**Terms of Reference**

## Serbia Strengthening Agriculture Sector Capacities for Evidence-Based Policy Making

**for**

**Capacity Building for Evidence-Based Policy-Making**

# BACKGROUND

1. **Serbia requested the support of the World Bank to strengthen its agriculture M&E systems and capacity.** Recognizing the limitations in the current M&E framework, MAFWM asked for support in improving sector-related data collection and analyses to better inform policy actions and monitor the progress of ongoing (and future) agriculture programs and projects. To this end, Japan’s Policy and Human Resources Development Fund Technical Assistance (PHRD TA) Grants Program under the Performance and Results with Improved Monitoring and Evaluation (PRIME) Window is the adequate instrument to support this request. The proposed project was discussed and agreed with the MAFWM. As already explained, the improvement of agriculture and rural development policy M&E systems and capacity is imperative for Serbia as the country prepares for EU accession. Specifically, the recent CAP reform towards results-based programming requires that future member states have the capacity to formulate policy-related indicators and monitor results. The project’s objective is in line with the broad objective of the PRIME window, which is to enhance the use evidence-based decision making in government systems, by strengthening the M&E systems of recipient ministries in priority sectors, including agriculture. Strengthened government ownership of the policy process is viewed as an important, outcome of the grant support. The PHRD activities will build on the World Bank's ongoing engagement with the MAFWM under a new Commercial Agriculture Project (P167634).
2. **The objective of the PHRD Grant** is “to strengthen the M&E capacity and systems of MAFWM and its decentralized services for evidence-based strategic planning in agriculture and rural development”.
3. **3. Beneficiaries:** The principal direct project beneficiaries of the project are the Managing Authority (MA) and the Agrarian Payments Administration of MAFWM, which in accordance to EU practices have a coordinating role on agriculture and rural development policy M&E. Other direct project beneficiaries are other Directorates within MAFWM, the Statistical Office of the Republic of Serbia, academia (such as the Agriculture Faculties of University of Belgrade, University of Novi Sad, and University of Kragujevac, and the Institute for Science Application in Agriculture), and research institutes at the national and regional levels. It is envisaged that Local Action Groups (LAGs) implementing community-led local development (CLLD) strategies will also enrich the list of direct beneficiaries. They will benefit from technical assistance, training and M&E-specific programs provided by the project. Indirect beneficiaries, including the policy makers of the Government of Serbia, national and international agencies, as well as research organizations engaged in the country’s agricultural sector, and independent evaluators, are anticipated to benefit from the enhanced capacity of MAFWM, the Statistical Office and academia to adequately monitor and evaluate agricultural and rural development programs and projects.

**4. Grant Description:** The Grant has begun operating since the beginning of 2020 and will continue its implementation until the January 31, 2024. The Grant has two components that are described below:

## Component 1: Capacity-Building for Evidence-Based Policy-Making

***Sub-component 1.1. Diagnostic work, development of agricultural sector performance indicators, and staff training.*** At the onset of the project, a diagnostic work will take place to identify the strengths and weaknesses of the existing M&E system for agriculture and rural development investments in Serbia, as well as sector information gaps, including but not limited to the following:

* 1. Governance structure of sector M&E system, including who is responsible for collecting, collating, validating, analyzing, and reporting data.
	2. The use of data including links with the budget process and performance evaluation.
	3. M&E tools currently applied at project, program and policy levels.
	4. Extent of existing donor support in the field of M&E capacity development in the agricultural sector and in general to see if there are synergies.
	5. Gaps and duplications that hinder the effectiveness and efficiency of M&E.

The Grant will identify a set of agricultural sector performance indicators that can guide evidence- based decision-making and area aligned with the CAP 2021-2027 M&E Framework. The diagnostic and the work on the agricultural sector performance indicators will provide the basis for the training program. The training needs for building M&E capacity will be identified by an International M&E Expert. A series of short (2-4 day) training programs will be implemented regularly during the life of the project.

***Sub-component 1.2 Data Collection Manuals and Protocols, and Data Integration Platform.*** To further build skills in the development of M&E for evidence- based policy making, the project will support development of manuals and protocols for data collection, frequency of reporting, and roles and responsibilities of MAFWM and relevant departments, including pilot testing on the calculation and data collection methodologies/responsibilities of selected indicators. In addition, the project will launch a small number of surveys and analyses to be commissioned and implemented by MAFWM staff or other relevant agencies.

