

REPUBLIC OF SERBIA
REPUBLIC GEODETIC AUTHORITY

OPERATIONAL MANUAL
Real Estate Management Project in Serbia

Belgrade, September 2015

ABBREVIATIONS AND ACRONYMS

| | |
|---------|--|
| AGROS | Active Geodetic Reference Network of Serbia |
| CQ | Selection based on consultant's qualifications |
| DC | Direct contracting |
| DCG | Donor Coordination Group |
| EU | European Union |
| EUR | Euro |
| FY | Financial year |
| GIZ | Gesellschaft für Internationale Zusammenarbeit |
| GNSS | Global Navigation Satellite System |
| GoS | Government of Serbia |
| IA | Implementing agency |
| IC | Individual Consultant Selection |
| ICB | International competitive bidding |
| ICT | Information communications technology |
| IMF | International Monetary Fund |
| INSPIRE | Infrastructure for Spatial Information in Europe |
| IT | Information technology |
| ITQ | Invitation to Quote |
| JICA | Japan International Cooperation Agency |
| LCS | Least cost selection |
| LGU | Local government unit |
| MCTI | Ministry of Construction, Transport and Infrastructure |
| MPALSG | Ministry of Public Administration and Local Self-Government |
| MoE | Ministry of Economy [or Economy and Development? Or something else?] |
| MoF | Ministry of Finance |
| MoFE | Ministry of Finance and Economy |
| MoJ | Ministry of Justice |
| MOU | Memorandum of understanding |
| NCB | National competitive bidding |
| NSDI | National spatial data infrastructure |
| OEDC | Organization for Economic Cooperation and Development |
| POM | Project Operational Manual |
| PDO | Project development objective |
| PIU | Project Management Unit |
| QBS | Quality-based selection |
| QCBS | Quality and cost-based selection |
| REC | Real Estate Cadastre |
| REMP | Real Estate Management Project |
| RGA | Republic Geodetic Authority |
| RoS | Republic of Serbia |
| S | Shopping |
| SBD | Standard bidding documents |
| SIDA | Swedish International Development Agency |
| RSD | Serbian dinar |
| SSS | Single source selection |
| TEGoVA | The European Group of Valuers' Associations |
| USAID | United States Agency for International Development |
| WB | The World bank |

Pursuant to the Article IV Paragraph (b) of the Loan Agreement (Loan Number 8486-YF), entered into by the Republic of Serbia (hereinafter: the Borrower) and the International Bank of Reconstruction and Development (hereinafter: the IBRD), for the Real Estate Management Project in Serbia (hereinafter: the Project), ratified by the Parliament of Serbia through the Law Ratifying Loan Agreement ("Official Gazette RS – International Agreements", No "MU13-15" of June 26th, 2015), Director of the Republic Geodetic Authority hereby promulgates

OPERATIONAL MANUAL

Serbia Real Estate Management Project

I. INTRODUCTORY PROVISIONS

Article 1

The present Operational Manual prescribes operational rules for **Serbia Real Estate Management Project** (hereinafter: Project), structure of the Project implementation participants, rights and duties of the Project implementation participants, decision-making procedures and organs, reporting procedures and forms, and other relevant procedures, for the purpose of elaborated and detail breakdown of the Loan Agreement (hereinafter: LA) and other documents related to the LA and the Project.

Article 2

Republic of Serbia, over the Republic Geodetic Authority (hereinafter: the RGA) implements the Project, while respecting administrative, financial and environmental regulations and provision of funds, facilities, services and other types of support for the purposes of successful performance of works envisioned in the Project.

II. INSTITUTIONAL ARRANGEMENTS AND IMPLEMENTATION ARRANGEMENT

Article 3

For the purpose of successful Project implementation, the following entities shall be established:

1. Project Council;
2. Project Steering Committee;
3. Project Implementation Unit;
4. Donor Coordination Group.

1. Project Council

Article 4

The Borrower shall establish and maintain the Project Council (hereinafter: the PC) for the entire Project implementation, with membership, terms of reference and resources acceptable to the Bank.

PC is competent for making any important policy decisions related to the Project implementation, general Project supervision, and adopting annual work plans, training plans and reports.

PC shall monitor Project implementation; provide cooperation of Project implementation participants with other state organs.

PC shall be presided over by the Coordinator from the Ministry of Construction, Transportation and Infrastructure (MCTI), with the membership covering representatives of the following Borrower's institutions: Ministry of Public Administration and Local Self-Government (MPALSG), Ministry of Finance (MoF), Ministry of Justice (MoJ), Ministry of Economy (MoE), Serbian Business Registers Agency (SBRA), Tax Administration (TA), Statistical Office (SO) and Director of the RGA.

Director of the PIU shall serve as the PC Secretary.

PC shall hold regular sessions at least once every three months, with higher frequency as needed.

PC sessions shall be called, presided over and agenda proposed by one of the president.

Other persons may attend PC sessions upon invitation of president, with the possibility to participate in discussion, however without the right to vote.

Persons being granted special authorization from PS co-presidents and members may participate on their behalf in PC work.

In the case of voting, the result is calculated by a simple majority with the mandatory presence of representatives MCTI, MoF, and the RGA Director.

2. Project Steering Committee

Article 5

The Borrower shall establish and maintain the Steering Committee (hereinafter: the SC) for the entire Project implementation, with membership, terms of reference and resources acceptable to the Bank.

The Project Steering Committee shall be in charge of supervising the regular implementation of activities of the Project and shall provide reports to the Project Council on a quarterly basis, or as requested by the Project Council.

SC members shall be Director General of RGA, and the relevant RGA Sector and Department Directors whose units are directly related to the Project activities, and selected experts from other institutions of the Borrower.

Director of RGA manages Committee's operation and presides over the meetings.

Steering Committee shall be competent for supervision over regular Project activities implementation and for reporting PC quarterly or upon PC's request, pursuant to the criteria defined in the Operating Manual.

The Committee performs its activities at regular sessions held at least once every 30 days, ad-hoc sessions organized as needed and outside sessions, by all members performing duties assigned by decisions.

Project Implementation Unit Manager shall also attend Committee sessions and participate in its work, without the right to vote, as well as other persons invited by the president.

Director of the RGA may authorize other SC member to fill up for him, in the event of absence.

The Committee verifies draft annual work plan and Project budget, and submits them to the PC for adopting.

The Committee issues orders to the Project Implementation Unit, clarifications, and guidelines for direct performance of all activities in Project implementation and performs control of all participants' operation, together with any other internal units of the RGA. The entire Committee and its individual members shall directly provide organizational support to the Project Implementation Unit and establish cooperation with other state organs.

The Committee proposes procurement financed from the loan funds, reviews procurement proposals by the Project Implementation Unit and provides consent to forward proposals to the WB for "no objection", and after obtaining it, issues orders for performance.

The Committee monitors execution of signed contracts and takes all necessary measures to establish conditions for contracted activities performance, both towards the internal units of the RGA and the contractors, and if the need should arise, initiates with the PC to obtain necessary support from the other governmental organs.

3. Project Implementation Unit

Article 6

The RGA shall establish and maintain the Project Implementation Unit (hereinafter: the PIU) for the entire Project implementation, with necessary resources and staff for Project implementation, and with membership and terms of reference acceptable to the Bank.

PIU is administrative unit of the RGA performing all tasks necessary for preparation of proposals submitted to the Committee for consent, necessary for Project management, with the objective of successful implementation of the procedures, continuous performance of obligations accepted through the LA, regular reporting to the WB and PC, producing annual plan and budget of the Project.

For successful performance of its activities, the PIU cooperates with the competent sectors of the RGA.

The PIU shall:

- Provide for keeping separate register of operations, resources and disbursements within the Project, for the purpose of financial management system maintenance;
- Prepare draft reports on financial monitoring, in accordance with the appropriate provisions of the LA;
- Implement procurement procedures in line with the WB regulations and submit necessary data for establishing required commissions to the Committee, for the purpose of procurement implementation and appropriate decision-making on accepting the most favorable bids;
- Prepare report for the Committee, at least once per month, on the activities regarding performance of obligations accepted in the LA, with the proposal for remedying impediments, including the plan for upcoming activities performance;

- Prepare draft annual work plan for the next year no later than November 30th in the current year, including budget and procurement plan, acceptable for the WB and the PC, to overview and evaluate activities performed and elaborate proposed method for activities performance;
- Monitor implementation of other projects, closely related to the Project, being managed by the other internal units of the RGA, and provide reports to the SC on this issue.

PIU is competent for the Project financial management arrangements, with financial management works summarily being accounting records, financial reporting, disbursements, assuring application of internal controls in the field of financial management and cooperation with the external auditors during the financial statements auditing.

3.1. PIU Organization and Operation

Detailed ToR's for PIU members are in annexes 1 to 10.

Article 7

The PIU consists of:

- I. PIU Director (Annex 1)
- II. PIU Assistant Director (Annex 2)
- III. Training Specialist (part time) (Annex 3)
- IV. Monitoring and Evaluation Specialist (part time) (Annex 4)
- V. Procurement Specialist(Annex 5)
- VI. Procurement Assistant (Annex 6)
- VII. Financial Management Specialist (Annex 7)
- VIII. Financial Management Assistant (Annex 8)
- IX. Valuation Specialist (Annex 9)
- X. Office Manager/Interpreter/Communications (Annex 10)
- XI. Environment Safeguard Specialist/ Civil Engineer(Annex 11)

3.1.1. PIU Director (see Annex 1)

Article 8

The PIU Director is responsible for overall project performance and ensuring the project objectives and targets are achieved within the time and costs specified in the LOA and PAD and as agreed on the annual work plan and procurement plan. The PIU Director will be responsible for supervision and coordination of a team of permanent and temporary consultants recruited to fulfill certain tasks within the project.

The PIU Director will supervise and direct the PIU in all aspects of work related to the Project. He/she will report to the Director-General of RGA and will make regular reports to the Project Steering Committee (PSC). The prime task of the PIU Director is to ensure that the objectives and targets of the project are achieved efficiently.

Detailed ToR for PIU Director is shown in the Annex 1 herein.

3.1.2. PIU Assistant Director (see Annex 2)

Article 9

The PIU Assistant Director helps PIU Director to ensure overall project performance and project objectives.

The PIU Assistant Director will together with PIU Director direct the PIU in all aspects of work related to the Project, ensure coordination and communication with other Government institutions. He/she shall monitor and evaluate other consultants' hired under the Project and prepare reports on their performance to the PIU Director, PSC and PC.

