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## **ANNEX 2. PIU KEY STAFF SAMPLE TORs**

1. PROJECT MANAGER
2. FINANCIAL MANAGEMET SPECIALIST
3. PROCUREMENT SPECIALIST
4. MONITORING AND EVALUATION SPECIALIST

# **BUILDING EFFECTIVE, TRANSPARENT AND ACCOUNTABLE PUBLIC FINANCIAL MANAGEMENT INSTITUTIONS**

**Project ID No: P176366**

## **TERMS OF REFERENCE PROJECT MANAGER**

### **Background**

The Building Effective, Transparent and Accountable Public Financial Management Institutions Project aims to improve the efficiency, transparency and sustainability of public expenditure and increase the effectiveness of revenue administration in North Macedonia. It will be financed through a EUR 20 million Investment Project Financing (IPF) from the IBRD and EUR 4.9 million in Recipient-executed grant financing from the EU under the European Commission - World Bank Partnership Programme Part III for Europe and Central Asia Programmatic Single-Donor Trust Fund. The proposed Project, to be carried out over the course of four years, will pursue a comprehensive approach to strengthening both the expenditure and revenue sides of the public financial management cycle that takes into account both fiscal and climate change sustainability. In particular, it contemplates:

- (i) Support to public expenditure management reforms and the development of the IFMIS and the SAMIS, and
- (ii) Strengthening of tax administration processes and systems in the PRO.

These advances will be supported by activities focused on regulatory and institutional reforms, systems modernization, and capacity building. Given the importance of change management and strategic stakeholder engagement within the reform agenda, related activities will be an integral part of the proposed Project.

The Ministry of Finance (MOF) is the main implementing agency of the Project in close cooperation with the Public Revenue Office (PRO), and Cabinet of Deputy Prime Minister in charge for Economic Affairs.

Project Components:

- Component 1: Supporting Public Expenditure Management Reforms
- Component 2: Strengthening Tax Administration Practices and Systems in PRO
- Component 3: Supporting Change Management, Donor Coordination and Project Management

### **Objective**

The objective is to hire an individual consultant as Project Manager who shall have the ultimate responsibility for the overall management and coordination of the Project Implementation Unit (PIU) work in implementation of BETAPFMI. S/he would be responsible for the quality of technical, operational, organizational and administrative activities needed for efficient project implementation.

## Scope of services

The Consultant is responsible for:

- Managing the PIU on a day-to-day basis, including coordination of the duties among PIU staff;
- Overall planning, coordination and implementation and supervision of the Project activities in a timely, efficient and transparent manner;
- Ensuring that all activities are carried out according to the provisions of the Loan and Grant agreements and Macedonian legislation and regulations and according to the agreed project procedures, including but not limited to financial management, project budgeting, procurement, contract negotiations and management, and related activities;
- Managing development of the annual project budget, procurement plan and work program;
- Managing and coordinating preparation of internal project documents, TORs and bidding documentation, evaluation committees and reports, contracts and agreements;
- Organizing a competitive hiring process and/or dismissing staff of the PIU (upon obtaining necessary approvals from WB and/or MoF), signing employment contracts for PIU staff, assigning work responsibilities to PIU staff and monitoring staff performance;
- Ensuring accurate financial, procurement and accounting records are kept and maintain financial and procurement discipline;
- Ensuring that payments are made in a proper and timely manner and that all sources of funding are available for the Project;
- Developing and establish an appropriate communication and information system to facilitate project preparation and coordination arrangements between the PIU, MoF, other beneficiaries and stakeholders;
- Liaising with the World Bank, donors and other governmental and international financial institutions;
- Providing assistance and support to the project beneficiaries in all areas related to the Project implementation;
- Reporting toward MOF, the World Bank, as well as other institutions involved as required;
- Proposing and organizing meetings of the Steering Committee, participating in all meetings of the Steering Committee without voting rights, preparing documentation for submission to the Steering Committee members, preparing recommendations to the Steering Committee and Chair of the SC) for the approval of BETAPFMI funding for specific investment or technical assistance projects and prepare and issuing minutes of the meetings;
- Monitoring of performance of each project component;
- Facilitating resolution of problems and project bottlenecks to ensure successful and timely project implementation
- Any other activities in correlation with the implementation of the project.

## **Reporting obligations**

Project Manager will report to the Ministry of Finance (MOF) or person designated by the Minister.

Project Manager will provide a monthly report that will include:

- time sheets - short description of work undertaken for each day of the reported period;
- monthly report - a brief summary of work undertaken in the reported period;
- monthly work plan - a brief summary of work that is planned for the next reported period.
- monthly summary of critical issues impacting the Project and recommended options for resolution of the issues.