Further, the project will fund specific, detailed assessments on topics agreed with MAFWM 's leadership. These would include, but not limited, an analysis of the current pension and disability insurance for farmers and assessment of potential options for its reform, ex-ante evaluation of the IPARD Program, etc. These evaluations would typically take a few months to complete, often involving a small ad hoc working group comprising of staff from the relevant departments.

## Component II: Project Management and Administration, Monitoring & Evaluation, Knowledge Dissemination

This component includes the provision of goods, technical assistance and training for the implementation of the project (including the areas of financial management, procurement, disbursement, monitoring and evaluation), financing of incremental operating costs and costs related to knowledge dissemination. The component will comprise three sub-components: (i) Project Management and Administration; (ii) Monitoring and Evaluation; and (iii) Knowledge Dissemination.

***Sub-component 2.1 Project Management and Administration.*** The sub-component will: (i) support operation of overall project management as well as contract administration, procurement, and financial management. Specifically, the project will cover salary of the Project Manager to be locally recruited, no other government salaries will be paid out of the Grant.

***Sub-component 2.2 Monitoring and Evaluation.*** The sub-component will arrange for data collection and reporting on key performance output and impact indicators through baseline and end-line surveys for a final evaluation. This subcomponent will finance the costs of the Implementation Completion Report. The project Results Framework is provided in Section VII.

***Sub-component 2.3 Knowledge Dissemination:*** The sub-component will carry out knowledge dissemination activities on the building and maintaining agriculture sector M&E systems for evidence-based policy making to the relevant stakeholders. Specifically, this subcomponent will fund activities related to the project launch, expert round tables and web-based and paper copy dissemination of the project's key reports. The MAFWM's and PIU's websites will be used for a virtual discussion of the project's studies. The project will finance printing and distribution by direct mailing 100 of the final project reports in Serbian and English to all key counterparts in the Government's key ministries and agencies, think tanks, NGOs active in this sphere, key public libraries and higher educational institutions (faculties of economics and rural development/agriculture).

The project result framework consists of two sets of indicators:

* Project Development Objective (PDO) Result Indicators
	+ Percent of trained people engaged in using the sector M&E system upgraded by the project
	+ Number of evidence-based policy making procedures incorporated into written Ministry procedures
	+ Number of M&E plans for data collection and methodologies developed
* Intermediate Indicators – Output Indicators
	+ Number of agriculture sector performance indicators developed and integrated in MAFWM’s M&E Framework, compatible with those adopted for CAP 2021-2027
	+ Number of evidence-based tools developed by the project (M&E Plans, Manuals,

Protocols, pilots, data collection and methodologies

* + Number of staff from the MAFWM and decentralized agencies trained in enhanced M&E system

# SCOPE OF SERVICES

Services specific to this call relate to Sub-component 1.1 of the PHRD project and more specifically, to the development and implementation of training programs on agriculture and rural development policy M&E. To this end, a Training Needs Assessment Analysis and a Capacity Building Program (CBP) were drafted in 2022 and approved by the PHRD PMT. Hence, this call abides with the contents of the CBP and comes as a sequel to these activities.

Services to be provided by the Consultant under the Contract include:

* + Development of the detailed training program as a document outlining how capacity building activities will be carried out. This document shall describe the strategic goals and steps, as well as the completion timeline, list of activities and Agenda for each training module. A detailed education program with training modules should be included in the implementation plan.
	+ Realization of training Program.

The above documents will be discussed with and accepted by the PHRD Project Management Team (PMT).

Primary beneficiaries of CBP are public servants within the Ministry for Agriculture, Forestry and Water Management. In addition to relevant Ministry staff, training will also be provided for staff of public agencies at regional level, the Statistical Office of the Republic of Serbia, relevant staff of regional government administrations, and university staff, as deemed appropriate. Participants for trainings will be selected by MAFWM.

