

TERMS OF REFERENCE

Institutional development specialist / policy specialist

Background

The International Bank for Reconstruction and Development (IBRD) and Agence Française de Développement (AFD) are implementing US\$ 300 million Serbia Local Infrastructure and Institutional Development Project (Project). Project implementation is part of wider urban development activities in Republic of Serbia that are based on Sustainable Urban Development Strategy (SUDS) and will apply a holistic approach, where current policies and practices important for overall local infrastructure service delivery will be strengthened through mixture of investments, technical assistance, and capacity building. In order to support and strengthen infrastructure service delivery at the local level, special focus would be on improving mobility in a sustainable manner to increase accessibility to economic and social opportunities.

Objective

The objective of the Project is to improve Local self-governments (LSGs) capacity to manage sustainable infrastructure and improve access to economic and social opportunities in climate aware manner. Project consists 3 components:

Component 1. Climate Smart Mobility would improve mobility within the LSGs through strengthening system for transport infrastructure service delivery and by supporting transport infrastructure renewal that will increase resilience to natural disaster while reducing emissions of Greenhouse gases (GHGs) and local pollutants. The component will be implemented through two subcomponents:

(i) *Infrastructure renewal* - The majority of investments will be in transport infrastructure reconstruction and rehabilitation, within the existing infrastructure perimeters. The promotion of resilient and inclusive approach and of active mobility and priority for public transport will be integral part of the project design. This sub-component will also finance technical assistance required for the execution of the works including services for design, supervision, technical audit, and road safety audit. All LSGs will get funding for activities eligible for financing under this subcomponent in accordance with predefined formula and in the form of grant transfers and subject of signing the Grant Agreement.

(ii) *Sustainable mobility enhancement* – Activity will strengthen LSGs systems to plan, manage, implement, and operate resilient transport networks that promote patterns of climate smart mobility in sustainable manner. This subcomponent will finance technical assistance, capacity building and demonstration pilots in three main areas:

- a) *Improve local road network management and resilience*; Creation of framework for local roads management including guidance on institutional arrangements, policy, standards, maintenance contracting, asset management, resilience and road safety.
- b) *Mainstream sustainable and integrated mobility planning*; Creation of approximately 40 gender sensitive Sustainable Urban Mobility Plans (SUMPs) with transport management plans for medium and small size LSGs.
- c) *Pilot smart mobility solutions through digital technologies*; Creation of proposals for smart mobility contractual modalities in areas such as optimizing public transport services, intelligent transportation systems, real-time information and infrastructure or service sharing schemes.

Component 2. Strengthening Systems and Capacity for Infrastructure Service Delivery would improve the effectiveness and sustainability of infrastructure service delivery at the local level through strengthening LSGs' capacity to implement current planning and Project finance management (PFM) and Public Investment Management (PIM) policies. The component will finance a mixture of technical assistance and capacity building activities focused on:

(i) *Enhanced strategic participatory planning and identification of pipeline projects* that would include climate and resilience considerations into the planning approaches and better integrate them into the capital investment and budget planning process. The subcomponent will finance technical assistance and capacity building in three main areas:

- a) *Improve Participatory Planning in Pilot LSGs* - development of critical planning and environmental and climate related strategic documents and corresponding multi-annual and annual budgets.
- b) *Identification and Initial Preparation of Future Urban Investment Projects* - urban regeneration and municipal infrastructure projects would be identified, and technical assistance provided for early-stage preparation of future investments.
- c) *Mainstream Participatory Approach* - development of Manual for Citizen Participation and E-Government portal extension for informing on the planned infrastructure investments and planned consultations.

(ii) *Strengthened institutions, PFM, access to financing, and capacities* that would ensure institutional improvements in the local PFM and PIM accompany the direct benefits through the provision of funding for the LSGs. The subcomponent will be implemented through set of analytical work, technical assistance, and development of tools, in particular:

- a) *Improving access to financing* - Assessment the current local infrastructure financing framework and design of recommendations to improve the LSGs' ability to raise private capital for infrastructure investments, potentials of green funds, and perspective of the municipal fund scheme;
- b) *Strengthening institutions and human capacities* - Review of the currently fragmented institutions and human capital and design of recommendations for consolidated approaches and process simplification
- c) *Enhancing the implementation of key country systems for climate aware infrastructure service delivery* - Capacity building and implementation support in areas including: procurement, PFM, PIM, transparency and inclusion, contract management, social and environmental management etc.

Component 3: Project Implementation Support and Awareness Raising would establish institutional set up that will enable successful implementation of the project and raise awareness about importance of green transition and sustainable mobility. Activity will support the establishment and maintenance of the strong Project Implementation Unit (PIU) and strengthening of Central Fiduciary Unit (CFU).