Detailed ToR for PIU Assistant Director is shown in the Annex 2 herein.

3.1.3. Training Specialist (see Annex 3)

Article 10

The Training Specialist for the PIU will perform the tasks defined in the ToR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA and PAD and as agreed on the annual work plan and procurement plan. The Training Specialist for the PIU will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project, and led by the PIU Director.

Training Specialist for the PIU shall:

- a) Report on Project training in approved format;
- b) Report WB and RGA on training performed;
- c) Report on quality assurance for all types of training contracts and procedures for training services provided by the contractors;
- d) Prepare monthly report on activities for the PIU Director;
- e) Prepare quarterly report for PIU Director, Director of the RGA, Project Steering Committee and Bank;
- f) Participate in preparation of annual report for Bank, RGA and relevant ministries;
- g) Participates in drafting training plans and reports on resources flow as requested by the RGA, Bank, and Government.

Detailed ToR for Training Specialist is shown in the Annex 3 herein.

3.1.4. Monitoring and Evaluation Specialist (see Annex 4)

Article 11

The Monitoring and Evaluation Specialist for the PIU will perform the tasks defined in the TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan.

The Monitoring and Evaluation Specialist for the PIU will work within a multi-discipline team of relevant RGA sectors' representatives, representatives of other

institutions, and permanent and temporary consultants recruited to fulfill certain tasks within the Project.

Monitoring and Evaluation Specialist for the PIU shall:

- a) Prepare the Project progress report in the accepted format;
- b) Prepare the performance indicators report for the GoS and the WB;
- c) Prepare the report integrating the results of monitoring and evaluation activities performed;
- d) Prepare the report on covenants;
- e) Participate in preparation of quarterly report for SC and PC.

Detailed ToR for Monitoring and Evaluation Specialist is shown in the Annex 4 herein.

3.1.5. Procurement Specialist (see Annex 5)

Article 12

The Procurement Specialist for the PIU will perform the tasks defined in the TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan.

The Procurement Specialist for the PIU will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the Project, led by the PIU Director.

Procurement Specialist for the PIU shall:

- a) Prepare quarterly report on procurement activities for the Bank and RGA;
- b) Draft bidding documents and Request for Proposals in consultation with the technical experts of the relevant activity;
- c) Prepare final bidding documents and RFPs;
- d) Prepare minutes of Bid Opening for goods and works and Minutes of Opening of Technical and Financial Proposals for consulting firms;
- e) Prepare bid evaluation reports, technical evaluation reports and final evaluation reports based on the work of the Evaluation Committee;
- f) Prepare annual procurement report for the Bank, PC and PSC and the relevant ministries;
- g) Prepare/update procurement plans based on project needs.

Detailed ToR for Procurement Specialist is shown in the Annex 5 herein.

3.1.6. Procurement Assistant (see Annex 6)

Article 13

The Procurement Assistant for the PIU will perform the tasks defined in the TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan.

The Procurement Assistant for the PIU will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the Project, led by the Procurement Specialist.

Procurement Assistant for the PIU shall:

- a) Assist the Procurement Specialist to create Project Procurement report format;
- b) Assist the Procurement Specialist to create reports on procurement executions for the WB and RGA;
- c) Assist the Evaluation Committee on bid evaluation reports;
- d) Assist the procurement Specialist in preparing the quarterly and annual procurement reports on activities for the PIU Director, the Director General of RGA, Project steering committee, the Bank, and the relevant ministries;
- e) Assist the Procurement Specialist in preparing/revising the procurement plans and reports on funds flows as required by the RGA, the Bank or the Government.

Detailed ToR for Procurement Assistant is shown in the Annex 6 herein.

3.1.7. Financial Management Specialist (see Annex 7)

Article 14

The Finance Management Officer for the PIU will perform the tasks defined in the TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan.

The Finance Management Officer for the PIU will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the Project, led by the PIU Director.

Much of this work interacts with work being performed by RGA finance department, other members of the PIU as well as international and national consultants.

Finance Management Officer and PIU Director must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

Finance Management Officer for the PIU shall provide:

- a) Project financial report in approved format;
- b) Reports on performance indicators to the Bank and RGA using adequate financial software (Quick books);
- c) Reports the execution of the financial activities and the payments;
- d) Quality Assurance reports for all kinds of contracts.
- e) Monthly report on activities for the PIU Director;
- f) Quarterly report for the PIU Director, RGA Director, PSC and the Bank;
- g) Annual report for the Bank, RGA and the relevant ministries;
- h) preparation of financial reports, budgets, financial plans and reports on funds flows as well as any financial reports as required by the RGA, the Bank or the Government;
- i) Reporting on activities in MS-Project.

Detailed ToR for Financial Management Specialist is shown in the Annex 7 herein.

3.1.8. Financial Management Assistant (see Annex 8)

Article 15

The Financial Management Assistant for the PIU will perform the tasks defined in the TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan.

The Financial Management Assistant for the PIU will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the Project, led by the PIU Director.

Much of this work interacts with work being performed by RGA finance department, other members of the PIU as well as international and national consultants. Consultant must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

The timing of deliverables and their detailed content will be agreed with the PIU Director.

Detailed ToR for Financial Management Assistant is shown in the Annex 8 herein.

3.1.9. Valuation Specialist (see Annex 9)

Article 16

The Valuation Specialist for the PIU will perform the tasks defined in the TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan.

The Valuation Specialist for the PIU has the primary task of the supporting activities defined in the Component A: Valuation and Property Taxation and he/she is responsible to ensure PIU Director/PIU Director Assistant to be aware of any actions that need to be taken under the Component A objectives are realized.

Much of this work interacts with work being performed by international consultants, competent ministry, the Ministry of Finance, and other stakeholders within the land administration environment. Consultant, PIU Director and PIU Director Assistant must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

Valuation Specialist for the PIU shall prepare:

- a) Reports on performance indicators for the GOS and WB in respect to the Component A.
- b) Covenant report
- c) Part of Quarterly report related to Component A for Project Steering Committee.

Detailed ToR for Valuation Specialist is shown in the Annex 9 herein.

3.1.10. Secretary/Translator/Public Relations (see Annex 10)

Article 17

The Secretary / Translator / Public Relations for the PIU will perform the tasks defined in the TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan.

The Secretary / Translator / Public Relations for the PIU will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the Project, led by the PIU Director.

The Secretary / Translator / Public Relations for the PIU shall prepare:

- a) Verbal reports on every day activities;
- b) Quarterly report on equipment conditions for the PIU Director;
- c) Monthly report on the activities of the PIU members and consultants for the PIU Director;
- d) Annual report on the office activities for the Bank, RGA and the relevant ministries;
- e) Reports on the Public awareness activities.

Detailed ToR for Secretary / Translator / Public Relations is shown in the Annex 10 herein.

3.1.11. Environment Safeguard Specialist/ Civil Engineer (see Annex 11)

Article 18

The Environment Safeguards Specialist/Civil Engineer for the PIU organizes, monitors and reports on all activities required for the Project to meet the environmental and social requirements within the legal framework of the Republic of Serbia and in accordance with the World Bank's environmental and social policies and procedures. He/she ensures that potential environmental threats identified during the Project preparation phase, and during subsequent Project execution, are addressed in line with the Bank safeguards policies and relevant national legislation.

Three site-specific EMPs have been prepared for the specific investment under the Project (Zemun, Topola and Sremska Mitrovica). These were finalized, approved and should be included in relevant bidding documents when appropriate. For the other site-specific investments that may arise during the Project execution, additional site-specific EMPs will have to be prepared, fully compliant with WB OP 4.01 Environmental Impact Assessment. Following their approval by the Bank, these documents will be included in respective tender documentation for construction works.

The Environmental Safeguards Specialist/Civil Engineer will also be responsible to review draft site-specific EMPs if prepared by the third parties, dealing with the comments as may be received by the Bank, preparation of the Final EMPs, monitoring of their implementation as per specific requirements, and preparation of the periodic progress reports on EMPs' implementation.

Detailed ToR for Environment safeguards Officer is shown in the Annex 11 herein.

3.2. Employment Related Rights and Obligations

Article 19

Employment related rights and obligations for the persons employed or contracted in PIU shall be subject to the applicable legislation in the Republic of Serbia covering this field.

3.3. Languages and Working Hours

Article 20

Official languages to be used in the PIU are Serbian and English language.

Working hours of the PIU is on working days (Monday – Friday), from 7:30 to 15:30.

Daily break, with the duration of half hour, shall be used in such manner not to disturb the PIU work.

Schedule of vacation use for the PIU members shall be established and finalized by PIU Director, under agreement with the Director of the RGA and each individual member.

3.4. Business Travel

Article 21

For works performed outside PIU Headquarters, consultants may use official vehicle of the RGA or public transportation, in which case they have the right on transportation costs reimbursement.

In the event of travel lasting for several days, consultants are entitled to reimbursement of costs for meals, lodging, and other documented costs, in line with the provisions of consultants' contracts, and pursuant to the applicable legislation covering this field.

Director of the RGA may allow advance payment for business travel costs (transportation, lodging, and per diems).

4. Donors Coordination Group

Article 22

Donors Coordination Group (DCG) would be established in order to ensure that the various related projects funded by donors are properly coordinated.

Members of the DCG would include representatives from the MCTI, RGA, World Bank, USAID, EU, GIZ, SIDA, and Norway. Other donors could be invited to join as relevant.

The DCG would be chaired by the Director General of RGA.

DCG shall hold regular sessions at least once every three months, with higher frequency as needed.

DCG sessions shall be called by the Director General of RGA.

Other persons may attend DCG sessions upon invitation of any member of DCG, with the possibility to participate in discussion.

III. FINANCIAL MANAGEMENT

Article 23

For the financial management arrangements to be acceptable for the Bank, the following actions need to be taken:

- The person to be in charge for the Project financial management must be appointed within the RGA (condition for effectiveness).

- It is necessary to produce POM, containing a section on financial management, accounting and internal control to be applied on the Project (condition for effectiveness).
- It is necessary to acquire and install the appropriate finance and accounting software, to be used for the purposes of Project accounting and reporting (90 days upon effectiveness). Regarding the actions required, there is the need to note that the POM was drafted before negotiations; however, it does require some work to be finalized and adopted with the Bank.

