



Montenegro

TERMS OF REFERENCE

- A. Job title: Project Manager, Developing Capacities for Implementation of Anti-corruption Initiatives
- B. Post Reference: MNE/10/048
- C. Type of Position: National
- D. Contract Type: Service Contract
- E. Duty Station: Podgorica, Montenegro
- F. Duration of appointment: 24 months with possibility for extension
- G. Deadline for Application: July 31, 2010

H. Background

The fight against corruption is a priority for Montenegro in terms of further democratization and fulfillment of European partnership objectives while for UNDP it represents a cross-cutting issue that UNDP is mainstreaming into relevant programmes/projects of its portfolio in Montenegro.

In the previous period UNDP Montenegro has implemented a two-year project with the main aim to contribute towards effective implementation of anti-corruption initiatives, and in this way improve democratic governance in Montenegro, by building partnership between Directorate for Anticorruption Initiatives within Government of Montenegro (DACI), local civil society organizations and business sector, as well as by raising public awareness and strengthening the capacity of civil society organizations to participate in the implementation of the national anti-corruption policies in the country. Under the umbrella of this project capacity assessment of DACI has been completed as well as two assessments of the integrity and capacity of the judiciary system and the local-self governance. Currently two more researches focusing on the integrity of the health sector and the state administration are ongoing.

Future efforts will be directed towards the finalization of the two ongoing researches, securing adequate follow up in terms of resource mobilization and relevant policy and institutional changes, and implementation of the capacity development response in DACI developed based on the previously completed capacity assessment and with financial support secured from the Government of Norway.

The Directorate for Anti-Corruption Initiative (DACI) is the key preventive anti-corruption agency in the country, with an extensive and expanding mandate. DACI is about to assume the supporting role for the Commission for monitoring the implementation of national anti-corruption policies. This implies quarterly review and analysis of reports from 54 state institutions.

The increased mandate means new challenges, and DACI has been working to meet them. Partnerships with a number of international organizations, particularly UNDP, and the

assistance of donors, including Norway, have been extremely valuable in this respect. The majority of the assistance received to date **focused on building DACI's technical capacities at the individual level**: i.e., developing the specialized knowledge and skills (expertise) necessary to perform particular anti-corruption tasks. What has so far received less attention is the **question of DACI's organizational capacities** and the above mentioned capacity development response will focus on that since **with the agency's growth and increased prominence in the recent years**, organizational capacity development has become a priority. DACI can no longer operate effectively without more formalized strategic management processes, including, for instance, formalized and documented business processes. It needs to move to the next stage of organizational development to manage its capacity assets and meet new challenges comprehensively and systematically, with an appropriate emphasis on and sustainable development of organizational and strategic management capacities, along with the continued development of technical expertise.

I. Organizational setting:

The Project Manager will be based in UNDP Country Office in Montenegro. Under the direct supervision of the Team Leader for Democratic Governance, the incumbent will be responsible for the finalization of the two ongoing researches, securing adequate follow up in terms of resource mobilization and relevant policy and institutional changes, and implementation of the capacity development response in DACI developed based on the previously completed capacity assessment (in the text below all this will be referred to as project) through managing day-to-day project activities, and close coordination with the Senior Management to ensure efficient delivery of envisaged outputs.

J. Job content:

The Project Manager will be responsible for ensuring that the project is efficiently managed to fulfill its mission and objectives as set out in the Project Documents and Terms of References, and in accordance with the UNDP standards and best practices.

Under direct supervision of the Democratic Governance Team Leader, the Project Manager will manage the project Capacity Development for Anticorruption and, in general, be involved in following up on the implementation of the anticorruption strategy and action plan and activities of the civil society organizations.

- 1) Ensure overall implementation/delivery of different aspects of the anticorruption projects. In performing this general responsibility, the incumbent will be required to carry out the following main tasks on a regular basis:
 - Coordinate, systemize, codify and integrate successful approaches, methodologies and tools developed in capacity development, into a cohesive UNDP framework for supporting government efforts in the fight against corruption and organized crime.
 - Strategically expand and upscale **UNDP's engagement in supporting government efforts** in the fight against corruption and organized crime, focusing on but not limited to capacity development interventions directly contributing to **strengthening UNDP's position** as a credible and technically sound partner for DACI and other relevant counterparts.
 - Initiate, facilitate and support the design and start up of related activities ensuring a participatory approach for all stakeholders.
 - Provide technical inputs and advise on preparation of capacity assessments, defining information requirements, data gathering and analysis, in addition to capacity development responses.

