

**Federal Ministry of Agriculture, Water Management and Forestry**  
**Water Sector**

**Optimal and efficient organizational structure and job systematization**

**Terms of Reference for Consulting Services**

<b>Task title:</b>	Optimal and efficient organizational structure and job systematization within the FMAWMF Water Sector
<b>Location:</b>	Federation of BiH
<b>Task duration:</b>	8 months
<b>Type of process:</b>	Company selection

**1. Background**

The purpose of this project activity is to conduct a detailed analysis of the existing organization of the Federal Ministry of Agriculture, Water Management and Forestry in the Government of the Federation of BiH (FMAWMF), i.e. the Water Sector as a separate organizational unit in FMAWMF, both from the perspective of the structure of the bodies and the tasks they perform, and from the perspective of the internal organization and systematization of jobs for performing these tasks. It is necessary to determine and analyze the obligations and responsibilities of FMAWMF and its Water Sector, which arise from the constitutional order of the FBiH, applicable legal regulations in the field of water resources management, including water services management, and from the perspective of cooperation, communication and coordination internally within the Water Sector, i.e. the Water Sector externally towards other institutions and organizations at different levels. It is necessary to analyze the needs in the normative part, in order to improve the situation and create prerequisites for reorganization with the aim of better functional connectivity of the areas, strengthening responsibilities and increasing efficiency in work. The results of the conducted analysis should be presented in the Detailed report on optimization and increasing the efficiency of the Water Sector in FMAWMF.

The purpose of the Detailed report is to provide recommendations for the structural adjustment of the part of the federal administration related to the areas of water resources management, including the management of water services according to the best domestic and European standards, rationalization of the said administration, increased efficiency and savings, improved communication and coordination within the administration, greater openness, accessibility and participation of citizens in the performance of public affairs.

**2. Objective(s) and Target groups**

**2.1 Overall objective**

General objective of this task is to provide technical support for the preparation of an analysis of the current situation and propose the establishment of an optimal and efficient organizational structure of the Water Sector in the FMAWMF, in order to enable the Water Sector in the FMAWMF to fulfill its obligations under existing regulations, assigned role and responsibilities (competences).

## 2.2 Specific objectives

- Analysis of the current state of the organizational structure of the Water Sector in the FMAWMF in relation to its competencies in accordance with the applicable regulations of BiH, the Federation of BiH, EU Directives and similar models in Switzerland and Western European countries, including identification of shortcomings and proposal of preliminary measures.
- To propose a new approach to the organization of the Water Sector within the FMAWMF in accordance with the current regulations of the Federation of BiH, EU Directives and similar models in Switzerland and Western European countries;
- To analyze the proposal for the establishment of a special Regulatory Commission that should be established under the new Law on Water Services, and provide recommendations for its institutional and organizational interaction with the Water Sector in the FMAWMF;
- To define the professional and material needs for the digitalization of the Water Sector, to establish databases on key performance indicators of the Sector (benchmarking), and to propose appropriate working procedures for key work processes;
- To make a proposal to strengthen the capacity of the Water Sector, including a proposal to improve mutual cooperation, communication and coordination of employees in the Water Sector and in general in FMAWMF;
- To create a study / detailed report on optimization and increasing the efficiency of the Water Sector in FMAWMF for further application.

## 2.3 Target groups

The intended target groups for technical support within this Terms of reference are:

### Primary target group:

- Federal Ministry of Agriculture, Water Management and Forestry, including the Water Sector in the FMAWMF;

### Secondary target groups:

- Federal ministry of environment and tourism;
- Cantonal ministries responsible for water resources and water (utility) services;
- Water agencies for the Sava River and the Adriatic Sea watersheds;
- Environmental protection fund of the Federation BiH;
- Local self-government units (considering as well their public water supply/utility companies), including professional associations (Association of Municipalities and Cities of FBiH and Association of Utility Companies in FBiH).