The annual financial statements for the Project after audit shall be submitted to the Bank within six months upon the end of each fiscal year, and at the end of the Project. The audit shall be performed by private auditing firm accepted by the Bank, in line with the Terms of Reference (ToR) agreed with the Bank. PIU within the RGA should submit complete interim financial reports before audit (IFR), consolidated per all components and sources of financing, for each calendar quarter throughout the entire Project implementation. The acceptable accounting software shall be used for accounting and reporting, as well as for primary financial reports, including IFR's and annual Project financial statements.

The POM will minimize the risk of error, protect the Project resources, and assure that the funds are used for the intended purposes. Practical application of controls and procedures shall be verified through Bank's supervision. The Designated foreign account shall be opened with the National Bank of Serbia (NBS), for handling project funds. Control environment in the NBS is considered acceptable.

The Project financial management shall be handled by the RGA, over the deposit account opened with the National Bank of Serbia (NBS).

Funds on deposit account and other project accounts are at disposal of the Director of the RGA.

Contracts with suppliers, contractors and consultants and payments for goods financed from the LA shall be initialed by the PIU Director, and signed by the Director of the RGA.

Approval for payment upon invoices shall be initialed by the PIU Director, and signed by the Director of the RGA.

Certificates on acceptance of goods and services delivery shall be signed by the authorized person from the competent internal unit of the RGA.

Payment orders shall be signed by two persons. The first signature by PIU Director or his deputy verifies correctness of the document, and the second signature by the Director or authorized person in the RGA permits the payment.

Payment orders to the bank may be sent using the electronic payment system, when NBS provides for such service.

Annual Project Budget shall be prepared for one calendar year. Annual Budget shall be prepared by the PIU, and approved by the Committee and the WB by the end of November in the year before the budgeted year. Annual Project Budget is subsequently being approved by the Project Council.

Article 24

Project financial records shall be kept by the PIU, in line with the LA and international accounting standards covering all works and costs related to the project activities. Based on the records, PIU prepares annual reports on revenues and expenditures.

The WB shall send periodical missions, for the purpose of evaluating financial management, internal supervision mechanisms and accounting systems of participants in Project implementation, in order to assure their capacity to manage the Project.

Project financial records and deposit account shall be audited according to the International Auditing Standards and the WB guidelines.

Detailed financial management is shown in Annex 12 herein.

IV. PROCUREMENT (Annex 13)

Article 25

Annual Procurement Plan shall be prepared by the PIU and the Committee, signed by the Director of the RGA and PIU Director. Annual Procurement Plan preparation shall start no later than October 1st, with the final Procurement Plan, to be sent to the World Bank for approval, to be produced no later than end November in the present year, for the upcoming year.

For each tendering procedure according to the World Bank procurement rules, Director of the RGA, upon PIU Director's or Committee's proposal, prior to opening bids submitted, shall establish tendering commissions, with three to five members and one obligatory deputy member, to replace any tendering commission member in the event of absence or inability to attend. Director of the RGA shall establish the list of RGA's specialists, to serve for establishing commissions, under ad-hoc principle.

Task of the Commission is to open and evaluate (review, grade and rank) bids in accordance with the procedures prescribed in the Procurement and Consultant Guidelines, as appropriate. The PIU Procurement Specialist takes active participation in bids opening and evaluation process, and streamlines work of the Commission.

Members of the Commission may not have personal interest against any bidder or participant in the bid. In the event of conflict of interest, the member shall withdraw from the Commission.

Data on tendering commission operation are confidential and may not be disclosed to other persons, except through the official reports under the World Bank Procedure.

The Commission shall produce the minutes on bids evaluation, signed by all members. Members of the Commission shall have equal voting rights. The evaluation report is sent to the World Bank for no objection if the contract is subject to prior review.

Instructions for Project procurement implementation is given in the Annex 13 herein.

V. PROCUREMENT DOCUMENTS ARCHIVING SYSTEM

Article 26

Special case file – dossier shall be established for each procurement contract, identified in the procurement plan containing all relevant documents and letters.

Each contract shall have the following designation:

SRB REMP-[Project number]-[Method]-[Category]-[Year]-[Index number]:

- a) SRB REMP is project name;
- b) 8486-YF is loan number;
- c) Method stands for procurement method (ICB, NS, CQ ...);
- d) Category - (G-goods, W-works...);
- e) Year – calendar year;
- f) Index number is contract number.

VI. CORRESPONDENCE

Article 27

All letters, e-mail, reports and official correspondence in the PIU shall be handled by the PIU Director.

All electronic correspondence with the World Bank regarding requests for clarifications, opinions or approvals may be sent by the Procurement Specialist or Financial Management Specialist, upon approval by the PIU Director, with the obligation to send a copy to the SC.

Request for “no objection” is sent to the World Bank by the Procurement Specialist, with “CC:” copy to the PIU Director and the Committee.

Official letters for the Government of the Republic of Serbia shall be signed by Director of the RGA.

Official letters between the RGA and the PIU shall have copy for the Committee and PIU Director.

Copies of official letters sent to the PC shall be sent by Director of the RGA to the superior ministry and the Ministry of Finance, in the event of jeopardy for the Project implementation.

Copies of Aide Memoire documents after Supervision missions of the World Bank shall be forwarded to the PC members, Committee and PIU members in analog or electronic form, within 8 days after reception from the World Bank.

Upon request by the Committee, the PIU shall translate or provide translation to Serbian language of a document.

VII. REPORTING

Article 28

PIU monthly reports for Director of the RGA shall be signed and submitted by the PIU Director.

Committee’s monthly reports for Director of the RGA shall be signed by all members of the Committee.

Director of the RGA shall submit all relevant reports to the Government of the Republic of Serbia.

Financial Management Specialist shall send copies of the Financial Management Report to the Ministry of Finance and Treasury every three months, together with the requests for deposit account replenishment.

Copies of the official quarterly and annual reports and changes to the annual work plan or procurement plan shall be delivered to Director of the RGA.

VIII. OTHER PROJECTS

Article 29

PIU Director shall submit quarterly reports on progress of the other donor-funded activities related to the Project to the World Bank.

IX. FINAL PROVISION

Article 30

The present Operational Manual shall become enforceable on the day of publishing on the notice board of the RGA.

01 number: 021-71/15

In Belgrade, on October 8th, 2015



DIRECTOR

Borko Draskovic, MSc in Geodesy

ASSISTANT DIRECTOR

Sector for Legal Affairs

Miljana Kostic-Kuzmanovic

TERMS OF REFERENCE (TOR)
For the
PIU DIRECTOR

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadastre (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The PIU Director (hereinafter: Consultant) is responsible for overall project performance and ensuring the project objectives and targets are achieved within the time and costs specified in the LA and PAD and as agreed on the annual work plan and procurement plan. The PIU Director will be responsible for supervision and coordination of a team of permanent and temporary consultants recruited to fulfill certain tasks within the project.

III. Scope of work and tasks

The Consultant will supervise and lead the PIU in all aspects of work related to the Project. He/she will report to the RGA Director and will make regular reports to the PSC. The main task of the Consultant is to ensure that the objectives and targets of the project are achieved efficiently.

The Consultant shall have the following specific tasks:

- a) Manages PIU operation; organizes, unifies and streamlines work of PIU employees, controls their work, being responsible to Director of the RGA for timely and appropriate performance of works from the PIU scope of work;

- b) Submits periodical reports to the PSC, PC, and Bank as it was stipulated in LA and POM and for any other period requested;
- c) Participates in PSC and PC meetings;
- d) Reports to the Director of the RGA on Project implementation, problems in Project implementation and possible solutions, and upcoming activities;
- e) Monitors the work of consultants contracted to perform individual tasks under the Project;
- f) Leads the preparation and acts as the main author of quarterly and annual reports for the RGA, Bank, PSC and PC ;
- g) Manages Project implementation, cooperating with the internal units of the RGA;
- h) Coordinates preparation of Project budget and annual procurement plan;
- i) Controls the overall quality of specifications, terms of reference, bidding documents, evaluation reports and draft contracts under the Project;
- j) Controls the overall quality of consultant's reports;
- k) Controls the finance-related activities (procurement of goods and technical equipment, financial reports and tax payment);
- l) Assigns tasks to the PIU employees and coordinates work of consultants contracted at the Project;
- m) Controls quality and timeliness of PIU members performance of duties, acquiring necessary permissions as needed;
- n) Assures cooperation with Bank, PSC, PC and other governmental and international financial institution during the Project implementation;
- o) Supervises accurate records keeping on procurement, finance and accounting and assures financial discipline maintenance;
- p) Supervises annual financial auditing within 4 months after expiry of fiscal year, submitting the reports accordingly;
- q) Coordinates activities on donor projects which are closely related to the Project;
- r) Initiates change of the Procurement plan during the Project implementation.

Working conditions:

The Consultant shall work full time within the established premises of the PIU in the offices of RGA. RGA will provide all working facilities.

IV. Work Products / Deliverables

The products resulting from the work to be performed by the project advisors and (PIU members) include:

- a) A draft annual work plan for the project should be produced by at least November 1st, each year, discussed, agreed and approved by the PSC and PC.
- b) Brief weekly reports (achievements, solutions, issues, plan and plans for next week) to the RGA Director.

- c) Quarterly and annual reports to PSC, PC and the Bank.
- d) Planning and reporting activities.
- e) Annual Procurement Plan based on the annual work plan and the overall project plan by December 1 every year;
- f) Prepare draft amendments to the procurement plan at the request of the PSC or PC.

V. Professional Expertise: Minimum Requirements

Essential

- a) University degree in geodesy, economy, management, or other related field;
- b) At least 10 years of proven working experience;
- c) At least 5-year proven working experience of managing the World Bank, EU projects or other projects financed by IFIs or donors and development institutions;
- d) Proven experience and leadership skills in managing multi-task teams;
- e) Computers skills (OS Windows, MS Office and Internet);
- f) Good knowledge of procurement procedures according to the World Bank rules, EU rules or other international rules;
- g) Fluent in both Serbian and English (written and spoken);
- h) Valid driver's license;
- i) Experience in managing a World Bank financed projects is an advantage;
- j) Proven knowledge of the World Bank Procurement Guidelines will be considered an advantage.

Selection

The Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank's Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

The Consultant will report to the Director of the RGA and to PSC.

VII. Resources

The Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

TERMS OF REFERENCE (TOR)
FOR THE
PIU ASSISTANT DIRECTOR

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadaster (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The PIU Assistant Director (hereinafter: Consultant) helps PIU Director to ensure overall project performance and project objectives. Consultant will be primary focused on Component B of the Project.

