**Terms of Reference**

**Technical Assistance for developing systems for**

**Local Roads Management in North Macedonia**

**October 2020**

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# Background

North Macedonia is a landlocked country at the heart of the Balkans characterized by mountainous terrain intersected by valleys and lowlands. As a transit region traversed by two of the ten Pan-European transport corridors, Corridor VIII and Corridor X, its proximity to the European Union (EU) potentially provides the country with access to a large export market of 650 million customers. According to the last census of 2002, the population is about two million, of which 25 percent live in the capital Skopje, 40 percent reside in rural areas, and the remaining share live in smaller urban centers.

Infrastructure investment levels in North Macedonia have been low over the past 10 years. The Government’s infrastructure plan, the National Program 2017–2020, focuses on providing infrastructure in support of a modern economy. The main goals for the transport sector are to improve connectivity so that travel between economic centers takes less than 90 minutes, tackle accident blackspots, and achieve a local road network that is ‘without mud’. The Government’s vision also anticipates that large investment projects will be developed transparently and through consultation with citizens.

As North Macedonia’s economy picks up, car ownership is likely to increase even more rapidly. Motorization rates for the enlargement countries in 2017 were considerably lower than in the EU-28. In North Macedonia there were, on average, 195 passenger cars per 1 000 inhabitants. In comparison, the lowest recorded motorization rates in Western Balkans were in Kosovo, Turkey and Albania, below 160 passenger cars per 1 000 inhabitants. During 10 - year period, motorization rate grew faster in nearly all enlargement countries (except Montenegro) then in EU-28. The enlargement countries with the lowest motorization rates in 2017 - Albania, Turkey, Kosovo and North Macedonia - recorded the fastest expansions in car ownership between 2007 and 2017.

The road network in North Macedonia comprises about 14,000 km of roads, which includes about 5,000 km of primary roads and 9,000 km of local roads. The primary network consists of roads of national significance, including expressways and national and regional roads, and is managed by the Public Enterprise for State Roads (PESR). As of October 2019, the PESR reported that 87 percent of the primary network is in good or fair condition. The World Bank supported rehabilitation of national and regional roads and introduction of a Road Asset Management System (RAMS) for primary roads, through the recently closed National and Regional Roads Rehabilitation Project (NRRRP-P148023). The RAMS enables the Government to develop five-year rolling programs for road preservation works to address sustainability of the project investments. The ongoing Road Upgrading and Development Project (RUDP-P149955) will reconstruct sections of Corridor VIII between Skopje and Deve Bair and continue to support PESR to enhance its capacity to manage primary roads with a focus on bridge management.

Governance of the 9,000 km local road network is fully decentralized to municipalities, most of which have limited capacity to manage and preserve road assets. Local roads consist of a mixture of rural roads connecting villages and towns and streets within urban areas and villages. The local road networks suffer from a lack of systematic planning, neglected maintenance, and insufficient funding. The poor quality of municipal infrastructure is considered a major factor preventing people from regularly accessing social and educational services and employment opportunities outside their immediate communities. Minimal central government support for the strategic development of local roads and local government resistance to inter-municipal cooperation also limits the potential to develop synergies that could be achieved through a more coordinated approach. The main body lobbying on behalf of the municipalities is the Association of the Units of Self Government (ZELS), which represents their interests and may provide a convening forum for more integrated planning and policy development.

While there is limited data on the condition and extent of the local road networks, it is thought that most of the main links are in place, but the network requires renewal, improvement, and climate proofing. Local governments have varying capacities to plan maintenance works and generally lack the capacity to collect road condition data and utilize it for systematic maintenance and rehabilitation planning. There is a need to introduce simple asset management tools to keep track of the inventory of roads and facilitate planning and prioritizing of rehabilitation and maintenance activities. Improving the network of unpaved rural roads and urban streets to an ‘all-season’ condition is a priority and will improve the quality of life for rural and urban dwellers.