Other reports to be provided by Project Manager are:

- Monthly, Quarterly, Semi-Annual and Annual Project Progress Reports to the Client and World Bank
- Monthly Report: This type of report is mainly for internal purposes and its objective is to compile data regularly without risking any loss of information. These reports contain notes and observations on the physical progress as well as progress regarding the status of the project indicators and include measures/recommendations for remedying deficiencies where relevant. Such reports are within the discretion of the PIU Project manager.
- Quarterly Report: Similarly, this type of report is mainly for internal purposes and its objective is to compile data regularly without risking any loss of information. These reports consolidate the relevant monthly reports and have observations on the physical progress as well as progress regarding the status of the project indicators and include measures/recommendations for remedying deficiencies where relevant. Such reports are within the discretion of the PIU Project manager, and are due within 30 days of the reference period.
- Semi-Annual and Annual Project Progress Reports - The progress on meeting the indicators (as contained in the RF) and on evaluation of the data are to be described in the semi-annual and annual progress reports to be submitted by the PIU to the World Bank. The PIU is responsible for submission of progress reports every six months. M&E, that is Monitoring/assessment expert will measure project performance according to the targets in the Results Framework and the progress reports will assess the progress based on timely delivery of targets, the management of contractors, and inclusion of and outreach to external stakeholders. This report will be submitted to the Bank by Project Manager.
- Annual Work Plan
- Any other ad-hoc reports – reports on specific issues on project implementation status at the request from Client or WB team

### **Consultant qualifications**

- University degree in Economics, Business Administration, Public Administration, or relevant fields
- At least 10 (ten) years of working experience in government and/or other public sector institutions, or international organizations, or international private sector, or in the NGO sector;
- At least 5 (five) years of project management experience;
- Previous experience in managing at least one project of similar complexity (multi-million euro budget, multi-organization stakeholders/beneficiaries, international donors/financiers, large procurements, change management)
- Proven experience in leading and utilizing contract management (managing service delivery, formal governance of the contract, relationship management, performance improvement and managing changes in the contract).
- Previous relevant experience in implementation of World Bank projects would be considered as an advantage;
- Good knowledge of the Macedonian state institutions, both on central and local level;
- Good communication and social skills;
- Fluency in English and Macedonian;
- Full computer literacy (MS Office)

### **Working conditions**

The Project Manager will be stationed in the BETAPFMI PIU premises in Skopje, but should be ready to travel and hold numerous meetings throughout the country, and work under pressure. MoF shall ensure to the Project Manager, at its premises, at 12 Dame Gruev St., Skopje 1000, availability of necessary office space and office equipment, mailing services, telephone and Internet connection. The Project Manager will be provided with all project related documents and information needed for assignment of Project Manager under the Project.

### **Duration of the assignment**

The Project Manager will work under a time-based contract. The assignment will be full time, working 8 hours a day on the regular business days in North Macedonia, the contract duration will be for a period of 48 months [March 2023-March 2027 based on the satisfactory performance of the incumbent's duties and responsibilities, with the initial 3 months of the contract set as a probation period.

**BUILDING EFFECTIVE, TRANSPARENT AND ACCOUNTABLE PUBLIC FINANCIAL INSTITUTIONS  
(BETAPFI) (P176366)  
TERMS OF REFERENCE  
FINANCIAL MANAGEMENT SPECIALIST**

**Background**

Building Effective, Transparent and Accountable Public Financial Institutions Project aims to improve the efficiency, transparency and sustainability of public expenditure and increase the effectiveness of revenue administration in North Macedonia. It will be financed through a EUR 20 million Investment Project Financing (IPF) from the IBRD and EUR 5.5 million in Recipient-executed grant financing from the EU under the European Commission - World Bank Partnership Programme Part III for Europe and Central Asia Programmatic Single-Donor Trust Fund. The proposed Project, to be carried out over the course of four years, will pursue a comprehensive approach to strengthening both the expenditure and revenue sides of the public financial management cycle that takes into account both fiscal and climate change sustainability. In particular, it contemplates:

(i) Support to public expenditure management reforms and the development of the IFMIS and the SAMIS, and

(ii) Strengthening of tax administration processes and systems in the PRO.

These advances will be supported by activities focused on regulatory and institutional reforms, systems modernization, and capacity building. Given the importance of change management and strategic stakeholder engagement within the reform agenda, related activities will be an integral part of the proposed Project.

The Ministry of Finance (MOF) is the main implementing agency of the Project in close cooperation with the Public Revenue Office (PRO), and Cabinet of Deputy Prime Minister in charge for Economic Affairs.

Project Components:

Component 1: Supporting Public Expenditure Management Reforms

Component 2: Strengthening Tax Administration Practices and Systems in PRO

Component 3: Supporting Change Management, Donor Coordination and Project Management

**Objective**

The objective is to hire an individual consultant as financial specialist who will have the ultimate responsibility for the coordination and management of all day-to-day financial management and disbursement activities required for BETAPFI implementation.