III. Scope of work and tasks

Consultant will together with PIU Director direct the PIU in all aspects of work related to the Project, ensure coordination and communication with other Government institutions. Consultant will monitor and evaluate other consultants' hired under the Project and prepare reports on their performance to the PIU Director, Project Steering Committee (PSC) and Project Council (PC).

Consultant shall have the following specific tasks:

- i. To control the work of employees and proper performance of works within the PIU competence;
- ii. To prepare periodical reports together with PIU Director for PSC, PC and the World bank (WB) with special attention to the Component B of the Project;
- iii. To prepare reports for the Director of the RGA on Project implementation with special attention to the Component B of the Project;
- iv. Monitors works of the consultants contracted to perform certain tasks under the Project with special attention to the Component B of the Project, in agreement with the PIU Director;
- v. Assist to preparation of the quarterly and annual reports for the RGA, the World Bank and the PC;
- vi. Controls designs and bidding documents and evaluation reports related to IT;

- vii. Monitors consultants' reports, in agreement with the PIU Director;
- viii. Closely cooperate with the IT department of the RGA;
- ix. Supervise work of the individual consultants work;
- x. Together with the PIU Director, coordinates work of the consultants contracted under the Project;
- xi. Other activities within the PIU, upon the PIU Director's order.

Working conditions:

Consultant shall work full time within the established premises of the PIU in the offices of RGA. All working facilities shall be provided.

IV. Work Products / Deliverables

The products resulting from the work to be performed by the Consultants includes:

- a) Assist PIU Director to draft annual work plan for the project;
- b) Assist PIU Director to prepare periodical reports on achievements, solutions, and issues for the Steering Committee (SC);
- c) Assist PIU Director to prepare quarterly and annual reports for the SC and WB;
- d) Prepare report on communicated actions with other Government institutions and Donors;
- e) Prepare reports on progress for the Project Component B;
- f) Prepare report on consultants' activities.

V. Professional Expertise Required

Essential

- a) University degree preferably in geodesy, electrical engineering, management or other related technical faculty;
- b) Significant experience in software development and implementation;
- c) Familiarity with computers (OS Windows, MS Office and Internet);
- d) Good knowledge of procurement procedures according to World Bank procedures;
- e) Fluent in both Serbian and English (written and spoken);
- f) Ability to drive and possession of a valid driver's license.

Desirable

- a) Experience in World Bank projects.
- b) Significant experience in the field of management of the IT contracts;
- c) Ability to work in virtual teams.

Selection

The Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank's Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

The Consultant will report to the PIU Director.

VII. Resources

The Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

TERMS OF REFERENCE (TOR) FOR THE TRAINING SPECIALIST

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadaster (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Training Specialist for the PIU (hereinafter: Consultant) will perform the tasks defined in these TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA and PAD and as agreed on the annual work plan and procurement plan. Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project, and led by the PIU Director.

III. Scope of Work and Tasks

As well as supporting the PIU Director in achieving overall project objectives, the Consultant shall have the following specific tasks:

- i. Drafts annual training plan;
- ii. Drafts report on training performed for the PIU Director, Director of the RGA, Project Steering Committee (PSC), Project Council (PC) and the World Bank (WB);
- iii. Organizes and manages training activities under the Project;
- iv. Establishes efficient cooperation with all Sectors in the RGA, WB, competent ministry and other interested ministries and institutions;
- v. Cooperates with the Sectors of the RGA to draft annual Action plan for training implementation and monitoring;
- vi. Drafts training modules frameworks with experts from the RGA and beyond, specialized for certain themes planned for training under the Project;

- vii. Holds working meetings with lecturers to perform professional training for experts under the Project;
- viii. Participates in tender documents preparation for bidding procedure for selecting consultants for training;
- ix. Monitors organization and implementation of training, performs quality evaluation (including feedback from the participants in training and transfers information to the lecturers and persons performing training) for the entire duration of the Project;
- x. Proposes study visits plan for the employees and professionals in the PIU and the RGA, with the objective to collect new experiences;
- xi. Organizes local and international travel for the purpose of training.

Note: Much of this work interacts with work being performed by RGA structures, other members of the PIU as well as international and national consultants. It also interacts with work being performed as part of other projects. Consultant and PIU Director must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

Working conditions:

The Consultant shall work full time within the established premises of the PIU in the offices of RGA. RGA will provide all working facilities.

IV. Work Products / Deliverables

- a) Project Training report in approved format;
- b) Reports on Training executions for the SB and RGA;
- c) Quality Assurance reports for all kinds of training contracts and procedures for training services performed by this contractors;
- d) Monthly report on activities for the PIU Director;
- e) Quarterly report for the PIU Director, Director General of RGA, PSC and the Bank;
- f) Annual report for the Bank, RGA and the relevant ministries;
- g) Preparation of training plans and reports on funds flows as required by the RGA, the Bank or the Government;

The timing of deliverables and their detailed content will be agreed with the PIU Director.

V. Professional Expertise Required

Essential

- a) University degree;
- b) Good understanding of the cadastre and property registration activities;
- c) Experience of the methodology of training, the organization and holding of seminars, conferences, and short-term training courses;
- d) Computer skills including familiarity in the use of Windows and MS Office software (Word, Excel, Power Point);
- e) Fluent Serbian and English languages, written and verbal;
- f) Familiarity with the requirements of modern training systems.

Desirable

- a) Experience in implementation of projects financed by the World Bank
- b) Experience of working with an international team of consultants, including working in a “virtual” team
- c) Commitment and ability to work in multi-task team environment
- d) Ability to drive and possession of a valid driver’s license

Selection

The Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank’s Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

The Consultant will report to the Director of the RGA and to PSC.

VII. Resources

The Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

**TERMS OF REFERENCE (TOR)
FOR THE
MONITORING AND EVALUATION SPECIALIST**

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadaster (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Monitoring and Evaluation Specialist for the PIU (hereinafter: Consultant) will perform the tasks defined in these TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan. Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project led by the PIU Director.

III. Scope of Work and Tasks

Consultant has the primary task of monitoring the project results in relation to the *Project Development Objective* and the expected outcomes described in Annex 3 of the PAD. Consultant is responsible for ensuring that the PIU Director is made aware of any actions that need to be taken to ensure the project objectives are realized. As well as supporting the PIU Director in meeting the overall project objectives, Consultant shall have the following specific tasks:

- i. Drafts Project monitoring report, to be submitted to the Director of the RGA, Project Steering Committee (PSC), Project Council (PC) and the World Bank (WB);
- ii. Performs regular monitoring of the activities performed under the Project, based on the indicators for monitoring;
- iii. Develops monitoring infrastructure for the PIU, and maintains part of monitoring infrastructure covering physical results of the Project;
- iv. Monitors progress against the adopted Results Framework;
- v. Coordinates and supervises studies produced for the purpose of examining clients' satisfaction, real estate market and general evaluation, assures preparation of the

- appropriate reports and analyses, and successful performance of workshops, distributes workshop results and assures feedback;
- vi. Drafts monitoring and evaluation reports to be submitted to PSC, PC and WB;
- vii. Cooperates with the appropriate staff and sectors in the RGA to improve monitoring function in the RGA;
- viii. Provides assistance to the international consultants contracted at the Project;
- ix. Other activities from the domain of monitoring and evaluation as agreed with the PIU Director and PIU Assistant director.

Note: Much of this work interacts with work being performed by international consultants, the Ministry of Construction and Urbanism, the Ministry of Finance, and other stakeholders within the land administration environment. It also interacts with work being performed as part of other projects.

Consultant and the PIU Director must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

Importantly Consultant must identify and monitor the external influences which have an impact on the progress and results of the project.

Working conditions:

The Consultant shall work full time within the established premises of the PIU in the offices of RGA. RGA will provide all working facilities.

IV. Work Products / Deliverables

- a) Project monitoring report in approved format.
- b) Reports on performance indicators for the GOS and World Bank.
- c) Reports integrating the results of the performed monitoring, evaluation and public communication activities.
- d) Covenant report
- e) Quarterly report for PSC and PC.

The timing of deliverables and their detailed content will be agreed with the PIU Director.

V. Professional Expertise Required

Essential

- a) University degree in economics, sociology, business management, geodesy or a closely related field within the land administration environment.
- b) A demonstrated awareness of the relationship between the community and land rights, responsibilities and restrictions.
- c) At least three year's experience in conducting social analysis and economic surveys and leading such investigations.
- d) Computer literate, including familiarity in the use of Windows and MS software (Word, Excel, Power Point, MS-Access).
- e) Very good Serbian and English language skills both spoken and written.
- f) Commitment and ability to work in multi-task team environment.

Desirable

- g) Experience in implementation of projects financed by the World Bank or the EU.

- h) Familiarity with procedures of the World Bank and the EU, and the execution of public procurement.
- i) Experience of working with an international team of consultants, including working in a “virtual” team.
- j) Ability to drive and possession of a valid driver’s licence.

Selection

The Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank’s Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant will report to the PIU Director and cooperate with all relevant departments of the RGA, ministries, organizations and agencies that take part in organization and management of the Project. Consultant will support the PIU Director in meeting the overall project objectives.

VII. Resources

The Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

**TERMS OF REFERENCE (TOR)
FOR THE
PROCUREMENT SPECIALIST**

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadastre (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Procurement Specialist for the PIU (hereinafter: Consultant) will perform the tasks defined in this TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA and PAD and as agreed on the annual work plan and procurement plan. Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project, and led by the PIU Director.

