**TERMS OF REFERENCE (TOR)**

**FOR CONSULTING SERVICES**

**FOR MAFWM ICT STRATEGY DEVELOPMENT**

**I. BACKGROUND**

# Background

The Government of the Republic of Serbia-Ministry of Agriculture, Forestry and Water management (hereinafter: MAFWM) is implementing a project Serbia Agriculture Competitive Project (hereinafter: SCAP) with financial and technical assistance from the World Bank (hereinafter: the WB).

General objective of the SCAP is to improve agri-food market linkages of targeted beneficiaries. The proposed objective will be achieved by increasing the productivity and efficiency of targeted beneficiaries through improved access to technical support, information and finance[[1]](#footnote-1).

The SCAP comprises the following components:

* Component 1: Improving the Value-Added of Agriculture
* Component 2: Improving the Capacity of MAFWM to Support Modern Agriculture
* Component 3: Project Management, Monitoring and Evaluation.

This ToR related to Component 2 described as follows:

* Improving MAFWM information systems by Modernization, Business Process Reengineering, redesign and upgrade of existing applications;
* Developing a new Agriculture Business Intelligence Information System;
* Acquisition of hardware and software to improve the scope, functionality and compatibility of information systems and establish digital data collection and processing of current paper-based processes;
* Strengthening access to agricultural advisory and business development services- TA for investment application for farmers;
* Strengthening access to agricultural advisory and business development services-TA for investment application for SMEs;
* Technical assistance to develop a MAFWM ICT strategy and to improve the coordination within and across existing information systems and enhance the delivery of information for decision making at different levels;
* Development of an Online open data platform- Agriculture Business Intelligence Information System (ABIIS) – which will pull together all relevant data, including the upgraded and re-engineered applications developed.

A full description of the Project is provided in the document “Project Appraisal Document” (hereinafter: PAD) and document “Loan Agreement” (hereinafter: LA). The PAD is considered as a part of the necessary background materials to be understood by the Consultant (selected individual consultant for the subject matter consulting service defined in this ToR).

The Project Management Team (hereinafter: PMT) of the Directorate for Agrarian Payments (hereinafter: DAP; government directorate of the MAFWM) will be responsible for the project management and for ensuring effective inter and intra-ministerial coordination as well as providing technical and coordination support. The PMT will also ensure operational compliance with project regulations and the WB policies, as defined in the LA, PAD, and applicable government policies. Member of PMT is ICT Coordinator directly in charge of control of contract implementation.

Procurement of contracts financed by the World Bank will be conducted through the procedures as specified in the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, revised November 2017 and August 2018) available at <https://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework> (hereinafter: Procurement Regulations).

**The SCAP project recruits a company (the Consultant) necessary for the specific IT technical assistance, i.e. for the preparation of the ICT Strategy of the MAFWM.**

# Introduction

The Law on Ministries (“Official Gazette of the RS”, No. 128/2020) stipulates that the MAFWM performs state administration tasks relating to: strategy and policy of development of agriculture and food industry; analysis of production and markets of agricultural products; balances of agri-food products and the system of commodity reserves of basic agri-food products; regulation of the common market, measures of market-price policy, structural policy and land policy in agriculture; incentive measures to improve agricultural production; proposing systemic solutions and protection measures for the import of agricultural and food products; protection and use of agricultural land; production of agricultural inputs for the agricultural and food industry, production and trade of alcoholic and non-alcoholic beverages, ethanol, tobacco and tobacco products and food products; quality control of agricultural and food products, wine, alcoholic and non-alcoholic beverages, fruit juices, concentrated fruit juices, fruit nectars, fruit juice powders, mineral waters, ethanol, tobacco and tobacco products in domestic and foreign trade; rural development; agricultural cooperatives; professional agricultural services; market information system in agriculture; production, certification and quality control and trade of seeds and planting material; recognition and protection of plant varieties and breeds of domestic animals; conservation and sustainable use of plant and animal genetic resources for food and agriculture; creating conditions for access and implementation of projects within the scope of that ministry which are financed from the funds of the pre-accession funds of the European Union, donations and other forms of development assistance; inspection supervision in the field of agriculture, as well as other tasks determined by law. The MAFWM also performs state administration tasks related to: management of state-owned agricultural land; establishing and maintaining an information system on agricultural land in the Republic of Serbia; allocating funds for the execution of works and monitoring the implementation of the annual program of protection, arrangement and use of agricultural land in the Republic of Serbia; monitoring the development of the Agricultural Basis of the Republic of Serbia and its implementation; keeping the register of agricultural bases of local self-government units, as well as other tasks determined by law.