The Project will be managed by the Ministry of Construction, Transport and Infrastructure (MCTI) through a PIU, supported by the CFU in the Ministry of Finance (MoF), the employees in the LSGs officially assigned to the project, and the Project Steering Committee. The PIU will be responsible for the overall management of the Project, and it will provide full technical support and guidance to the LSGs in selecting, preparing, reviewing, supervising, and managing investments. The CFU will be responsible for fiduciary issues like the financial management of the Project, will support the PIU in approving procurement related documents, and will support the LSGs to implement procurement procedures, including procurement capacity development. LSGs will be responsible for full project life cycle – from prioritization, preparation, procurement to management and supervision. The

Project Steering Committee will consist of the representatives of respective ministries and project partners and will overview the implementation of the Project, facilitate policy dialog and inter-ministerial cooperation, help resolving any bottlenecks that might be experienced, and adopt annual progress reports.

Scope of Work – Institutional development specialist / policy specialist

Institutional development specialist/policy specialist (IDS/PS) will perform organization and policy development Management tasks of the LIID Project Component 1: *Climate Smart Mobility* and Component 2: *Strengthening Systems and Capacity for Infrastructure Service Delivery*, to ensure that it achieves objectives materially consistent with the applicable legal standards and practices. Objectives and tasks of IDS/PS in this ToR refers to the Component 1 and 2.

The main objective of the consultancy is to support the enhancement of institutional capacities, effectiveness and efficiency of LSGs operational procedures, implementing the “the organizational change approach”, in order to improve roads management at local level. Consultancy includes design of proposals for revision of the LSGs organizational structure in overall roads management, formulation of a functional description for roads management departments in LSGs, preparation of guidelines and simplification of working processes. Besides mentioned, organization of training sessions for relevant LSGs staff, discussion group meetings and implementation of needs-assessment-based training plan for staff are also part of the assignment in order to ensure sustainability of capacity development and maximize the ownership of the process.

The Institutional development specialist/policy specialist works under the supervision of the Project Manager;

The Institutional development specialist/policy specialist will be primarily and ultimately responsible for:

- Support the Manager and Deputy manager of the PIU in organizing, coordinating, integrating, and monitoring operations of the PIU and the institutions involved in the Project, both at the PIU premises and in the field, during its preparation and implementation
- Collaborating with PIU members, other specialists and consultants of the project to support implementation of the Component 1 and 2.
- Managing, implementing and maintaining/overseeing Component 1 and 2 operational processes to ensure project participants’ awareness and compliance with approved procedures and practices.
- Provides response to organization / policy monitoring concerns and findings in local roads management field. Tracks corrective and preventive actions taken in response to internal and external audit/inspection findings (policy impact assessments).
- Provides advice and guidance to the project management and sub-projects’ personnel for achieving compliance with all applicable standards and requirements.
- Acting as project organization / policy development representative in the local roads management field and liaison officer to state authorities, WB and the public, including communities affected by project.

On the practical side, the Institutional development specialist/policy specialist will assume the following tasks:

- Review current *organizational structure* of the LSGs roads management departments and propose options of new (or improved) organizational structures and provide technical guidelines on change management approach and process
 - o Carryout a situation analysis of the current organizational structure
 - o Design of the proposal for organizational change, including to review relevant LSGs decisions and regulations regarding roads management, conducting a SWOT analysis, stakeholder's analysis, to detect issues and bottlenecks and identify solutions;
 - o Present restructuring scenario plan proposal on how to accommodate existing structure within the new structure (if possible), to include relevant employees of departments that were declared null and void (if-any);
 - o Design of communication plan for raising awareness among relevant LSGs staff on the change process, foster understanding of the benefits and Impacts of change, and strengthen commitment towards the change process.
 - o Provide technical advice to LSGs about other relevant transformation initiatives simultaneously.
 - o Identify risks and issues that may impact the success of the restructuring from the stakeholder's point of view; develop and implement (risks and issues management plan).
- Review the *operational procedures* and functional descriptions for LSGs road management departments and sections and update them to fit the new vision of the organizational structure (based on the designed policy proposal) while providing technical guidelines to support transformation initiatives
 - o Meeting with different LSGs departments to discuss all aspects related to the functional description and operational procedures
 - o Conduct a desk review for existing functional description to identify areas for improvements and develop an updated manual for functional descriptions of LSGs road management departments in liaison with relevant departments and units in LSGs organization framework
 - o Review existing operational procedures at LSGs road management departments and identify areas for improvement to meet the objectives of the restructuring process with the aim to simplify procedures and enhance effectiveness and efficiency of LSGs road management operations, including procedural structures, work-flow processes between departments, decision making privileges, and delegation of authorities.
 - o Develop an updated standard operating procedures manual upon simplification process of all procedures
- Contribute to *strengthening the institutional capacities* of the LSGs road management staff to effectively implement their role
 - o Conduct a training needs assessment for relevant department's employees about the change management subjects (organizational restructuring, simplification of

procedures, formulating functional and job descriptions) and other relevant to the department mandate

