# Serbia Competitive Agriculture Project (SCAP)

# Terms of Reference

**Strengthening capacities and corporate management in agricultural extension advisory services in Autonomous Province of Vojvodina[[1]](#footnote-1)**

**Short Term Consultancy**

# Background

The Serbia Competitive Agriculture Project (SCAP), a US$50 million investment, was approved by the World Bank in December 2019 and ratified by the National Assembly of the Republic of Serbia in February 2020. The objective of the Project is to improve access to markets and information systems for agricultural producers in Serbia. This will be achieved through a) improving productivity of small and medium scale farmers by strengthening advisory and technical support; b) supporting market access of small and medium scale farmers (including finance and business planning capacity); c) improving government systems to strengthen the enabling environment for all agricultural producers (including capacity building for the Ministry, information systems, and data platform).

The Project will provide financial and technical support to all productive investments in agriculture in Serbia through the national rural development program[[2]](#footnote-2) and will not finance direct payments (subsidies). This delimits the scope of Project interventions outside of all IPARD measures that the country has been accredited for or plans to be accredited for and puts it in the center of national rural development program.

Beneficiaries: Small and medium scale agricultural production units (including producers, producer groups, agribusinesses/agro-processors that can provide direct link to smallholder farmers) that has or can have commercial focus and are not covered by accredited IPARD measures. Although large producers will not be directly targeted, the project will also benefit them with the enabling environment it will create through the improvements in information systems and the financial services provided. Small and medium size producers are defined by the economic size of holding expressed in euros of standard output. For the purposes of this project and the context of Serbia, small producers are those with an economic size of up to EUR 8,000; medium producers are those with an economic size between EUR 8,000 and 25,000.

Project Description: The Project activities are structured into three Components. Component 1) will focus on improving the productive and entrepreneurial capacity of small and medium farmers by supporting business and financial planning for productive investments, as well as supporting market access and strengthening sector competitiveness. Component 2) will focus on improving the capacity of the Ministry of Agriculture, Forestry and Water Management (MAFWM) to provide core public goods for improving sector performance. This includes establishing and information system aligned with EU CAP requirements to enable evidence- based policy making and monitoring of results, enhance market information for stakeholders and build capacity for regulatory roles aligned with EU CAP. Component 3) will focus on project management.

By addressing sector needs at the level of producers (Component 1) and the MAFWM (Component 2), the Project will support a broader policy reform process in the agriculture sector through: i) improved targeting of policy instruments to different typologies of producers, ii) strengthened enabling environment for investment for small and medium agricultural producers, by improving the delivery of services to these productive segments (advisory, financial, information, etc.), iii) improving the monitoring of public resources and their utilization, as well as sector performance. It is expected that this will bring about a significant shift in the utilization of public resources in agriculture from subsidies (direct payments) to rural development investments.

The Autonomous Province of Vojvodina (APV) is the main agricultural region in Republic of Serbia and agriculture is the main economic activity in APV. Given the importance of agricultural production, farmers have at their disposal a system of advisory and expert services (hereafter: PSS), established by the central Government. However, the Provincial Government of APV finances the work of PSS whose headquarters are in Vojvodina, so their position is specific in relation to the PSS, whose seat is in central and southern Serbia and regarding the significance of agriculture in APV. PSS provides micro, small and medium farms and companies with advice and information relevant to their work in agriculture and with practical knowledge and skills for technological and technical improvement of production. Therefore, users of PSS services are also the target group of the SCAP. Providing support to PSS, which is part of the institutional system for agricultural development in Serbia and APV, will ensure adjustment of agricultural producers with good agricultural practices, their sustainable approach to the environment and effective results and connection with the market, which are also the goals of SCAP.

Given the significance of agricultural production in the Autonomous Province of Vojvodina and the challenges faced by small and medium-sized agricultural producers, there is a critical need to enhance the capacities of advisory and technical support services. The proposed consultancy aligns with the objectives of the Serbia Competitive Agriculture Project (SCAP) by aiming to improve productivity, support market access, and strengthen the enabling environment for agricultural producers. By conducting a comprehensive organizational-functional analysis, assessing existing personnel capacities, and evaluating property and assets, the consultancy will provide targeted recommendations for strengthening the institutional framework. This will ensure more effective and efficient service delivery to agricultural producers, ultimately contributing to the broader goal of improving access to markets and information systems for farmers in Serbia.

# Objective of the Assignment

In this Terms of Reference (ToR), the Ministry of Agriculture, Forestry, and Water Management (MoAFWM) aims to engage a Consultant with specialized expertise in organizational development and human resource management to support MoAFWM and the Provincial Secretariat for Agriculture, Water Management and Forestry (PSAWF) in improving their internal capacities to better inform policy actions and monitor the progress of ongoing (and future) agriculture programs in Autonomous Province of Vojvodina (APV).