Training modules to be implemented, their content, duration and number of participants are as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Module / Content** | **No of days** | **No of participants** |
| 1 | **EU Common Agricultural Policy and the CAP Strategic Plans** * A brief overview of the EU Common Agricultural Policy – its achievements
* Delivery of CAP - the European agricultural guarantee fund (EAGF) and the European agricultural fund for rural development (EAFRD)
* CAP reform – the new challenges
* The CAP Strategic Plans – objectives
* The CAP Strategic Plans– programming process
 | 1 day | 25 |
| 2 | **EU climate and environment commitments and the European Green Deal** * EU climate and environment commitments
* European Green Deal objectives and Action Plan
* Green Agenda for the Western Balkans
* Delivery of the Green Deal and Green Agenda
 | 1 day | 20 |
| 3 | **Instrument for Pre-Accession – Window 4 TP Agriculture and Rural Development – IPARD III - Introduction*** IPARD III legal basis and novelties compared to IPARD II
* The ex-ante evaluation of IPARD III – main conclusions
* Lessons learnt from IPARD II implementation and changes/improvements for IPARD III
* IPARD III measures and the indicator system
 | 1 day | 20 |
| 4 | **Statutory Management Requirements and Good Agricultural and Environmental Conditions – Introduction** * EU and Serbian Legal basis
* Statutory Management Requirements
* Good Agricultural and Environmental Conditions
* The cross-compliance system
* The cross compliance control system in practice
* The role of the Farm Advisory System for SMR and GAEC
* Monitoring and reporting requirements on cross-compliance and breaches
* Analysing cross-compliance monitoring data
* Evaluating cross-compliance
 | 2 days | 25 |
| 5 | **Instrument for Pre-Accession – Window 4 TP Agriculture and Rural Development – IPARD III – Advanced** * IPARD III - implementation, monitoring, reporting and evaluation requirements
* Retro-planning for IPARD III implementation
* The indicator system for IPARD III – data availability, data collection protocols, data analysis
* PMEF critical issues and gaps
 | 2 days | 20 |
| 6 | **Eligibility of Costs and Simplified Cost Options – Introduction** * Eligibility of expenditure and illegible costs
* Different types of Simplified Costs Options and their advantages
* How SCOs are used in CAP
	+ Regulatory measures using a standard scale of unit cost under the EAFRD
* Other options for using SCOs under EAFRD – an overview
 | 1 day | 20 |
| 7 | **EU Programme Monitoring obligations** * Monitoring obligations for IPA III and IPARD III – legal basis and organisation in Serbia
* The IPARD Monitoring Committee
* The monitoring obligations for post 2020 CAP – an overview
* The use of MIS
* IPARD III monitoring obligations
* Enhancing the capacities of the IPARD III Monitoring Committee to carry out its tasks
* CAP Performance clearance, Performance review, the CAP Annual Performance Report, Annual Review meetings
* Planning CAP Strategic Plan monitoring
 | 2.5 days | 20 |
| 8 | **Monitoring System Set Up** * Monitoring system requirements
* Data collection and data computation protocols
* IT organisation for data structuring and hosting
* Assessing the administrative burden and establishing an efficient administrative organization
* Drafting reporting procedures
 | 2 days | 20 |
| 9 | **PMEF Indicators** * What is a PMEF?
* Legal basis for the CAP PMEF
* The CAP common performance indicators
* Planning and reporting requirements – an overview
* Dedicated sessions on output, result, context and impact indicators selected for the Serbian PMEF
 | 2 days | 20 |
| 10 | **Evaluating Agricultural and Rural Development Policy** * Introduction to the principles of evaluation.
* The Performance Monitoring and Evaluation Framework for CAP - evaluation
* Evaluation questions and the main evaluation criteria
* Monitoring data for evaluation
* Monitoring and reporting follow-up of evaluation findings and the evaluation feedback loop
* Evaluation planning for CAP and relevant national strategies/programmes
* Drafting evaluation terms of reference for different types of evaluation
* Evaluation methodologies and techniques
* Drafting Terms of Reference for evaluation
* Managing the evaluation process and stakeholder consultation
* Addressing evaluation findings
 | 2.5 days | 20 |
| 11 | **Monitoring and Reporting skills and techniques** * Performance-oriented monitoring techniques
* Statistical databases
* Reporting performance monitoring information to policy-makers
* Reporting performance monitoring information to the general public
* Use of dashboards
* Performance-oriented monitoring techniques - advanced
* Statistical databases – advanced use
* Advanced techniques for reporting performance monitoring information to policy-makers
* New techniques for reporting performance monitoring information to the general public – best practice examples
* Design and advanced use of dashboard information for the provision of monitoring information and communication purposes