Only a few of the 80 municipalities and the City of Skopje in North Macedonia can sustain a dedicated local roads department, and local roads programs are often criticized for lacking transparency. Most municipalities do not have formal asset management systems and instead rely on committees to prioritize road rehabilitation and maintenance expenditure and rely on staff trained in other disciplines for road works execution. For instance, urban planning staff will generally plan and prioritize the annual maintenance program, public works department staff will assume design and supervision responsibilities, and the municipal financial and/or procurement staff generally leads the implementation of road contracts. While management of small-scale road networks does not require complex asset management methods, the committees are often criticized for the lack of transparency. Some municipalities, in recent years, have piloted citizen engagement in the process of prioritizing capital investment. There is a need to roll this out more systematically and think how complementary investments can be used to maximize the social impact on communities. These complementary investments may include investments in public transport, sidewalks and lighting, and other community facilities.

# Objectives of the Assignment

The objective of the assignment is to provide technical assistance and capacity-building activities that will build central and local government capacities to manage local roads and street by introducing a sound planning and governance frameworks and improved contracting approaches.

# Consultant’s tasks and Scope of Services

**3.1. Consultant’s tasks**

The scope of the consultancy services under this Terms of Reference (ToR) relates to the appointment of an implementation support Consultant to provide capacity building assistance to the municipalities and monitoring and evaluation feedback to the Ministry of Transport and Communications (MoTC). The services will include the following tasks:

Task 1: Project Management

* Project management support to MoTC and municipalities;
* Monitoring and evaluation support to MoTC and municipalities;

Task 2: Institutional Strengthening

* Legislative – Assess current state and develop a national policy/changes in the legislation for local roads management;
* Financing – Assess current state and propose national policy/changes in the local roads financing;
* Engineering – Assess current state and develop proposal for local roads design, construction and maintenance procedures that include resilience and safety considerations;
* Asset management - Develop simple road assets management system road inventory, and Methodology for sustainable municipal sub-projects planning with prioritization, preparation of the road asset management manuals, support to the road assets working group and training to the municipal staff;
* Maintenance contracting - Assess the current maintenance contractual arrangements and standards, estimate future needs and make recommendations for alternative maintenance contracts. Develop a system of capital and maintenance expenditure monitoring;
* Strategy - Develop a road map for sub-national transport development including infrastructure and mobility services.

Task 3: Training

* Institutional & Operational Analysis;
* Experience Gap Analysis and Training Needs Assessment;
* Development and delivery of Training Programs for MoTC and municipalities.

The Consultant is expected to start with the assignment in February 2021 and complete it in 24 months (720 days), in February 2023.

**3.2. Scope of Consultant’s Services**

* Task 1: Project Management Support

The aim of this task is to assist the Project Implementation Unit (PIU) in the MoTC and the participating municipalities to identify, prepare, procure, implement and monitor local road/street rehabilitation/improvement projects for at least 450 km of local roads/streets.

* Task 1.1: Project Management Support to MoTC and Municipalities.

The Consultant is required to provide project management support to the PIU in the MoTC during implementation of the duties related to monitoring of the works Contracts signed within the first year of Project implementation and to provide project management support during preparation of the bidding documents for at least two works Contracts within the second year of Project implementation in order to secure smooth running of the Project. The Consultant shall also review the Project Operations Manual and recommend improvements where necessary. For that purpose, the Consultant shall provide managerial and technical assistance supportin terms of project planning and preparation, procurement, contract administration, sub-projects implementation, and monitoring of the civil works progress. In addition, the consultant shall provide support in the following issues: institutional, environmental and social safeguards, financial, operational and technical.

* Task 1.2: Monitoring and Evaluation Support to MoTC and Municipalities.

The consultant shall provide technical assistance to the PIU in the MoTC in establishing and implementation of the monitoring and evaluation system for the Project. This will include establishment of monitoring and evaluation indicators and framework, collection of the necessary data to set up the base case (starting point), setting up the targets for the life of the project, and review Project implementation on a monthly basis to assess delivery, identify problems and bottlenecks and propose potential solutions for improvement. PIU will be responsible for regular data collection and update of the framework.

* Task 2: Institutional Strengthening

The aim of this task is to strengthen the capacity of the municipalities to manage the local road network in North Macedonia. The task shall assess the strengths and weaknesses of the current system for the management of the local roads and propose a program for enhancing the capacity. The program shall cover all elements of successful road management - from planning, designs to prioritization, implementation and financing. Among other things, focus should be on identifying the needs for investments in local roads with suitable reporting mechanisms to assess the effectiveness of the investments, strategic and sustainable planning, develop local roads design guidelines, establishing simple local road assets management system, and social inclusion in a transparent manner in the road management process.

