**TERMS OF REFERENCE**

**FOR**

**NEW SINGLE WINDOW (NSW) PROGRAMME MANAGEMENT**

**SUPPORT IN NORTH MACEDONIA**

WBTTFP-8929-MK-112A-CS-QCBS

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# PROJECT BACKGROUND

**Project Name -** Western Balkans Trade and Transport Facilitation

**Financing -**International Bank for Reconstruction and Development (IBRD)

**Beneficiary Country**- Republic of North Macedonia

### Background

The International Bank for Reconstruction and Development (IBRD) launched the Multiphase Programmatic Approach to facilitate the achievement of the Western Balkans Governments' goal of reducing trade costs and increasing transport efficiency. The Program includes two phases: i) phase 1 includes Albania, North Macedonia and Serbia, and ii) phase 2 other beneficiaries in the Western Balkan. Each country has set up a Project Implementation Unit (PIU) to help with the execution, implementation and monitoring of its part of the Program.

For the purpose of financing of the Western Balkan Trade and Transport Facilitation Project (Project), part of Phase 1 of the Program, IBRD has granted to the Republic of North Macedonia USD 30 million loan to support a combination of investments, technical assistance and regulatory and institutional reforms.

Objective of the Project is to reduce trade costs and increase transport efficiency in North Macedonia. The Project consists of the following parts:

Component 1: Facilitating movement of goods across the Western Balkans. The component focuses on (a) the design and implementation of the National Single Window (NSW); (b) Improve Border Crossings in Selected Trade Corridors.

Component 2: Enhancing transport efficiency and predictability. This component will focus on (a) Deployment of Intelligent Transport Systems (ITS) on A1 motorway (Corridor X), b) development of National Intelligent Transport Systems (ITS) Strategy.

Component 3: Improve market access in services and foster regional investments.

Component 4: Support project implementation unit (PIU) and provide additional technical support, including for policy coordination, operating costs, and monitoring and evaluation of the project.

At the regional level, the Secretariat for Transport Community Treaty (TCT) will play the role of the regional coordination and liaison office for the Western Balkans Six, for all the transport related dimensions of the project. The CEFTA Secretariat will play the same role for the trade elements of the proposed project.

At the national level, Project Implementation Unit (PIU) within the Ministry of Transport and Communications (MTC), has primary responsibility for Project execution ensuring that the Project development objectives are met. To coordinate activities between the relevant institutions and stakeholders, solving of key issues and decision making regarding the Project, Government of Republic of North Macedonia established Project Steering Committee. To coordinate activities of the Customs Administration and other government agencies involved in the NSW development and implementation (the Beneficiaries), the Project Steering Committee nominated Working Group.

In the previous period, PIU engaged an expert to support activities of the Beneficiaries related to the NSW part of the Project, Trade and Customs Expert of the PIU to support National Single Window.

The purpose of these Terms of Reference is to define the scope of work and tasks of the (international) Consultant firm that is to be selected to support the Project Implementation Unit (PIU) in Republic of North Macedonia in its role to oversee the introduction of NSW, including Technical Assistance and Supervision for the development and implementation of NSW. In performing envisaged tasks, the selected Consulting firm will be supported and will closely collaborate with the individual expert(s) for NSW in the PIU.

The term “the Consultant” refers to the “Consulting firm” to be assigned with this Service Contract.

Design, development and implementation of an NSW solution and the associated reform and modernization of Customs Administration and other border management agency requirements in the North Macedonia will be financed by the IBRD Loan. The NSW solution will improve transparency and integrity, lower trade transaction costs, improve inter agency coordination and reduce the time taken to clear goods. North Macedonia has identified the establishment of NSW as a national trade facilitation measure, part of its National Strategy for EU accession and an element of meeting regional and international commitments and goals, including World Trade Organization’s Trade Facilitation Agreement and the norms of the European Union.

Two stages are envisaged for introducing an NSW – (i) preparation and design; and (ii) development and implementation.

The first stage, i.e., preparation and design were completed in September 2021. Namely, the World Bank Group hired a Consulting firm to assist the Government with the preparation and design aspects of the future NSW. As a final result, the Consultant delivered an “**NSW Blueprint**”. The Blueprint captured the analysis and key decisions taken by the Government of North Macedonia on several important aspects of the NSW including, the governance structure to oversee the NSW, the operational model and fee structure to sustain operations, a program of change management and *inter alia* an NSW implementation plan. A summary of the Blueprint structure and content is enclosed at the Annex 1. The NSW includes requirements for a data warehousing, data analytics and business intelligence solution.

The second stage of the project envisages design and development of software solution, installation of hardware equipment, data harmonization, legal changes, development and implementation of business processes, capacity building and operationalization of the system.

# OBJECTIVES

### Overall Objective

The overall objective of the assignment is operational National Single Window in compliance with the EU requirements in order to bring the Country closer to the EU market and the Customs Union.

### Specific Objective

The **specific objectives** of this assignment are:

The Client (MTC and PIU) is seeking to engage the services of an experienced Consultant to work alongside with the PIU and give guidance for a range of activities, to include, but not to be limited, to:

1. Providing support to the Client and the Beneficiaries, and to assist the PIU with all aspects of the preparation and execution of the NSW project;
2. Assisting the Client and Beneficiaries in implementing the recommendations in the NSW project;
3. Providing managerial, supervision and technical assistance, and guidance in development through the various phases of implementation;
4. Ensuring the NSW project is structured, managed and executed by following international standards of project management and quality assurance with continuous monitoring;
5. Developing the Terms of Reference, Design and Technical Specifications, Requests for Proposals and Standard Bidding Documents for the procurement of NSW solution and related hardware, software and services, and assisting in evaluation and contract management;
6. Drafting legal and regulatory changes that support the establishment and functioning of the National Single Window and that includes harmonization;
7. Coordination and facilitation of implementation of the ‘to-be’ business process model and the associated harmonized data model across all Beneficiaries;
8. Propose improvement of Customs administration management structure considering requirements of NSW and facilitate its implementation;
9. Technical support on business, functional and security aspects of systems implementation including procedural reforms;
10. Oversight of implementation of the technical platform throughout the project lifecycle, implementation supervision and quality assurance;
11. Provides and implements QA and Acceptance activities related to the NSW project (Performing comprehensive testing and verification of deliverables, makes proposals for their acceptance);
12. Assisting the Client and the Beneficiaries to strengthen its information and communication technologies (ICT) capabilities to ensure they have the capacities to support the implementation; and
13. Training to NSW staff and involved public servants, representatives of the target groups.
14. Production and maintenance of issue registers and risk management.

# LOGISTICS AND TIMING

### Location for required services of the Consultant

100% of the experts’ time shall be spent at the base of operations. However, taking into consideration current situation related to COVID-19 outbreak and travel restrictions, home-based work could be allowed and must be approved by the Client. Home based work is allowed for tasks that do not require close work with the counterparts and only if prior approval is obtained from the Client. The percentage of time which each key expert could be allowed home-based work is 10%. In case the pandemic prolongs, the home-based work percentage might be increased. In that case, minimum several visits are expected to be conducted in the country for data collection, consultations, workshops, trainings etc., and the number is to be proposed by the Consultant with the methodology and accepted by the Client.

