparation of project implementation support missions.
- Perform any other activities related to the LRPV project as it may be required by the approved project plans.

4. Working conditions

The PD shall work full time within the established premises of the PIU in one of the offices of PSA. The PSA will provide all working facilities. The PD may be required to work from more than one office of the PSA during the contract according the effective needs. The assignment requires frequent travels across the country, for meetings with cadastral territorial offices, local public authorities.

5. Institutional Arrangements

The PD will work under the authority of the Head of Department of Cadastre.

6. Reporting obligations

The PD shall report to the Head of Department of Cadastre and through the Head of Cadastre Department reports to the PSA Director.

7. Qualifications and Experience

The most suitable candidate for the Project Director position is expected to demonstrate specific knowledge and abilities in the following areas:

Knowledge:

- a) Administration and Management;
- b) Project Management :
- c) Change management
- d) Business process analysis;
- e) Land management, land registration & Cadastre;
- f) Work of International Finance Institutions and/or Development Agencies (such as World Bank , UN system, etc.)

Specific abilities:

- a) Integrity – being honest and ethical
- b) Strategic thinking, seeing the big picture without losing details
- c) Prioritization and information ordering
- d) Judgment and decision making
- e) Critical thinking, system analysis and complex problem solving
- f) Negotiation skills
- g) Coordination, persuasion and effective communication
- h) Stress tolerance and ability to work under pressure
- i) Time management
- j) Ability to work independently
- k) Emotional intelligence

Therefore, the candidates for the Project Director position will be evaluated against the following main requirements on qualifications and experience:

Qualifications:

The Project Director should have the following minimum Qualifications:

- a) Degree in business administration, economy/finance/accounting, environmental engineering, social sciences, law, land surveying or similar;
- b) Minimum 10 years of proven working experience;
- c) Experience in managing of public or private sector projects/programs in the Republic of Moldova or in the region (South-Eastern, Central or Eastern Europe) (minimum 1 referral),
- d) Experience in managing of projects/programs in the public sector in the Republic of Moldova or the region (South-Eastern, Central or Eastern Europe) (minimum 1 referral) would be an advantage;

- e) Knowledge of World Bank procedures and guidelines related to project procurement and financial management would be an advantage;
- f) Experience with projects funded by International Finance Institutions, development banks, development agencies, or donor partners of similar scale and/or complexity would be an advantage:
- g) Experience in land surveying and registration would be an advantage.
- h) Excellent written and oral communication skills in English and Romanian, including the ability to draft memos, messages, letters and internal regulations, documents and reports. Fluency in Russian would be an advantage;
- i) Excellent computer skills in Microsoft Office tools (Word, Excel, PowerPoint), Microsoft Project, Adobe Acrobat, Microsoft Outlook and Share Point, Internet use.

8. Duration of the assignment:

Initial contract will be for one-year duration with the probation period of 3 months. Contract will be renewed annually up to June 2024, subject to satisfactory performance.