* Task 2.1: Legislative – Assess current state and develop a national policy/changes in the legislation for local roads management.

In order to establish proper management of the local road network in North Macedonia, the Consultant shall assess the current state of the legislation related to management of local roads and identify the need for amendments. The task shall consider legal gap analysis, identify the specific changes and shall propose draft amendments.

1. National policy related to management of local roads and identify the need for amendments;
2. Make draft proposals where necessary to amend the existing legislation to better account local roads management;

* Task 2.2: Financing – Assess current state and propose national policy/changes in the local roads financing.

Due to the decentralized system of management of local roads, the municipalities are facing lack of strategically oriented approach and lack of financial resources to cover the need for sustainable local road management and development. They receive annual allocations from the Public Enterprise for State Roads (PESR) based on an allocation formula laid down in the law. The consultants will assess current policy and legislation on local road financing with specific reference to the following:

1. National policy related to financing of local roads and identify the need for amendments;
2. Current allocation formula and make proposals if necessary to amend the formula to better account local roads maintenance needs and the socio-economic priorities of the government;
3. The extent to which there is a system to monitor the effectiveness of expenditures and propose how this monitoring system can be improved;
4. Defining sustainable source of financing and/or propose alternative funding mechanisms fit for the estimated investment needs for the local roads project.
5. To inform this task, the consultants will undertake a municipal transport expenditure review in a sample of municipalities (10 to be decided in conjunction with the Client).

* Task 2.3: Engineering – Assess current state and develop proposal for local roads design, construction and maintenance procedures that include resilience and safety considerations.

This sub-task will develop a set of guidance documents that set out the procedures for effective management of the local roads network. New standards will not be produced, although the process may highlight changes to standards that should be recommended, and where-ever possible existing guidance documents and manuals (including best practice examples from other countries) should be used and updated. The task should focus on the following:

1. National policy related to design and construction, reconstruction, rehabilitation, maintenance or improvement works for local roads and streets identifying the weaknesses and proposing amendments to current legislation;
2. Inclusion of the local population in a transparent manner in the local road management process and develop a methodology for community participation;
3. Develop simple template for mid/long term planning documents identifying the technical and financial requirements for investment and maintenance;
4. Provide a Guidance Manual with standard ToR that sets out the minimum criteria for sustainable local road design including road safety and climate resilience into any design whether for road construction, reconstruction, rehabilitation, maintenance or improvement works;
5. Provide a Guidance Manual that highlights the tasks and responsibilities of the municipalities in the process of procurement, contract management and supervision of construction works, and requirements for hand-over of works;
6. Prepare a maintenance handbook that can be used by municipal service enterprises, private sector and other maintenance providers to set out the minimum requirements for maintenance works.

* Task 2.4: Asset management - Develop a simple system for road assets management and road inventory. To include a methodology for sustainable municipal sub-projects planning with prioritization, preparation of road asset management manuals, support to the road assets working group and training to the municipal staff.

The consultants should design a system that is appropriate for use at the municipal level and which can be used to report at the national level. The system will be based on the principles of road asset management and must incorporate aspects of good governance and relevant public financial management arrangements at central and local levels. Consideration must be given to the sustainability of the system in terms of data collection and ease of use. The intention is to provide the data so that an inventory of local roads assets is known, that basic condition data is available and there is a mechanism to track expenditures and plan maintenance and investment interventions. Specific activities include:

1. Assist in the development of a simple asset management system. Consideration should be given to whether a spreadsheet based system is sufficient and whether modern methods for collecting condition data and mapping roads can be used i.e. smartphone app-based systems;
2. Assist in developing a framework for creating maintenance plans based on updated road inventory and conditions data;
3. Include bridges, major structures, road safety elements and black spots and areas vulnerable to landslides, and flooding, etc.;
4. Create a system for public disclosure for the main elements of the asset management system including procurement, expenditures etc.;
5. Provide training to the municipal staff in road assets management;
6. Develop a manual for use of the system.

In order to provide sustainable and consistent approach in planning and prioritizing the eligible sub-projects, the Consultant is required to establish Methodology based on a simple multi-criteria approach in order to serve as a prioritizing tool of the municipalities and to facilitate their future planning.