### Commencement date & period of implementation

The consulting engagement is expected to commence in Q2-2022 and continue to Q4, 2024 with various full time and part time consultancy inputs provided as and when needed throughout the duration of the contract period. The duration of the assignment is estimated in total to be 32 months for development and phase wise implementation of NSW, including the possible gap between phases of approximately 6-8 months due to completion of procurement of services for development of software and procurement of hardware infrastructure and technical equipment. The intended commencement date is May, 2022.

The selected procurement method of the service will be Quality Cost Based Selection (QCBS) - Open International procedure, in accordance with the World Bank’s “Procurement Regulations for IPF Borrowers” dated July 2016, revised November 2017 and August 2018 (“Procurement Regulations”).

 From the Consultant firms that will submit an Expression of Interest (EoI), the Client will assess the Expressions of Interest to determine the Shortlist based on selection Criteria stated in REoI. Qualifications of the Key staff (CVs including their qualifications) will not be evaluated at this stage. Upon determining the shortlist, the Client shall issue the letter of invitation to submit Proposals along with the request for proposals document to all the Shortlisted firms. For QCBS method the WB Standard RFP will be used. The Technical and Financial proposal shall be submitted at the same time in two (2) separate and sealed (password protected) envelopes. Due to Covid 19 emergency submission and public opening of Technical and Financial Proposals will be electronically.

 The Consultant will carry out the services in line with a detailed time schedule to be submitted as part of its proposal, which could be changed during the negotiations in order to reflect the comments and/or requirements by the parties.

The estimated number of Key Experts staff-months required for the assignment for development and implementation phase is included in the table under Item 7 of the ToR. The Consultant is however free to propose its own level of effort and combination of international/local staff based on the needs of the assignment as per this Terms of Reference.

The Client will provide the following inputs and facilities:

1. Orientation will be provided to key professionals regarding working approach of WBTTF
2. A copy of the NSW Blueprint and all relevant Reports, Studies and information pertaining to the Trade Facilitation in the Republic of North Macedonia and the NSW; and
3. Initial coordination and liaison with all appropriate government agencies, the community, and other stakeholders of the NSW.

Office accommodation for each expert working on the Contract is to be provided by the Consultant. The Consultant shall ensure that experts are adequately supported and equipped. In particular, it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities.

No equipment is to be purchased on behalf of the neither Client nor any other Beneficiary as part of this service contract or transferred to the Client or beneficiaries at the end of this Contract.

 **Project Management**

The Client of the assignment is the Ministry of Transport and Communications (MTC) - Project Implementation Unit (PIU).

For successful NSW development and implementation, the following structure shall be in charge:

* + - 1. Project Steering Committee (PSC)
			2. NSW Working group
			3. Project Implementation Unit (PIU)

### Project Steering Committee

**Project Steering Committee (PSC)[[1]](#footnote-1)**was established from high level representatives with overall responsibility to review regularly the project implementation, review the timely fulfilment of the Work plan in all aspects and to propose any major strategic decisions. The PSC will be chaired by a high-level representative from the Government of the Republic of North Macedonia. Members of the PSC, as voting members, are representatives from the Customs Administration and representatives from the following institutions:

1. Ministry of Finance
2. Food and Veterinary Agency
3. State Agriculture Inspectorate
4. State Sanitary and Health Inspectorate
5. Agency for Medicines and Medical Devices - MALMED
6. Ministry of Internal Affairs
7. Directorate for Cultural Heritage Protection
8. Radiation Safety Directorate
9. Ministry of Agriculture, Forestry & Water Economy
10. Ministry of Environment and Physical Planning
11. Ministry of Health
12. Ministry of Economy
13. Ministry of Information Society and Administration
14. National Trade Facilitation Committee
15. Other relevant institutions/organizations

The PSC shall invite members without voting power to participate in the PSC meetings (such as Business sector, etc.).

The role and main functions of the PSC shall include:

* To assess project progress and monitor all activities of the project, as agreed in the contract for the delivery of technical assistance.
* To assess the performance of the Consultant, consider the Consultant’s Inception Report and other Reports, and make recommendations as appropriate to the Client which will approve these reports. To discuss jointly any critical points or bottlenecks for further project implementation and to propose and discuss remedy actions to be taken to tackle problems.
* To guide the development and monitor the implementation of individual schedules or work-plans of the project, and jointly take decisions affecting timing, cost or project contents.
* To ensure close co-operation between the relevant institutions, social partner organizations, local authorities and other relevant actors, taking into consideration the complexity of the project and ensuring transparency.
* To make decisions for solving strategic issues and problems during the realization of the activities.
* To provide, if necessary, additional human, technical and financial resources within its competences.
* To make final check and acceptance of project deliverables.

At the first meeting of the PSC the Rules of Procedures (RoP) proposed by the Consultant should be adopted.

The Consultant will ensure the proper functioning of the Project Steering Committee, including holding of regular meetings, the preparation and circulation of the agenda, the writing and distribution of minutes, and follow-up to the Committee decisions. The date of the Project Steering Committee meeting, the agenda and the documents necessary shall be set and circulated among the members with a reasonable time in advance (i.e., approximately 15 days in advance). The Consultant has to keep them in a file as project documentation. These tasks will be performed in coordination with the Client.

### NSW Working Group

The Project Steering Committee nominated Working Group to coordinate activities of the Customs Administration and other government agencies involved in the NSW development and implementation.

The NSW Working Group (Executive Secretariat) will provide support mainly related to the following:

* Appoint a senior member of its staff in the Executive Secretariat to liaise with the Consultant, and ensure that staff at appropriate level is made available to work alongside the staff of the Consultant;
* Provide to the Consultant copies of legislation, regulations, studies, reports and other relevant documents necessary for the implementation of the project;
* Provide support for the various training activities, including assistance in the selection of trainees and participants;
* Provide support during all phases of project implementation.

The NSW Working Group should also provide all possible assistance to solve unforeseen problems that the Consultant may face. The possible failure to solve some of the Consultant’s problems encountered locally will not free the Consultants from meeting its contractual obligations vis-à-vis the Client.

The representatives of the following institutions are members of the NSW Working group:

1. Customs Administration
2. Food and Veterinary Agency
3. State Agriculture Inspectorate
4. State Sanitary and Health Inspectorate
5. Agency for Medicines and Medical Devices - MALMED
6. Ministry of Internal Affairs- Bureau for public security
7. Directorate for Cultural Heritage Protection
8. Radiation Safety Directorate
9. Ministry of Agriculture, Forestry & Water Economy
10. Ministry of Agriculture, Forestry & Water Economy - Seeds and planting administration
11. Ministry of Agriculture, Forestry & Water Economy – Phytosanitary Administration
12. Ministry of Environment and Physical Planning
13. Ministry of Health
14. Ministry of Economy
15. Ministry of Economy- Bureau for meteorology
16. Ministry of Transport and Communications
17. Ministry of Transport and Communications – State Transport Inspectorate

### Project Implementation Unit (PIU)

A counterpart team of technical experts, the PIU, was already established at MoTC. The PIU and MoTC shall provide the Consultant promptly with any existing information and documentation at its disposal which may be relevant to the performance of the contract.