 | 2.5 days | 20 |
| 12 | **Financial Planning, Monitoring and Forecasting** * IPARD III programme financing plan, monitoring and forecasting
* Planning national budget contributions
* The PMEF link between finance and performance
* Decommitment risk and identifying and monitoring remedial actions
* CAP financing, planning and forecasting
* Setting up a system for financial forecasting
* Establishing annual targets – general principles and examples
* CAP performance clearance
* Justifying deviations and establish and monitoring remedial action
 | 2.5 days | 20 |
| 13 | **LEADER** * LEADER – an overview
* How LEADER is implemented
* Monitoring, reporting and evaluating LEADER
* Useful lessons from EU Member States’ experience
* LEADER type measures in Serbia – outcomes and critical issues
* Advanced workshop: monitoring and reporting requirements for LEADER; LEADER indicators and monitoring; forecasting LEADER; LEADER evaluation questions
 | 2 days | 20 |
| 14 | **CAP alignment with the European Green Deal** * The CAP contribution to the Green Deal ambitions
* The Farm to Fork and Biodiversity strategy targets
* Enhanced conditionality and eco-schemes, rural development, fruit and vegetable sector operational programmes, CAP climate and biodiversity budgetary commitments
* Relevant examples in approved CAP Strategic Plans
 | 1 day | 20 |
| 15 | **The CAP Strategic Plans – monitoring and reporting** * Drafting the CAP Strategic Plan (SP) – overall process
* Monitoring support for CAP SP drafting
	+ Supporting the calculation of unit costs per intervention
	+ Providing the calculation of quantified targets and indicators for programming
	+ Participating in the programming process through data collection and provision
* CAP Monitoring and Reporting Obligations
	+ Planning and organisation of CAP Strategic Plan monitoring
	+ Performance clearance
	+ Performance review
	+ Preparation of the CAP monitoring Annual Performance Report
	+ Preparation for and participation in Annual Review meetings
	+ Justifying deviations in performance milestones, identifying remedial actions and implementing Action Plans
 | 1.5 days | 20 |
| 16 | **Achieving the 2030 Agenda for Sustainable Development through Agricultural and Rural Development Policy** * Introduction to the 2030 Agenda for Sustainable Development.
* How agricultural and rural development policy can contribute to achieving the Sustainable Development Goals.
* SDG indicators related to agriculture and rural development
* Data collection and analysis – methodologies, data availability and eventual data gaps
 | 1 day | 20 |
| 17 | **Monitoring gender equality targets and gender mainstreaming** * How CAP can contribute to addressing gender disparities in rural areas
* CAP Gender monitoring requirements
* Gender-sensitive statistics
* How monitoring data and information can support the drafting of the CAP Strategic Plan to address gender inequality in agricultural and rural development
* EU best practice – the case of Ireland
 | 1 day | 30 |
| 18 | **National and Regional Strategies and Policies for Agriculture and Rural Development** * The national and regional strategic and policy framework for agriculture and rural development
* Monitoring support for the preparation of national and regional strategies and policies for agriculture and rural development
* Performance monitoring
* Communication to stakeholders and the public
* Evaluation of national and regional strategies and policies for agriculture and rural development.
 | 1 day | 25 |
| 19 | **Agricultural Knowledge and Innovation** * Introduction to Agricultural Knowledge and Innovation System (AKIS)
* Policy Instruments for AKIS
* The role of the Farm Advisory system
* Best practice examples in EU Member StatesCAP Strategic Plans: the key role of AKIS in Member States
* Best practice and innovative approaches to AKIS in EU Member States
* Horizon Europe and the European Innovation Partnership for agricultural productivity and sustainability (EIP)
* AKIS-related impact, result and output indicators
 | 2 days | 20 |
| 20 | **Financial Instruments** * Types of Financial Instruments
* Institutional, Functional and Contractual Relationships
* Ex-ante assessment of financial instruments
* Programming EU financial instruments. State aid and financial instruments.
* Examples of Financial Instruments for agriculture and rural development in EU Member States.
 | 1 day | 20 |
| 21 | **Understanding State Aid*** The concept of State aid and general principles
* The revised Agricultural Block Exemption Regulation
* The revised Guidelines for State aid to the agricultural and forestry sectors and in rural areas
* De minimis support
* Monitoring requirements and de minimis registers
* The revised Agricultural Block Exemption Regulation
* The revised Guidelines for State aid to the agricultural and forestry sectors and in rural areas – how to apply them
* How to notify a new aid measure
* WTO domestic support obligations
* Setting up state aid, de minimis and WTO domestic support monitoring systems
 | 2.5 days | 20 |