The methodology shall include but not limited to the following elements:

* Regional strategies/legislation;
* Balanced Regional development;
* Regional and geographical constraints;
* Environmental and social aspect (advantages/disadvantages);
* Technical constraints including road safety and climate resilient;
* Maturity of projects/time needed until maturity/new project;

The proposed draft Methodology should be approved by the Ministry of Transport and Communications and the participating municipalities.

* Task 2.5: Maintenance contracting - Assess the current maintenance contractual arrangements and standards, estimate future needs and make recommendations for alternative maintenance contracts. Develop a system of capital and maintenance expenditure monitoring.

This sub-task will design local road maintenance measures, which are likely to include a variety of contract types from simple community-based contracts to longer term framework contracts. Consideration shall be given to private contractors, community-based maintenance arrangements and roles of the public enterprises. Specific activities include:

1. Assess roles/capacities of the relevant public enterprises, private contractors and other community-based entities in delivering road maintenance;
2. Explore best practices and international models in other similar countries;
3. Assist municipalities to establish suitable maintenance contracts for existing roads and roads improved under the project;
4. Prepare template design and bidding documents for maintenance works on the municipal road network; and
5. Develop a system of capital and maintenance expenditure monitoring.

* Task 2.6: Strategy - Develop a road map for sub-national transport development including infrastructure and mobility services.

This sub-task will assess the existing system for local transportation in North Macedonia in order to identify the weaknesses and the need for potential improvement, and will develop a road mapfor efficient local transport that will cover the needs of the local population with particular attention given to maximizing the social and economic impact. It should include the following elements:

1. Overall vision and objectives for the development of the sector;
2. Roles and responsibilities at the national and municipal level for the management and development of sub-national transport;
3. Principles for management of local roads;
4. Policy for the development of the consulting, contracting and transport service sectors that support local transport provision;
5. Policy for social and economic development for maximizing the impact in the sector.

* Task 3: Training

The Consultant will undertake a review of institutional capacities and skills gaps, and the provision of training to fill those skills gaps.

* Task 3.1: Institutional & Operational Analysis.

The Consultant shall assess the institutional and operational arrangements and capacities in MoTC and participating municipalities related to management of local roads and shall propose a program for improvement.

* Task 3.2: Experience Gap Analysis and Training Needs Assessment.

The Consultant shall undertake a training needs assessment to assess the current capacities and identify skills gaps that would need to be addressed. The assessment would also assess the capacity of local training facilities to undertake the training on a longer-term basis. Where possible the consultants should seek to build capacity in local training institutes in the form of train the trainers.

* Task 3.3: Development and Delivery of Training Programs for MoTC and Municipalities.

The Consultant shall prepare and deliver formal trainings to MoTC staff and the municipalities based on the recommendations from the training needs assessment and institutional assessments. While not a complete list, the following topics including seminars, workshops and practical trainings could cover:

1. Training in Project Management:

* Institutional issues
* Managerial issues
* Procurement issues
* Project administration and monitoring issues
* Environmental and social safeguards issues
* Financial issues
* Operational issues
* Technical issues

1. Training in use of Local Road Planning, Design, Construction, and Maintenance Manual;
2. Training in use World Bank Small/Large Works bidding documents.

All members of the Consultant’s team are expected to work closely with Client’s staff and provide on-the-job-training, which will number no more than two on-the-job-trainings per individual key Consultant’s staff.

In addition, the Consultant shall organize at least the following formal two days trainings/workshops for up to 20-30 people per training/workshop, comprising representatives from MoTC and municipalities:

* 4 (four) trainings/workshops in Project Management;
* 2 (two) trainings/workshops for the use of the Local Road asset management and prioritization;
* 2 (two) trainings/workshops for the use of Local Road Planning, Design, Construction and Maintenance Manual;
* 2 (two) hour training on financial planning and expenditure reporting;
* 2 (two) trainings/workshops for the use World Bank Small/Large Works bidding documents.

For planning purposes, the Consultant shall take into consideration to organize the following:

* Preparation of the training materials in Macedonian, with final workshop report in Macedonian and English;
* Suitable venues for the workshops;
* Audio-visual training equipment;
* Continuous translation facilities.

The approach for workshops should be elaborated by consultant in methodology proposal, together with foreseen costs of the activity.