The PIU shall provide diverse knowledge and opinion through consultation at key stages of the assignment with relevant stakeholder organizations.

# SCOPE OF SERVICES

### Consulting services

The services of the Consultant include:

1. **Procurement:** Support the Client with drafting and finalizing all Terms of Reference, Requests for Proposals, Bidding Documents and related Technical Specifications for procurement of NSW solution (in accordance to accepted Design of NSW solutions, prepared by the Consultant), and tender processing including clarification meetings and evaluations.
2. **NSW Project life-cycle management:** Assist the Client in all phases of NSW project implementation, i.e., planning, execution (legal changes, harmonized data model, Customs administration management structure, business processes reengineering, functional and security aspects of systems, procedural reforms, etc.) and closure, including overall monitoring and quality assurance of all outputs.
3. **Supervision of installation:** supervision of installation of infrastructure and software development (quality, configuration, enhancement, integration of software & migration of existing data) & acceptance testing, pilot implementation, roll-out of solution (including post-Implementation review)

Note: Trainings for installed software will be performed by Supplier while supervision of trainings will be provided by the Consultant;

1. **Direct consultancy inputs:** Provide inputs on technical, supervision of ICT infrastructure installation and software solution testing, capacity building, change management, legal and regulatory aspects, including drafting guidance and support for the required NSW legal and regulatory framework, implementing procedures and operational standards.
2. **NSW Project Management Support:** Assist the Client and the Beneficiaries for contract management, respectively to monitor that contract terms are fully met by NSW project supplier(s), identifying and agreeing changes to the defined scope of the NSW project and finalizing related change requests to be included within the contract, and that disputes, should they arise, are handled according to the agreed procedures.
3. **Risk & Issue Management:** Advise and assist in being prepared throughout the NSW project life-cycle through identification of potential risks, preparation of risk mitigation plans, production and maintenance of issued registers and risk management, monitoring of risk mitigation activities as well as in the preparation and monitoring of open issues such that necessary decisions and corrective actions are taken in a timely manner.
4. **Quality Assurance:** Assist Client and Beneficiaries to perform independent testing and verification of the deliverables and software provided by the NSW vendor - perform testing and verification/acceptance of the NSW projects deliverables, and recommend the Client acceptance of deliverables and payment as per payment terms of contract agreement between Client and NSW Vendor or related infrastructure and service providers.
5. **Training:** Design, implement and evaluate different capacity building programs for different target groups depending on their involvement in the NSW, either as users, admins or controllers. See Annex 1.

The Consultant will follow internationally accepted standards and good practices for overall program management within the phases of the NSW project and ensure his delivery meets timelines, budget and quality requirements and expected outcomes for the NSW project. Full project life-cycle assistance would include continuous monitoring of NSW program activities with a view to flagging of issues, assistance in project risk mitigation and to support the Client, Customs Administration and Beneficiaries in dealing with uncertainties in coming in the way of NSW completion.

### Scope of the activity

The Consultant shall provide NSW management, design, procurement, training and supervision support to the Client and the Beneficiaries **throughout the Contract,** and shall supervise the suppliers involved to build, supply and install the NSW solution and infrastructure and in such manner as to ensure that the final products are compatible and interface/integrate with the Beneficiaries 'systems.

The Consultant’s assistance is divided in two phases and will include but not be limited to the following activities:

**MANAGEMENT SUPPORT - Throughout the Contract (*duration: app. 32 months*):**

**Task 1**

The Consultant shall do the following but not limited activities:

* Assist with defining the project management methodology to be adopted for a structured and disciplined approach to project management;
* Assist with management of NSW project implementation and contract management;
* Prepare working plans, approaches, timelines, milestones and resource requirements to fit with the overall NSW Implementation Plans and any related initiatives;
* Provide support for legal and regulatory changes;
* Provide training support.

**PHASE 1 - DESIGN AND PROCUREMENT SUPPORT (*duration: app. 6 months)***

**Task 2 - Design of NSW solution as integrated centralized software and hardware IP based solution**

The Consultant shall do the following but not limited activities:

* Drafting and finalizing TORs, Request for Proposals (RFPs), bidding documents and technical specifications for each type of NSW supply (NSW solution and NSW hardware infrastructure and technical equipment) and support the evaluation process of subsequent bids;
* Review and confirm the architectural principles described in the NSW Blueprint;
* Advise on information technologies where they are to be procured and installed including hardware, software, databases, networks and on software development and operational procedures to sustain those technologies;
* Assess the effectiveness of technical resources in use and identify the necessary resources required for implementation and ongoing support;
* Provide advice, keeping in mind emerging technologies, and recommend on optimal methods for system integration of multiple systems;
* Provide support with the clarifications requested on bids and doubts that the technical evaluation committee might refer to them for clarification.

**Task 3 – Legal, regulatory and procedural changes required to implement the NSW with draft proposals.**

The Consultant shall do the following but not limited activities:

* Assess any legal and regulatory aspects that may impact on the NSW project and propose solutions;
* Draft legal and regulatory changes that support the establishment and functioning of the National Single Window and that includes harmonization;
* Review of legislation and implementing regulation and subsequent changes in the legislation and regulations conducted;
* Review the recommendations made on legal and regulatory aspects of the NSW Blueprint;
* Recommendations relating to any changes required to meet NSW requirements following review of legislative and operational procedures (for the Beneficiaries);
* Developed and implemented New Law for New Single Window (EU harmonized) and the appropriate implementing rules and regulations for all Beneficiaries, consistent with the standards set by the Government of North Macedonia;
* Prepared and delivered Service Level Agreement, Memorandum of Understanding, and End User Agreement.

**Task 4 - Change Management Strategy (CMS) and implemented Change Management Program (CMP) incorporating NSW communication plan and program and capacity building plan and program with change management training plan for the relevant stakeholders.**

The Consultant shall do the following but not limited activities:

* Develop and implement detailed NSW Change Management Plan and Program;
* Develop and implement capacity building plan and training including evaluation of the effectivnes of training for the relevant stakeholders;
* Develop and implement detailed NSW communication plan and program for the relevant stakeholders;
* Carry out change management trainings, seminars, conferences to the relevant stakeholders. Expected number of people to be trained as trainers from the Beneficiary (CA and other government agencies) is app. 40-50 people. During the trainings the Consultant will organise assessment and evaluation of the knowledge and readiness of trained leaders for further fulfillment of tasks and team leadership;
* The Consultant is required to provide facilities for the Beneficiaries and stakeholders for the trainings, seminars, conferences etc. Online trainings may be an option due to the COVID pandemic, however they are not recommendable taking into consideration the need for implementation of the NSW communication plan and program).

**Task 5 - Business process reeingeneering and data harmonization, and procedural changes required to implement the NSW.**

The Consultant shall do the following but not limited activities:

* Complete the process of implementation of the model "future business process" and harmonization of the data model with all users (all participating government agencies and users of the private sector;
* Draft the operational instructions and manuals in connection with the business processes of all government agencies involved in the National Single Window.