III. Scope of Work and Tasks

Consultant shall have the following specific tasks:

- i. Supports PIU Director in achieving overall Project objectives;
- ii. Supervises work of the Procurement Assistant and reports to the PIU Director and the PIU Assistant Director accordingly;
- iii. Drafts annual procurement plan within the six-year plan framework for material and technical procurement, submitting the plan to the PIU Director for approval;
- iv. Ensures that procurement procedures are applied in accordance with World Bank's Procurement and Consultant Guidelines as stipulated in the Loan Agreement;

- v. Prepares tender documents, according to the specifications by competent Sectors;
- vi. Submits to the Bank draft bidding documents, draft Request for Proposals (RFPs), or draft ITQs for packages subject to prior review for review and no objection ;
- vii. Publishes procurement notices and contract awards;
- viii. For prior review packages, submits to the Bank copies of final bidding documents and RFPs;
- ix. Organizes work of the tendering commission;
- x. Maintains correspondence with bidders, provides necessary clarifications cooperating with certain PIU officers and other internal units of the RGA;
- xi. Prepares amendments to the RFP or the bidding documents as deemed appropriate and submits to the Bank for review and no objection;
- xii. Keeps a record of firms who purchase the bidding documents;
- xiii. Receives bids and proposals and ensure that they are kept confidential until bid opening or opening of proposals;
- xiv. Participates in evaluation of bids and clarifies evaluation procedure for the tendering commission, and prepares minutes of bid opening;
- xv. Prepares reports on evaluation of bids or proposals based on the evaluation completed by the Evaluation Committee;
- xvi. For contracts subject to prior review, submits bids evaluation report and technical evaluation report to the Bank for review and no objection.
- xvii. Sends notification of contract award to winning firms;
- xviii. For contracts subject to prior review, submits draft negotiated contracts to the Bank for review and no objection;
- xix. Assures that the signed contracts are sent to the Bank, to provide for funds withdrawal;
- xx. Prepares draft contract amendments if deemed appropriate for the Bank's review and no objection;
- xxi. Cooperates with Financial Management Specialist regarding Project disbursements;
- xxii. Develops and implements procurement monitoring system;
- xxiii. Keeps all procurement documents on file per package as listed in the procurement plan, including copies of bids, proposals and quotations;
- xxiv. Provides procurements documents to the Bank during post review and to auditors;
- xxv. Proposes changes to the Procurement Plan and submits it to the PIU Director and PIU Assistant Director for further action towards the Bank, for approval; and
- xxvi. any other procurement-related tasks that may be assigned by the PIU Director.

Note: Much of this work interacts with work being performed by RGA structures, other members of the PIU as well as international and national consultants. Consultant and PIU Director must ensure that work is performed in coordination and cooperation with these other input providers to ensure the most effective use of resources.

Working conditions:

The Procurement Specialist shall work full time within the established premises of the PIU in the offices of RGA. All working facilities shall be provided.

The Procurement Specialist shall be subordinated and execute official orders of the PIU Director.

IV. Work Products / Deliverables

The products resulting from the work to be performed by the project Procurement Specialist of the PIU include:

- a) Quarterly report on procurement activities for the Bank and RGA;
- b) Draft bidding documents and draft Request for Proposals in consultation with the relevant experts;
- c) Final bidding documents and RFPs;
- d) Minutes of Bid Opening for goods and works and Minutes of Opening of Technical and Financial Proposals for consulting firms;
- e) Bid evaluation reports, technical evaluation reports and final evaluation reports as required in support of the work of the other PIU experts;
- f) Annual procurement report for the Bank, PC and PSC and the relevant ministries;
- g) Preparation of procurement plans as required by the RGA, the Bank or the GoS;

The timing of deliverables and their detailed content will be agreed with the PIU Director.

V. Professional Expertise: Minimum Requirements

- a) University degree;
- b) At least 8 years of working experience.
- c) At least a 5-year experience of carrying out procurement in accordance with the World Bank, EU procurement rules or other international procurement rules ;
- d) Experience of working with an international team of consultants, including working in a “virtual” team;
- e) Strong computer skills (OS Windows, MS Office, Internet);
- f) Fluent in both Serbian and English language (spoken and written);
- g) Commitment and ability to work in multi-task team environment;
- h) Valid driver’s license;
- i) Proven experience in procurement under World Bank financed projects is an advantage.

Selection

The Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank’s Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant will report to the PIU Director and PIU Assistant Director, cooperate with all relevant departments of the RGA, ministries, organizations and agencies that take part in organization and management of the Project.

VII. Resources

Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

**TERMS OF REFERENCE (TOR)
FOR THE
PROCUREMENT ASSISTANT**

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadaster (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Procurement Assistant for the PIU (hereinafter: Consultant) will perform the tasks defined in these TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA and PAD and as agreed on the annual work plan and procurement plan. The Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project, and led by the Procurement Specialist.

III. Scope of Work and Tasks

As well as supporting the Procurement Specialist in meeting the overall project objectives, the Consultant shall have the following specific tasks:

- i. Participates in the process of the preparation of the tender documents;
- ii. Together with the Procurement Specialist prepares public call's for bids submission, bids opening and produces minutes of bids opening;
- iii. Participates in submitted bids evaluation, prepares bids evaluation reports;
- iv. Assists Procurement Specialist in procurement monitoring system development, review of Procurement Plan and maintaining correspondence with bidders and providing clarifications;
- v. Evaluates existing state of buildings, i.e. offices of the Local Real Estate Cadastre Offices on the territory of the Republic of Serbia and produces reports on state of building or offices;

- vi. Considers draft solutions for civil engineering works on building (current maintenance, adaptation, reconstruction, extension or development) and provides professional assistance to the Local Offices to prepare design documents for the appropriate types of works;
- vii. Prepares tendering documents for works performance, using the form required by the World Bank (detailed Bill of Quantity for works in English language);
- viii. Participates in commissions for selection of designers, selection contractor for technical control of design, and selection of consultants for professional/technical supervision over civil engineering works performance;
- ix. Participates in tendering procedure for selection of contractors;

Working conditions:

Consultant shall work full time within the established premises of the PIU in the offices of RGA.

Consultant shall be subordinated and execute official orders of the Procurement Specialist and the PIU Director/PIU Assistant Director.

IV. Work Products / Deliverables

- a) assist the Procurement Specialist to create Project Procurement report format;
- b) assist the Procurement Specialist to create reports on procurement executions for the WB and RGA;
- c) assist the procurement on bid evaluation reports as required in support of the work of the other PIU experts;
- d) assist the procurement Specialist to writing the monthly, quarterly and annually reports on activities for the PIU Director, the Director General of RGA, Project steering committee the Bank and the relevant ministries;
- e) assist the procurement on preparation of procurement plans and reports on funds flows as required by the RGA, the Bank or the Government;

V. Professional Expertise: Minimum requirements

Essential

- a) University degree
- b) at least a 2-year experience of carrying out procurement according to the WB or EU rules;
- c) Computer literate, including familiarity in the use of Windows and MS software (Word, Excel, Power Point);
- d) good Serbian and English language skills both orally and written;

Desirable

- e) Operational experience in implementation of the Civil Works under WB projects;
- f) Commitment and ability to work in multi-task team environment;
- g) Ability to drive and possession of a valid driver's license.

Selection

Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank's Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with Procurement Specialist, PIU Director and RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant together with the Procurement Specialist will report to the PIU Director/PIU Director Assistant. Consultant will support the Procurement Specialist and PIU Director/PIU Director Assistant in meeting the overall project objectives.

VII. Resources

Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

Terms of Reference (ToR)
For the
FINANCIAL MANAGEMENT SPECIALIST

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadastre (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Financial Management Specialist for the PIU (hereinafter: Consultant) will perform the tasks defined in these TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and as agreed on the annual work plan and procurement plan. Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project led by the PIU Director.

III. Scope of Work and Tasks

Consultant shall have the following specific tasks:

- i. Supports PIU Director in achieving overall Project objectives;
- ii. Handles finance, disbursement and payment, financial planning, accounting, Project financial auditing, financial reporting included;
- iii. Organizes and preforms financial and accounting activities in Project implementation, by establishing efficient cooperation with the finance department of the RGA, the Bank, the Ministry of Finance and other related ministries and institutions, auditors included;

- iv. Assists to PIU Director in all financial aspects of the Project, including financial reporting, planning and any other financial activities under the Project;
- v. Cooperates with the Procurement Specialist in PIU to assure link between accounting, procurement and disbursement;
- vi. Performs accounting activities in the PIU to assure accurate and current registration of data, which can in turn be used for drafting the Project Implementation Report;
- vii. Organizes the process of financial system development for the Project, with operative adjustment and operation, including preparation of detailed charts of accounts, financial reports and internal normative documents regarding finance and accounting;
- viii. Participates in preparation of annual program of work and funds, and assurance the funds are granted, cooperating with the responsible person from the Finance Sector of the RGA;
- ix. Performs Project financial reports consolidation procedures;
- x. Verifies application of internal controls and procedures as they pertain to financial management and accounting;
- xi. Initials financial document related to the Project, together with PIU Director and PIU Assistant Director, within the authorizations;
- xii. Assures timely preparation of the reports submitted to the WB, GoS (requests for disbursements included), and their adjustment to the existing legal and auditing regulations;
- xiii. Prepares withdrawal applications and assumes responsibilities of other duties related to disbursement and flow of funds, including processing payments from project's designated account;
- xiv. Controls use of funds under the Project;
- xv. Maintains correspondence with the Bank and National Bank of Serbia (NBS), to be used for payment of works, goods and services, including development of procedures for funds withdrawals.
- xvi. Provides assistance to external auditors necessary for their conduct of audit work.

Note: Much of this work interacts with work being performed by RGA finance department, other members of the PIU as well as international and national consultants. It also interacts with work being performed as part of other projects. Consultant and PIU Director must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

Working conditions:

Consultant shall work full time within the established premises of the PIU in the offices of RGA. All working facilities shall be provided.

According to the effective legislation and terms of the contract, Consultant shall be responsible for proper fulfillment of his official duties

Consultant shall be subordinated and execute official orders of the PIU Director.

IV. Work Products / Deliverables

- a) Project financial report in approved format.
- b) Reports on performance indicators to the Bank and RGA using adequate financial software (Quick books);
- c) Reports the execution of the financial activities and the payments;
- d) Quality Assurance reports for all kinds of contracts.
- e) Monthly report on activities for the PIU Director;
- f) Quarterly report for the PIU Director, RGA Director, PSC and the Bank;
- g) Annual report for the Bank, RGA and the relevant ministries;
- h) preparation of financial reports, budgets, financial plans and reports on funds flows as well as any financial reports as required by the RGA, the Bank or the Government;
- i) Reporting on activities in MS-Project.

The timing of deliverables and their detailed content will be agreed with the PIU Director.

V. Professional Expertise Required

- a) University degree in economics, accounting or a closely related field within the financial environment as a specialist in the areas of financial management or accounting;
- b) Knowledge of rules of financial and accounting operations, settlements and a procedure of material and technical supplies within public institutions, organizations according to both national and international standards;
- c) At least a 5-year operational experience in the financial management and accounting in the private sector or public institutions, organizations;
- d) Experience of working with an international team of consultants, including working in a “virtual” team;
- e) Strong computer skills including (MS Windows, MS Office, Internet, Quick Books);
- f) Fluent in both Serbian and English languages (written and spoken);
- g) Valid driver’ license.
- h) Experience in financial management under a World Bank, EU or other donor/IFI funded projects is an advantage

Selection

Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank’s Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant will report to the PIU Director and cooperate with all relevant departments of the RGA, ministries, organizations and agencies that take part in organization and management of the Project. Consultant will support the PIU Director in meeting the overall project objectives.