# Institutional and legislative framework

The seat of the MAFWM is Nemanjina street no. 22-26, Beograd. Bodies within MAFWM are:

1. Directorate for Plan Protection (seat: Omladinskih brigada no. 1, Novi Beograd)
2. Forestry Directorate (seat: Omladinskih brigada no. 1, Novi Beograd)
3. Veterinary Directorate (seat: Omladinskih brigada no. 1, Novi Beograd)
4. Directorate for Agrarian Payments (DAP) (seat: Bulevar Kralja Aleksandra no. 84, Beograd)
5. Republican Directorate for Water (seat: Bulevar umetnosti no. 2a, Novi Beograd)
6. Directorate for agricultural land (seat: Obilicev venac no. 9-11, Beograd)
7. Directorate of National Reference Laboratory (seat: Batajnicki drum 7, part 10, Beograd).

Basic internal units are formed to perform tasks within the MAFWM:

1. Sector for Agricultural Policy
2. Sector for rural development
3. Sector for International Cooperation and European Integration
4. Sector for Legal and Normative Affairs
5. Sector for investments in agriculture
6. Agricultural Inspection Sector.

The Secretariat of the Ministry and the Cabinet of the Minister are formed in the MAFWM as separate internal units. The Internal Audit Group is formed in the MAFWM as a narrower internal unit outside the sector.

More information on internal organization has been depicted at internet address <http://www.minpolj.gov.rs/ministarstvo/shematski-prikaz/> .

The **strategic framework** in agriculture area has been defined by the Strategy of agriculture and rural development for 2014–2024 (“Official Gazette of the Republic of Serbia”, no. 85/2014) and the IPARD program (2016). The Strategy provides a stable and transparent basis for policy implementation.

**Key laws** in agriculture area are:

* Law on agriculture and rural development (“Official Gazette of the Republic of Serbia”, no. 41/2009, 10/2013 and 101/2016)
* Law on Incentives in Agriculture and Rural Development (“Official Gazette of the Republic of Serbia”, no. 10/2013, 142/2014, 103/2015 and 101/2016).

By-laws and related regulations are available at public database Legal Information System <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2009/41/3/reg> and <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2016/101/2> .

The IPARD II PROGRAM of the European Union was the Instrument for Pre-Accession Assistance in the Field of Rural Development for the programming period 2014 to 2020-achieving European standards and raising competitiveness. The program was approved by both the EU and the Republic of Serbia. The donation program is implemented through Directorate for Agrarian Payments ([www.uap.gov.rs](http://www.uap.gov.rs) ). A draft for the **IPARD III program** for incentives for investments in rural development is being prepared. Accreditation and adoption is expected in the fall of 2021, while the first public calls under the program are expected in early 2022.

Other relevant information on policy, laws and regulations could be found at website of the MAFWM [www.minpolj.gov.rs](http://www.minpolj.gov.rs) and [www.pravno-informacioni-sistem.rs](http://www.pravno-informacioni-sistem.rs) .