- Formulate and implement a training programme in addition to on-the-job training for staff on topics related to organizational development
- Work on the change management process with relevant staff from the training programme in-parallel with the training, to maximize knowledge transfer to the staff of LSGs road management departments
- Develop technical guidelines for LSGs road management departments simplification process, to guide further simplifications

Beside mentioned, Institutional development specialist/policy specialist will:

- Overseeing maintenance of the relevant data registers for various LSGs and project operations, and compile data at the corporate level.
- Maintain awareness of regulatory changes and disseminates organization and policy development related bulletins, technical changes and literature to project personnel.
- Maintain organization and policy development library in road management field for LSGs (registers/logs, laws, guidelines, standards, training materials, other).
- Provide internal training as needed on project-related matters to the PIU staff, the MCTI, LSGs, and other ministries, and other relevant stakeholders;
- Prepare reports to Government authorities and WB and upon request.
- Develop specifications and assess requirements for contractors as needed to ensure project-specific institutional and policy development requirements are included in contracts.
- Participate in project progress meetings to review institutional and policy development performance of LSGs and identify areas of improvement.
- Reviewing institutional and policy development standards of each-sub-projects with the aim to identify appliance of the project classification in respect with the directives and good practices.
- Actively participate in World Bank supervision missions.
- Submit monthly reports on his/her performance and the performance of experts under personal supervision for approval of payment for services rendered;
- Perform other duties in support of project preparation and implementation, as required;

Profile of the Institutional development specialist/policy specialist

The Institutional development specialist/policy specialist should possess:

- Advanced university degree (Master's degree or equivalent) in public policy, law, economy, organization sciences or other relevant disciplines
- Minimum 5 years of total professional experience in the field of standardization of organization and procedures in public sector
- Implementation of ISO 9001 and 14001 standards in LSGs will be considered as advantage
- Minimum 5 years of total professional experience in public policy development for LSGs
- Demonstrated experience working with a multitude stakeholder from various disciplines, background including Government, civil societies and communities, development partners and donors

- Knowledge on LSG system and its operation will be considered as an advantage¹
- Experience as head of LSGs / PUC administration will be considered as an advantage²
- Relevant experience with projects of international financial institutions will be considered as an advantage
- Experience in delivering of technical assistance to LSGs in policy / institutional development sector will be considered as advantage
- Openness to change and ability to receive/integrate feedback
- Strong analytical skills and ability to identify key strategic issues, opportunities and risks
- Competence for incorporating gender perspectives into substantive work and ensuring the equal participation of women and man in all areas of work; commitment to the goal of gender balance in staffing and creating a gender sensitive working environment that pays attention to work/life issues
- Knowledge of computer, office software and web-based applications use
- Cultural, religion, race, nationality and age sensitivity and adaptability
- Excellent writing/reporting and presentation skills
- Excellent interpersonal, networking and team building skills
- Excellent knowledge of written and spoken Serbian and English

Length of assignment

The Consultant shall provide full time services for the life of the project, i.e. until November 30, 2028, with a probationary period of six (6) months.

The Consultant shall not have other full or part-time assignment during the engagement under this Contract.

Contracting arrangements

The Consultant is expected to provide services for at least 8 hours each day, Monday to Friday, to a minimum period of 40 hours per week. All leave to be allowed to the Consultant is included in the staff months of service. The Consultant will have 30 days of paid vacation leave per year. The leave for national holidays is to be considered paid.

Facilities to be provided to the Consultant

MCTI will provide the Consultant with suitable office space and office equipment (PC, telephone, internet connection, etc.) and access to office services as required.

Confidentiality

¹ Fulfilled exam for public servants in public administration

² At least four years at the managing position

The Consultant undertakes to maintain confidentiality on all information that is not in the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.

Selection of Consultant

The Consultant will be selected applying Open competition method.

The Consultant is eligible and his selection does not create any conflict of interest as provided in the Bank's Procurement Regulations.

Women candidates are strongly encouraged to apply.

The evaluation criteria for this assignment are:

- Specific Experience relevant to the Assignment (50) Points
- Qualifications and Competence relevant to the Assignment (50) Points