



STATE MATURA PROJECT

Terms of Reference

Senior Non-Key Organization Development Expert

1. Project Background

The project Improving the Quality of Education by Introducing Examinations at the End of Secondary Education aims to support the development of a modern and efficient education system in the Republic of Serbia which should contribute to building a knowledge-based society.

The purpose of the project is to prepare the education system to implement the final examinations at the end of secondary education in the Republic of Serbia, as a contribution to improvement of the quality of education and higher participation in higher education.

The results to be achieved are:

1. The education system of the Republic of Serbia is prepared for the implementation of final examinations in secondary education.
2. Higher education institutions are prepared for a new way of enrolment of students.
3. Increased understanding of the public about the relevance of introducing final examinations in secondary education and its benefits for society.

Specifically, the result 1, component 1 (Preparation of the education system in the Republic Serbia for the implementation of final examinations in secondary education) includes the following activity:

Activity 1.7.2: Provide support IEQE and IIE to organise and/or establish an effective examination centre in charge of preparing, organising, implementing, analysing and reporting on final examinations.

This activity will support the establishment of innovated examination centres within IEQE and IIE, or otherwise if decided so in consultations with the MOESTD or other interested parties. This will involve organizational capacity and capacity needs analyses, as well as subsequent development and implementation of organisational development strategies and plans. Those strategies and plans will include the specific findings and recommendations of the feasibility study and cost-effectiveness analysis conducted under Activities 1.1.4 and 1.1.5 respectively.

Based on the findings from the IEQE and IIE functional analysis and needs assessment under Activity 1.7.1 organisational framework strategies will be developed to establish examination centres in close consultation with MoESTD, IEQE and IIE, preferably as an integrated national examination centre as recommended in the project ToR and subsequent feasibility study and cost-effectiveness analysis, if this option is adopted by the beneficiary authorities. These organisational framework strategies will include draft work programmes, job descriptions, rules of procedure and code of professional ethics. After MoESTD approval, support will be provided to implementation of the organisational framework strategies through technical advice and institutional development support. Regulatory documents will be drafted, such as amended by-laws necessary to establish the examination centres. Sustainability action plans for both IEQE and IIE will be developed to support the continued operations of both examination centres beyond the project duration.

2. Reference document

Terms of Reference of the Project: EuropeAid/138188/DH/SER/RS, Improving the Quality of Education by Introducing Examinations at the End of Secondary Education.

3. Terms of Reference Relevance

The assignment will contribute to the achievement of the planned result of the component 1 by providing expertise and coordination in the aforementioned activities.

The assignment objective is to participate in implementation of activity 1.7.2 in collaboration with Senior Capacity Building Expert (tasks related to the Component 1).

5. Main Tasks/Activities

In close cooperation with Senior Capacity Building Expert and the Senior Organization Development Expert will carry out the following activities:

- Utilising the findings from the functional analysis and needs assessment under Activity 1.7.1 develop organisational framework strategies to establish examination centres in close consultation with MoESTD, IEQE and IIE
- Submit organisational framework strategies (including draft work programmes, job descriptions, rules of procedure and code of professional ethics) to CA and MoESTD for comments
- Support implementation of organisational framework strategies through technical advice and institutional development support
- Draft and amend by-laws necessary to establish the examination centres (agreeing a schedule for overall drafting process, preparing legal documents for consultation, and preparing final drafts for adoption)
- Assess support provided under this activity, develop sustainability action plans for both IEQE and IIE to support the continued operations of both examination centres beyond the project duration.

6. Related Outputs

The Senior Organisation Development Expert shall produce the following deliverables:

- By-laws drafted for the needs of setting up the necessary capacities of IEQE and IIE – job systematisation, description of tasks, work programme, rules of procedure and code of professional ethics
- Organisational framework strategies for IEQE and IIE (including work programme, rules of procedure, etc.)
- Sustainability action plans.

7. Timing and duration of mission/s

The assignment shall be implemented in Belgrade in the period February 2020 to September 2021, up to 50 working days. The number of days is subject to extension as needed.

8. Reporting

The expert will report and submit all written deliverables to the Key Expert 3 and the Team Leader. The expert work and its outputs will be recorded by the expert in the draft monthly timesheet.

9. Expert profile

A Senior Non-Key Expert with the following qualifications, skills and experience is required for this task:

Qualifications and skills

- University degree
- Excellent communication, reporting and teamwork skills
- Fluency and good writing and editing skills in English
- Knowledge of Serbian will be considered an asset
- Computer literacy

General professional experience:

- A minimum of 10 years of general professional experience in the education sector

Specific Professional Experience

- A minimum of 5 years of experience
 - in developing and designing institution development plans
 - in assessing organization capacity
 - in organizing and managing teams and operations in the institution
 - in designing and implementing capacity building training programs
- Experience in the area of HR
- Experience in similar project(s) would be considered an advantage

Experts must be independent and free from conflicts of interest in the responsibilities defined by the Terms of Reference.

10. Evaluation of work

The expert's performance will be assessed by Key Experts 2 and 3, the Team Leader and the Beneficiary's representative.