**PHASE 2 - SUPERVISION AND MONITORING SUPPORT (*duration: app. 21months)***

**Task 6: Supervision and monitoring support**

**Development Stage (*duration: app. 12 months*):**

The Consultant shall do the following but not limited activities:

* Conduct or participate in NSW project status meetings;
* Assess the progress against work plans;
* Facilitate communication with all other initiatives that impact implementation;
* Prepare periodic reports to document NSW project status, milestones achieved, budget utilization, risks, and issues that may jeopardize NSW project progress and success;
* Support the procedures put in place during Planning for management of issues, escalation, and change control over scope;
* Develop testing and acceptance procedures (PQP plan);
* Assess and recommend for acceptance **IT functional and technical specifications** for Design of NSW solution as integrated centralized software and hardware IP based solution (compliant with the EU Single Window System) to be delivered by the NSW solution provider;
* Ensure that the NSW solution provider maintains all project artefacts (software code, product documentation, and associated notes and discussions) properly and securely;
* Conduct and support implementation of a capacity building program;
* Conduct and support the implementation of legal and regulatory changes including the Service level objectives and agreements;
* Monitor and supervise the development of the NSW systems as per the design documents;
* Verify business requirements and recommend technical approach to meet the required goals;
* Verify all functional and technical specifications, including specification of demands;
* Review the technical documentation such as user guides, training manuals and system specifications prepared by the developer;
* Ensure the development, testing and implementation of the system and validate the final product satisfies the defined requirements through comprehensive testing process;
* Support data collection, source identification, data processing, data analysis and program review;
* Ensure readiness of all documentation and compliance with structured and disciplined project management practices.

**Test Pilot Stage (*duration: app. 8 months*):**

* Assist the Client and beneficiaries to ensure the selected pilot is prepared to conduct the pilot testing, assess the progress of the piloting, ensure issues (technical, procedural and training) are collected and resolved;
* Assess the serviceability and acceptability of the outcomes of the pilot test;
* Implement capacity building plan for the pilot phase for all beneficiaries;
* Provide technical support on training to the concerned staff of the government and beneficiaries;
* Support participation of pilot other government agencies (OGAs) (facilitate the NSW vendor’s OGA engagement);
* Perform User Acceptance Testing (UAT), Stress and relevance technical testing of the system pilot and provide necessary test report.

**Rollout Stage (including Post-Implementation Assessment) (*duration: app. 8 months):***

The Consultant will work with the Government Teams (PIU, Working Group and other teams to be established by the Beneficiaries for NSW project, if any), Supplier and other contributing teams to establish a “template” to guide the planning and execution of all rollouts subsequent to the Pilot. During the rollout phase, the Consultant will assist in monitoring progress, issues and issue resolution, and acceptance of the NSW project deliverables at each site. The Consultant will also develop a capacity building plan for all beneficiaries involved in this phase of the NSW project with consultation among various stakeholders. Once the NSW roll-outs have been completed, the Consultant will conduct a Post-Implementation Assessment. The Consultant will also provide a sustainability plan including different operation modality for the system. The Consultant is expected to receive and certify a copy of audited source code of the final roll-out version of the NSW on behalf of the Client.

The Consultant shall consider the overlapping of three stages, Development Stage, Test Pilot Stage and Rollout Stage due to the number of involved relevant institutions and stakeholders. It is recommended the Consultant to propose a methodology of implementation of these stages in order to secure the NSW is completed within the given time schedule.

The following elements should be considered in the scope of the required services within each of the above phases as appropriate:

* **Project Management Discipline:** to assist in introducing internationally accepted standards, methodologies, and good practices for overall project management of the full lifecycle of all projects and activities; and to ensure their delivery meets agreed timelines, desired quality of outputs and expected outcomes.
* **Risk & Issue Management:** to advise and assist in being prepared throughout the NSW project life-cycle through identification of potential risks, preparation of risk mitigation plans, production and maintenance of issued registers and risk management, monitoring of risk mitigation activities as well as in the preparation and monitoring of open issues such that necessary decisions and corrective actions are taken in a timely manner.
* **Implement Re-engineered Processes:** to assist the Client and beneficiaries' teams to introduce reengineered processes as outlined in the technical and functional specifications for NSW to increase NSW’s operational effectiveness. Assist in preparation of the regular manuals and operational instructions for the business processes to all government agencies involved in National Single Window in respect to operational work of the National Single Window.
* **Legal and regulatory support:** to assist the Client and beneficiaries' teams to develop and implement New Law for NSW and the appropriate implementing rules and regulations, as well as correlative tables, consistent with the standards set by the Government of North Macedonia in conjunction with TC1 that lays out the Government’s international and regional commitments and preferred approaches.
* **Change Management and Communication:** to assist the Client and beneficiaries' teams to effectively manage the change process and ensure appropriate internal and external stakeholder participation, consultation, communication, and information sharing throughout all stages of the NSW project.
* **Contract Management**: to assist the Client to monitor that contract terms are fully met by all NSW implementing vendors and that disputes, should they arise, are handled according to the agreed procedures.
* **Scope Management:** to assist the NSW supplier(s), Client and beneficiaries' teams to identify and agree changes to defined scope of the NSW project and finalize change requests to be included within the contract, ensuring compliance with procurement standards and processes as required by the World Bank.
* **Quality Assurance & Acceptance:** To assist the Client and beneficiaries' teams in the review of all outputs and deliverables as well as testing of all equipment and software at time of acceptance.
* **Capacity development:** to assist the Client and beneficiaries' teams to implement practices and procedures consistent with international standards and global good practice on NSW – in particular, with the implementation of data standards of WCO and UN/CEFACT, and consistent implementation of measures contained in the WTO Trade Facilitation Agreement/ CEFTA and the relevant EU standards. Activity contains training to the public servants and other involved NSW staff.
* **ICT Skills to Manage NSW:** to assist the Client and beneficiaries' team to develop a comprehensive skills and staff development so as to enable them to manage NSW on their own when the current Consulting assignment ends. Activity contains training to the public servants and other involved NSW staff.

### Additional specific activities

The Consultant may carry out other activities needed for the smooth NSW management, best practices sharing and good and professional business practices. The Consultant shall propose additional activities in their methodology proposal.

# DELIVERABLES and PAYMENT SCHEDULE

### Expected results/deliverables

**INCEPTION PHASE: Inception Report**

The Report shall include, but not limited to*:*

* Assessment of the project start situation, especially the layout of tasks and resource position;
* Encountered and/or foreseen difficulties with a list and analysis of problems that may arise during the execution of the projects;
* Defined/updated aims, objectives and methodology of the project;
* Present recommendations and alternatives to cater for changes introduced in the sector since the ToR was written;
* Indicators of achievement;
* Plan for stakeholder engagement and data gathering;
* Resource allocation and project organization plan with well-defined roles and responsibilities;
* Project Implementation & Monitoring Plan;
* Detailed work plan for the provision of each activity, area of expertise and list of deliverables and identify the local support personnel, and the management of the project;
* Detailed programme showing the planned usage of all resources within the time that is allowed for completion of this service contract. The detailed program should be based on the Terms of Reference and the Consultant’s original technical proposal, updated to take into account the additional information available to the Consultants project team in the inception period of the project;
* Communication Plan;
* System Sustainability Plan;
* Project Quality Assurance Plan;
* Risk Management Plan with relevant templates (risk assessment templates);
* Detailed description of training needs in the form of a training program;
* Risk Management Plan with relevant templates (risk assessment templates);
* Annexes;

The Consultant is expected to have obtained the support of the Client and Beneficiaries for the Inception Report prior to its submission to the Client.

