

**RECOMMENDATIONS FOR INSTITUTIONALIZATION OF THE PROCESS OF  
INTEGRATION OF GLOBAL ENVIRONMENTAL OBJECTIVES IN THE WORK OF THE  
MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC WORKS**

**Updated document**

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**1. Necessity for development of Additional criteria for integration of the requirements of the Rio Conventions for biodiversity, fighting climate changes and desertification (a.k.a. Rio Conventions) into the job descriptions of the employees at the MRDPW.**

The case study made for the purpose of showing how far the current process of personnel hiring, job description development and work evaluations of the employees introduces certain requirements for the integration of the Rio Conventions objectives into the work of employees in planning and regional and local development policy implementation, demonstrated a general lack of institutional incentives for these requirements. The presence of texts in job descriptions, more or less connected to the global environmental issues, does not aim to integrate the three conventions into the activities and decision making process of the different structural units of the MRDPW, but the implementation of the main activities of the respective employees leads to realization of their objectives. Direct congruence with the requirements of the three conventions is very rare.

The absence of such obligations and requirements in job descriptions does not imply hiring of personnel with qualifications and skills regarding these needs, in this way shaping a void into the very core of the ministry's institutional activity regarding the integration of the global environmental objectives and tools of the Rio Conventions. The procedures for evaluations of the individual work implementation of the employees are missing criteria for inclusion of these objectives into specific work results. A general lack of interest by employees for professional level knowledge of the principles and tools of the Rio Conventions and their practical implementation on a day-to-day basis is created this way. This, once again, does not support the capacity building, as the ability for correct implementation and efficient management of activities and goals with the implementation of the conventions' objectives.

All evaluations define the main challenge for improving the institutional capacity of the MRDPW to be the specification of the exact correlation between the implementation of the Rio Conventions in each aspect of the activities of the ministry and the respective specialized/functional unit and its reflection on the overall process of selection, work, evaluation and training of employees, so that the recent practice of treating the global environmental objectives as an isolated agenda with limited relation to the priorities on national, regional and local level can be changed.

Admitting the necessity, that the MRDPW should accept the integration of the global environmental objectives into its activities and that the environmental standards should be an appropriately integrated element of the regional and the local development, an elaboration and institutional arrangement of these issues is required. One of the ways to achieve that is to implement some specific additional requirements for the different positions regarding the tasks, skills, knowledge and qualities needed for effective performance on the position. The specification of the skills and competencies is to be correlated with the task of the respective position and the ministry's structural unit. These requirements are to be observed during the procedures of hiring of personnel and work evaluation.

Accepting additional criteria for integration of the Rio Conventions related to the respective position and observed, during the evaluation of their results, do not require alterations on the functions of the unit set with the structural regulation. The requirements lead to improvement of quality of implementation of those functions and present new standards, which have not been already clearly pointed out in the descriptions of the requirements for taking the position in the respective job descriptions. Setting specific requirements by each separate convention or integration of requirements and issues of the three conventions into the work

and the decision making process of the separate units of the MRDPW depends on the specifics of their functions.

Below is a set of requirements for the individual positions in the MRDPW, including Additional Criteria for integration of the requirements of the Rio Conventions into the job descriptions of MRDPW's employees.

This project is the first attempt for developing additional criteria for integration of the requirements of the Rio Conventions into the job descriptions of MRDPW's employees, the process of their hiring and work evaluation.

The project is to be consulted and approved by the Manager of the project "Integrating Global Environmental Issues into Bulgaria's Regional Development Process" (short title "Rio Conventions").

The project is not final and serves as a framework for additional development and clarification of the set of additional criteria and requirements as well with joint efforts by the MRDPW's affected directorates.

## **ADDITIONAL CRITERIA FOR INTEGRATION OF THE RIO CONVENTIONS REQUIREMENTS INTO THE JOB DESCRIPTIONS OF THE EMPLOYEES OF THE MRDPW**

### **GENERAL CONDITIONS**

The additional criteria for integration of the requirements of the Rio Conventions into the job descriptions of the MRDPW's employees, forth referred to as *the additional criteria*, set the *minimum requirements* of hiring for specific position with an aim to the implementation of policy for integration of global environmental objectives into the work of the ministry.