On the other side there is **strategic and** **legislative framework relevant for ICT part of the assignment**:

Strategies

* **Program of e-government development in the Republic of Serbia for period 2020-2022 including Action plan for its implementation (**“Official Gazette of the Republic of Serbia”, no. 30/2018, <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/drugiakt/2020/85/1/reg>)
* Strategy of artificial intelligence development in the Republic of Serbia for period 2020-2025 (“Official Gazette of the Republic of Serbia”, no. 96/2019, <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2019/96/1/reg>) including Action plan for period 2020-2022 (“Official Gazette of the Republic of Serbia”, no. 81/2020, <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/drugiakt/2020/81/1/reg>)
* Other strategies available at the official website of the Government of the Republic of Serbia <https://www.srbija.gov.rs/dokument/45678/strategije.php>

**The most relevant laws:**

* **Law on electronic document, electronic identification and trusted services in electronic business (**“Official Gazette of the Republic of Serbia”, no. 94/2017, <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2017/94/4/reg>)
* Law on electronic government (“Official Gazette of the Republic of Serbia”, no. 27/2018; <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2018/27/4/reg>)
* Law on information security (“Official Gazette of the Republic of Serbia”, no. 6/2016, 94/2017, and 77/2019; <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2016/6/5/reg> )
* Law on personal data protection (“Official Gazette of the Republic of Serbia”, no. 87/2018; <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2018/87/13/reg> )

By-laws and related acts are available in Legal Information System, as mentioned above [www.pravno-informacioni-sistem.rs](http://www.pravno-informacioni-sistem.rs) .

# Current sectoral situation

*Currently there is no coherent policy to guide the implementation of ICT agricultural sector in Serbia.* The most relevant information are stated in Strategy of of agriculture and rural development for 2014–2024, as follows:

* A significant limitation of efficient management of publicly owned agricultural land is the lack of an information system on agricultural land.
* Despite the efforts and commitment of responsible bodies, organizations and institutions to preserve biodiversity and natural areas through ratification of international agreements, adoption of national legal framework and establishment of a large number of protected areas, the Republic of Serbia still encounters difficulties in implementing policies and strategies in this area. The reason can be found in the lack of financial resources and the lack of appropriate institutional structures in the field of biodiversity conservation, as well as the lack of monitoring and information system.
* There is an evident deficit of information and communication systems and professional support in the entire system of supply chain. Storage capacities for agricultural products are insufficient and not adequately equipped.
* In production chain there is lack of information systems and insufficient logistical support (registers, cadastre, LPIS, forecast services, etc.)
* Food chain and logistical support to the agricultural sector: Construction of storage capacities and distribution centers, IT support to the agricultural sector and development of innovative technological and management mechanisms that would contribute to the creation of higher processing products, brand creation and association in various types of associations would enable greater placement security and market competitiveness.
* Common Agricultural Policy (CAP) - Requirements of the integration process: The integration process in the CAP consists of harmonization of legislation, institution building and strengthening and policy reform. Measures of CAP are very demanding in sense of institutional building i implementation (financial procedures, ICT support, control, monitoring), as well as in sense of understanding and programming, for users and even for administration.
* Areas with difficult working conditions in agriculture: The implementation of this type of support requires the establishment of the necessary information systems (according to EU criteria, LPIS, livestock registers, etc.).
* Principles and mechanisms of action - Meeting the objectives of the Strategy requires reforming institutional structures, developing appropriate information and communication systems, as well as adopting a number of legal regulations. In short, adequate institutional capacity integrated into a functional system. It is necessary to establish IACS whose purpose is to manage and control the system of payments to producers, including checks on the correctness of such payments.
* Measures, no. 4) development of all types of analytical information systems for agricultural support, including missing parts of agricultural statistics, public reporting and forecasting service systems, market information, registers, etc.; material and personnel strengthening, filling in the missing segments, improving the communication system.

According to the above mentioned there are no current formal implemented strategies or an established framework accepted by all stakeholders with legal force for providing ICT usage in agriculture in the country.

Within this assignment a strategic policy framework to improve appliance of ICT in agriculture in the country will be produced, and it will guide appliance of the MAFWM’s ICT Strategy.The policy framework will cover all policy elements that should constitute a modern national strategy, including horizontal and vertical sectorial issues analysis. *Vertical issues should define the next investment cycle and include identification of priority investments and interventions. Horizontal issues should define the sectorial enablers like governance, human capital, technical capacities, resilience, and technology adoption, including information system.*

# Objectives and Scope of Work

The primary objective of the work described in these Terms of Reference (ToR) is to develop ICT Strategy and Roadmap of the MAFWM. A long-term implementation plan for development of ICT should be accompanied by a business model that considers all aspects and presents options for long-term sustainability.