Report shall be approved by the Project Steering Committee.

**MANAGEMENT SUPPORT – THROUGHOUT THE CONTRACT:**

**Task 1: Quarterly Progress Report**

The Report shall include, but not limited to:

* Project status and milestone reports;
* Project Issue logs and resolution statements report;
* Risk assessment and mitigation report;
* Issue management and resolution;
* Adopted project management methodology;
* Provided assistance with management of NSW project implementation and contract management;
* Prepared working plans, approaches, timelines, milestones and resource requirements to fit with the overall NSW Implementation Plans and any related initiatives;
* Provided trainings to the CARNM staff and other involved stakeholders;
* Report on the NSW legal, regulatory and procedural changes;
* Capacity Development and Change Management Activities Report;
* Change control documentation and Impact assessment report;
* Scope and change control management report;
* Communications report to NSW stakeholders;
* Mobilization of experts;
* Annexes;
* Utilization of funds (the financial section must contain details of the time inputs of the experts, of the incidental expenditure and of the provision for expenditure verification).

The Report shall summarize the current status of the project against indicators for project immediate objectives and results (outputs and activities), major activities undertaken during the period of the report compared to the implementation schedule, deviations and delays in activities, problems and constraints encountered and corrective/ remedial actions proposed or planned, and major activities planned for the next period (schedule). Achievements with respect to the indicators should be assessed and documented in each Quarterly Progress Report to the extent possible.

**PHASE 1 – DESIGN AND PROCUREMENT SUPPORT:**

**Task 2 – Report on Design of NSW solution as integrated centralized software and hardware IP based solution**

The Report shall include, but not limited to:

* Report on assessment and recommendation for acceptance of the IT functional and technical specifications delivered by the NSW solution provider;
* Finalized TORs, Request for Proposals (RFPs), bidding document, Functional and Technical Requirements for the NSW solution and Technical Specifications for the NSW hardware infrastructure and technical equipment);
* Provided assistance regarding procurement and installation of information technologies, including hardware, software, databases, networks and on software development and operational procedures to sustain those technologies.

Report shall be approved by the Project Steering Committee.

*(As per the Blueprint Report on the Functional and Technical Architecture TC4)*

**Task 3:** **Report on the legal, regulatory and procedural changes required to implement the NSW with draft proposals**

The Report shall include, but not limited to:

* Drafted final proposal for New Law for New Single Window (EU harmonized) and the appropriate implementing rules and regulations for all Beneficiaries;
* Drafted final proposal for Service Level Agreement and Memorandum of Understanding.

Report shall be approved by the Project Steering Committee.

*(As per the Blueprint Report on the Legal and Regulatory Framework TC1)*

**Task 4: Report on implemented Change Management Strategy and Program incorporating NSW communication plan with change management training for the relevant stakeholders**

The Report shall include, but not limited to:

* Prepared and delivered Change Management Strategy incorporating capacity building programs (training plan included) for the relevant stakeholders;
* Prepared and delivered Capacity building program as determined by agreed Capacity Building Plans related to each phase of the project within the scope of work of this assignment.

Report shall be approved by the Project Steering Committee.

*(As per the Blueprint Report on Change management and Capacity Building TC6c and TC8)*

**Task 5: Report on** **Business process reeingeneering and data harmonization, and procedural changes required to implement the NSW**

The Report shall include, but not limited to

* Prepared and delivered Report on business process reeingeneering and data harmonization, and procedural changes required to implement the NSW;
* Draft the operational instructions and manuals in connection with the business processes of all government agencies involved in the National Single Window.

Report shall be approved by the Project Steering Committee.

*(As per the Blueprint Report on the Business Procesess reengeneering TC6ab)*

**PHASE 2 – SUPERVISION AND MONITORING SUPPORT**

**Task 6: Monthly Progress Report on supervision and monitoring support**

The Report shall include but not limited to:

* Performed supervision throughout installation of hardware, and development of software;
* Performed supervision throughout data harmonization;
* Performed supervision throughout implementation of the business processes reengineering;
* Report on IT trainings delivered by the NSW solution provider;
* Report and recommendation for acceptance based on the provided NSW Architecture implementation environment test results;
* Prepared system integration (interconnectivity and interoperability) protocols;
* Recommendation for acceptance of the proposed architecture by the NSW solution provider, taking into consideration interoperability and interconnectivity with other related systems;
* Prepared Report including assessment and recommendation for acceptance of the IT functional and technical specifications delivered by the NSW solution provider;
* Prepared recommendations for acceptance of the Functional and Operational Requirements for the NSW Helpdesk realized under the main NSW Project;
* Prepared and delivered Test script formats and test results reports (as per NSW deliverables) with quality assurance dossiers (e.g. manufacturer’s test certificates, performance test certificates, where applicable, request for inspection (if any), approvals and test results, etc.);
* Test Report;
* Report on verification of deliveries, documents, specifications (including the IT functional and technical specifications), acceptance recommendations (including the IT functional and technical specifications), etc.;
* Security and Quality Assurance reports covering NSW modules under the acceptance testing;
* Report on the business process reengineering;
* Report on the data harmonization;
* Report setting out the objectives of the pilot;
* Report on the completion of the pilot phase;
* Report on the completion of the roll out phase.

The Consultant shall submit Monthly Progress Report on the supervision and monitoringsupport to the Client, Beneficiaries and to the members of the Project Steering Committee no later than 7 working days after the end of each month for the previous month.

**Final Report**

The Report shall include, but not limited to:

* Complete overview of all activities implemented during the project with extensive description of progress, technical and financial;
* Comparison in detail the actual progress with the agreed programs;
* Summary of outputs, and a critical study of any major problems, which may have arisen during the performance of the Contract, with recommendations regarding resolving similar problems in the future and suggestions for future actions;
* Other information as specified by the Client and the Project Steering Committee;
* Recommendations on the long-term sustainability of the NSW program, infrastructure and solution elements;
* Detailed analyses which underlie the mission's recommendations will be presented in annexes to the report.

The Draft Final Report and the Final Report (main text, including annexes) shall include all previously approved reports and other relevant documents.

Report shall be approved by the Project Steering Committee.