**Scope of services**

The Consultant is responsible for:

- Responsible to oversee all the financial issues of each of the Project components.
- Prepares and provides adequate and timely administrative and financial information to the MOF, Project Manager and staff responsible for implementing the Project to enable them to make informed decisions.
- Make all Project related expenditures jointly with the Project Manager including co-signature of all checks and payment orders.
- Maintain the Project Special Account in accordance with IBRD procedures
- Prepare the annual budget.
- Follow-up the disbursements and control the implementation of the budget by the financing institutions and the Government.
- Responsible for closing the Project financial operations every month and for accounts reconciliation. Provide the management with updated financial information.
- Elaborate and update the Project's chart of accounts.
- Operate the Project's bank accounts jointly with Project Manager.
- Establish and maintain communication with the auditors in the process of annual audit of project financial statements.
- Review back-up information on project activities prior to effect payments (contracts, guarantees etc.)
- Control supporting documents that justify advances to the engaged experts and to contractors.
- Prepare, implement and review annual budgeted funds versus actual expenditures.
- Prepare interim un-audited financial reports for the World Bank and annual project financial statements.
- Preparing Statements of Expenditures (SOEs) including monthly, by-annual and annual costs accounting statements with the analysis of the gaps.
- Safe custody of all financial records for review by Bank Missions and External Auditors
- Responsible for proper management of Project's funds.
- Liaison with banks maintaining the accounts of the Project
- Approve administrative and micro-project disbursements.
- Develop and implement internal control rules and regulations.
- Prepare and approve the personnel pay roll.

### **Reporting obligations**

The consultant shall report to the Project Manager. Upon request by the Project Manager and/or the Minister of Finance the Consultant shall produce and submit progress reports for the implementation of the Project activities.

### **Consultant qualifications**

- University Degree in Economics, Business Administration, Finances, Accounting;
- Minimum 7 years of relevant professional experience in Financial Management;
- Knowledge and experience with financial management procedures under World Bank-financed projects for loans and grants;

- Good understanding of Government financial management regulations and systems at central levels
- Good communication and social skills;
- Computer skills (Word, Excel, Access);
- Fluency in Macedonian and working knowledge of English.

**Working conditions**

The Financial Management Specialist will be stationed in the BETAPFI PIU premises in Skopje, but should be ready to travel and hold numerous meetings throughout the country, and work under pressure.

**Duration of the assignment**

The Financial Management Specialist shall work on a full-time basis. The contract duration will be for a period of 48 months based on the satisfactory performance of the incumbent's duties and responsibilities, with the initial 3 months of the contract set as a probation period.



**BUILDING EFFECTIVE, TRANSPARENT AND ACCOUNTABLE PUBLIC FINANCIAL INSTITUTIONS  
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TERMS OF REFERENCE  
PROCUREMENT SPECIALIST**

**Background**

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The Ministry of Finance (MOF) is the main implementing agency of the Project in close cooperation with the Public Revenue Office (PRO), and Cabinet of Deputy Prime Minister in charge for Economic Affairs.

Project Components:

Component 1: Supporting Public Expenditure Management Reforms

Component 2: Strengthening Tax Administration Practices and Systems in PRO

Component 3: Supporting Change Management, Donor Coordination and Project Management

**Objective**

The objective is to hire an individual consultant in the project implementation unit as procurement manager who shall have the ultimate responsibility for the coordination and management of all day-to-day procurement activities needed for project implementation, including procurement of goods, works and services related to the implementation of BETAPFI.

## **Scope of services**

The Consultant is responsible for:

- Coordinating and managing of day to day procurement activities carried out under the project, and ensuring that procurement is carried out in compliance with the procedures agreed with the World Bank;
- Preparation and updating of procurement plan, procurement strategy for development, bidding documents and other procurement related documents;
- Coordinating the procurement process for each contract by guiding preparation and finalization of bidding/proposal documents, submitting documents for review and no-objection from the WB where necessary, sending invitations for bids/proposals and clarifications to bidders/consultants;
- Providing guidance in bid/proposal evaluation to nominated committees;
- Arranging for advertisement of procurement notices as relevant;
- Organizing and coordinating with relevant staff from the implementing agency and beneficiaries/stakeholders involved in the process of procurement evaluations including evaluation criteria, contract award/rejection notices and all other documentation associated with the evaluation process;
- Providing guidance in bid/proposal evaluation to nominated committees;
- Using Bank's online procurement planning and tracking tools to record all procurement actions under IPF operations, including preparing, updating and clearing its Procurement Plan, and seeking and receiving the Bank's review and No-objection to procurement actions as required;
- Providing assistance during the project implementation activities in respect to the procurement issues;
- Liaise with the World Bank procurement staff;
- Cooperating closely with the PIU Financial Specialist to ensure that all procurement, budgeting, and disbursement aspects are properly linked and monitored;
- Interacting with other PIU members in order to support overall project activities;
- Any other activities in correlation with the implementation of the BETAPFI project

## **Reporting obligations**

The consultant shall report to the Project Manager. Upon request by the Project Manager and/or the Minister of Finance the Consultant shall produce and submit progress reports for the implementation of the Project activities.