Specifically, the proposed criteria could be integrated into the procedures of hiring of new employees for the specified positions as mandatory requirements for selection of applicants or as additional criteria, which if covered, would be considered as an advantage for the applicants. The criteria could be included as requirements and tasks during the implementation of the responsibilities for a specified position. The fulfillment of these criteria could be noted and rewarded with a higher score during the process of evaluation of the employees.

For each position of the positions lists of the specified MRDPW's directorates, additional criteria are developed and approved, which are an integrated part of the job description.

The proposed additional criteria for job descriptions were developed on the basis of:

- ✓ Analysis of the functional unit
- ✓ Analysis of the existing job description for the specified position
- ✓ Legal regulation of the general, minimal and specific requirements for the specified position.

The additional criteria can be altered, *supplemented in quantity or quality* by:

- sector managers for the positions on the specified sector
- unit managers for the sector managers and the positions in the specified unit, if the unit is not divided into sectors
- directors of directorates for unit managers and the positions in the specified directorate, if the directorate is not divided into units
- general directors for the managers of the departments and the territorial units.

If the implementation of additional criteria for integration of the requirements of the Rio Conventions as an addition to the job descriptions of the employees is accepted, it is advisable that the specified managers are informed about the most appropriate definition of the requirements and their improvement, as they offer to the employees, implementing the specified or similar tasks, to fill out a questionnaire or conduct interviews with them.

The developed proposal for additional criteria is endorsed as follows:

- ✓ by the unit managers, in an appropriate order
- ✓ by the HR unit
- ✓ by the chief secretary

It is approved by the Minister of regional development and public works.

The approved additional criteria for integration for the requirements of the Rio Conventions are a separate addition to the job descriptions of the MRDPW's employees, approved by the Minister of regional development and public works, and are obligatory during the implementation of procedures for hiring and work evaluation of the ministry's employees.

### **PROPOSAL FOR ADITIONAL CRITERIA FOR INTEGRATION OF THE REQUIREMENTS OF THE RIO CONVENTIONS AS AN ADDITION TO THE JOB DESCRIPTIONS OF THE EMPLOYEES**

This proposal is an addition to the initial version of additional criteria to the job descriptions and professional engagements of the employees of the MRDPW. **It reflects the recent changes in the structural regulations occurred under the terms of Ordinance 271 of the CM from 17.11.2009.** This addition also adds specific elements to the initial proposal, aiming to improve the benefit and effectiveness of the proposals.

Legal Affairs Directorate

Positions: Director, Manager of unit "Legal acts" and Chief Legal Advisor

*Additional criteria:*

- ✓ knowledge regarding the requirements and legal procedures of the European and global environmental legislation, incl. the requirements and the tools of the Rio Conventions;
- ✓ Implementation of reviews and preparation of statements regarding the integration of the global environmental concerns into the prepared law binding decisions and standpoint of them.

Specialized position: State/lead expert (regarding the monitoring of the integration of the global environmental conventions into the activities of the directorate)

*Additional criteria:*

- ✓ In-dept knowledge regarding the requirements and legal procedures of the national, European and global environmental legislation, incl. the requirements and the tools of the Rio Conventions; the defined global environmental indicators for integration, monitoring and evaluation of the policies for regional and local development and spatial planning.
- ✓ Implementation of review and preparation of detail proposals regarding the integration of the global environmental issues into the prepared legal decisions and statements on them, correlated

with the activities of the MRDPW.

Positions: other experts

*Additional criteria:*

- ✓ Knowledge regarding the requirements and legal procedures for implementation of the separate environmental indicators for integration, monitoring and evaluation of the policies for regional and local development and spatial planning.

### **General directorate “Regional Development Programming”**

Positions: General Director, Dep. General Director, Chiefs of Departments

*Additional Criteria:*

- ✓ In-dept knowledge regarding the national, European and global environmental legislation, incl. the requirements and the tools of the Rio Conventions, the defined global environmental indicators for integration, monitoring and evaluation of the policies for regional and local development and spatial planning.
- ✓ Knowledge regarding existing national, European or other international best practices for integration of the requirements of the global environmental conventions in the development and management of operative programmes, for regional development and trans-border cooperation.
- ✓ Development of proposals for integration of the requirements of the global environmental conventions into the development and management of operative programmes for regional development, trans-border cooperation, into the sets of documents for application under schemes for free financial assistance under the operative and other programmes, into the definition of input indicators for Information systems for monitoring and control of the operative programmes.