List of reports/deliverables expected with correlation to the Consultant activities are presented in the following table:

| **No** | **Deliverables** | **Delivery due date**  | **Payment** |
| --- | --- | --- | --- |
| **INCEPTION PHASE** |  |
|  | **Inception Report** | Within 30 days of the commencement date of the contract | 15% of the Contract amount after written approval of the Inception Report by the Client |
| **MANAGEMENT SUPPORT – THROUGHOUT THE CONTRACT** |  |
| **Task 1** | **Quarterly Progress Report** | Within 7 days after the end of each quarter for which the report is due |  |
| **PHASE 1 – DESIGN AND PROCUREMENT SUPPORT**  |  |
| **Task 2** | **Report on Design of NSW solution as integrated centralized software and hardware IP based solution** | Within 4 months of the commencement date of the Contract | 10% of the Contract amount after written approval by the Client |
| **Task 3** | **Report on the NSW legal, regulatory and procedural changes implemented** | Within 18 months of the commencement date of the Contract.  | 10% of the Contract amount after written approval by the Client |
| **Task 4** | **Report on implemented Change Management Strategy and Program incorporating NSW communication plan with change management training for the relevant stakeholders** | Within 24 months of the commencement date of the Contract | 5% of the Contract amount after written approval by the Client  |
| **Task 5** | **Report on the implementation of the NSW Business Process reengeneering and Risk Management** | Within 28 months of the commencement date of the Contract | 10% of the Contract amount after written approval by the Client |
| **PHASE 2 – SUPERVISION AND MONITORING SUPPORT**  |  |
| **Task 6** | **Monthly Progress Report on the supervision and monitoring support** | No later than 7 working days after the end of each month for the previous month, throughout instalation of hardware, development of software, business process reengineering and data harmonization(app. 21 months) | 42% of the Contract amount in total, upon submitted Time Sheets and Monthly Progress Reports approved by the Client and issuance of respective Invoices for each period of three months (in total 7 periods) in a portions of 6% of contract ammount. Payment of invoices covered by the three-month period will be made through 7 payments (portions). Payments under Task 6 will start upon signing the Contract with IT provider. The period of engagement of the experts shall be maximum 442 working days in the period of 21 months. |
|  | **Final Report** | No later than 1 month before completion of the Contract | 8% of the Contract amount after written approval of the Final Report by the Client |

**Submission and approval of Reports/Deliverables**

All reports and deliverables shall be prepared by the Consultant and its staff team. The Consultant shall assure that all reports and deliverables follow recognized industry standards.

All Final Reports must be written in English and translated into Macedonian language and must include an executive summary. Each report shall consist of a narrative section and a financial section, as applicable in editable unprotected format and PDF format.

The Consultant shall propose the way for monitoring of the NSW process (commencement of the NSW, submission of the NSW reports, providing feedback for the NSW reports, acceptance of the NSW reports etc.) in which the exchange of documents and its versioning will be followed and tracked.

Reports/deliverables will ensure the facilitation and progress of completions of the Contract through effective engagement in order to ensure that the NSW Program management is maximum possible completed on time, within the foreseen budget and fully respecting the required quality.

The Client, after receiving comments from the Working Group and Project Steering Committee, shall provide comments within 2 weeks from the draft report submission. The Consultant shall address the comments within 7 days of received comments with exception of the final report where 14 days are allowed for addressing final comments.

Deliverables/Reports referred to above shall be submitted to the Client with cover letter that contains the basic data about the Consultant and the Contract, as draft reports for review and comments and as final Deliverables/Reports with incorporated comments for approval. The Reports shall be distributed in hard copy, as well as an electronic version (as a Word file on a DVD/CD).

Each Deliverable/Report (draft and final) shall be submitted as follows:

* for the Client: 2 (two) hard copies and 2 (two) electronic copies (as a Word file on a DVD/CD) in both languages, in Macedonian and in English language
* for the Beneficiaries: 1 (one) electronic copy (as a Word file on a DVD/CD) in both languages, in Macedonian and in English language
* for the Project Steering Committee members: 1 (one) electronic copy (as a Word file on a DVD/CD) in both languages, in Macedonian and in English language

All Deliverables/Reports shall be approved by the Client, upon approval from the Project Steering Committee.

At the end of the project, the Final Report, all previously approved reports and all project outputs, materials and documents shall be systematised and burned on a DVD/CD, submitted to the Client and Beneficiaries.

All reports, deliverables and dissemination material shall be translated into the Macedonian language by the Consultant.

No major report or document should be published or distributed to third parties without the approval of the Client. Reports or other major documents produced by the Consultant for publication or distribution to third parties should pay particular attention to the confidentiality of data.

Copyright on all deliverables, reports and other material prepared under this contract shall remain with the Client.

# COMPANY QUALIFICATIONS AND TEAM WITH EXPERTISE

 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 Consultant firm will be selected in accordance with QCBS (Quality-and Cost-Based Selection) method set out in the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, revised November 2017 and August 2018 (“Procurement Regulations”).

The standard form of the Contract will be a **Lump sum contract**.

 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:

* The Consulting firm must be a legal entity with at least 10 years’ experience in ICT Project management;
* Proven (track record) for Quality Assurance (QA) advisory experience of at least one successfully completed complex nation-wide Information System and ICT infrastructure implementation related with Customs Automated system in the past 5years (from January 2016 up to the deadline for the receipt of applications indicated below);
* Proven (track record) experience in development and implementation of Strategic Business Process and Change Management Plans in public organizations;
* Proven (track record) experience in design, development and implementation of at least one Customs automated system or NSW systems;
* Experience in projects/assignments requiring familiarity with North Macedonia legislation and institutional set up, especially for trade sector would be desirable;
* Experience in projects/assignments requiring familiarity with North Macedonia trade and border procedures market conditions and capabilities for communications technology and IT infrastructure in North Macedonia would be desirable;
* Extensive experience in developing governance frameworks, operational models and organizational structures for the implementation and/or operation of NSW for Trade would be highly desirable.

As a proof, the Consultant firm shall prepare a table listing following information: name of the relevant assignment, name of a firm that conducted the assignment, scope of work, year of contract implementation, country/region, contract value, contact reference (name, e-mail and phone number of the assigned Client’s project manager for the respective assignment/contract), and letter of reference signed by Client.

**Personnel**

The consulting firm is free to propose team and skill compositions appropriate to their proposed work plan.

The team shall consist of a core team made of key experts with the qualifications and skills defined below and non-key experts, as needed. The Consultant is obliged to ensure adequate staff in terms of expertise and time allocation, as well as needed equipment in order to complete the activities required under the scope of work and to achieve the objectives of this Contract in terms of time, costs, and quality.

The consulting firm is encouraged to hire/use local experts for some of the positions below either as individual experts (or from local firms, as sub-consultants or JV members). The Consultant should pay attention to the need to ensure the active participation of local professional skills, and to provide a suitable mix of international and local staff in the team. The team, as a whole, shall include experts familiar with North Macedonia' regulations.

The team organization, proposed staff availability and number of working days assigned to specific activities and backup will be evaluated as one of the major criteria within the evaluation of the proposed methodology and time schedule. The Team Leader with qualifications and skills given below will lead the team. He/she will be the main contact for the team and will interface with the MTC- PIU and beneficiaries, and other interested stakeholders (e.g., traders, Chamber of Commerce, etc.). He/she should be responsible for ensuring high quality performance of the main outputs and deliverables and the timing implementation of the activities during the Contract execution. He/she will be supported by the Deputy Team Leader, who will replace the Team Leader when necessary. A Deputy Team Leader shall be appointed from one of the key or senior non-key experts who shall be familiar with the relevant North Macedonia legislation and with Macedonian language.