The Consultant is expected to perform a comprehensive Organizational-functional analysis, assess existing personnel capacities, and conduct property and assets valuation for the agricultural advisory and expert services within the Autonomous Province of Vojvodina (APV). The objective is to reinforce the institutional framework, thereby increasing the effectiveness and efficiency of these services in their mandate to support agricultural producers through informed policy actions and enhanced service delivery.

Although not being direct beneficiary of the results and activities under this Terms of reference, the extension services in Central Serbia should also benefit from its results. The results and findings should also help support strengthen the economic feasibility, market orientation and overall sustainability of Extension Services in Central Serbia, through exchange of knowledge and best practices.

# Scope of Services

The specific functions and responsibilities of the Consultant are as follows:

* Develop a methodology for Organizational-functional analysis for the agricultural advisory and extension services (hereafter: PSS) in APV, with subsequent approval by the designated authority.
* Produce Organizational-functional analysis reports for each of the 13 PSS in APV:
  + PSS Agricultural station d.o.o. Novi Sad, with
  + PSS Agrozavod d.o.o. Vrsac,
  + PSS Bačka Topola d.o.o. Bačka Topola,
  + PSS Ruma d.o.o. Ruma,
  + PSS Sombor d.o.o. Sombor,
  + PSS Senta d.o.o. Senta,
  + PSSS Subotica a.d. Subotica,
  + PSSS Vrbas d.o.o. Vrbas,
  + PSS Zrenjanin d.o.o. Zrenjanin,
  + PSS Kikinda d.o.o. Kikinda,
  + PSS Sremska Mitrovica d.o.o. Sremska Mitrovica,
  + Research and Development Institute Tamish Pancevo.
* Compile a consolidated report outlining organizational and functional improvement recommendations for all PSS in APV.
* Formulate a methodology for the Analysis and assessment of existing personnel capacities for the PSS in APV, with subsequent approval by the designated authority.
* Generate individual reports on the analysis and assessment of existing personnel capacities for each of the 13 PSS in APV.
* Create a consolidated report with HRM improvement recommendations for all PSS in APV and propose changes to improve their behavioral, functional and technical competencies.
* Establish a methodology for property and assets valuation for the PSS in APV, with subsequent approval by the designated authority.
* Conduct property and assets valuation, providing individual reports for each of the 13 PSS in APV.
* Prepare a consolidated report with property and assets management recommendations for all PSS in APV.
* Design a Dissemination plan for the findings and recommendations, to be approved by the designated authority.
* Organize and conduct workshops to discuss analysis results and share recommendations for each of the 13 PSS in APV.
* Produce a printed publication to summarize and share the project results of the analyses.
* Dissemination of results with all of the PSS in the Republic of Serbia as a role model for further improvement
* Host a final conference to disseminate the overall project results and encourage the implementation of the recommendations.

# Deliverables

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

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| Deliverables | Due dates |
| **Deliverable 1 - Initial report:** A detailed work plan including agreed methodologies for the organizational-functional analysis, analysis and assessment of existing personnel capacities, and property and assets valuation. | Up to 30 days after signing the project engagement contract |
| **Deliverable 2 -** Draft versions, ready for review, of organizational-functional analyses for each PSS, assessments of personnel capacities, property and asset valuations, along with a draft dissemination plan. Each PSS will have a set of individual draft reports tailored to its context, alongside draft versions of the consolidated reports.  . | Up to 180 days after signing the project engagement contract |
| **Deliverable 3 - Final Report Submitted and Approved:** Final comprehensive versions of all previous reports, incorporating feedback and additional analyses, to conclude with a comprehensive set of recommendations for organizational, functional, and HRM improvements across all PSS in APV. This deliverable also includes the execution of the final dissemination plan, consisting of individual workshops for each PSS, the publication, and the final conference. This also includes: 1) Inputs/report to feed drafting of the National Agricultural and Rural Development Strategy (NARDS) Advisory and Extension Service chapter; 2) Contributions to the Annual and Multiannual Working Plan of the Advisory and Extension Service in form of the Working Plan amendments. | Up to 210 days after signing the project engagement contract |
| **Deliverable 4:** Draft versions, ready for review, of technical analyses for each Advisory Service, assessments of their capacities in the fields of livestock, arable crops, horticulture, climate smart agriculture, irrigation, land management, access to finance, including EU and other donor funds, marketing of agricultural products, along with a draft action plan. Each PSS will have a set of individual draft reports tailored to its context, alongside draft versions of the consolidated reports. | Up to 180 days after signing the project engagement contract |

# Reporting

The Consultant will report to the SCAP Project Coordinator, who oversees the Project Management Team (PMT) that has been established to support project implementation. The Consultant shall be responsible for providing information (inputs) and advice as requested by the SCAP Project Coordinator for the satisfactory implementation of project activities related to this Consultancy.