# Reporting Requirements

The Consultant shall submit the following reports during his assignment:

* Inception Report;
* Monthly Progress Reports;
* Institutional Reports for each sub tasks under Task 2:
* Report on Legislative – Local Roads Management Policy;
* Report on Financing – Local Roads Financing Policy;
* Report on Engineering - Local Road Planning, Design, Construction and Maintenance Manual;
* Report on Road Asset Management;
* Report on Local Road Expenditures;
* Report on Local Road Strategy - Road map for sub-national transport development including infrastructure and mobility services;
* Reports related to Task 3:
* Training Completion Report;
* Final Report;
* Ad-Hoc Reports.

Table on Deadline for submission of Reports and payment:

|  |  |  |  |
| --- | --- | --- | --- |
| **Reports** | | **Deadline for submission** | |
| **Draft** | **Payment** |
| Inception report | | 2 weeks after contract signing | 20% of the contract amount |
| Monthly progress reports | | 5 days after end of the month | Upon Monthly Time Sheets related to Task 1 (max 15% of the contract amount) |
| Institutional reports | Task 2.1: Report on Legislative – Local Roads Management Policy | 3 months after contract signing |  |
| Task 2.2: Report on Financing – Local Roads Financing Policy | 3 months after contract signing |  |
| Task 2.3: Report on Engineering - Local Road Planning, Design, Construction and Maintenance Manual | 8 months after contract signing | 20% of the  contract amount |
| Task 2.4: Report on Road Asset Management | 12 months after contract signing | 20% of the  contract amount |
| Task 2.5: Report on Local Road Expenditures | 15 months after contract signing |  |
| Task 2.6: Report on Local Road Strategy - Road map for sub-national transport development including infrastructure and mobility services | 18 months after contract signing | 15% of the  contract amount |
| Training completion report | Institutional & Operational Analysis | 20 months after contract signing |  |
| Experience Gap Analysis and Training Needs Assessment | 20 months after contract signing |
| Final report | | One month before completion the assignment | 10% of the  contract amount |
| Ad-Hoc reports | Any reports | / | Upon the time limit requested by the Client |

All reports will be submitted in 1 original hard copy with electronic copy (CD) in English language and 1 original hard copy with electronic copy (CD) in Macedonian language.

The monthly reports will be commented by the Client within 5 working days form delivery. All other reports will be commented within 15 days, with exception of Final Report that will be reported upon within 2 days from delivery.

4.1 Inception Report

The Consultant shall submit an Inception Report within the first month of his assignment detailing his initial actions, identifying priorities within his scope of work and proposing a work plan for the remainder of his engagement listing the deliverables expected and timing thereof. Following the approval of the Inception Report by the Client, the Consultant shall be entitled for payment of 20% of the Contract amount after submission of respective Invoice.

4.2 Monthly Progress Reports

The Consultant will submit monthly progress reports to the Client throughout the assignment. Along with the monthly progress reports, the Consultant will submit Time-Sheets for the activities carried out related to Task 1 - Project Management Support. Following the approval of the Time-Sheets by the Client, the Consultant shall be entitled for payment after submission of respective Invoice.

4.4 Training Completion Report

The Consultant shall prepare a detailed training completion report, including comments from the trainers and by the trainees, on the usefulness of the training together with details of all practical and formal training programs.

4.5 Institutional Reports

The consultant will submit institutional reports on: (i) Report on Legislative – Local Roads Management Policy; (ii) Report on Financing – Local Roads Financing Policy; (iii) Report on Engineering - Local Road Planning, Design, Construction and Maintenance Manual; (iv) Report on Road Asset Management; (v) Report on Local Road Expenditures; and (vi) Report on Local Road Strategy - Road map for sub-national transport development including infrastructure and mobility services. These reports will be delivered in draft version in accordance with the Table on Deadline for submission of Reports and payment presented above. Following the approval of the Reports by the Client, the Consultant shall be entitled for payment after submission of respective Invoice. These documents will be the basis for consultation with relevant government departments and other stakeholders.

4.6 Final Report

The Consultant will submit a final report to the MoTC upon completion of the assignment. The Final Report will be submitted in draft form one month before the completion of the services and in final form within 20 days of the receipt of the MoTC's comments on the draft report.

4.7 Ad-Hoc Reports

Ad-Hoc Reports are any other reports as required by PIU in MoTC.