The ICT Strategic directions with belonging policy options will be part of the final Draft MAFWM Strategy in the form of an annex. To guide the implementation, under this task, a concise document needed for successful and sustainable ICT introduction will be developed. This task will produce technical documents to feed and shape the adoption and implementation strategy as a recommended future ICT vision of the MAFWM which will consists of ICT goals which are derived from the business goals of MAFWM.

The ICT Strategy shall contain vision, mission, objectives identified as short, medium and long term objectives, and analysis of the current situation, defining stakeholders, gaps, priorities and timeframe. Regarding short, medium and long-term timeframes it is considered usual definitions for short term as two (2) years’ timeframe, for medium frame as five (5) years and long term timeframes as ten (10) or more years.

The task will be implemented through the following five (5) subtasks:

1. Inception Phase
2. Needs assessment
3. ICT vision and priority interventions
4. Roadmap for adoption of ICT standards and Directives for priority ICT services
5. ICT strategy and Action plan.

**Subtask 1: Inception phase**

* The Consultant shall mobilize the entire project team and have a kickoff meeting with the Client and Client representatives to understand expectations from the project. During the kick-off meeting, the Consultant shall present and discuss approach, methodology, key activities, outputs, deliverables, timelines, technology tools to be used and dependencies (if any), project team and consultants profile and personnel deployment schedule to meet the requirements stated under the terms of reference with the Client.
* The Consultant shall also discuss the data to be collected from various sources, surveys to be undertaken, analysis to be undertaken, key stakeholders to be consulted, way forward and support required from the Client.
* The Inception phase will output the Inception Report that shall include Project Background, Project Overview, Project Scope, Project Organizations, Project Structure and Roles, Project Deliverables and the implementation timelines.

**Subtask 2: Needs Assessment**

* The Consultant will review the current state of ICT and transpose that over the best practices in other entities. This will be done through gathering and review of relevant data, studies and background information and frequent collaboration and discussion with the MAFWM.
* The Consultant will analyze ICT solutions/entities of similar size and complexity and will determine the type of applications that have the potential for implementation in the MAFWM and its institutional setup to guarantee sustainability.
* Further, the Consultant will, through desk analysis and consultations with stakeholders, assess the problems/key issues in the MAFWM, identify, and prioritize areas where improvements are needed.
* ICT needs assessment report should describe the existing and planned ICT systems and findings, it should outline key functional and operational issues that impact the workload of the MAFWM system and services in terms of ICT requirements, and to present case studies from few ICT solution champions (examples of best practice) and services that showed highest benefits and could be applicable for the MAFWM, and finally, it should indicate the major issues that needs to be addressed by improvement of the ICT and outline major prerequisites for successful introduction of ICT, ranging from institutional / legal to technical.
* Findings will be presented by the Consultant at the workshop and will be analyzed and discussed with the MAFWM, before submission of the final Report for approval.

**Sub task 3: ICT Vision and Priority Interventions**

* The Consultant will assist the MAFWM in developing an ICT vision for Serbia in consultation with relevant stakeholders. The ICT Vision should be a brief statement accompanied by a summary of the goals and objectives that will serve as the basis for development of an operational ICT strategy. Strategic goals will highlight how road-based ICT can be effective in helping to meet and enhance the overall goals of the MAFWM.
* Proposed ICT Vision statement and objectives will be analyzed and discussed with the MAFWM, before submission of the final document for approval, at the workshop to be organized by the Consultant.
* Based on the defined vision and objectives and needs assessment, the Consultant should provide a list of prioritized ICT applications and technical, functional, regulatory and organizational requirements. Under this activity the Consultant should address and develop decision criteria and selection process of priority ICT applications, propose locations for deployment of identified ICT applications, develop key performance indicators, group ICT applications into short-, medium- and long-term priorities.
* A workshop will be organized by the Consultant to present and discuss the decision matrix and proposal for short, medium and long-term investments. Based on the inputs from the workshop, a final list will be prepared and submitted to the MAFWM for approval.

