

TERMS OF REFERENCE

Port Community System (PCS) Specialist Western Balkans Trade and Transport Facilitation Project (TTFP) - Phase 2 for Montenegro

1. PROJECT BACKGROUND

The International Bank for Reconstruction and Development (IBRD) is supporting the Government of Montenegro to enhance trade and transport facilitation through the Western Balkans Trade and Transport Facilitation Project (TTFP) - Phase 2. The objective of the Project is to reduce trade costs and improve transport efficiency. The Loan Agreement was signed on February 13, 2023, and the Project is scheduled to close on April 30, 2028.

The Project will facilitate more efficient processing of international trade and transport documentation for both traders and public administration. This increased efficiency is expected to enhance transparency, reduce duplication and overlap, and generate cost savings. Key expected outcomes include lower transport and administrative costs, and improved competitiveness in both regional and global markets.

TTFP Phase 2 also aims to strengthen the climate resilience and overall performance of Montenegro's transport and trade systems through targeted investments and technical assistance. Core activities include, inter alia, the establishment of a National Single Window for trade, the development of a Port Community System (PCS), improvements to railway level crossings, and the preparation of national transport strategies and studies. Improving the resilience of Montenegro's transport network aligns with the country's commitments under the Transport Community Treaty (TCT), the Sustainable and Smart Mobility Strategy for the Western Balkans, and the Sofia Declaration on the Green Agenda for the Western Balkans.

2. IMPLEMENTATION ARRANGEMENTS

The Ministry of Transport (MoT) is the lead implementing agency for the Project. Implementation is carried out through a Project Implementation Unit (PIU) established within the MoT, which is responsible for ensuring the achievement of the Project Development Objectives. The PIU is supported by the Technical Services Unit (TSU) within the Ministry of Finance, which provides financial management and procurement support. In addition to the MoT, several other institutions also serve as beneficiaries of the Project:

- a. Ministry of Maritime Affairs (MoMA)
- b. Customs Administration (CA);
- c. Border police under the Ministry of Interior;
- d. National Railway Infrastructure Company;

The beneficiaries of the Project include but are not limited to producers, traders, exporters, importers, and transport service providers, as well as CA and other agencies regulating import and export procedures.

These Terms of Reference (ToR) pertain to the engagement of an individual consultant to serve as the Specialist for the Port Community System (PCS) project component. The selected candidate will be an integral member of the PIU and will work in close coordination with the MoMA, which has been designated as the implementing agency for the PCS component.

3. PCS BACKGROUND

Montenegro, home to one of the two gateway ports to the Western Balkans, holds a critical position for the landlocked countries of the region as well as for the TEN-T corridor and its linkages to the broader European region. Given its advanced progress towards the European Union (EU) membership and its developed road transport infrastructure, Montenegro stands to benefit significantly from the efficiency gains provided by the TTFP, both within the country and in neighboring partners through increased road and rail connectivity and enhanced trade integration.

Component 2 of the TTFP —Enhancing Transport Efficiency and Predictability — supports efforts to digitalize maritime transport for Montenegro. The overarching objective of this digital transformation is to provide all stakeholders with real-time data through an open, integrated platform, thereby improving operational efficiency and supporting accurate decision making. A key focus of this effort is the implementation of a Port Community System (PCS).

To support this project, the Government of Montenegro has designated the MoMA as the hosting agency responsible for the implementation and operation of the PCS project. The PCS project aims to:

- Align with the World Bank and International Association of Ports & Harbors (IAPH), by accelerating the digitalization road map and applying PCS Guidelines based on global best practices;
- Follow the International Maritime Organisation (IMO) Guidelines on Port Community Systems;
- Apply the World Customs Organization (WCO) and IAPH Guidelines on cooperation between Customs & Port Authorities;
- Conform to the IMO & IAPH Cybersecurity Guidelines for Port Authorities & Port Facilities.

The PCS will be designed to streamline and optimize maritime supply chain efficiency, by establishing a trusted and neutral public-private data collaboration platform. This will be achieved through the orchestration of inter-organizational business processes with a single submission of data by public and private stakeholders.

4. OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The TTFP PIU and Ministry of Maritime Affairs is seeking a highly qualified individual with a trade facilitation mindset and maritime supply chain experience. The objective of this assignment is to ensure the effective coordination, implementation, and monitoring of all PCS-related activities for their timely and successful delivery in line with the defined scope, budget, and schedule.

The ideal candidate will:

- Combine strategic vision with project execution skills, demonstrating the ability to navigate complex regulatory environments while driving innovation and operational excellence.
- Show proficiency in stakeholder engagement, risk management, change management, and regulatory compliance, with a strong understanding of international maritime standards.
- Be proactive in anticipating challenges, developing effective solutions, and ensuring the successful delivery of PCS project.

The PCS Specialist role requires effective stakeholder engagement, clear communication, and collaboration among governmental agencies, private stakeholders, and international partners. The PCS Specialist will be responsible for ensuring that all project activities are aligned with international standards, including those established by the International Maritime Organization (IMO), the International Association of Ports & Harbors (IAPH) and the World Customs Organization.

This role demands a professional with comprehensive understanding of the maritime supply chains. The ideal candidate will possess the ability to manage complex projects, mitigate risks, and adapt to evolving challenges, ensuring the project contributes significantly to Montenegro's goal of becoming a premier trade and logistics hub in the region.

To achieve these objectives, the PCS Specialist will be responsible for the following Key Responsibilities:

- Project Coordination
- Stakeholder Engagement
- Risk Management
- Change Management
- Reporting
- Regulatory Compliance

These responsibilities are essential to ensuring the successful delivery of the PCS project, which will transform the Ministry of Maritime Affairs' operational capabilities, enhance compliance with international maritime standards, and foster a culture of continuous improvement and innovation.

4.1 Key Responsibilities

The PCS Specialist will lead the coordination of the PCS project, ensuring effective integration of all project elements. This includes planning, execution, monitoring, and closure of project activities to meet strategic objectives within the defined scope, budget, and timeline. Key responsibilities include:

a. Coordination (in close cooperation with PIU, MoMA and MoT)

- Developing and maintaining the project plan in alignment with the Ministry of Maritime Affairs' strategic objectives and international standards;
- Coordinating cross-functional teams, including technical advisors, consultants, governmental agencies, and private stakeholders, to ensure seamless project execution;
- Managing project resources, including budget allocation, staffing, and logistics, to optimize efficiency and effectiveness, in close cooperation with the PIU, MoMA and MoT;
- Ensuring adherence to project timelines and deliverables, proactively identifying, and addressing any deviations from the project plan;
- Facilitating communication and collaboration across all project teams, ensuring alignment on goals, objectives, and timelines; and
- Leading the launch to closing of the PCS Request for Proposals (RFP), in compliance with World Bank procurement regulations.

The PCS Specialist will ensure that all project coordination activities contribute to enhancing Montenegro's maritime supply chain efficiency, achieving international compliance, and boosting Montenegro's global trade competitiveness.

b. Stakeholder Engagement

Effective stakeholder engagement is critical to the success of the PCS project. The PCS Specialist will ensure transparent communication and collaboration among governmental agencies, private stakeholders, international partners, and technical advisors.

- Developing and implementing a stakeholder engagement plan, ensuring all stakeholders are informed, aligned, and actively participating throughout the project lifecycle.
- Facilitating public-private collaboration, ensuring seamless integration of governmental and private sector requirements.
- Engaging with regulatory authorities to ensure compliance and operational efficiency.
- Maintaining clear communication channels with stakeholders, ensuring timely updates on project progress, challenges, and risk mitigation measures.

The PCS Specialist will be instrumental in fostering collaboration and trust among stakeholders, ensuring that the PCS project contributes to Montenegro's strategic trade facilitation objectives.

c. Risk Management

The PCS Specialist will be responsible for implementing a comprehensive risk management strategy to ensure proactive identification, assessment, and mitigation of project risks. This includes financial, operational, strategic, and compliance risks that may impact on the successful delivery of the PCS project.

