



## TERMS OF REFERENCE

- A. Job title:** International consultant for capacity assessment of the Ministry of Spatial Planning and Environmental Protection
- B. Type of position:** International
- C. Post Reference:** MNE/10/026
- D. Duty Station:** Podgorica, Montenegro
- E. Bureau/Office:** UNDP Montenegro/Government of Montenegro
- F. Duration of appointment:** 25 days (June - October, 2010)
- G. Contract type:** Special Service Agreement
- H. Deadline for Application:** May 9, 2010

### i. Background

After becoming an independent state, Montenegro has been facing the major challenge of quickly building up its national institutions capable of formulating and implementing the policies in various areas. Spatial planning and environmental policies have one of the highest priorities in state's efforts to approach European standards.

The Ministry of Spatial Planning and Environmental Protection (MSPEP) is established in 2009 and has started to grow into an institution with proven ability to develop, present and safeguard policies in different areas. However, in order to address emerging challenges, which Montenegro faces in its aspiration to become a full member of the European Union (EU) there is a need to strengthen the institutional and human capacities of the MSPEP to effectively implement policies under its responsibility.

This task requires further strengthening of institutional capacities of MSPEP. This includes thoughtful policy response to domestic needs, EU requirements, and improved ability to safeguard spatial and environmental interests of the country as well as further improvement of the national legislation in order to be harmonized with *acquis*.

Internally, MSPEP is yet to tackle the number of tasks to improve its operational efficiency. This is related but not limited to setting up of new units, capturing the benefits of IT tools in the MSPEP daily operations, development of the legal framework for a sustainable mechanism of selection, recruitment, promotion and professional development of public servants specialized for environmental, climate change and other policies which belong to the Ministry portfolio. The Ministry has seven Departments: Department for spatial Management, Department for civil Engineering, Department for development of housing policy, Department for environment, Department for communal Development, Department for international cooperation and sustainable development, Department for inspection control and infringement procedure. There is also Sector for general affairs, human resources, finances, logistic and technical support as well as Office for

monitoring and managing projects of special importance. Within all of these departments specific sectors and units for various tasks are organized.

The most important task in front of the Ministry is to ensure and develop the necessary capacity and the organizational structure to perform its functions as efficiently and effectively as possible. Specific challenges for the Ministry are coordination of various policies and departments, coordination with donor activities in field of environment, and coordination of activities within the Ministry related to European Integration process.

## **ii. Duties and Responsibilities**

*Objective of the Assignment:* CDP will engage short-term Consultant who will conduct the assessment of the MSPEP, in terms of human resources, its existing organization and allocation of functions, and working methods and rules. The Capacity Assessment needs to incorporate aspects of gender mainstreaming. The Consultant will be responsible to analyze the existing capacity of the MSPEP and how it relates to the future requirements of EU Integration process, providing concrete recommendations in terms of the above mentioned aspects, with the focus on its organizational structure and coordination between the departments of the Ministry, but also coordination of the Ministry with other entities relevant for area of environment, spatial planning and all other related areas. The purpose of the assessment is to provide the Ministry with recommendations for:

- Possible changes in organizational structure, and decision-making/information flow,
- Possible improvement of strategic management and new policy-making mechanisms, and
- Revised rules and procedures of decision-making/operational management.

*Job Content:* The Consultant will work in close cooperation with designated senior official/s of the MSPEP. The designated senior official/s will be responsible to provide all relevant documents to the Consultant, as well as to facilitate all necessary meetings and contacts. The Capacity assessment will be conducted through comprehensive desk review and in-depth interviews with the senior management, including department heads and other relevant individuals. The Consultant is expected to:

- 1) Analyze the policy documents regulating the Ministry's sectors/activities and the short and medium-term objectives that have to be achieved by the Ministry;
- 2) Provide analysis/ evaluation of existing capacities(including gender sensitive analyses) and needs at the level of sectors and Ministry with the focus on:
  - Human resources,
  - Organization and allocation of functions,
  - Working methods and rules
  - Coordination as cross-cutting topic

3) Based on evaluation of existing capacities and needs, prepare draft report with detailed recommendations on strengthening the capacities of the MSPEP. The draft report should also identify and propose the best mechanisms for coordination within the Ministry, but also for coordination of the Ministry with other relevant entities in the area of environment and spatial planning. The draft report should have a draft plan with the concrete measures for strengthening capacities of each assessed segment (HR, Organization and allocation of functions, working methods and rules, and coordination) as well as institutional changes necessary for the implementation of the concrete measures, with possible timeframe. It is envisaged that the first draft report is prepared by the end of June. This report should be prepared in such a manner that it can serve as basis for development of project proposals and mobilization of donor resources to facilitate implementation of the recommendations, especially taking into consideration EC framework assistance.

- 4) After the internal review of the draft report by the Ministry, discuss and incorporate inputs, in terms of its content and format which will be provided by the designated senior officials.
- 5) Provide advices on how to implement the recommendations of the assessment
- 6) Finalize the report. It is expected that the final report will be submitted by September 15, 2010.

*Timing of the work:* 25 days in total within the period of June - October 2010. The consultant will be required to undertake two missions (5 working days per mission) to Podgorica, Montenegro during the above mentioned period.

### **iii. Competencies**

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities

### **iv. Qualifications and expertise**

- Educational background in field of public administration, environment, spatial planning, or other relevant areas;
- At least 10 years of relevant professional experience;
- Proven expertise and experience in capacity assessment, in public administration, especially vertical review of ministries and agencies, preferably with experience of work in the region of south-east Europe;
- Familiarity with EU and UNDP methodology for capacity assessments;
- Modern approach to delivery of policy advice, and experience of working with ministers and senior officials in a process of administrative reform;
- Analytical skills and experience in diagnostic/analytical studies of organizations, benchmarking and comparative analysis;
- Understanding of gender equality issues in the organizational management, policy making mechanisms, information flow and other issues relevant to assignment;
- Experience of the planning and introduction of performance-related assessment as a systematic instrument of organization of a government department and tool of human resource management;
- Excellent communication skills, facility in working with teams and capacity to compose clear and readable narrative reports in English;
- Excellent knowledge of written and spoken English; basic knowledge of Montenegrin language would be a distinct advantage.

### **v. Application Process**

*Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to [consultancy.me@undp.org](mailto:consultancy.me@undp.org) by May 9, 2010.*

The application should contain:

1. Duly completed Personal History Form (P11) can be downloaded from <http://www.undp.org.me/files/jobs/index.html>
2. Cover/Motivation Letter

*The short-listed candidates only would be requested to submit a letter of interest including a price quotation indicating the lump sum (in USD) requested for the work envisaged in the section "Duties and Responsibilities".*

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