Special positions – State/lead Expert (regarding the monitoring of the integration of the Rio Conventions into the activities of the directorate) into the General directorate departments: Programming and evaluation, Implementation of Programme Priorities, Monitoring, Legislation, Risk Management and Irregularities, Organizational Development, Information and Transparency. Horizontal Measures, The Six Territorial Units in the Regions of Level 2:

*Additional Criteria:*

- ✓ In-dept knowledge regarding the defined global environmental indicators for integration, monitoring and evaluation of the policies for regional and local development and spatial planning.
- ✓ In-dept knowledge regarding existing national, European or other international good practices for integration of the requirements of the global environmental conventions in the development and management of operative programmes, for regional development and trans-border cooperation.
- ✓ Development of proposals for appropriate integration of the requirements of the global environmental indicators into the sets of documents for application under schemes for free financial assistance under the operative and other programmes, into the definition of input indicators for Information systems for monitoring and control of the operative programmes.

Positions: other experts

*Additional criteria:*

- ✓ Knowledge regarding the selected global environmental indicators, and regarding existing good

practices for integration, monitoring and evaluation of the policies for regional and local development and spatial planning.

### **General Directorate “Management of Territorial Cooperation”**

Positions: Director General, Dep. Director General, Chiefs of Departments

*Additional Criteria:*

- ✓ In-depth knowledge of national, European and global, environmental legislation, incl. the requirements and mechanisms of the Rio Conventions; the selected global environmental indicators for integration, monitoring and evaluation of the regional development, trans-border collaboration and territorial cooperation policies.
- ✓ Knowledge regarding existing good practices on national, European and other international level for integration of the requirements of the global environmental conventions into the development and the management of Regional Development Operative Programmes, trans-border collaboration and territorial cooperation.
- ✓ Preparation of proposals for integration of the requirements of the global environmental conventions into the development and the management of Regional Development Operative Programmes, trans-border collaboration, into the application document sets for gratuitous funding under the operative and other programmes, into the selection of Information Systems input indicators for monitoring and control of the operative programmes.

Special positions – State/Lead Expert (regarding monitoring of the integration of the Rio Conventions into the work of the directorate) in the General Directorate departments: Trans-border cooperation – internal borders, Trans-border cooperation – external borders, Multinational and horizontal programmes, Organizational development, Legislation and irregularities, the five territorial units in the Level 2 regions.

*Additional Criteria:*

- ✓ In-dept knowledge regarding the selected global environmental indicators for integration, monitoring and evaluation of the regional end local development and spatial planning policies.
- ✓ In-dept knowledge regarding existing good practices on national, European and other international level for integration of the requirements of the global environmental conventions into the development and the management of Regional Development Operative Programmes, trans-border collaboration and territorial cooperation.
- ✓ Development of proposals for appropriate integration of the requirements of the global environmental indicators into the sets of documents for application under schemes for gratuitous financial assistance under the operative and other programmes, into the definition of input indicators for Information systems for monitoring and control of the operative programmes.

Positions: other experts

*Additional Criteria:*

- ✓ Knowledge of the selected global environmental indicators, and regarding existing good practices for integration, monitoring and evaluation of the policies on regional and local development and spatial planning.

### **General Directorate “Strategic planning of regional development and administrative-spatial constitution”**

Positions: Director General, Dep. Director General, Chiefs of Departments (incl. territorial units of the

## Directorate)

### *Additional Criteria:*

- ✓ In-dept knowledge regarding the integration of the global environmental issues into the systems for strategic planning, and for regional development management and administrative-territorial constitution, and regarding the set of indicators for integration, monitoring and evaluation of the planning processes of regional and local development.
- ✓ Knowledge regarding existing good practices on national, European and other international level for integration of the requirements of the global environmental conventions into the development and the management of strategic and planning documents for regional and local development, and for administrative-territorial constitution.
- ✓ Preparation of proposals for integration of the requirements of the global environmental conventions into the developed concepts, models and schemes for regional and local development, the methodological guidelines for development and implementation of the strategic planning documents of the regional development, into the systems for management of the regional development, and into the administrative-territorial constitution documents.
- ✓ Consulting of the competent bodies and partners for integration of the global environmental issues into the regional development management systems.