## 3. Key issues

For the purposes of improving the functioning of the FMAWMF, especially the Water Sector, the key issues that need to be addressed through this task relate to the following:

- Improving internal organization and systematization of jobs and increasing its efficiency,
- Analysis of existing regulations for the purpose of sustainability of the proposed improvements,
- Better distribution of functions (jobs and tasks) in order to increase employee productivity,
- Strengthening human resources capacities by increasing their capabilities and their numbers, according to identified needs,

- Improving cooperation, communication and coordination of employees at the level of the Water Sector in the FMAWMF, both internally and towards external institutions and organizations.

#### **4. Expected results**

As a result of the implementation of this task, it is expected that concrete proposals and recommendations will be defined for:

- establishment of efficient organization and management in the FMAWMF,
- improving the horizontal distribution of functions between different sectors, including reducing duplication of functions between different organizational units, sectors, services and departments.
- strengthening human resources, institutional and organizational capacities,
- necessary amendments to legal and by-law documents that will enable the implementation of all activities of the reorganization of the Water Sector in the FMAWMF, as well as recommendations for updating existing and developing new internal procedures,
- budgetary reallocation of financial resources necessary for the implementation of the restructuring and development plan and sustainability of interventions to the Water Sector in the FMAWMF,
- Specification of material and technical assets necessary for the future development of the Water Sector within the FMAWMF and the needs for the implementation of tasks in the field of water services,

The result of the aforementioned reorganization is to achieve greater efficiency and quality of public administration service provision in the field of water resources management, including water services management, with appropriate rationalization and redistribution of competencies in the existing public administration system (process improvements, re-definition of standards), and by raising the level of quality and efficiency of human resources management in the aforementioned sectors, all in accordance with EU principles.

#### **5. Methodology / Approach**

- Within his bid, the Consultant should propose the approach, methodology and Implementation Plan that he will apply during the implementation of activities under this terms of reference.
- The Consultant should provide evidence of his technical, human, logistical and infrastructural capacities necessary to carry out the requested activities of the specified scope, and within the deadlines defined in the Terms of Reference.
- The Consultant is expected to propose in his methodology the envisaged type of technical support that will ensure effective, cost-effective and sustainable results.
- Horizontal working principles to be translated into the Consultant's methodology should include: i) encouraging the exchange of best practices and mutual learning between different stakeholders; ii) proposing approaches ensuring that all separate activities implemented within the Water Sector fit into the public administration system, structures and processes; iii) encouraging strong ownership by Water Sector and FMAWMF employees in all areas of work; iv) enabling enhanced and meaningful collaboration and interaction between employees internally and with key partners externally; v) in all cases, assistance provided to the Water Sector should take place in direct interaction with relevant staff, thereby increasing learning and capacity development of beneficiaries (the "experts will do all the work for FMAWMF" approach will be completely avoided)

## **6. Scope of work**

The Consultant, in coordination with representatives of the FMAWMF, i.e. its Water Sector, will carry out the following tasks (including, but not limited to):

### **6.1 Initial phase**

This assignment represents the initial phase of the project which will last two months and during which the Consultant will become familiar with the relevant documentation and legal and regulatory framework as well as with the various challenges, demands and expectations of the target groups regarding the needs of improving the internal organization and systematization of jobs in the Water Sector in the FMAWMF. During the implementation of this assignment, the Consultant is expected to:

- Hold initial meetings and conduct interviews with representatives of: FMAWMF and representatives of other target groups (water agencies, Environmental Protection Fund of the Federation of BiH, cantonal ministries responsible for water or water (utility) services).
- Collection and processing of the most important data, information and documents related to the project task (laws, by-laws, procedures, organizational charts and similar documents);
- Preparation of a draft Inception Report with a detailed work plan and presentation at a special meeting with representatives of the Water Sector in the FMAWMF.
- Finalization of the Inception Report after collecting comments, or proposed amendments.

Results/outputs:

- Inception report,
- Minutes of the held meeting.