All experts shall be independent and free from any conflicts of interest in the responsibilities they take on. The Consultant is obliged to propose within his methodology mitigation plan in case of COVID-19 lockdown.

Note that civil servants and other staff of the public administration of the beneficiary country (North Macedonia) cannot be proposed as experts.

The Project language is English. All the team members assigned by the Consultant must be able to communicate effectively in English. A sufficient number of the Consultant’s team should be fluent in Macedonian language, especially the staff assigned for activities related to legal changes.

The Consultant shall provide adequate backstopping and support staff (secretary, translators, drivers, accountant) needed to support the expert team.

The Consultant shall provide a sound backstopping system of services. Cost for backstopping and support staff, as needed, are considered to be included in the financial offer of the Consultant.

Translation and interpretation costs of all final deliverables from the project, including all formal reports and all documents relevant for the effective implementation of the project should be covered by the Consultant.

**Key Experts:**

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:

|  |  |  |
| --- | --- | --- |
| **No** | **Key Resource** | **Person Months** |
| KE1 | Team Leader/Program Manager | 14 |
| KE2 | IT Expert  | 10  |
| KE3 | IT Specialist Software testing and Quality assurance  | 10 |
| KE4 | Business Process Expert | 10 |
| KE5 | Legal/Regulatory Expert on Trade Facilitation and NSW | 9 |
| KE6 | Change Management and Communication Expert  | 9 |
|  | **Non Key Resource** | **Person Months** |
| NKS | Senior experts | 9 |
| NKJ | Junior experts | 2 |

Note: One man/month comprise 22 working days.

Core Competencies of all experts:

* Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
* Result-oriented: Plans and produces quality results to meet the set goals, generates innovative and practical solutions to challenging situations;
* Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations clearly;
* Teamwork: Ability to interact, establish and maintain effective working relations in a culturally diverse team;
* Ability to establish and maintain productive partnerships with regional and national partners and stakeholders;
* Fluency in English, and fluency in MS office and data processing tools.

**Non- key Experts:**

The Consultant is expected to include in their proposals other positions that they consider necessary for the assignment. CVs for non-key experts should be submitted in the proposal, however they would not be subject of evaluation.

The Consultant is expected to select and hire other experts as required according to the profiles identified in his Organization & Methodology. 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 they take on. The pool of non-key experts is expected to support/complement all the activities of the key experts.

It is recommended at least the following non- key experts to be engaged in the assignment:

* at least two IT Experts to support Key Expert 2 and Key Expert 3
* at least one Business Process Expert as Non key Senior Expert to support Key Expert 4
* at least one Change Management/Communication Expert to support Key Expert 6

Qualifications and skills for the Senior Experts:

* University degree or equivalent in a discipline relevant to their role in the assignment
* Minimum 5 years of specific professional working experience relevant to their role in the assignment
* Good command of spoken and written English is required
* Good command of spoken and written Macedonian is an asset

Qualifications and skills for the Junior Experts:

* University degree or equivalent in a discipline relevant to their role in the assignment
* Minimum 3 years of specific professional working experience relevant to their role in the assignment
* Good command of spoken and written English is required
* Good command of spoken and written Macedonian is an asset

Following table provide the list of Key Experts requested with the position in the ToR, general qualifications and assignment duration:

|  |  |  |  |
| --- | --- | --- | --- |
| **Team Experts** | **ToR position** | **General qualifications** | **Role** |
| **Key Expert 1** | **Team leader/Programme Manager** | At least a Master’s Degree in Management / Engineering / information technologies / electronics / communications / Finance or Trade / Law / Economics / other relevant field;Minimum 10 years’ professional experience in project management of ICT for public sector organizations;Experience as Project Manager/Team Leader of at least two (2) ICT projects for public sector organizations (letter of reference signed by Client is obligatory);Experience in customs system and other trade related agencies is required;Knowledge and experience in international procurement procedures, especially those of standard bidding documents for IT systems (one and two stages) and contract management is required;PMP or Prince 2 or equivalent certification for Project Management is required;Experience with the working procedures and policies of the public sector would be desirable;Proven experience in planning and supporting capacity building activities and change management;Experience in Quality assurance/Quality Control (QA/QC) for ICT projects. Proven experience in risk analyses;Skilled in presenting complex technical and other issues is required;Excellent written and oral communication skills in English. | The prime responsibility of this role is to provide leadership to the whole team, to assign work, provide guidance, liaison with the counterparts, monitor outputs, reporting and other tasks as required, and ensure that the whole team is responding effectively to the needs of the PIU and is able to maintain necessary control over all NSW project activities as in the scope of the assignment. |
| **Team Experts** | **ToR position** | **General qualifications** | **Role** |
| **Key Expert 2** | **IT Expert**  | At least a Bachelor degree in information technologies / electronics / communications or other relevant discipline;At least 10 years of professional experience in Information Communication Technologies (ICT);Proven experience with at least two (2) ICT projects as an IT Expert (letter of reference signed by Client is obligatory);Knowledge about ICT project stages and monitoring of quality in the project activities in each stage;Experience in projects involving quality assurance in relation to IT systems in the customs area;Experience in working with functional and technical specifications;Experience in the solutions with database system, workflow systems, application server, business intelligence, business analysts;Experience in the systems and technology for public sector organizations is required;Experience in developing or implementing strategic, enterprise grade, mission-critical information systems plan for Customs agencies, complex enterprise software systems implementation, extensive knowledge in informatics management and current technology trends would be desirable;Prior experience of working with enterprise systems and infrastructure and conversant on a range of technical issues relevant to the assignment, including servers, networks and communications, software and database development, web services and messaging protocols;Excellent written and oral communication skills in English;Knowledge of Macedonian language would be an asset. | The prime responsibility of this role is to fully complete Task 2 and Task 6 of the assignment. He/she is responsible as well for supervising the development and installation of these systems to be fully operational. |
| **Team Experts** | **ToR position** | **General qualifications** | **Role** |
| **Key Expert 3** | **IT Specialist Software testing and Quality Assurance**  | At least a Bachelor degree in an ICT related discipline(information technologies / electronics / communications / other relevant field);At least 10 years of professional experience in Information Communication Technologies (ICT);Proven experience with at least two (2) ICT based preferably (but not limited) in public sector projects (letter of reference signed by Client is obligatory);Knowledge and Certification in ICT Security;Experience in system and software testing, solution acceptance and software quality and security;Experience in developing or implementing strategic information systems plans public sector organizations, complex enterprise software systems implementation, extensive knowledge in informatics management and current technology trends would be desirable;Highly proficient in preparation of technical reports and technical specifications;Excellent written and oral communication skills in English;Knowledge of Macedonian language would be an asset. | The prime responsibility of this role is to fully complete Task 2 and Task 6 of the assignment. He/she shall develop support procedures and strategies for systems, networks, operating systems and applications development, solve problems and provide technical expertise and direction in support of system infrastructure and process improvements, and diagnose and resolve complex system problems. |
| **Team Experts** | **ToR position** | **General qualifications** | **Role** |
| **Key Expert 4** | **Business Expert**  | At least a Bachelor or Master's degree in a business management or other discipline relevant to the project;At least 10 years of professional experience in projects in the customs sector, particularly related to implementing the NSW or similar projects, including: business process reengineering and data harmonization;Proven record for successfully completed at least one(1) project of Single Window as Business Expert (letter of reference signed by Client is obligatory) preferably in EU;Experience in working with functional and technical specifications;Experience in quality assurance in projects for implementation of IT systems, preferably EU IT systems; Knowledge/experience in the Customs domain/Trade procedures/transport and logistics procedures including business processes; Excellent written and oral communication skills in English;Knowledge of Macedonian language would be an asset | The prime responsibility of this role is to fully complete Task 5 of the assignment.He/she shall provide support to drive the strategy execution through designing new business models, streamlining and reengineering existing business processes and providing support to change management.He/she will be responsible for review of all necessary legal, administrative and procedural arrangements and advice on any necessary changes as far as it relates to project objectives in the SINGLE WINDOW field.He/she has leading role and responsibility on whole process of data harmonization.Provide assistance to organize and deliver training on the business procedure. |
| **Team Experts** | **ToR position** | **General qualifications** | **Role** |
| **Key Expert 5** | **Legal/Regulatory Expert on Trade Facilitation and NSW** | At least a Bachelor degree in law or other discipline relevant to the project;At least 10 years of experience in legal/regulatory environment of North Macedonia and EU e.g. legal and regulatory framework and/or dispute settlements resolution in Trade and Customs affairs and service level agreements;Knowledge/experience in the Customs and Trade laws is essential;Experience in introducing legal / regulatory changes in institutions and organizationsis required;Experience in drafting legal changes to support specific features of the new functional model is required;Excellent written and oral communication skills in English;Knowledge of Macedonian language is required. | The prime responsibility of this role is to fully complete Task 3 of the assignment. He/she shall provide legal advice, analyzing and identifying the legal issues, drafting the legal documents, assisting in handling disputesand conveys experiences in resolving disputes maintaining correpondence with stakeholders involved in NSW |
| **Team Experts** | **ToR position** | **General qualifications** | **Role** |
| **Key Expert 6** | **Change Management and Communication Expert (CMC)** | At least Bachelor degree in relevant discipline;At least 7 years of experience in capacity building, change management implementation and communications. Capacity building and change management experience in public sector organizations will be an asset.Proven record of successfully completed at least two (2) projects including capacity building strategy, change management and trainings to customs officers, public sector servants, representatives from the business community, forwarders etc. (letter of reference signed by Client is obligatory);Excellent written and oral communication skills in English;Excellent presentation skills in English. | The prime responsibility of this role is to fully complete Task 4 of the assignment. He/she shall perform needs assessments to decide the best use of employee resources, implementing communications and training strategies designed to create organizational change, and determining and measuring change analytics to gauge the effectiveness of strategies. |