Instructions for Consultant:

* for all modules, it is necessary to prepare suitable presentations and working materials for the participants,
* the language of training must be Serbian, in case some trainers do not speak Serbian, an interpreter must be provided,
* for training modules that last 1 day or 2 days, it is necessary to provide: space for training, necessary equipment (computer, projector, screen, flip charts...), refreshments during 2 breaks and lunch, location of trainings should be Belgrade,
* for training modules that last longer than 2 days, it is necessary to provide: accommodation for participants in a hotel with at least 3\*, space for training, necessary equipment (computer, projector, screen, flip charts...), refreshments during 2 breaks per day; lunch and dinner the first day, breakfast and lunch the last day and breakfast, lunch and dinner the other days,
* lecturers and moderators must be provided so that there is one lecturer if there are up to 15 trainees, and two lecturers if there are 16 or more trainees
* the consultant is obliged to carry out an internal evaluation after the conclusion of each module, which consists of questionnaires filled in by the participants and a trainer's report. Participant questionnaires should also include open-ended questions, such as further training needs. After summarizing all trainings, it is necessary to compile a unique statistical report on the evaluation of all trainings, with conclusions and recommendations for further activities of Capacity building.

# DELIVERABLES

The selected Consultant shall prepare and deliver the following documents in the corresponding stages of the assignment.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | Deliverable | Description | Timeline | Payment |
| 1 | Interim | Schedule tor training modules implementation with propose time frame and detailed agenda for all training modules. | Up to 10 days after contractsigning. | 30% of contract value |
| 2 | Interim Training Program progress | For Interim Training Program progress report minimum 4 trainings modules must be organized. It shall include feedback from the trainers and list of participants and overview of recommendations for next steps.In addition, the report must include findings,recommendations and conclusions that will be used in future planning. | Up to 25 days after contract signing. | 15% of contract value |
| 3 | Interim Training Program progress | For Interim Training Program progress report minimum 10 trainings modules must be organized. It shall include feedback from the trainers and list of participants and overview of recommendations for next steps.In addition, the report must include findings,recommendations and conclusions that will be used in future planning. | Up to 40 days after contract signing. | 15% of contract value |
| 4 | Interim Training Program progress | For Interim Training Program progress report minimum 15 trainings modules must be organized. It shall include feedback from the trainers and list of participants and overview of recommendations for next steps.In addition, the report must include findings,recommendations and conclusions that will be used in future planning. | Up to 55 days after contract signing. | 15% of contract value |
| 5 | Interim Training Program progress | For Interim Training Program progress report all trainings modules must be organized. It shall include feedback from the trainers and list of participants and overview of recommendations for next steps.In addition, the report must include findings, recommendations and conclusions that will beused in future planning. | Up to 70 days after contract signing. | 15% of contract value |
| 6 | Final Report | A final report of the participants, the program implemented, an evaluation of the program's quality, and recommendations for further improvement within the framework of user and project partner capacity building. The Coordinator will be given this report. It should include a thorough description of the Consultant's activitiesas well as the final result. | Up to 75 days after contract signing. | 10% of contract value |

The selected Consultant shall be paid the lump sum contract amount linked to the defined deliverables.

# REPORTING

The Company/Consultant will be work under the authority of the MAFWM and will report to the PHRD Coordinator on a regular basis regarding the phase of the Project implementation. Reports should be submitted on time with all necessary information and provide predictive analysis for specific issue.

Report and deliverables will be submitted: Reports in both Serbian and English, deliverables in Serbian and English language, sent via email as well as 2 hard copies for approval to the MAFWM. All reports shall be approved by the MAFWM (Project management Team – Coordinator).