### **6.2 Analysis of the current situation with identified shortcomings and proposed preliminary measures**

During the implementation of this assignment, the Consultant is expected to:

- Conduct an analysis of the legislative, legal and institutional framework, i.e. the constitution, laws and by-laws (regulations, rulebooks, procedures, etc.), including defining identified shortcomings, overlapping and undefined competencies, various obstacles, as well as needs for improvement, etc.
- Analyze the existing Rulebook on internal organization and job classification of the FMAWMF with a focus on the Water Sector and define the needs that can significantly improve the internal organization and achieve more efficient human resources management. In addition to checking the systematized jobs, the Consultant should analyze the needs for strengthening human resources (increasing their competencies, determining the necessary number of employees, etc.).
- Process and analyze all data, information and documents collected by all representatives of the target groups, especially regarding the shortcomings and challenges related to the organization and management of water resources, including the management of water services.
- Pay special attention to the question of how to collect key data on the performance of the water services sector for the needs of the FMAWMF, then process and archive of the

collected data and their simple and quick use for the needs under the competence of the FMAWMF.

- Analyze examples of the internal organization of the Water Sector in other neighboring countries and compare them with the existing organization of the Water Sector in FMAWMF, and based on that, formulate appropriate recommendations for the reorganization of the existing organization of the Water Sector in FMAWMF.
- Prepare, organize and conduct a dedicated workshop with representatives of target groups for the purpose of conducting additional consultations, joint analysis of the current situation and verification of recorded challenges, shortcomings, overlapping and undefined competencies, various obstacles, as well as needs for improvement, etc.
- Prepare a draft report on the analysis of the current situation with identified shortcomings and proposed preliminary measures and present it to the representatives of the FMAWMF.
- Finalize the Report on the conducted analysis of the current situation with identified shortcomings and proposed preliminary measures after collecting comments, or proposals for amendments.
- Prepare a draft of a short Progress Report containing all implemented activities and achieved results after 5 months from the signing of the contract, and submit it to the Client. After obtaining comments on this report, the Consultant will finalize it.

Results/outputs:

- Report on the conducted analysis of the current situation with identified shortcomings and proposed preliminary measures (first part of the detailed report);
- Short report from the workshop held,
- Short progress report.

### **6.3.1 Preparation of a Detailed report with recommendations for optimizing and increasing the efficiency of the Water Sector in the FMAWMF**

During the implementation of this assignment, the Consultant is expected to:

- As a result of conducting previous analyses, highlight key findings: strengths, weaknesses, opportunities and threats related to the establishment of an optimal and efficient organizational structure of the Water Sector in the FMAWMF, as well as propose models, sizes and graphic schemes of organizational units in the Water Sector in the FMAWMF and their lines of mutual cooperation, communication and coordination.
- Based on the conducted analyses and verification of all findings, prepare a draft detailed report on the optimization and increase of the efficiency of the Water Sector within the FMAWMF.
- Prepare, organize and conduct a dedicated workshop with representatives of target groups for the purpose of considering and verifying the proposed measures and recommendations for improvement.
- Finalize the Detailed Report on Optimization and Increasing the Efficiency of the Water Sector within the FMAWMF after collecting comments, or proposals for amendments.
- Prepare a draft Final Report that should contain all implemented activities and achieved results during all 8 months from the signing of the contract and submit it to the Client. After obtaining comments on this report, the Consultant will finalize it.

Results/outputs:

- Detailed report on optimization and increasing the efficiency of the Water Sector within the FMAWMF,
- Specification of material and technical resources necessary for the future development of the Water Sector within the FMAWMF and the needs for the implementation of tasks in the field of water services,
- Short report from the workshop held,
- Final report on the implementation of the overall task.

#### 7. Communication and coordination

- The Consultant will ensure full coordination with the FMAWMF in collecting and analyzing the necessary information.
- Contact with other public institutions and organizations will be ensured by the FMAWMF, i.e. the Water Sector.
- Communication during the project implementation will be conducted by e-mail, telephone, and through “live” meetings at the Client’s premises.
- The Consultant is obliged to include in its bid the costs of communication with the Client.

#### 8. Time frame

Development of the Detailed report should be completed between May 31, 2026 and November 30, 2026. Depending on the start date, the planned deadline for the completion of work and tasks under this project task is 8 months.

#### 9. Subjects and deadlines of delivery

- Inception report
- Report on the analysis of the current situation with identified shortcomings and proposed preliminary measures
- Detailed report on optimization and increasing the efficiency of the Water Sector within the FMAWMF
- Workshops (two) and short reports from the workshops, including working materials.