As a proof, the Consultants shall present in the CV the following information: name of the relevant assignment, name of a firm that conducted the assignment, position of the Consultant in the assignment, scope of work, year of contract implementation, country/region, contact reference (name, e-mail and phone number of the assigned Client’s project manager for the respective assignment/contract), and letter of reference signed by Client.

**ANNEX 1**

**National Single Window Blueprint for North Macedonia**

The World Bank Group has hired Consultant to assist the Government of North Macedonia in developing the NSW Blueprint. The Single Window Blueprint will provide a pathway to the development of a fully-electronic single point of entry for all trade related regulatory requirements. The NSW Blueprint will meet the specific requirements of Macedonian trading environment, institutions, and maturity. It will specifically align with European Union (EU) requirements, such as the Union Customs Code (UCC), the CERTEX architecture, the EU Single Window architecture (information exchange and interfaces) and operational framework.

The Blueprint will also recognize steps taken and being taken by North Macedonia to comply the Multi-Annual Strategic Plan (MASP) for the New Computerized Transit System (NCTS p5), Integrated Tariff Management System (ITMS), AES, Import, the EU Customs Data Model, Customs’ Decisions and other relevant EU legal frameworks.

In addition, the Blueprint will align with international standards including the WCO Data Model 3.10 UNECE/UNCEFACT Recommendation 33, the World Customs Organization (WCO) Compendium – “How to build the Single Window Environment, the World Bank’s Border Management Modernization publication and the UN/ECE’s Recommendation N°. 4.

Specific attention will also be given to the WCO Risk Management Compendium, WCO Standardized Risk Assessments, WCO SAFE Framework and the CEFTA AEO project. The final Blueprint will be made up of a number of reports detailing elements required for the implementation of a National Single Window. The Blueprint will contain:

|  |  |
| --- | --- |
| **Blueprint Element** | **Content** |
| Legal and Regulatory Framework | A review and analysis the current national legal and regulatory framework for trade and related areas that will govern the functions and operations of the electronic NSW. The analysis will focus on identifying gaps and impediments in laws and/or regulations that will adversely affect the functioning of the NSW. |
| Governance and Operational Model | Identification, analysis and recommendations for an operational model, including obtaining and establishing the infrastructure platforms to the management, provisions of services and operations, and options for establishing a public-private partnership, a government-owned special purpose vehicle or specialized agency. It will include decision making frameworks and service specifications for the “Operator”. |
| Revenue model and Fee Structure | Based on the Legal and Regulatory Framework, the Governance and Operating Model and Business Process Reengineering provide options for an appropriate model for financing the NSW giving consideration to a variety and combination of sources (fees, tolls, availability payments, shadow tolls, etc.) and an analysis of the local trading environment. |
| Technical and Functional Architecture | This element will comprise all the Information Technology functional, technical, security, and non-functional specifications and user requirements for the Single Window, as well as functional and operational requirements for a help-desk facility. |
| Service Level Agreements for participating Agencies | This will include an overall service level for the NSW as well as Service Level Agreements for each of the participating government agencies and between the NSW Operator and private sector users. This element also includes monitoring framework to ensure that service levels are maintained, and bottlenecks identified and addressed. |
| Business Process Reengineering | Simplified and streamlined business processes and a harmonized approach to data to support the development and implementation plan for the NSW. This element also includes a change management and change communication strategy with a structured approach to transitioning all level of stakeholders to understand and accept the NSW. |
| Risk Management Strategy and model | This element will detail systems for profiling risk, underpinned by risk management models in each agency, with an overarching risk management model for the NSW. It will also include the technical and functional requirements for the automation of risk management in the participating agencies. Another part of this element will be mapping of agency laboratories and product testing facilities and status of automation of test results. |
| Implementation and Capacity Building strategy and plan for the NSW, the NSW Operating entity, participating Agencies and Traders | This will include an implementation plan incorporating the organizational structure and interim governance mechanism and development of a “Results Based Monitoring Framework” for use in implementation. As well as a training needs gap analysis and organizational assessment, this element will include providers to deliver capacity building and the most suitable delivery. |

1. Decision of the Government of the Republic of North Macedonia [↑](#footnote-ref-1)