## **Consultant qualifications**

- University degree or equivalent in economics, management, Law or Business Administration or Procurement Management, or any other relevant professional area;
- Minimum 5 years of relevant professional experience in procurement;
- Knowledge and experience with procurement procedures under World Bank-financed projects or other international organizations, eg. EU Prague rules, UNDP, EBRD, etc. would be considered as strong advantage;

- Experience in working with government bodies would be considered as an advantage
- Good communication and social skills;
- Computer skills (Word, Excel, Access);
- Fluency in Macedonian and working knowledge of English;

**Working conditions**

The Procurement Specialist will be stationed in the BETAPFI PIU premises in Skopje, but should be ready to travel and hold numerous meetings throughout the country, and work under pressure.

**Duration of the assignment**

The Procurement Specialist shall work on a full-time basis. The contract duration will be for a period of 48 months based on the satisfactory performance of the incumbent's duties and responsibilities, with the initial 3 months of the contract set as a probation period.

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Project Components:

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Component 3: Supporting Change Management, Donor Coordination and Project Management

**Objective**

The objective is to hire an individual consultant to provide assistance and support to the MOF during implementation of the BETAPFI with regards to monitoring project implementation and results and evaluation of the project outcomes.

## **Scope of services**

The Consultant is responsible for:

- Lead the development of and oversee the review of project level Monitoring and Evaluation (M&E) plan and associated work plans for each component/activity (as reflected in the results framework);
- Develop TORs for M&E tasks to be carried out for consulting firms (e.g. the design of surveys, evaluations (mid-term and final evaluation), etc. using a combination of quantitative and qualitative methods, if necessary;
- Be responsible for sourcing data and information for specific M&E needs directly from beneficiaries working bodies and stakeholders particularly for indicators not requiring a survey;
- Support technical work such as reviewing M&E methods, carrying out training needs, designing M&E tools and providing M&E technical assistance;
- The M&E Specialist may also serve as the evaluation team member of selected evaluations conducted;
- Ensure quality control of M&E outputs (e.g. surveys etc.), including by contributing substantively to the design and field testing of the monitoring methodology, review, supervise design and implementation of the survey, participatory data collection methods and protocols, data verification techniques, and other technical evaluation and analytical tasks conducted;
- Develop and maintain a M&E database for the project and contribute to the maintenance of a database of Project;
- Maintain a detailed knowledge of all relevant issues impacting his/her field of Monitoring and Evaluation;
- Ensuring mentoring and training of project team to foster capacity building on M&E knowledge.
- Review monitoring and evaluation system/mechanism, process and procedures of the project and forms and formats for project activities under its various components;
- Serve as focal point for providing M &E inputs on various Reports;
- Prepare consolidate progress reports for project management to submit to the relevant stakeholders, in accordance with approved reporting formats and schedule;
- Support other relevant staff of the Project to support the PM in coordinating the preparation and consolidation of annual work plans, monthly and quarterly, Project reports and other deliverables;
- Review monitoring reports, analyze them for impact evaluation and to identify the causes of potential bottlenecks in project implementation and make recommendations;
- Tracking progress made on the Project's Results Framework during project implementation;
- Accomplish others tasks related for preparing, monitoring, evaluation and management information system as per the need of project assigned by Project Manager.

## **Reporting obligations**

The consultant shall report to the Project Manager. Upon request by the Project Manager and/or the Minister of Finance the Consultant shall produce and submit progress reports for the implementation of the Project activities.

#### **Consultant qualifications**

- University degree
- At least five years' experience of work with international organizations in the field of project monitoring, evaluation and/or implementation.
- Working experience on World Bank projects will be an advantage.
- Knowledge of the Macedonian public sector and up to date knowledge of the education system will be an advantage.
- Full computer literacy (MS Office)
- Excellent oral and writing skills in English and Macedonian

#### **Working conditions**

The Monitoring and Evaluation Specialist will be stationed in the BETAPFI PIU premises in Skopje, but should be ready to travel and hold numerous meetings throughout the country, and work under pressure.

#### **Duration of the assignment**

The Procurement Specialist is expected to work full time. The contract will be for an initial period of 3 months, renewable for 12 months, based on the satisfactory performance of the incumbent's duties and responsibilities.