All submission of written reports must be in both Serbian and English. Results are to be provided in both languages as well. Submissions should be sent electronically via email and in two printed copies for the approval of the Ministry of Agriculture, Forestry and Water Management (MAFWM). All deliverables shall be submitted to and approved by the Project coordinator. Approval of these deliverables will 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.

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

# Engagement

The intended start date is September 2024 and the period of contract implementation will be up to 8 months.

# Experience and Qualifications Requirements

The Consultant is required to meet the following conditions:

* Experience in developing methodologies in the field of functional analysis, organizational, management and financial projects (minimum 3 projects)
* Experience in undertaking functional analyses, organizational models of management and financial processes (minimum 3 projects)
* Experience in monitoring and evaluating change management models in the private and public sector, will be considered as an advantage (minimum of 3 projects)
* Experience with public authorities and local self-government units, will be considered as an advantage (minimum 1 project)

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

Key Experts will not be evaluated at the shortlisting stage.

The Consultant shall provide team of experts covering the following requirements:

**Senior analysts from the field of agriculture (2 experts)**

* PhD Degree in natural or biotechnical sciences or similar relevant area;
* Minimum 15 years of relevant professional experience in agricultural field;
* Minimum 10 years of working experience in national and international projects in relation to agriculture and rural development area
* Relevant experience in education and trainings for Advisory Services;
* At least one project accomplished in cooperation with the Advisory Services
* Work experience with multilevel governance / local authorities dealing with agriculture and rural development will be considered an asset,
* Fluency in English language (minimum B2-level) or equivalent; knowledge of Serbian language is preferable

**Senior Functional analysts (2 experts)**

* University Degree in law, agro economy, management or similar relevant area;
* Minimum 15 years of relevant professional experience in organizational development and systematization of jobs;
* Minimum 2 years of working experience in agriculture and rural development area, preferably in APV;
* Relevant experience in at least 3 donor funded projects in organizational development;
* Work experience in at least 2 projects for design of organization and functional analysis in public sector in Serbia;
* Work experience in at least 1 project for change management and implementation of capacity-building/training programs for agricultural and rural development policy
* Experience in strategic planning, project management and planning techniques and tools will be considered an asset,
* Experience in implementation of project financed by the World Bank will be considered an asset
* Work experience with multilevel governance / local authorities dealing with agriculture and rural development will be considered an asset,
* Fluency in English language (minimum B2-level) or equivalent; knowledge of Serbian language is preferable

**Senior HRM specialist (1 experts)**

* University Degree in psychology, law, management or similar relevant area;
* Minimum 15 years of relevant professional experience in HRM;
* Minimum 5 years of working experience in competency framework development;
* Relevant experience in at least 3 donor funded projects in HRM;
* Work experience in at least 1 projects for design of organization and functional analysis in public sector in Serbia;
* Experience with the HRM planning, project management and planning techniques and tools will be considered an asset,
* Experience in implementation of project financed by the World Bank will be considered an asset
* Work experience with multilevel governance / local authorities dealing with agriculture and rural development will be considered an asset,
* Fluency in English language (minimum B2-level) or equivalent; knowledge of Serbian language is preferable

**Senior Financial analysts (1 expert)**

* University Degree in economy, finance or similar relevant area;
* Minimum 10 years of relevant professional experience in Finance analysis in or for public sector institutions;
* At least 5 years of experience in strategic planning, budgeting of capital projects and implementation of plans and projects;
* Experience in implementation of project financed by the World Bank will be considered an asset
* Work experience with multilevel governance / local authorities dealing with agriculture and rural development will be considered an asset,
* Fluency in English language (minimum B2-level) or equivalent; knowledge of Serbian language is preferable

**Junior Functional analysts and HRM Consultant (1 expert)**

* University Degree in law, management or similar relevant area;
* Minimum 2 years of relevant professional experience in organizational development and/or HRM;
* Work experience in at least 1 project for design of organization and functional analysis in public sector in Serbia;
* Experience in implementation of project financed by the World Bank will be considered an asset
* Work experience with multilevel governance / local authorities dealing with agriculture and rural development will be considered an asset,
* Fluency in English language (minimum B2-level) or equivalent; knowledge of Serbian language is preferable

# Confidentiality Statement

All data and information received from MAFWM/DAP/PMT/WB for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to MAFWM/DAP. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of MAFWM/DAP.

# 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: 70 points

General Experience of the Firm: 30 points

1. Extension Services in Vojvodina are not a part of the financing scheme of the Ministry of Agriculture, Forestry and Water management. They work on a more commercial and market oriented basis. The results and findings under this ToR should also help support strengthen the economic feasibility, market orientation and overall sustainability of Extension Services in Central Serbia, through exchange of knowledge and best practices (See Objectives). [↑](#footnote-ref-1)
2. In 2018, the program received 8,000 applications from small and medium scale producers. [↑](#footnote-ref-2)