- Key responsibilities include:
 - Identifying potential risks related to project scope, timelines, budgets, resource allocation, and stakeholder engagement.
 - Developing and maintaining a risk register, ensuring regular updates and transparent communication of risk status and mitigation measures.
 - Implementing risk mitigation strategies, ensuring timely response to identified risks to minimize impact on project objectives.
 - Coordinating risk assessments with key stakeholders, ensuring alignment on risk management priorities and actions.
 - Adapting to evolving challenges by proactively adjusting risk management strategies to maintain project continuity and strategic alignment.
 - Ensuring compliance with international standards and local regulatory requirements related to risk management and governance.

The PCS Specialist will ensure that risk management is integrated into all project activities, contributing to operational resilience and the successful delivery of the PCS project.

d. Change Management

Change management is essential to drive digital transformation and adoption of new processes within the PCS project. The PCS Specialist will be responsible for developing and implementing change management strategies to ensure smooth transition and stakeholder buy-in.

- Key responsibilities include:

- Developing management plans, ensuring alignment with strategic objectives and project milestones.
- Facilitating stakeholder engagement and communication, ensuring clear and consistent messaging on project changes and expected impacts.
- Driving digital transformation, including the adoption of new systems, processes, and technologies.
- Implementing training programs and capacity-building initiatives to enhance user adoption and operational efficiency.
- Managing resistance to change, ensuring proactive identification and resolution of change-related challenges.
- Monitoring change adoption and effectiveness, ensuring continuous improvement and operational excellence.

The PCS Specialist will ensure that change management contributes to enhancing the Ministry of Maritime Affairs' operational capabilities and driving innovation and continuous improvement within the maritime supply chain landscape.

e. Reporting

Effective reporting and communication are critical to maintaining transparency and strategic alignment throughout the PCS project. The PCS Specialist will be responsible for providing comprehensive reports on project progress, risks, and compliance requirements. The task will be conducted in close in close cooperation with the PIU, MoMA, and MoT, as well as with the M&E Specialist who will be responsible for preparing the progress reports regarding KPIs.

- Key responsibilities include:
 - Developing and maintaining reporting frameworks, ensuring consistent and transparent communication with Senior Management and stakeholders.
 - Providing regular project status updates, including progress on milestones, budget utilization, risks, and compliance.
 - Coordinating reporting requirements with international technical advisors and stakeholders to ensure strategic alignment.
 - Ensuring data accuracy and integrity in all reports, maintaining transparency and accountability.
 - Facilitating executive presentations and briefings, ensuring Senior Management is informed and aligned on project progress and strategic decisions.
 - Maintaining effective communication channels, ensuring stakeholders are regularly updated on project status and any critical issues.

The PCS Specialist will ensure that reporting and communication contribute to strategic alignment, operational transparency, and stakeholder satisfaction.

f. Regulatory Compliance

Ensuring regulatory compliance with international maritime standards and local laws is critical to the success of the PCS project. The PCS Specialist will be responsible for ensuring compliance with all relevant regulatory requirements and international standards.

- Key responsibilities include:
 - Ensuring compliance with standards set by the International Maritime Organization's (IMO) FAL Convention, the International Association of Ports & Harbors (IAPH), and the World Customs Organization's (WCO).
 - Leading the legal review of all existing laws and regulations related to the multi-modal movement of goods.
 - Facilitating the issuance of a Prime Minister decree and inter-ministerial decree, mandating the Ministry of Maritime Affairs to establish, operate, and maintain the PCS.
 - Coordinating with regulatory authorities to ensure compliance with public procurement regulations and operational standards.
 - Maintaining regulatory documentation and ensuring accurate records of compliance requirements and activities.
 - Implementing regulatory updates and changes, ensuring that all project activities align with evolving regulatory requirements.

The PCS Specialist will ensure that regulatory compliance is integrated into all project activities, contributing to operational resilience and the successful delivery of the PCS project.