### Special Positions – State/Lead Expert with the departments under the general directorate (regarding the integration of the Rio Conventions into the work of the directorate)

#### *Additional Criteria:*

- ✓ In-dept knowledge regarding the selected global environmental indicators for integration, monitoring and evaluation of the regional and local development policies and plans.
- ✓ In-dept regarding existing good practices on national, European and other international level for integration of the requirements of the global environmental conventions into the development and the management of strategic and planning documents for regional and local development
- ✓ Evaluation of strategic and planning documents for regional development from point of view of the integration of global environmental objectives.
- ✓ Preparation of proposals for integration of global environmental objectives into the strategic and planning documents for regional development, including during the preparation of methodological guidelines for regional and local development planning until adoption of the planning and strategic documents.

### Positions: Experts in “Strategies and plans for regional development and territorial coordination” department.

#### *Additional Criteria:*

- ✓ Knowledge regarding the selected global environmental indicators, and regarding good practices for integration, monitoring and evaluation of the policies and planning documents for regional and local development.

### Positions: Experts in “Administrative-territorial constitution and decentralization” department

## All Positions

#### *Additional Criteria:*

- ✓ Knowledge regarding the selected global environmental indicators, and regarding good practices for integration, monitoring and evaluation of the policies and planning documents for regional and local spatial planning
- ✓ Implementation of policy for integration of global environmental objectives into the work of the directorate

Positions: experts in the departments/territorial units of the general directorate

*Additional Criteria:*

- ✓ Knowledge regarding the selected global environmental indicators for integration, monitoring and evaluation of the policy and the planning documents for regional and local development
- ✓ Knowledge regarding existing national, European and other international good practices for integration of the requirements of the environmental conventions into the development and management of policies and planning documents for regional and local development.
- ✓ Familiarity with the regional and local conditions and premises, and preparation of specific proposals for local integration of global environmental objectives into the process of regional and local development on the specific territory.
- ✓ Requirements for forming of improved communication between institutions at national/central and local/regional levels in integration of the global environmental objectives into the planning documents and systems for management at regional and local level, as crucial prerequisite for successful implementation of the Rio Conventions.

### **Directorate “European Coordination, Public Relations and Analyses”**

Positions: Director, Department Chiefs “European Coordination, International Activities and Protocol” and “Analyses, Prognoses and Public Relations”

- ✓ Knowledge regarding the selected global environmental indicators for integration, monitoring and evaluation of policies and planning documents for regional and local development and spatial planning.

*Additional Criteria:*

- ✓ In-dept knowledge of means and tools for implementation of objectives for integration of global environmental issues into the work of the MRDPW
- ✓ Providing transparency regarding the work of the ministry for integration of global environmental issues into the planning and programming process of regional development, spatial planning and other related activities.
- ✓ Knowledge regarding existing national, European and other international good practices for provision of transparency, and for insurance of participation of the partnering organizations into the processes and initiatives for integration of global environmental conventions into the development and the management of policies and planning documents for regional and local development.

### **Directorate “State Property and Housing Policy”**

Positions: Director, Chief of Department “Housing Policy”

*Additional Criteria:*

- ✓ Knowledge regarding the UN Framework Convention on Climate Change (UNFCCC) and the mechanism of the Kyoto Protocol, and the Copenhagen Accord from 17.12.2009, which is updating them.
- ✓ Knowledge regarding existing national, European and other international good practices for integration of the requirements of the global environmental conventions in the framework of development and implementation of housing policies.
- ✓ Skills for integration of environmental requirements and the mechanism of the UNFCCC and the Copenhagen Accord into the implementation of housing policy.

Special position in the “Housing Policy” department – State/Lead Expert

*Additional Criteria:*

- ✓ In-dept knowledge regarding the UNFCCC, the mechanisms of Kyoto Protocol and the Copenhagen Accord and their applicable implementation into the housing policy;
- ✓ Knowledge regarding existing national, European and other international good practices for integration of the requirements of the global environmental conventions into the framework of the development and implementation of housing policy
- ✓ Development of proposals for integration of the UNFCCC into the work of the “Housing Policy” Department
- ✓ Analysis and evaluation of documents and policies, subject to decisions of the department, from the point of view of adherence with the requirements and mechanism of the UNFCCC and the Copenhagen Accord.