**Sub task 4: Roadmap for adoption of International ICT Standards and Directives for Priority ITS Services**

* On the basis of ICT Applications, stakeholder interviews and information exchanges, current international standards and directives will be identified and assessed for adoption for the ICT planning and deployment in the MAFWM.
* Through gap analysis, describe how to reach ICT goals which are derived from the business goals, and describe how the gap between the current and future states should be bridged by executing actions linked to various large scale strategic directions under the conditions determined by circumstances.
* Technical standards and relevant Directives together with gap analysis will drive final list of the standards that needs to be implemented and introduced under context of the MAFWM. Final list should ensure that the proposed approach have the right level of balance between specificity and flexibility, in order to:
	+ Provide interoperability within the MAFWM systems or other Serbian entities;
	+ Not limit or constrain technological innovations or ICT deployments that might take in the future;
	+ Allow easy scaling up of currently-deployed ICT applications, if needed;
	+ Propose standards that will support robustness and reliability of the ICT systems proposed.
* Following the finalization of ICT standards, a deployment plan for technical and legal adoption of the standards and Directives in MAFWM will be developed by the Consultant.

**Sub task 5: ICT Strategy and Action Plan**

* Based on the above tasks, the Consultant should prepare the comprehensive ICT Strategy and corresponding Action Plan. The ICT Strategic Action Plan should clearly set forth a plan and direction that the MAFWM can use to direct the future deployment of ICT. The Action plan should:
	+ identify how ICT core services and business-related objectives align with the MAFWM service areas and objectives;
	+ outline the highest level ICT strategies and identify the implementing actions required to achieve them;
	+ classify the ICT projects into short-term implementation with high priority (within 3 years horizon), mid-term (3-5 years horizon) and long-term implementation (5-10 years horizon);
	+ present the benefits of ICT applications and recommend any performance-measure metrics associated;
	+ include the details of each implementing action item such as a description, scope of work, complexity, prioritization, identification of responsible entities, and expected durations;
* Upon finalization of all analysis and reports, the Consultant will align the National ITS Strategy and corresponding Action Plan, as final output from the activity.
* At the end of the assignment, the Consultant will present the final strategy and action plan to wider stakeholder group.

## Activities

The Consultant will complete all task requirements (described in Section IV above) and provide the following deliverables:

**Subtask 1: Inception phase**

Inception Report that shall include Project Background, Project Overview, Project Scope, Project Organizations, Project Structure and Roles, Project Deliverables and the implementation timelines.

**Subtask 2: Needs Assessment**

Needs Assessment report analyzing the current state of ICT and transpose that over the best practices in other entities. Assessment of the problems/key issues in the MAFWM, with identifying, and prioritizing areas where improvements are needed. Description on the existing and planned ICT systems and findings, outlining key functional and operational issues that impact the workload of the MAFWM system and services in terms of ICT requirements, and to present case studies from few ICT solution champions (examples) and services that showed highest benefits and could be applicable for the MAFWM. Outline of major prerequisites for successful introduction of ICT, ranging from institutional/legal to technical.

**Sub task 3: ICT Vision and Priority Interventions**

ICT Vision and Priority Interventions Report as a brief statement accompanied by a summary of the goals and objectives that will serve as the basis for development of an operational ICT strategy. Report shall include highlight on strategic goals and how road-based ICT can be effective in helping to meet and enhance the overall goals of the MAFWM. Based on the defined vision and objectives and needs assessment, report shall include a list of prioritized ICT applications and technical, functional, regulatory and organizational requirements.

**Sub task 4: Roadmap for adoption of International ICT Standards and Directives for Priority ITS Services**

Roadmap for adoption of International ICT Standards and Directives for Priority ITS Services with identified current international standards and directives for adoption for the ICT planning and deployment in the MAFWM. Gap analysis on how to reach ICT goals which are derived from the business goals, with description how the gap between the current and future states should be bridged. Provision of final list of the standards that needs to be implemented and introduced under context of the MAFWM.