In addition, the Consultant must ensure the keeping of minutes from each meeting and summary of actions points. The Consultant shall provide regular briefing notes to the Client.

# Company profile and qualification criteria

For the purpose of the assignment a team of experts with relevant experience and qualifications in their subject area as indicted further below will be engaged. The Consultant firm may associate with other Consultant firm (s) in the form of a joint venture or of a sub-consultancy to complement their respective areas of expertise, strengthen the technical responsiveness of their proposal, and avail themselves to a broader pool of experts.

The qualification requirements of the Consultant firm are summarized as follows. The Consultant shall be a firm or a group of firms with following qualifications:

* Proven experience and verifiable track-record working on providing Consultancy - Technical assistance in the past 10 (ten) years;
* Proven expertise in assignment of similar nature, scope and value, at least three (3) similar project references within last ten (10) years;
* Proven similar experience in the past in developing training materials and conducting training in the subject area;
* Knowledge of national legislation, administrative system, government organization, etc.

The credibility of mentioned experience shall be presented in a list of at least three (3) similar project references within last ten (10) years with description of services provided (including information on contract value, contracting entity/client, project location/country, duration, assignment budget, percentage carried out by consultant in case of association of firms or subcontracting and main activities) and accompanied by certificates of orderly fulfilment of the contracts verified by other party from such contracts.

The Consultant shall have the organizational capacity (it is expected that the Consultant shall have at least below listed key experts for performing activities under this assignment) and available appropriate skills among staff. The consulting team assembled to implement the project should be composed of experts with strong knowledge as per the below requirements.

# Consultant’s Personnel

The Consultant shall provide adequate staff in terms of expertise and time allocation, as well as the equipment needed to complete the activities required under the scope of work and to finally achieve the objectives of the project in terms of time, costs and quality.

The numbers and person-months for all staff shall be included in the technical proposal and the costs in respect of these personnel are to be included in the financial proposal. The Consultant is encouraged to use local expertise, as appropriate.

Key experts are expected to be present all the time at the base of operations, while home base work could be approved by the Client depending on the tasks.

The Consultant shall also provide adequate administrative staff (secretary, translators, drivers etc.) needed to support the expert team.

All experts who have a crucial role in implementing the Contract are referred to as key experts.

The minimum expected staff inputs are summarized below:

|  |  |  |
| --- | --- | --- |
| **Experts** | | **Working Months** |
| **A** | **Key Experts** |  |
| A1 | Team Leader/ Institutional Expert | 24 |
| A2 | Deputy Team Leader/ Road Infrastructure Expert | 24 |
| A3 | Road Design Expert | 15 |
| A4 | Road asset management expert | 10 |
| A5 | Procurement Expert | 10 |
| A6 | Road Safety Expert | 16 |
| A7 | Environmental Safeguards Expert | 12 |
| A8 | Road investment expert | 12 |
| A9 | Legal Expert | 8 |
| A10 | Training Expert | 6 |
|  | **Total Key Experts (A)** | **137** |

**6.1. Key Experts**

The profiles of the key experts for the assignment are as follows:

**Key Expert 1: Team Leader/Institutional Expert (TL)**

Team Leader/Institutional Expert (TL) shall have particular responsibility for the delivery of the Task 1 outputs and shall also be responsible for the management of the Tasks 1, 2 and 3 of the assignment including, but not limited to, coordination of experts so as to ensure that the inputs of experts are available at the time when they are required, allocation of tasks within the team, liaison with the counterparts, technical and financial management, reporting and other tasks as required.

Qualifications and skills:

* University degree in engineering, law, economics.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in technical assistance and/or institutional strengthening and/or capacity building in the road sector.
* Experience in minimum 4 IFI funded assignments in capacity building.
* Experience in financial and economic analysis of road infrastructure investment projects will be considered an asset.

International and Regional Experience

* Broad international and regional experience is required

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**Key Expert 2: Deputy Team Leader/Road Infrastructure Expert (DTL/RIE)**

Deputy Team Leader/Road Infrastructure Expert (DTL/RIE) shall have particular responsibility for the delivery of the Task 2 outputs and shall assist the Team Leader in the management of the Task 1, 2 and 3 of the assignment.