Positions: other Experts in the “Housing Policy” department

*Additional Criteria:*

- ✓ knowledge regarding the UNFCCC, the mechanisms of Kyoto Protocol and the Copenhagen Accord and their applicable implementation into the housing policy

**Directorate „Concessions”**

Positions: Director, Chiefs of Departments “Research and Extraction”, “Sea Beaches”, “Coordination and Control”

*Additional Criteria:*

- ✓ In-dept knowledge regarding the global environmental conventions and specifically – the UN Convention on Biodiversity (UNCBD) and UN Convention to Combat Desertification (UNCCD);
- ✓ Knowledge regarding existing national, European and other international good practices for integration of the requirements of the global environmental conventions into the framework of design, contracting and implementation of concessions on parts of the costal line, including sea beaches, ores and minerals, water supply and sewerage systems etc. construction works etc.
- ✓ Integration of environmental requirements of the conventions into the concession policy and the activities on contracting of concessions over parts of the costal line, including sea beaches, ores and minerals, water supply and sewerage systems etc. construction works etc.

Positions: Other Exerts

*Additional Criteria:*

- ✓ Knowledge regarding the global environmental conventions and specifically on the UNCBD and UNCCD;
- ✓ Design of proposals for improved integration of the environmental requirements of the conventions into the concession policy and the activities on contracting of concessions over parts of the costal line, including sea beaches, ores and minerals, water supply and sewerage systems etc., construction works etc.

**Directorate “Investment Activities”**

Positions: Director, Chiefs of Departments: “Public Works” and “Water Supply and Sewerage”

*Additional Criteria*

- ✓ In-dept knowledge regarding the global environmental conventions, specifically the UNCBD and UNCCD
- ✓ In-debt knowledge regarding the existing natrinal, European and other international good practices for integration of the requirements of the global environmental conventions in the framework of activities on geo-protection and management of public works projects and development of infrastructure for water supply and sewerage
- ✓ Preparation of detailed proposals for integration of the environmental requirements of the conventions into the activities on geo-protection and management of public works projects and development of infrastructure for water supply and sewerage

Positions: Other Experts

*Additional Criteria:*

- ✓ Knowledge regarding the global environmental conventions, specifically the UNCBD and UNCCD as well as existing good practices for their implementation
- ✓ Integration of environmental requirements into the activities on coordination and execution of investment construction sites

**Directorate “Spatial Planning”**

Positions: Director, Chief of Departments: “National Appraisals” and “Structural Projects”; state experts

*Additional Criteria:*

- ✓ In-dept knowledge regarding the integration of global environmental issues into spatial planning process of the country
- ✓ Knowledge regarding existing national, European and other international good practices for integration of the requirements of the global environmental conventions into the framework of spatial planning process of the country
- ✓ Design of conceptual proposals for integration of the requirements of the global environmental conventions into the directorate’s activities on monitoring of implementation of existing legal acts, design of legal act projects on spatial planning, methodological guidelines on implementation of the acting legislation in the field of spatial planning, including methodological assistance to municipal and district administrations, participation in expert bodies for spatial planning, etc.

Positions: Other Experts

*Additional Criteria:*

- ✓ Knowledge regarding the integration of the global environmental issues into the spatial planning process in the country
- ✓ In-dept knowledge regarding existing national, European and other international good practices for integration of the requirements of the global environmental conventions into the framework of the spatial planning of the country
- ✓ Design of detailed proposals for integration of the global environmental conventions into the directorate's activities on monitoring of the implementation of the respective legislation, design of legal act projects on spatial planning, methodological guidelines for the implementation of the acting legislation in the field of spatial planning, including – methodological assistance to municipal and district administrations, participation in expert bodies for spatial planning, etc.

**Directorate “Technical Rules and Regulations”**

Positions: Director, Chiefs of Departments: “Evaluation of Conformity” and “Harmonization of the Technical Legislation”, State Experts

*Additional Criteria:*

- ✓ In-dept knowledge regarding the UNFCC and the Copenhagen Accord
- ✓ Integration of the requirements of the UNFCC and the Copenhagen Accord into the activities on preparation of notification of the technical legal acts for design, implementation, admittance and technical service use, including for technical identification of the sites; noise protection and energy efficiency; coordination, development and harmonization of legal acts for waste management, hygiene, healthcare, environment, healthy and hazard-free work conditions during the implementation of construction works; advertizing of the new European requirements in design of safe, energy efficient and accessible buildings and the use of safe building materials.

Positions: Other Experts

*Additional Criteria:*

- ✓ Knowledge regarding the UNFCC and the Copenhagen Accord
- ✓ Integration of the requirements of the UNFCC and the Copenhagen Accord into the work of the directorate.