# QUALIFICATION REQUIREMENTS

The Consultant is to meet the following requirements:

* The Consultant shall be registered as a legal entity for a minimum of 10 years,
* The Consultant shall have appropriate professional, organizational and logistical capacities necessary for carrying out the assignment on the territory of the Republic of Serbia,
* The Consultant must have at least 5 full time employees,
* The Consultant should have at least 3 employees with university degree of education,
* The Consultant should have an experience of minimum 10 years in the organization of agricultural related, strategic planning, accounting, small business development or entrepreneurship trainings and consulting projects,
* Organization and implementation of workshops, seminars, trainings or other relevant capacity building events - minimum of 10 trainings (modules) with a total of at least 500 participants in the previous 5 years,
* At least one consulting assignment in the field of national strategy development in Serbia in the last 5 years,
* At least two consulting assignments in the field of strategy development for a company in agriculture sector in Serbia in the last 5 years.

The Consultant can be a joint venture (JV) between maximum two legal entities.

A letter of intent or a copy of an existing JV agreement shall be submitted as a part of the documentation, together with a power of attorney for the authorized representative of each JV member, or a power of attorney for the representative of the lead member to represent all JV members.

The Consultant shall provide a team of experts covering the following requirements: Key Expert 1 - Team Leader

* Must have at least 10 years of consulting and educational experience,
* University degree, PHD will be considered an advantage
* Active academic role in business area (preferably in the field of strategy),
* Possession of at least one professional certificate in business area (CFA, FRM or ACCA),
* Active involvement in at least 10 professional business training courses or workshops in the last 5 years,
* Leading at least one consulting assignment in the field of national strategy development in Serbia in the last 5 years,
* Leading at least one consulting assignments in the field of strategy development for a company in agriculture sector in Serbia in the last 5 years,
* Proven experience in human resource management and organization of events,
* Proven experience in developing educational programs or financial/bussiness advisory.

Key Expert 2 – Strategic planning and Management Expert

* Minimum MSc University degree in management or economy,
* Active academic role in business area (management or strategic planning),
* At least 10 years of work experience in providing trainings of educational content, lectures or knowledge transfer in the area of strategic planning, management, business planning,
* Active involvement in at least 5 professional business training courses or workshops in the last 5 years in the field of management and strategy,
* Proven experience in developing educational programs or financial/business advisory.

Key Expert 3 – Agriculture and Rural Development Expert

* Minimum University degree in agriculture, economy, environment or other related science field;
* At least 10 years of work experience related to providing trainings of educational content, lectures or knowledge transfer in the areas related to agriculture, rural development, extension services or other related agriculture capacity building relevant areas
* Experience in World Bank, FAO, IPARD related professional training and seminars will be considered an asset.

Key Expert 4 – Expert for EU Common Agriculture Policy

* Minimum University degree;
* At least 10 years of work experience related to providing trainings of educational content, lectures or knowledge transfer in the areas related to EU Common Agriculture Policy
* Experience in World Bank, FAO, IPARD related professional training and seminars will be considered an asset.

Key Expert 5 – Accounting Expert

* Minimum University degree in economy, business or organizational sciences
* At least 5 years of work experience related to providing trainings of educational content, lectures or knowledge transfer in the area of accounting
* Certified accountant or auditor.

Key Expert 6 – Legal Expert

* Minimum University degree in Law,
* At least 5 years of work experience related to providing trainings or legal consulting assignments with the entities in public sector and private agriculture sector,
* Experience in drafting decisions and other legal acts in the public administration will be considered an asset.

**Consultant must provide adequate proof for all of the requirements presented.**

# LOGISTIC AND TIMING

## Location

The Republic of Serbia

## Start date & period of implementation of tasks

The intended start date is November 15th, 2023 and the period of contract implementation will be 2 and a half months from the contract signature, but no longer of January 31, 2024.

# SELECTION

The Consultant will be selected in accordance with CQS method set out in the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, revised November 2017, August 2018 and November 2020).

**Offer will be evaluated based on the following criteria:**

|  |  |
| --- | --- |
| Consultant’s specific experience related tothe assignment | 30 points |
| Relevance of the proposed key staff to theAssignment | 70 points |
| **TOTAL:** | **100 POINTS** |