Qualifications and skills

* University degree in civil engineering or equivalent.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in technical assistance and/or design and/or supervision and/or construction and/or implementation management of road infrastructure projects is required.
* Experience in minimum 4 years of similar nature and complexity to the current assignment is required.
* Experience in preparation of designs, preparation of contract documents and supervision of roads infrastructure works is required.
* Experience in road infrastructure projects governed by FIDIC and/or WB Small Works and / or local legislation conditions of contract will be considered an asset.

International and Regional Experience

* Broad international and regional experience is required.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**Key Expert 3: Road Design Expert**

Road Design Expert shall be part-time and shall have particular responsibility for development of Local Road Planning, Design, Construction and Maintenance Manual. Duties will also include review of draft and detailed designs for municipals sub-projects prepared by the Design Consultant.

Qualifications and skills:

* University degree in civil engineering or equivalent.

General professional experience:

* Minimum 15 years of professional working experience in civil engineering is required.

Specific professional experience:

* Minimum 10 years of experience in road design or road construction or road supervision is required.
* Experience with minimum 4 projects in road design but minimum 2 projects in local road design is required.
* Experience in design review and development of road design manuals will be considered an asset.

International and Regional Experience

* Broad international and regional experience is required.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**Key Expert 4: Road asset management expert**

Road asset management Expert shall be part-time and shall have particular responsibility for the delivery of the Task 2.4 outputs under the control of the Team Leader.

Qualifications and skills:

* University degree in economics, engineering or equivalent.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in Road asset management.
* Experience in minimum 3 similar projects.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**Key Expert 5: Procurement Expert**

Procurement Expert shall be part-time and shall have particular responsibility for procurement activities, including preparation of tender documents, technical specifications and ToRs, clarifications to tenders, evaluation process, preparation of Tender Evaluation Reports, and award of Contracts. Duties will also include training of PIU in MoTC, and municipality staff in all aspects of procurement of works and services.

Qualifications and skills:

* University degree in engineering, law, economics.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in technical assistance in procurement of IFI funded projects.
* Experience in minimum 4 projects (including civil works) as a Procurement Expert.
* Experience in projects governed by FIDIC/World Bank conditions of contract is required.

International and Regional Experience

* Broad international and regional experience is required.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**Key Expert 6: Road Safety Expert**

Road Safety Expert shall be part-time and shall have particular responsibility for development of the road safety design and practices section of the local roads manual. Duties will also include road safety inspections and audits at various stages in line with good practice, assisting with the safety program and campaign.

Qualifications and skills:

* University degree in engineering, law, economics.
* Qualified road safety auditor.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in providing road safety technical assistance.
* Road safety audit/inspection in minimum 4 years.
* Experience in road safety design and practices manuals will be considered an asset.

International and Regional Experience

* Broad international and regional experience in road safety engineering including EC Directive 2008/96/EC is required.

Language

* Good command of spoken and written English is required.
* Good computer skills are required.

**Key Expert 7: Environmental Safeguards Expert**

Environmental Safeguards Expert shall be part time and have particular responsibility for ensuring that the Design and Supervision Consultants are in compliance with the EMF and EMPs and monitoring requirements during the project preparation and implementation phases.

Qualifications and skills:

* University degree in environmental science, technology, chemistry or equivalent.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in conducting environmental assessment of IFI funded projects and monitoring the implementation of EMPs for road infrastructure projects.
* Minimum 4 years of experience in monitoring the implementation of EMPs.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**Key Expert 8: Road Investment Expert**

Road Investment Expert shall be part-time and shall have particular responsibility for the delivery of the Task 2.2 and Task 2.5 outputs under the control of the Team Leader.

Qualifications and skills:

* University degree in economics, engineering or equivalent.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in road infrastructure investment.
* Experience with minimum 3 similar projects.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**Key Expert 9: Legal Expert**

Legal Expert shall be part-time and shall have particular responsibility for the delivery of the Task 2.1 and Task 2.2 outputs under the control of the Team Leader.

Qualifications and skills:

* University degree in law or equivalent.

General professional experience:

* Minimum 15 years of professional working experience is required.

Specific professional experience:

* Minimum 10 years of experience in Law or policy development.
* Experience in minimum 3 years review or development of policy in the road infrastructure or energy sector.

