

Project
Inception Phase - Support to Public Administration Reform and EU
alignment in Moldova

Terms of Reference

Mapping of division of Local Public Administration (LPA) functions in
Moldova

1. Background Information

SALAR International, a subsidiary of the Swedish Association of Local Authorities and Regions (SALAR) is currently conducting an inception phase during 2024 for a multi-year project intervention to support the implementation of the Public Administration Reform Strategy (PAR) 2023-30 in Moldova. The inception phase will concentrate the scope of a possible intervention further, also considering aspects of complementarity and synergies in relation to other on-going donor initiatives and the coordination of the reforms and priorities of the Moldovan government. The PAR strategy 2023-30 is a significant priority area for the Government of Moldova, including improving the quality of policy making, professionalizing the civil service, increasing accessibility of public services and promoting greater accountability and transparency of the public institutions.

SALAR and SALAR International

SALAR is a member-based organization, representing and advocating for the interests of all municipalities and regions in Sweden. SALAR has for many years engaged in international exchange and cooperation and has a framework agreement with its subsidiary SALAR International to implement all international development cooperation projects. SALAR and SALAR International have various international experiences of supporting decentralisation reforms, local good governance and democratisation as well as sustainable service delivery across the world, including in the fields of environmental protection, urban planning and sustainable development.

2. Aim and Objectives of the study

Within the above framework, SALAR-I is supporting the government in its plans to implement the PAR Strategy 2023-30 in specific areas of local government service provision to strengthen and prepare LPAs for enhanced EU integration. To support these efforts, SALAR-I aims to conduct a mapping on the current division of LPA functions. The aim of this mapping is to support the State Chancellery of Moldova in the effective implementation of the Public Administration Reform Strategy 2023-30 at the level of local government, and can act as an instrument for activities and realisation of the result-oriented approach to all components of the SALAR-I project.

The mapping will include the following perspectives:

- Review existing material and consult relevant experts where appropriate including a non-exhaustive list of studies as well as relevant people to interview.
- Produce an updated mapping of tier 1 LPA, tier 2 district and state functions in Moldova. This should inter alia:
 - o outline the legal basis (including local government and sectoral legislation)
 - o distinguish between own/delegated/shared functions
 - o cover deconcentrated state functions as well as decentralised functions
 - o note instances of inter-LPA cooperation or fulfilment of functions for neighbouring LPAs
 - o provide a sufficient level of detail to highlight issues such as overlapping responsibilities, inconsistencies between different pieces of legislation, missing powers or lack of clarity on subsidiary powers and/or responsibilities (e.g. for maintenance, tariff-setting, etc.)
 - o describe how functions are exercised in practice and identify main reasons for any shortfall between functions on paper and in reality.
- Identify or infer principles that underlie or are supposed to underlie the division of functions in Moldova and discuss issues that the government would be recommended to address in proposing a new division (having also in mind broad scenarios for administrative-territorial reform in Moldova, including voluntary tier 1 amalgamation, a 'normative' model, alternatives discussed for tier 2, or alternative concepts such as 'municipalisation').
- Propose steps that would be needed to deepen the analysis and arrive at an exhaustive mapping of functions (e.g. further expert analysis of legislation and practice by sector).

5. Timeline and deliverables

The expert will provide the following deliverables:

Deliverables	Timeline/Deadlines
	November 2024 – January 2025
Updated methodology for the study	Week 1
List of Stakeholders to be interviewed	Week 2
Draft Structure of the Report	Week 3
First draft report	Week 7
Final version of the report	Week 8

Timeline with dates to be agreed on at contract signature

The final product of this assignment is the report "Mapping of division of LPA functions in Moldova in English. The report should have a clear structure, be professionally proof-read and submitted in word format.

Technical parameters of the final product are: Paper size A4, font "Sylfaen" (for both languages), font size: 11. page Idents: normal, Line spacing: single, academic writing style: APA (six edition). Estimated number of pages: 25 (subject of consultation with the contractor).

6. Duration and Payment Scheme

This assignment is expected to start no later than 15 November 2024. The final report will be submitted and approved by SALAR International no later than 30 January 2025.

Total payable workdays is 15.

Payment will be made in two installments:

40% of total cost to be invoiced after acceptance of updated research methodologies
60% of total cost to be invoiced after acceptance of the final report on the study

7. Criteria for selection of service providers

Eligibility criteria for potential service providers

- Be citizen(s) or resident(s) (holder of residence permit) of Moldova.
- Have relevant academic degree in fields such as political science, law, urban development, urban and regional planning.
- Minimum 5 year of experience in the sector
- Minimum 1 publication (author or contributor) in this academic field
- Excellent written skills in English
- Experience of work with EU institutions and Projects financed by the EU member states will be considered as an advantage.

Criteria for selection of service provider are as following:

- Demonstration of deep knowledge in the subject and Moldovan local government reform context
- Relevant qualifications and professional experience
- Demonstration of relevant and efficient methodology for the study
- Well defined activities and time plan
- Realistic and effective cost proposal

8. Tendering procedures

Interested person(s) shall submit offers consisting of two separate documents:

a) technical proposal, including:

- expression of interest (max 1 page)
- proposed methodology with time plan
- CVs of expert(s) involved
- Name of two reference persons (institution, position and contact info)

b) cost proposal (all-inclusive fee for service, calculated on per day bases/daily rate)

9. Submission of an offer

Interested person(s) shall submit their offers (as described in the section 8 of this document) by 18:00 Moldova time on 10 November 2024 via e-mail to the following email account: Opportunity@salarinternational.se. Indicating "Moldova Concept Study" in the subject line. Late submissions will not be considered.

Questions regarding this assignment can be directed to shane.quinn@skr.se