VII. Resources

Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

**TERMS OF REFERENCE (TOR)
FOR THE
FINANCIAL MANAGEMENT ASSISTANT**

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadastre (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Financial Management Assistant for the PIU (hereinafter: Consultant) will perform the tasks defined in these TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan. Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project led by the Finance Management Specialist (hereinafter: FM Specialist) and PIU Director.

III. Scope of Work and Tasks

Consultant shall have the following specific tasks:

- i. Supports FM Specialist in achieving overall Project objectives;
- ii. Handles, together with FM Specialist, finance, disbursement and payment, financial planning, accounting, Project financial auditing, financial reporting included;
- iii. Assists to FM Specialist in all financial aspects of the Project, including financial reporting, planning and any other financial activities under the Project;
- iv. Cooperates with the Procurement Specialist in PIU to assure link between accounting, procurement and disbursement;
- v. Assist to FM Specialist to manage accounting activities in the PIU to assure accurate and current registration of data, which can in turn be used for drafting the Project Implementation Report;
- vi. Assist to FM Specialist to manage Project financial reports consolidation procedures;

- vii. Together with FM Specialist maintains correspondence with the selected bank, to be used for payment of works, goods and services, including development of procedures for funds withdrawals.

Note: Much of this work interacts with work being performed by RGA finance department, FM Specialist, other members of the PIU as well as international and national consultants. Consultant must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

Working conditions:

Consultant shall work full time within the established premises of the PIU in the offices of RGA. All working facilities shall be provided.

Consultant will execute official orders of the FM Specialist and PIU Director.

IV. Work Products / Deliverables

- a) Project financial report in approved format.
- b) Reports on performance indicators for WB and RGA using adequate financial software (e.g. Quick books);
- c) Reports the execution of the financial activities and the payments;
- d) Monthly report on activities for the PIU Director;
- e) Annual report for WB, RGA and the relevant ministries;
- f) Preparation of financial reports, budgets, financial plans and reports on funds flows as well as any financial reports as required by the RGA, WB or GoS.

The timing of deliverables and their detailed content will be agreed with the FM Specialist and PIU Director.

V. Professional Expertise Required

Essential

- a) University degree in economics, accounting or a closely related field within the financial environment as a specialist in the areas of financial management or accounting;
- b) Knowledge of rules of financial and accounting operations, settlements and a procedure of material and technical supplies within public institutions, organizations according to both national and international standards;
- c) At least a 2-year operational experience in the financial management and accounting in the private sector or public institutions, organizations;
- d) Computer skills including familiarity in the use of Windows and MS software (Word, Excel, Power Point) and accounting software (e.g. Quick Books);
- e) Very good in Serbian and English languages, written and verbal.

Desirable Experience

- a) Experience of working with an international team of consultants, including working in a "virtual" team.
- b) Commitment and ability to work in multi-task team environment.
- c) Ability to drive and possession of a valid driver's license.

Selection

The Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank's Consultant Guidelines.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant will report to the FM Specialist and PIU Director.

VII. Resources

The Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

**TERMS OF REFERENCE (TOR)
FOR THE
VALUATION SPECIALIST**

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadastre (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Valuation Specialist for the PIU (hereinafter: Consultant) will perform the tasks defined in these TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA, PAD and agreed annual work plan and procurement plan. Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project led by the PIU Director.

III. Scope of Work and Tasks

Consultant has the primary task of the supporting activities defined in the Component A: Valuation and Property Taxation and he/she is responsible to ensure PIU Director/PIU Assistant Director to be aware of any actions that need to be taken under the Component A objectives are realized.

Consultant shall have the following specific tasks:

- i. Supports PIU Director/PIU Assistant Director in achieving overall Project objectives;
- ii. Prepare the reports on progress for the Component A and submit them to the PSC, PC and WB;
- iii. Performs regular monitoring of the activities performed under the Component A, based on the indicators for monitoring;
- iv. Monitors progress against the adopted Results Framework related to Component A;
- v. Drafts monitoring and evaluation reports related to Component A to be submitted to the PSC, the PC and the World Bank;
- vi. Coordinate communication and cooperation between Mass Property Valuation Department, Sector for Professional and Administrative Supervision, Ministry of Finance and other actors participating in Component A to improve monitoring function;

- vii. Provides assistance to the international consultants contracted at the Component A of the Project;
- viii. In cooperation with external consultants propose methodology improvements,
- ix. Assist Procurement specialist on procurement related to the Component A
- x. Other activities of support to smooth running of planned activities in Component A.

Note: Much of this work interacts with work being performed by international consultants, competent ministry, the Ministry of Finance, Ministry of Public administration and Local Self-Government, Ministry of Justice, Tax Authority and other stakeholders within the land administration environment. It also interacts with work being performed as part of other projects. The Real Estate Appraisal Specialist for the PIU and the PIU Director/PIU Assistant Director must ensure that work is performed in sympathy with these other inputs to ensure the most effective use of resources.

Working conditions:

Consultant shall work full time within the established premises of the PIU in the offices of RGA. RGA will provide all working facilities.

Consultant shall execute official orders of the Procurement Specialist and the PIU Director/PIU Assistant Director.

IV. Work Products / Deliverables

- a) Component A monitoring report in approved format.
- b) Reports on performance indicators for the GOS and WB in respect to the Component A.
- c) Covenant report
- d) Part of Quarterly report related to Component A for Project Steering Committee.

The timing of deliverables and their detailed content will be agreed with the PIU Director.

V. Professional Expertise Required

Essential

- a) University degree in economics, sociology, business management, geodesy or a closely related field within the land administration environment.
- b) A demonstrated awareness of the relationship between the community and land rights, responsibilities and restrictions.
- c) At least three year's working experience.
- d) Computer literate, including familiarity in the use of Windows and MS software (Word, Excel, Power Point, MS-Access).
- e) Very good Serbian and English language skills both spoken and written.
- f) Commitment and ability to work in multi-task team environment.

Desirable

- a) Experience in implementation of projects financed by the World Bank or the EU.
- b) Familiarity with procedures of the World Bank and the EU, and the execution of public procurement.
- c) Experience of working with an international team of consultants, including working in a "virtual" team.

- d) Ability to drive and possession of a valid driver's licence.

Selection

Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank's Consultant Guidelines on a full time basis.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the PIU Director and Director General of the RGA.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant will report to the PIU Director and cooperate with all relevant departments of the RGA, ministries, organizations and agencies that take part in Project implementation.

VII. Resources

Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a PIU vehicle will be available for use on official business.

TERMS OF REFERENCE (TOR)
FOR THE
OFFICE MANAGER/INTERPRETER/COMMUNICATIONS

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadastre (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia’s real property management systems.

A full description of the Project is provided in the document “Project Appraisal Document” (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Office Manager/Interpreter/Comunications for the PIU (hereinafter: Consultant) will perform the tasks defined in these TOR, ensuring that the relevant project objectives and targets are achieved within the time and costs specified in the LA and PAD as agreed on the annual work plan and procurement plan. Consultant will work within a multi-discipline team of permanent and temporary consultants recruited to fulfill certain tasks within the project, and led by the PIU Director.

III. Scope of Work and Tasks

As well as supporting the PIU Director in meeting the overall project objectives, Consultant shall have the following specific tasks:

- i. Provides simultaneous interpretation of meetings, working gatherings and presentations organized by the PIU members and international consultants;
- ii. Provides simultaneous interpretation of meetings with foreign experts or during the World Bank missions’ visit;
- iii. Translates documents and reports, technical documentation, laws and by-laws;
- iv. Provides support to the PIU Director and members to achieve overall Project objectives;
- v. Performs office works, such as general office management, filing documents and other secretarial works;
- vi. Maintains Project databases in analog and digital format, in the office management field;
- vii. Organizes office equipment servicing;
- viii. Types and copies documents;
- ix. Maintains correspondence – sends and receives e-mail, faxes and other documents;

- x. Performs function of representative: organizes meetings and negotiations, produces minutes, follows protocols during the meetings;
- xi. Produces consumables procurement plan;
- xii. Assists in travel organization;
- xiii. Provides organizational and technical assistance in preparation of various PIU documents (e.g. tendering documents, reports, letters);
- xiv. As needed, provides assistance in correspondence and communication regarding the Project implementation;
- xv. Cooperates with other PIU members to support Project activities;
- xvi. Maintain communication with media and public upon request from RGA Director;
- xvii. Prepare statements for media na public with prior approval from the RGA Director;
- xviii. Participate in media event preparation activities;
- xix. Performs other duties.

Working conditions:

Consultant shall work full time within the established premises of the PIU in the offices of RGA. All working facilities shall be provided.

Consultant shall be subordinated and execute official orders of the PIU Director.

IV. Work Products / Deliverables

- a) Verbal reports on every day activities;
- b) Quarterly report on equipment conditions for the PIU Director;
- c) Monthly report on the activities of the PIU members and consultants for the PIU Director;
- d) Annual report on the office activities for the Bank, RGA and the relevant ministries;
- e) Reports on the Public awareness activities.

The timing of deliverables and their detailed content will be agreed with the PIU Director.

V. Professional Expertise Required

- a) University degree closely related field within the areas of philology, psychology, administrative management;
- b) At least 3-years operational experience of administrative and office work in public institutions or private sector according to Serbian standards;
- c) Knowledge of administrative and office work according to international standards;
- d) At least a 2-year experience of carrying out translation from/to Serbian and English language;
- e) At least a 2-year experience of working as an office manager;
- f) Perfect knowledge Serbian and English language skills both orally and written;
- g) Computer literate, including familiarity in the use of Windows and MS software (Word, Excel, Power Point, Outlook).

Desirable additional expertise:

- a) perfect knowledge of land surveying terminology in English and Serbian languages;

- b) Experience in implementation of projects financed by the World Bank or the EU;
- c) Experience of working with an international team of consultants, including working in a “virtual” team;
- d) Working experience in media (at least 1 year)
- e) Commitment and ability to work in multi-task team environment.

Appointment:

Consultant shall be appointed by the Director General of the RGA on a contract basis, full-time.