##### 9.1 Subjects / results of delivery

All delivered results will be subject to quality control and approval by the FMAWMF. The schedule of results/outputs is given in the following table:

<b>Subjects (results, documents, outputs)</b>	<b>Delivery deadlines</b>
<b>Task 1.</b> Draft Inception Report with minutes of the consultation meeting held	2 months after signing the contract
Final Inception Report based on collected comments	15 days after receiving comments
<b>Task 2.</b> Draft Report on the analysis of the current situation with identified shortcomings and proposed preliminary measures (first part of the Detailed report), workshop and minutes from the workshop held(1)	4.5 months after signing the contract

Final Report on the analysis of the current situation with identified shortcomings and proposed preliminary measures based on the collected comments	15 days after receiving comments
Short progress report	5 months after signing the contract
<b>Task 3.</b> Draft Detailed report on Optimization and Increasing the Efficiency of the Water Sector within the FMAWMF, workshops and minutes from the workshop held (2)	7 months after signing the contract
Final Detailed report on Optimization and Increasing Efficiency of the Water Sector within the FMAWMF Based on Collected Comments	15 days after receiving comments
Translation of the final version of the Detailed report on optimization and increasing the efficiency of the Water Sector within the FMPVŠ	15 days after finalization of the document
Final report	8 months after signing the contract

## 9.2 Reporting requirements

### **Inception Report**

The inception report should be submitted within 2 months from the beginning of the project. This report should include a schedule of activities with clearly defined tasks:

- a) A clear indication of the objectives, planned activities and results;
- b) A detailed work plan, indicating the time frame of engagement and significant milestones;
- c) Measurable indicators of achievement of the project objectives.

### **A brief progress report**

The consultant will submit a brief progress report 5 months after signing the contract that represents the status of project implementation and includes the following:

- a) Activities undertaken during the period;
- b) Produced results and achievements;
- c) Potential challenges faced and applied solutions,
- d) Overview of activities planned for the next period.

### **Final Report**

The Final Report should be submitted 15 days after receiving the final comments submitted by the Client. If comments are not received within 30 days of submitting the draft, the Consultant will submit the Final Report in its existing form.

For each submitted draft report / detailed report, the FMAWMF will provide its comments, and the Consultant is obliged to prepare the final version of the document 15 days after the comments on the draft have been submitted.

## 10. Means

### 9.1 Key staff of the Consultant

Indicative data for the project team, i.e. Consultant staff (experts), are as follows:

S/N	Experts	Total man-days*
1.	Project manager – graduate civil engineer / (hydro major)	90
2.	Expert in water resources and water services - graduate civil engineer (hydro major)	50
3.	Legal expert – graduate lawyer	70
4.	IT expert – graduate IT specialist/mathematician or graduate specialist in socio-economic aspect	50
<b>Overall</b>		<b>250</b>

\* - the assumed number of man-days for each of the anticipated experts

The consultant should demonstrate his ability to mobilize - at least - the following experts to deliver this task within the specified time period. The indicative total effort level for this task is estimated at 250 consulting days.

At least the following key personnel (project team) with the listed qualifications are required:

#### **Project manager – graduate civil engineer / (hydro major)**

- Graduate civil engineer with a passed professional exam in the field of hydrotechnics,
- 15 years of professional experience in the field of water resources management, including water services management, as well as environmental protection in BiH / FBiH, with references from the legislative and institutional framework of the water sector and human resources management,
- At least 10 years of experience in advisory services to the public water supply and sanitation sector on technical aspects of service improvement,
- Proven previous experience in providing technical assistance in the development of public institutions and organizations responsible for water resources management, including water services,
- Proven previous experience in providing technical assistance for improving the internal organization and systematization of jobs for public administration institutions,
- Experience in technical management and project cycle management positions,
- Experience in working with government institutions is an advantage,
- Knowledge of English language is mandatory,
- Knowledge of one of the languages that are in official use in BiH.