**Sub task 5: ICT Strategy and Action Plan**

Provision of ICT Strategy and corresponding Action Plan clearly setting forth a plan and direction that the MAFWM can use to direct the future deployment of ICT.

## Working Conditions

Project start date: Immediately upon contract signing.

The duration of the assignment is estimated to be (up to) 7 months from commencement. The Consultant shall propose the number of visits and schedule of work in their proposal.

During work at home/office[[2]](#footnote-2), the Consultant will be available through internet connection for communication including video conferencing.

Office accommodation for each expert working on the Contract is to be provided by the Consultant.

The Consultant shall ensure that experts are adequately supported and equipped. In particular, it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities.

No equipment is to be purchased on behalf of the neither Contracting Authority (MAFWM) nor beneficiaries as part of this service contract or transferred to the Contracting Authority or beneficiaries at the end of this Contract.

# REPORTING REQUIREMENTS

The Consultant shall produce the documents listed, in line with the schedule noted in section 7:

* Inception Report: up to 4 weeks after contract signing the consultant shall submit an Inception Report that will include a timetable, agreed with the MAFWM, for submission of the other deliverables. The report will include, if necessary, proposed variations to the original work plan, and a list of any identified risks an issues.
* Interim reports: up to 2 weeks after submission of each deliverable, to include progress to date for each deliverable and an assessment of any identified issues and risks (likelihood/impact/mitigation, etc.).
* Draft Final Report: up to 6 months after the contract signing, the Consultant shall submit the draft Final Report that will include a description of the work done during the consultancy, the results, conclusions and recommendations, including follow-up activities to ensure long term sustainability. Draft Final Report will include final versions of deliverables ICT Strategy and Roadmap (approved by MAFWM).
* Final Report: up to 7 months after the contract signing, the Consultant shall submit the Final Report that addresses the comments to the draft report, and include as attachment final deliverables produced under the contract. Final report will include all final versions of deliverables (approved by MAFWM).

Reports and deliverables will be submitted: reports in English, deliverables in Serbian and English Language, in electronic version (format upon agreement) and 2 hard copies for approval, to the MAFWM.

All Reports shall be approved by the MAFWM (PMT-ICT Coordinator).

Consultant will support the MAFWM work-group in meeting the overall project objectives. All reports (Inception report and Final report) produced are to be submitted in English language, 2 paper & 1 electronic for each. The Consultant will report primarily to the ICT Coordinator, member of the PMT established to support the MAFWM in SCAP Project realization.

During the visits to the MAFWM, the Consultant shall provide a personal computer with appropriate software for his/her own use and the MAFWM will provide a reasonable office space with furniture and internet access, if needed, during the face to face meetings. The Consultant will be provided with electronic version of all necessary documents available at MAFWM. For the duration of the contract the Consultant should provide internet connection and computer with appropriate software for his/her own use.

# Deliverables and indicative implementation plan

Deliverables: The draft reports will be commented within two weeks of submittal, after which the Consultant will have two weeks to incorporate the comments into the subsequent edition of the Report. Following the comments received, the Consultant will send a revised version, with the operated changes highlighted, via the same contact, before formally submitting the final version to the MAFWM for approval. Approvals of the final reports by the MAFWM will be issued within two weeks of submittal. The MAFWM is responsible for formally approving of reports.

All activities under this assignment are expected to be completed within 7 months from contract signing.