The contract will be signed for period of one year, with its possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the RGA Director.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant will report to the PIU Director and/or PIU Assistant Director.

VII. Resources

Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a vehicle which will be provided for use on paid official business (with maintenance provided).

TERMS OF REFERENCE (TOR)
FOR THE
ENVIRONMENTAL SAFEGUARD SPECIALIST (CIVIL ENGINEER)

I. Background

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: the Project), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadastre (LSSC, 2009) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGZ), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority (Hereinafter: RGA).

II. Objective

The Environmental Safeguard Specialist for the PIU (hereinafter: Consultant) organizes all activities required for the project to meet environmental and social requirements within the legal framework of the GoS and in accordance with the World Bank's (WB) environmental and social policies and procedures fully in line with the PAD, POM and other project-related documents. .

III. Scope of Work and Tasks

Consultant has the primary task of supporting activities and he/she is responsible to ensure PIU Director/PIU Assistant Director are made aware of any actions that need to be taken in regards to the environmental or social policies and legal requirements as relevant for the Project.

Consultant shall have the following specific tasks:

- a) Monitors the preparation of project documentation in accordance with legal requirement concerning environmental protection and in accordance with the WB's environmental and social policies and procedures;
- b) Take lead role in preparation, writing and addressing comments for the new EMPs as may be required for the Project, if prepared internally;
- c) Monitors, provide comments and review new draft EMPs as may be required for the Project, if prepared externally;
- d) Monitors the implementation of agreed-upon procedures (as specified in site-specific EMPs) for the protection of the environment during Projects preparation and implementation stages;
- e) Reports on any environmental and social mitigation activities required as a result of Project implementation. Undertake proactive measures to address these issues, either from the Contractor's side, or within the Project, as may be required;
- f) Prepares periodic Environmental Monitoring Reports for the overall Project;

- g) Assist and monitor preparation of the construction documentation;
- h) Obtain all relevant permits for the construction sites;
- i) Supervise Civil works activities and report on their progress in writing, using the required report format;
- j) Any other duties supporting the implementation of the Project, as directed by the PIU Director.

Note: Much of this work requires cooperation and interaction with the local self-government institutions, line ministries, agencies and other stakeholders.

Working conditions:

Consultant shall work full time within the established premises of the PIU in the offices of RGA. RGA will provide all working facilities.

IV. Work Products / Deliverables

- a) Relevant outputs resulting from performance of actions specified in “Scope of Works and Tasks”;
- b) Site-specific Environmental Management Plans (EMPs);
- c) Environmental Assessments (EAs);
- d) EMP site-monitoring reports and compliance reports;
- e) Periodic EMP Monitoring Reports on Project level;
- f) Preparation of Civil works progress report.

The timing of deliverables and their detailed content will be agreed with the PIU Director.

V. Professional Expertise Required

Essential

- a) University degree in environmental studies, civil works or a closely related field.
- b) At least three year’s working experience in relevant activities;
- c) Computer literate, including familiarity in the use of Windows and MS software (Word, Excel, Power Point, MS-Access).
- d) Very good Serbian and English language skills both spoken and written.
- e) Commitment and ability to work in multi-task team environment.

Desirable

- f) Familiarity with procedures of the World Bank and the EU, and the execution of public procurement.
- g) Experience of working with an international team of consultants, including working in a “virtual” team.
- h) Ability to drive and possession of a valid driver’s licence.

Selection

Consultant shall be selected in accordance with the individual consultant (IC) selection method as described in Section V of the World Bank’s Consultant Guidelines on a full time basis.

The contract will be signed for period of one year on a full-time basis, with possible extension based on a satisfactory performance, but not longer than for a period of five years.

Annual reviews of performance will be conducted and discussed with the PIU Director and Director General of the RGA.

The salary level shall be determined by RGA and will be the subject of possible annual increments based on performance.

VI. Reporting

Consultant will report to the RGA Director and PIU Director and cooperate with all relevant departments of the RGA, ministries, organizations and agencies that take part in Project implementation.

VII. Resources

Consultant will be provided with all reasonable office space, office furniture and equipment to undertake the tasks assigned. Budgetary provision has been made for all operating costs and a PIU vehicle will be available for use on official business.

FINANCIAL MANAGEMENT

1. Financial Management Manual

Article 1

The following Financial Management Manual has been agreed with the borrower and will be updated periodically till all actions are completed:

- Necessary steps must be taken in order to ensure that an experienced and qualified professional is assigned with financial management responsibilities;
- The Borrower will have adopted Project Operations Manual substantially satisfactory to the Bank;

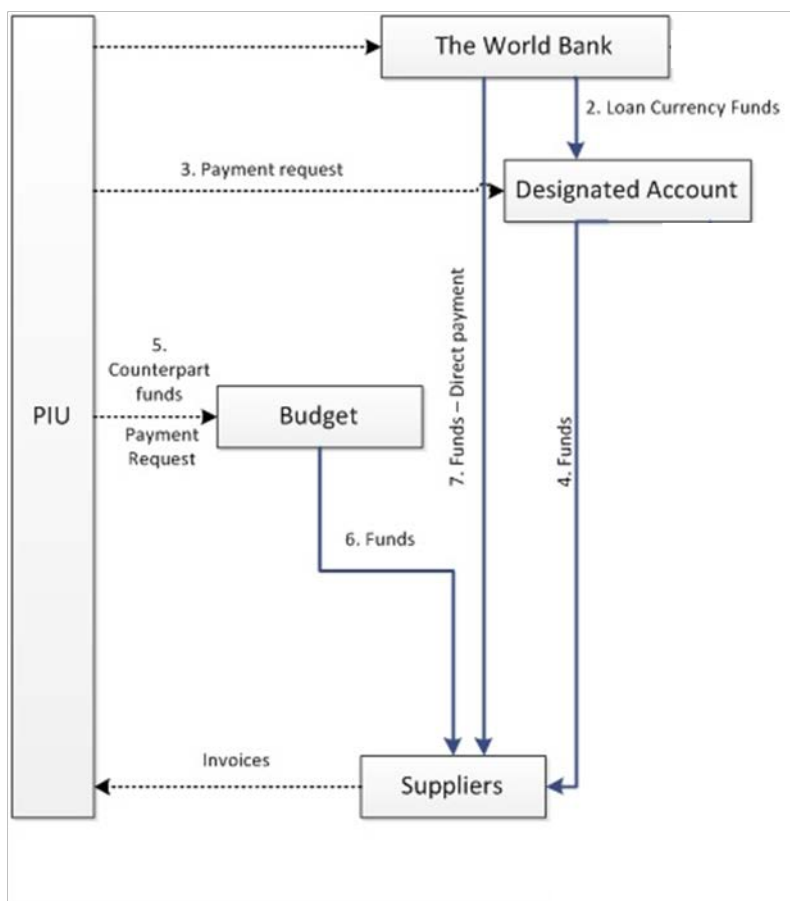
The entity assigned with fiduciary responsibilities for the project will maintain adequate financial management system, including accounting, financial reporting and auditing to provide reliable and timely information regarding project resources and expenditures. The Financial Specialist will prepare the budgets and will control all financial and logistics, such as: payment, purchase and registration of all materials, relations with banks, reports to the World Bank and MOF.

To ensure the accountability for project funds, the Financial Specialist will perform the following functions:

- (a) Maintain records in an orderly manner, receipts and disbursement of all funds used for the project as well as records of the value, location and condition of all items purchased;
- (b) Maintains internal controls to ensure there is the appropriate approach to obtain or deliver goods and services, that receipts and payments are accurately recorded on a timely basis, and that assets and liabilities are adequately controlled;
- (c) Prepare IFRs; and
- (d) Facilitate verification of these reports by independent auditors.

1.2. Funds Flow Diagram

Article 2



Flow of funds : _____
 Flow of documents : - - - - -

1.3. Sequence and flow of documents and funds – Description Article 3

| Step | Description |
|-------------|--|
| 1-2 | <p><i>Replenishment of Designated Account.</i></p> <p>As required the Project accountant prepares a withdrawal application together with relevant supporting information – SOE listings for expenditures below the prior review thresholds and full documentation details for expenditures greater than the prior review. The withdrawal application is then reviewed and approved by the PIU Director and signed by the designated persons from the Ministry of Finance or other designated Ministry before it is sent to the WB Loan Department for the replenishment of the Designated Account.</p> |

| Step | Description |
|-------------|--|
| 3-13 | <p><i>Purchases – Payments cycle.</i></p> <p>Project procurement specialist will initiate the procurement process. The entity coordinating implementation of the specific component is signatory to the contract. The latter entity receives an invoice and verifies it in terms of quality and quantity of the goods/services received versus invoiced. In addition to this, independent consultants should also be contracted to perform verification that goods, services or works have been delivered to acceptable level prior to payments. The invoice is then forwarded to the PIU where it is registered as received and forwarded to the PIU Director. The invoice is immediately given to the project accountant who registers the invoice in a simple log file with name of supplier, amount, and date of payment. He/She checks the invoice, the calculation of the invoice, and finds the appropriate budget from which the amount will be charged (contract number, item number and program (component)). The accounting codes needs to be written on the invoice by the accountant. After putting his/her initials the invoice is given to the project procurement staff. The procurement staff checks the invoice against the relevant contract number, if necessary attaches a copy of the relevant paragraph on which the invoice is based from the contract and signs. The project procurement specialist performs on site visits on regular basis and at least monthly in order to verify quality and quantity of the goods/services received.</p> <p>All relevant documentation shall be attached to the invoice enabling the Director to immediately evidence that the necessary checks have been performed. The invoice is finally received again by the project accountant. The receipt of the approved invoice is registered in the registry mentioned above ensuring that payment can be made as per the payment terms. Payment order and the invoice with all designated approvals and signatories are submitted to the commercial bank where the Designated Account is opened for payment. After applying the eligible percentages the request for payment of the counterpart contribution with all designated approvals and signatories is submitted to the Treasury by the project accountant.</p> |
| 14-15 | <p><i>World Bank Direct Payments.</i> Direct Payment requests are sent from the Project to the World Bank Loan Department when circumstances require. The payment request is prepared on Form 2380 and authorized as for normal Withdrawal Applications (see above). The World Bank makes direct payment to the suppliers as directed.</p> |

1.3.1. Commitments

Article 4

A contract constitutes the basic document for accounting of commitments and disbursements. When a contract is signed, the Financial Management Specialist establishes a Contract Payment Record with an initial commitment equal to the contract price. As each payment is made, its date and amount are noted on the contract payment record; at any given moment the undisbursed portion of the amount committed shall be the difference between the initial commitment and the sum of the payments already made.