Language

* Good command of spoken and written Macedonian is required.
* Good command of spoken and written English will be considered an asset.
* Good computer skills are required.

**Key Expert 10: Training Expert**

Training Expert shall be part-time and shall have particular responsibility for the delivery of the Task 3 outputs under the control of the Team Leader.

Qualifications and skills:

* University degree in civil engineering or equivalent.

General professional experience:

* Minimum 10 years of professional working experience is required.

Specific professional experience:

* Minimum 5 years of experience in institutional analysis and training.
* Experience in minimum 3 years in development and delivery of training programs under IFIs financed projects.

International and Regional Experience

* Broad international and regional experience is required.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian will be considered an asset.
* Good computer skills are required.

**6.2. Other Experts**

CVs for other experts are not examined prior to the signature of the Contract and should not be included in technical proposals.

The Consultant shall mobilize the experts as required according to the profiles identified in the Organization & Methodology and these Terms of Reference. They must indicate clearly which profile they have so it is clear which fee rate in the budget breakdown will apply. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them.

The mobilization of other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience and shall be subject to approval by the Client.

The number and type of specialists to be mobilized will be agreed between the Employer and the Consultant as the need arises. For estimating purposes, a number of individual expert visits and a global number of man-months are to be shown in the proposal and the Consultant should also enter a man-month rate.

The Client's agreement to a proposed expert shall be obtained prior to his coming/her coming in North Macedonia based on a curriculum vitae supplied by the Consultant. Other experts may only be mobilized upon the written consent of the Client and must provide mission reports prior to their demobilization.

Note that the civil servants and other staff of the public administration, MoTC and municipalities cannot be recruited as experts.

**6.2.1 Senior Experts**

These experts will be identified during the project implementation, such as civil engineers, road design engineers, road safety experts, finance controllers, survey engineers, claim experts, road asset management experts, quality assurance engineers, trainers, and experts in institutional, financial and organizational development, etc.

Qualifications and skills

* University degree or equivalent in a disciple relevant to their role in the assignment.

General professional experience:

* Minimum 10 years of professional working experience is required.

Specific professional experience:

* Minimum 8 years of experience relevant to their role in the assignment.
* Experience of minimum 5 years for the position proposed
* 4 projects of similar nature and complexity relevant to their role in the assignment.

International and Regional Experience

* Experience in Western Balkan countries will be considered as an asset.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian is an asset.
* Good computer skills are required.

**6.2.2 Junior Experts**

These experts will be identified during the project implementation. Such as design, civil, geotechnical engineers, mechanical, survey technicians, inspectors, etc.

Qualifications and skills

* University degree or equivalent in a discipline relevant to their role in the assignment.

General professional experience:

* Minimum 5 years of professional working experience is required.

Specific professional experience:

* Minimum 3 years of experience in the road sector in similar role and capacity relevant to their role in the assignment.
* Experience in minimum 2 projects of similar nature and complexity relevant to their role in the assignment.

International and Regional Experience

* Experience in Western Balkan countries is required.

Language

* Good command of spoken and written English is required.
* Good command of spoken and written Macedonian is an asset.
* Good computer skills are required.

**6.3 Facilities to be provided by the Client**

For the purposes of on-the-job-training for the MoTC's staff, the Client shall provide, free of charge, appropriate meeting room.

The Client shall provide the Consultant with all project preparatory phase reports as well as other relevant reports for the assignment and necessary coordination with project stakeholders. The client will support the consultant in getting hold of other documents relevant for the assignment.

**6.4 Facilities to be provided by the Consultant**

Furnished office accommodation of a reasonable standard and of approximately 10 square meters for each expert working on the contract, including internet connection, is to be provided by the Consultant. The Consultant shall be equipped with the appropriate computer and other office equipment on his own cost and shall cover the cost of telecommunication, interpretation, translation, printing, photocopying and all office consumables.

The Consultant shall be responsible to provide and pay for all necessary residential accommodation for their staff, local and international transportation.

The Consultant will also be responsible for all salaries, fees, allowances, insurance, leave pay and taxes for the Consultant’s staff involved in the assignment.

**6.5 Equipment**

No equipment is to be purchased on behalf of the Client as part of this service contract or transferred to the Client at the end of this contract. Any equipment related to this contract which is to be acquired by the Client must be purchased by means of a separate supply tender procedure.