Table no. 1 - Deliverables and timeline

|  |  |  |  |
| --- | --- | --- | --- |
| **No**  | **Deliverable**  | **Term** **(from contract signing)**  | **Form and language**  |
| **1** | Inception report | 1 month | * In English language
* 1 electronic and 2 hard copies
 |
| **2.1** | ICT Needs Assessment  | 3 months  | * In Serbian and English language
* 1 electronic and 2 hard copies
 |
| **2.2** | ICT Vision statement and priority interventions | 4 months | * In Serbian and English language
* 1 electronic and 2 hard copies
 |
| **2.3** | Roadmap for adoption of international ICT standards and Directives for priority ICT services  | 5 months | * In Serbian and English language
* 1 electronic and 2 hard copies
 |
| **2.4** | ICT Strategy and Action Plan – final draft | 6 months | * In Serbian and English language
* 1 electronic and 2 hard copies
 |
| **3** | Final Report, and final version of ICT Strategy and Action plan  | 7 months | * In English language
* 1 electronic and 2 hard copies
 |

* Inception report: Consultant will prepare, no later than 1 month following commencement of the Contract the Inception Report. It shall consist of max. 20 pages and describe initial findings, report on the discussions with the competent authorities, risk and difficulties expected in addition to work program and staff travel, together with a detailed plan of works, task allocations, timelines and communication procedure. Content of the reports to be prepared within the Contract will be proposed in the Report.
* Interim (Progress) reports: During the work, the Consultant will prepare brief progress reports on the status of the activities, including progress, problems encountered, and proposed activities for the current month. These reports will be presented to the MAFWM. Interim reports will be submitted within 2 weeks after submission of each deliverable.
* Workshops: The Consultant will be responsible to organize workshops per requests given in the relevant tasks. For each workshop, the Consultant shall prepare workshop program, distribute the reports early enough so the workshop participants can familiarize with them prior to the event. The report will be prepared following each workshop containing brief description of the discussion and decisions/agreements made and will be submitted to the MAFWM within two weeks from the particular workshop.
* Final Report: At the end of the engagement, the Consultant will prepare a short description of achievements, expert utilization, deliverables provided, problems encountered and recommendations for future actions to ensure results' sustainability (max. 20 pages).

The work stream to provide these deliverables shall be conducted in close collaboration with the MAFWM. Progress towards the deliverables and the final outputs, shall be described in the final report and will be subject to approval by the MAFWM.FES

## Acceptance criteria and payment terms

**Acceptance criteria:** Deliverables submitted to and approved by the authorized person of MAFWM (ICT Coordinator-PMT).

The selected Consultant shall be paid the **lump sum** contract amount linked to the deliverables defined in Table no. 1 -Deliverables and timeline, and should allow payment for each of the Deliverables.

**Other requirements**

The Consultant is obliged to perform consulting services in accordance with the applicable Serbian legislation and wide-known technical norms and rules of the profession and in accordance with the requirements defined in this ToR.

IP rights policy will be applied in accordance to the proper sections of the Contract.

The submission of complete documentation in the electronic form is mandatory.

# Qualifications of the Consultant

The assignment will require a qualified consulting company or a joint venture that can demonstrate capabilities to develop strategic documentation.

The Consultant shall provide a detailed history of its experience in designing, developing and implementing strategic level documents with the aim to raise standards of performance and service, over the past 5 years with appropriate references. The Consultant is expected to propose a team of qualified experts, capable of delivering the above service. CVs of proposed key experts and non-key experts (if any) must be submitted with the expression of interest for review.

The following criteria will be applied to all consulting firms that have submitted their expression of interest:

* The Consulting firm must be a legal entity.
* The number of staff dedicated to the completion of the assignment is at least 4 key experts (either from an individual company or joint venture together).
* The consultant has more than 5 years of experience in development programs and consulting services in carrying out integration of digital technologies in all spheres of business including: Analysis of Legal Framework, ICT business analysis, assessment of current state of ICT, formulating strategic directions and alternatives on development, process improvements and business workflow automatization.
* The consultant (individual company or joint venture together) has implemented and successfully completed, during the last five years, at least 2 (two) contracts that include any of the following tasks: ICT business analysis, assessment of current state of ICT, preparation of functional/technical documents, formulating strategic directions and alternatives on development.
* The Consultant should demonstrate proven experience in international cooperation projects, with emphasis on the digitalization and improvement of the strategic planning process and reporting and in the Public Sector Area Projects.