- Coordinate activities with the partners, ensuring timely and successful implementation of capacity development interventions and promoting networking and experience sharing between the stakeholders.
 - Conduct regular consultations with other donors that provide assistance in the same area **and support UNDP's partnerships with key development actors and stakeholders.**
 - Establish linkages between locally based experiences and relevant central policy and decision making process through practice-based knowledge management and strategic communication tools.
 - Advise UNDP on strategic matters related to fight against corruption and organized crime and related capacity development activities/interventions.
 - Recommend and in close coordination with senior management implement approaches to donors in terms of resource mobilization
 - Maintain close communication and coordination with other projects in UNDP office, especially DG cluster and Rule of Law and Human Rights Programme to ensure synergies and overall bigger impact of UNDP efforts in Montenegro
 - Act as the focal point in the office and ensure that anticorruption issues are mainstreamed in all relevant projects in the office using mainly but not only the Local project Appraisal Committee (LPAC) mechanism.
- 2) Manage day-to-day project activities:
- Prepare implementation action plans, organize project team and assign tasks, monitor progress on a regular basis.
 - Assist in identifying relevant sources of expertise for project/activity implementation;
 - Review official documents and communications;
 - Advise Democratic Governance Team Leader on potential adjustments of actions and procedures in light of changing requirement and needs;
 - Regular monitoring of the relevant events and/or subject in the local media and provision of briefs to senior management.
- 3) Supervise delivery of inputs provided by the project and ensure quality and timelines of reporting and data production:
- Ensure that work plans are prepared and updated on time and reflect project objectives and outputs;
 - Ensure timely coordination and implementation of recruitment and deployment of experts to support project implementation;
 - Manage procurement of goods and services under the project, and ensure on-time delivery to recipient institutions.
 - Monitor implementation progress and ensure quality and timely reporting to project partners;
 - Promote project visibility;
 - Ensure the establishment and maintenance of complete accounting records of all project activities (budget, commitments, expenditures, income);
 - Provide necessary back-up support to consultants in connection with the project outputs;
 - Be responsible for all assets purchased and used under the project;
 - Hold primary responsibility for managing the resources being spent i.e. approve requisitions and requests for non PO payments.

- 4) With the help of the Country Office Communications Unit, the incumbent will make sure that the programme takes account of principal components of communications/advocacy campaigns in order to:
- **Keep target publics informed about programme's progress;**
 - Make sure that outputs produced find adequate recognition;
 - Encourage positive participation and building and sustaining of political commitment.

The incumbent will also work to ensure that the programme includes evaluations of the projects impact in terms of learning and behavior change.

K. Competencies:

Corporate 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.

Functional Competencies:

Knowledge Management and Learning

- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- Actively works towards continuing personal learning and development in one or more Practice Areas related to governance, acts on learning plan and applied newly acquired skills.
- Seeks and applies knowledge, information and best practices from within and outside of UNDP.

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting;
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources;
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis and reporting.

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.

L. Qualifications and Experience:

- University degree in Social Sciences, preferably Law, Economics, or Public Administration, or other relevant fields. Advanced University degree in development studies, management, or institutional development is an advantage.

- Minimum 4 years of relevant management experience in an international organization, government institution, or an NGO.
- A proven capacity in designing and guiding complex and multi layered project activities.
- Extensive experience in capacity building, management and institutionalizing systems and processes.
- Extensive experience in dealing with anticorruption challenges in Montenegro, NGOs, and bilateral and multilateral Donors.
- Strong conceptual and practical skills in participatory planning, institutional and policy reform, and other related fields.
- Proven ability to think strategically, to express ideas clearly and concisely, to work both independently and in teams, to demonstrate self-confidence combined with sensitivity to gender and culture.
- Strong resource mobilization, communication and advocacy skills.
- Strong knowledge of and application skills in result-based management.
- Proficiency in English and local language; Excellent writing and advocacy skills.
- Previous experience in working with UNDP or other UN Agencies is an asset.

Applicants are kindly requested to send completed and signed Personal History - P11 form along with a cover letter by e-mail to vacancy.me@undp.org by July 31, 2010 COB. Please indicate in the cover letter the post reference clearly, otherwise your application may not be considered. Applicants will be short-listed on the basis of their qualifications and work experience. Only short-listed candidates will be invited for an interview.

UNDP is an equal opportunity employer.

*P11 form can be downloaded from: <http://www.undp.org.me/files/jobs/index.html>