#### **Legal expert**

- Legal Expert
- Graduated lawyer
- More than 10 years of professional experience in drafting various regulations (laws and by-laws, work procedures, etc.),
- More than 7 years of professional experience in the field of water resources management, including water services management, as well as environmental protection in BiH / FBiH,

with references from the legislative, legal and institutional framework of the Water Sector and Human Resources Management, preferably in the Federation of BiH,

- Proven previous experience in providing technical assistance for the drafting of new regulations and the analysis of existing regulations and regulatory acts of public administration in BiH / Federation of BiH, and proposing appropriate measures or recommendations for improving the analyzed regulations;
- Proven previous experience in providing technical support for the improvement of internal organization and systematization of jobs for public administration institutions,
- Experience of working with government institutions is an advantage,
- Knowledge of English is mandatory
- Knowledge of one of the languages that are in official use in BiH.

#### **Expert in water resources and water services**

- Graduate civil engineer with a passed professional exam in the field of hydrotechnics,
- More than 10 years of professional experience in the field of water resources management, including water services management, as well as environmental protection in BiH / FBiH, with references in the organization and financing of water service provision,
- At least 7 years of experience in advisory services to the public water supply and sanitation sector on technical aspects of service improvement,
- Proven previous experience in providing technical assistance in the development of public institutions and organizations responsible for water resources management, including water services,
- Proven previous experience in providing technical assistance for improving the management and financing of public administration institutions,
- Experience in technical management and project cycle management positions,
- Experience in working with government institutions is an advantage,
- Knowledge of English language is mandatory,
- Knowledge of one of the languages that are in official use in BiH.

#### **IT expert – IT specialist / mathematician or specialist in socio-economic aspect**

- Graduated mathematician, IT specialist, or holder of a degree in social sciences,
- At least 7 years of professional experience in the field of water and environmental management in the FBiH,
- Good knowledge of the legal and institutional framework in the water services sector,
- Experience in developing databases, as well as in establishing the process of collecting, processing, archiving and using collected data and information, creating institutional links for the exchange of collected and archived data, establishing benchmarking, etc.
- Experience working in projects related to utility services, especially in the water services and public administration sector,
- Experience in working with public sector representatives to improve interaction, cooperation, communication and coordination between various stakeholders.
- Knowledge of English language is mandatory,
- Knowledge of one of the languages that are in official use in BiH.

In addition to the listed key personnel, the Consultant may engage additional personnel as needed: environmental and social experts, legal and financial experts, etc. All personnel listed above must have a

university degree in a specific field, i.e. a Higher education qualification according to the old study system or according to the Bologna system (240 / 300 ECTS credits).

## **9.2 Workshops and meetings**

The Consultant is obliged to prepare, organize and conduct two workshops:

1. After development of a draft Detailed report on the analysis of the current situation with identified shortcomings and proposed preliminary measures (the first part of the detailed report);
2. After development of a draft detailed report on the optimization and increase of the efficiency of the Water Sector in the FMAWMF.

In addition to the aforementioned workshops, the Consultant is obliged to organize meetings and conduct interviews with representatives of target groups.

## **9.3 Financial funds**

According to the lump-sum contract, the following payment schedule is proposed:

- 10% of the contract value upon signing,
- 20% of the contract value after acceptance of the Inception Report,
- 40% of the contract value upon acceptance of the Report on the analysis of the current situation, with identified shortcomings and proposed preliminary measures,
- 30% of the contract value after acceptance of the detailed report with recommendations for optimizing and increasing the efficiency of the Water Sector at FMAWMF.

In addition to the costs related to the engagement of experts, the Consultant is obliged to present the costs of travel, accommodation, daily allowances, and workshops, as well as the costs of translating documents into English.

## **11. Resources**

### **11.1.1 Individuals to be consulted**

- Employees of the Water Sector in FMAWMF
- Representatives of the Ministry of Tourism and Environment FBiH
- Representatives of the Water Agencies
- Representatives of the FBiH Environmental Protection Fund

### **11.1.2 Documents to be reviewed and used**

- Law on the Organization of Administrative Bodies in the FBiH
- Water Law of the FBiH
- Law on communal activities (Cantons)
- Rulebook on internal organization and job classification of the FMAWMF
- Draft of the Law on water services of the Federation BiH