5. QUALIFICATIONS AND SKILLS

The Consultant selected for this position is expected to possess the following qualifications, relevant experience, and key interpersonal skills:

- Degree (master's degree preferred) in degree in Business Administration, Project Management, Logistics and Supply Chain Management, Maritime and Port Studies, Information Technology, Transport Engineering, Computer Science, Industrial or Electrical/Electronic Engineering, or other relevant fields.
- Minimum of five years of professional work experience working on complex projects in the maritime supply chain or international trade logistics sectors.
- At least five years of experience in the maritime industry, with demonstrated success in areas such as port operations, shipping logistics, customs processes, or maritime supply chain facilitation.
- Proven experience leading multidisciplinary teams, developing strategic direction, and delivering high-impact projects, with the ability to anticipate challenges and ensure alignment with institutional goals.
- Demonstrated ability to manage relationships across government agencies, private stakeholders, and international partners, build consensus, and navigate complex stakeholder dynamics.
- Strong expertise in digital transformation initiatives in the maritime or trade facilitation sectors, including ICT implementation, digital port infrastructure, and data collaboration platforms.
- Familiarity with international standards and protocols, including those of the International Maritime Organization (IMO), International Association of Ports and Harbors (IAPH), and World Customs Organization (WCO). Demonstrated ability to apply these standards to improve operational efficiency would be an advantage.

- Certification in project management, such as PMP (Project Management Professional) or PRINCE2, with demonstrated proficiency in project management tools and methodologies would be an advantage.
- Experience working on programs financed by the World Bank or other development partners, multilateral or bilateral, would be desirable.
- Excellent written and oral English proficiency is a pre-requisite. Fluency in Montenegrin is essential.

The TSU of the Ministry of Finance invites eligible individual consultants to indicate their interest in providing the above services. Interested consultants must provide Cover Letter and CV representing description of similar assignments, experience in similar conditions and availability of appropriate skills (scanned diplomas to be sent with CV).

The evaluation criteria will be the following:

- (i) General Qualifications, including education, trainings and qualifications (30 points).
- (ii) Adequacy for the Project, including professional experience (60 points).
- (iii) Specific criteria for the assignment (10 points).

6. TIMING AND DURATION

The PSC Specialist shall be engaged to follow the Project activities on a full-time basis (working days, from Monday to Friday) until the end of the project implementation (April 30, 2028). The contract will be signed for a period of 2 years with the possibility of renewal till the end of the project implementation (April 30, 2028), with the possible extension after this period. The consultancy is expected to start no later than in September 2025 and includes an initial probation period of 3 months.

7. REPORTING OBLIGATIONS

The PCS Specialist will report directly to the PIU Project Manager, with a dotted-line reporting relationship to the designated PCS Lead within the Ministry of Maritime Affairs. The PCS Specialist will be required to submit monthly progress reports, or more frequently as needed, in accordance with project activities and timeline. Reports shall summarize key activities undertaken, progress against the implementation plan, any identified risks or challenges, and recommended corrective actions. Each report should also include a breakdown of working days and hours spent per task.

The PCS Specialist shall also prepare ad-hoc reports on significant developments affecting project implementation, including technical, operational, or institutional issues, as requested by the Ministry or the World Bank. Any major incident impacting project delivery must be reported to the PIU within 24 hours.

The PCS Specialist will maintain proper documentation and provide hard and/or electronic copies of all reports, documents, and technical materials developed during the assignment. All deliverables shall be submitted in English and Montenegrin.

8. CONFIDENTIALITY

The Consultant undertakes to maintain confidentiality on all information that is not in the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.

9. SELECTION

This Consultancy service will be selected under the provisions of the *World Bank's Procurement Regulations for IPF Borrowers - Procurement in Investment Project Financing Goods, Non-Consulting and Consulting Services, September 2023* (Procurement Regulations), based on the method of Selection of Individual Consultants (IC) under Time-based contract (full time engagement).