1.3.2. Presentation of invoices

Article 5

Invoices are submitted by the contractor or supplier as specified in the contract. Each invoice shall clearly specify the corresponding work performed, or be supported by a statement of works, as appropriate. The invoice shows the costs, taxes shown separately, of the work done, the amount of any withholding for the mobilization advance, the total to be paid, the

contractor's/supplier's bank account to which payment should be made, and the pertinent reference to the accompanying statement(s) of work. Invoices are dated and signed by the contractor's/supplier's authorized representative.

1.3.3. Checking of invoices
Article 6

The entity which is signatory to the contract receives an invoice and verifies it in terms of quality and quantity of the goods/services received versus invoiced. In addition to this, independent consultants should also be contracted to perform verification that goods, services or works have been delivered to acceptable level prior to payments. The invoice is then forwarded to the PIU where it is registered as received. The FS checks the breakdown of the invoice against the undisbursed portion of the commitment shown on the contract payment record and after putting his/her initials submits to the procurement specialist for verification. The Procurement Specialist verifies the invoice and attached statements of work certify the service performed. The invoice with complete supporting documentation is then submitted to the PIU Director for approval. After the PD's approval (evidenced by signature) the invoice is then transmitted back to the FS for payment. In the event of duly proven force major, the total time that elapses between receipt of the invoice by the PIU and the issuance of the payment order to the bank (regarding payment to the contractor/supplier) shall not exceed 15 working days. Compliance with this rule is a factor in evaluation of the performance of the project staff concerned, as well as the performance of the project.

1.3.4. Authorization of Payments
Article 7

Authorization of a payment involves the following operations:

- (1) Preparation of a payment order for the amount to be paid to the contractor's/supplier's bank account as specified in the corresponding invoice;
- (2) Recording of the payment in the accounting records.

1.3.5. Payment orders
Article 8

Payment orders shall be signed by the RGA Director and PIU Director. Original signed payment order and, if signature authority has been delegated, of the instrument incorporating such delegation, shall be attached to the original invoice before it is placed in the file of supporting accounting documentation kept by the FMS. Complete supporting documentation including all verifications and approvals described above must be held for all transactions

1.3.6. Closure of contract
Article 9

Upon final acceptance of the works and services performed, all retention moneys or the balance thereof will be released. The contract at that time is closed, and any undisbursed commitment voided.

1.4. Accounting Policies

1.4.1. General provisions

Article 10

The accounting books and records will be maintained on a cash basis with additional information on signed contracts. Project financial statements will be presented in Euro. The entity implementing the project applies in practice a set of accounting policies and procedures which are available in written documents such as manuals and rulebooks.

Additional accounting policies that to be applied on the project will include the following major assumptions:

- cash accounting as the basis for recording transactions;
- reporting should be done in EURO (reporting currency);
- consolidated quarterly IFRs for all components should be prepared, including donors funds, if any;
- all counterpart funds should be reflected in the financial reports.

1.4.2. Foreign Currency

Article 11

Transactions denominated in currencies other than Euro are translated at ruling commercial bank established rates when they occur.

1.5. Internal Controls

Article 12

The PIU internal control systems will ensure that financial records are reliable and complete. In particular, the internal control systems will ensure proper recording and safeguarding of assets and resources, adherence to management policies and orderly and efficiently conduct of business.

- A) **Control Environment** – PIU needs maintain organizational methods to ensure control environment at the necessary level.
- B) **Control activities** –
 - authorization procedures: all the transactions are authorized by 2 people – RGA Director and PIU Director;
 - Segregation of duties: the main segregations should be performed between PIU Director, Financial Specialist and Procurement Specialist. Procurement Specialist should be responsible for procurement arrangements, including delivery of goods and services, Financial Specialist should be responsible for proper recording, maintaining records and preparation of financial reporting and payments. PIU Director should approve all the transactions, monitor activity of the Procurement Specialist and financial officer etc.
 - different persons being responsible for different phases of transaction;
 - reconciliations between records and actual balances, as well as with third parties should be performed on regular basis;
 - complete original documentation should exist to support project transactions.
- C) **Information and communication** – the PIU Director should organize timely and appropriate information about project implementation, projects expenditures, sources and uses of funds.
- D) **Monitoring** – The proper financial monitoring of the project will be organized by the WB supervision team as well as by financial management specialists and report any weaknesses, which could appear.

1.5.1. Financial Control System

Article 13

All transactions will be reflected by supporting documentation, which will provide objective and verifiable data. The process of registering the supporting documents is the first step for record keeping and providing an audit trail. Support documents are normally received from external source but are in some cases prepared internally. It is suggested that the source documents are to be registered by Reference Codes with the following format:

ID YY MM NNN

ID a two character alphanumerical code that represents the type of source document
YY a two character numeric code that represents the current year
MM a two character numeric code that represents the current month
NNN a three character numeric sequential number

Source documents can be classified as invoices, purchase orders, travel expense forms, etc. All transactions are registered into Transaction Log.

1.6. Accounting System

Article 14

The PIU will use Quickbook or other acceptable software for maintaining project's accounting records and generating financial reports. The software is to provide reliable financial information and to generate automatically quarterly financial reports to be submitted to the WB. Accounting records in the software should be up to date and each transaction should be accounted for at the latest eight days after its occurrence. Each project is specific so accounting software for this project has to be customized (chart of accounts, reporting currency, etc).

1.7. Project Books and Records

Article 15

Transactions will be posted through a journal. The journals are books of original entry for records and contain information including the account number, a description of the transaction, reference information (no.), and the transaction amount. The Chart of Accounts developed for the project will follow the same logical framework structure used for activity scheduling, work product definition, procurement planning, loan disbursement planning and cost estimates of the Project. Journalizing is the process of entering the transactions into a journal based on a source documents. The proper journal entry is recorded by posting the data into a journal one at a time. Reverse Journal Entries are used to correct errors.

1.8. Designated Accounts

Article 16

The Designated Account in foreign currency for administering the project funds will be opened in the National Bank of Serbia (NBS).

Cash received from the different sources of financing will be recorded separately.

Applications for replenishment of the Designated Account will be submitted monthly or when one-third of the amount has been withdrawn, whichever occurs earlier. Replenishments will

amount up to the level of Ceiling on the Designated account Documentation requirements for replenishment would follow standard Bank procedures as described in Disbursement Handbook. Monthly bank statements of the Designated Account, which have been reconciled, would accompany all replenishment requests.

1.9. Accounting Staff
Article 17

In order to monitor the accounts and prepare the required financial information, the entity assigned with fiduciary responsibilities will have a qualified financial management specialist, who understands accounting principles, government regulations and WB procedures. The responsibilities of the financial specialist can be found under the Chapter on Project Implementation.

1.10. Accounting Software
Article 18

Accounting System: An accounting system will be designed existing RGA accounting software approved by the Treasury department of the Ministry of finance which will cover the entire project i.e., all sources of funds for the Project and all utilization of funds. The accounting system will be based on principles of double-entry bookkeeping and cash based accounting.

Development of Chart of Accounts: The Chart of Accounts should comply with local regulations as well as WB requirements. It will be used to capture financial data under appropriate headings, and classify and group financial data for the various financial reports. The structure of the Chart of Accounts should cater for data to be captured by: (i) Source of financing; (ii) Project components and sub-components; (iii) expenditure categories; and (iv) WB disbursement categories for the Project. The structure of the Chart of Accounts should conform closely to the project cost tables to enable comparison of actual project costs during implementation with those estimated during project preparation. The Chart of Accounts should also provide for appropriate linkages for reporting to local authorities.

The following requirements will be met with respect to the software application:

- I) Customization will be made for the PIU in accordance with local legislation and accounting standards;
- II) Customization will also be made for WB reporting and disbursement requirements: - collection of expenditures data as for disbursement categories and replenishment report, IFRs, budgeting and comparison of the actual and budget data.

This will give the possibility to obtain information required for replenishment reports as well as for IFRs. Also the system will be modified to use the budgeting information for each category, component, sub-component and source of financing. The reporting formats are attached as Annex 12. The back-up of data files procedure should be established (at least every week). Maintenance of the system will be organized as necessary and the same company will be contracted, which has capacity to maintain bookkeeping system.

1.11. Monthly / Periodic Processing Schedules
Article 19

| Frequency | Responsible | Process |
|-------------------|----------------------|-------------------------------------|
| Weekly | Financial specialist | Back up the data files |
| Monthly/Quarterly | Financial specialist | Preparation of replenishment report |

| | | |
|-----------|----------------------|-------------------------------------|
| Quarterly | Financial specialist | Submission of IFRs |
| Annually | Financial specialist | Send the auditing reports to the WB |

1.12. Reporting (Annex 13)

Article 20

Project management-oriented interim un-audited financial reports will be used for project monitoring and supervision. The format of the IFRs is to be agreed prior to negotiation and included in the Financial Management Manual. The PIU in charge of overall project implementation will produce a full set of IFRs consolidated for all project components for each calendar quarter throughout the life of the project. They will be due 45 days after each quarter end. Reporting currency will be EURO. The IFRs will comprise the following reports presented in the agreed format:

- Statement of Sources and Uses of Funds;
- Uses of Funds by Activity;
- Designated Account statement;
- Unit of Output by Activity;
- Narratives to the reports.

The accounting for the project is cash basis with additional information provided for commitments on signed contracts.

[For Interim un-audited financial reports \(IFR\) see Annex 14.](#)

1.13. External Audit (Annex 14)

Article 21

The project financial statements will be audited in accordance with terms of reference acceptable to the WB by a private sector audit firm acceptable to the Bank, and the audit report will be submitted to the Bank at the latest six months after the end of the period audited. The annual cost of the audits of the project will be covered by the project funds.

The following chart identifies the audit reports that will be required to be submitted by the project implementation agency together with the due date for submission.

| <i>Audit Report</i> | <i>Due Date</i> |
|---|---|
| Project financial statements (PFS), including SOEs and Special/designated account. The PFSs include sources and uses of funds by category, by components and by financing source; SOE statements, Statement of designated account, notes to financial statements, and reconciliation statement. | Within six months of the end of each fiscal year and also at the closing of the project |

[For Terms of reference see Annex 15.](#)