The Consultant shall establish his Team in accordance with the needs and requirements of this ToR. The Team shall consist of a core team made of key experts with the qualifications and skills defined below and non-key experts, as needed. The Consultant is obliged to ensure adequate staff in terms of expertise and time allocation, as well as needed equipment in order to complete the activities required under the scope of work and to achieve the objectives of this Contract in terms of time, costs, and quality. Having in mind the diversity of areas covered by this Contract it is expected that the Consultant shall have sufficient expertise to cover preparation of the documents required.

The team organization, proposed staff availability and number of working days assigned to specific activities and backup will be evaluated as one of the major criteria within the evaluation of the proposed methodology and time schedule.

Given the complex nature of the services to be rendered by the Consultant for the implementation of the Contract, and the expertise required, as part of the organization and methodology of the technical proposal, the firms will need to demonstrate their capabilities to effectively mobilize highly qualified key experts to carry out the specific tasks and activities requested. In particular, the firms need to submit the CVs of all key and non-key experts which will be mobilized immediately following the commencement date of the contract. However, only key-experts will be subject of evaluation.

The Team Leader with qualifications and skills given below will lead the Team. He/she will be the main contact for the Team and will interface with the Contracting Authority, and other interested stakeholders. He/she should be responsible for ensuring high quality performance of the main outputs and deliverables and the timing implementation of the activities during the Contract execution.

***All experts shall be independent and free from any conflicts of interest in the responsibilities they take on.***

The Consultant must provide a team that covers the following requirements:

**Team Lead (1 position)**

* At least 10 years of general professional experience in the public sector area.
* The TL/Project Manager has at least 10 years of experience in development programs and consulting services in carrying out integration of digital technologies in all spheres of business including: Analysis of Legal Framework, ICT business analysis, assessment of current state of ICT, formulating strategic directions and alternatives on development, process improvements and business workflow automatization.
* The Consultant should demonstrate proven experience in international cooperation projects, with emphasis on the digitalization and improvement of the strategic planning process and reporting and in the Public Sector Area Projects.
* Experience in formulating ICT strategic documents in the Public Sector (preferably in Serbia)
* Knowledge of English language (preferably knowledge of Serbian language).

**Legal and Business Process Expert (1 position)**

* Minimum 10 years of strategic planning process with proven record of accomplishment and experience in extensive workflow and process analysis, gap analysis and business process reengineering.
* Experience in analysis of legal framework and drafting legal documents.
* In-depth understanding of the Business analysis and be able to communicate on project status, issues, and resolutions.
* Written and verbal communication, with documented track record of reporting skills in line with best standards of international cooperation projects.
* The consultant should have strong and relevant track record concerning the projects with public sector institutions (preferably in Serbia).
* Knowledge of English language (preferably knowledge of Serbian language).

**Information and Communications Technology Senior Expert (2 positions)**

* Minimum 10 years of IT background with proven record of accomplishment and experience including ICT business analysis, assessment of current state of ICT, preparation of functional / technical documents, formulating strategic directions and alternatives on development, project management, process improvements and business workflow automatization as well as quality assurance of the developed solutions
* Experience in formulating ICT strategic documents (preferably in Serbia).
* Solid experience with modern IT and web software IT architecture projects.
* Written and verbal communication, with documented track record of technical reporting skills in line with best standards of international cooperation projects.
* Good knowledge of web application/service related hardware and software configuration.
* The consultant should have strong and relevant track record concerning the projects with public sector institutions.
* Knowledge of English language (preferably knowledge of Serbian language).

# Selection

The Consultant firm 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 and August 2018).

All submissions will be evaluated based on the following criteria:

* Specific experience of the firm related to the assignment – 40 points
* Qualifications of key staff – 60 points.
1. *Serbia - Competitive Agriculture Project (English).* Washington, D.C.: World Bank Group. http://documents.worldbank.org/curated/en/961711573843471628/Serbia-Competitive-Agriculture-Project [↑](#footnote-ref-1)
2. Bearing in mind situation and measures related to covid-19 pandemic [↑](#footnote-ref-2)