REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES – INDIVIDUAL CONSULTANT

**Republic of Serbia**

**Improving Public Finance management for the Green Transition**

**No. P175655**

**Assignment Title:** Consultant for developing of human resources strategy and reviewing existing job systematization

**Reference No.: SER-IPFMGT-IC-CS-24-13**

The Republic of Serbia has received financing from the World Bank and the Agency Francaise de Development (AFD) for implementation of the Improving Public Financial Management for the Green Transition Operation Project (IPFMGT) and intends to apply part of the proceeds for consulting services.

IPFMGT in the Republic of Serbia is a four-year Operation which aims to help the Government of the Republic of Serbia in strengthening its capacity to manage public finances and implement green investments. IPFMGT will improve core Public Finance management functions and institutional capabilities needed for Serbia’s fiscal resilience and green transition. Key implementing institutions besides the Ministry of Finance are the Ministry of Environmental Protection, the Republic Property Directorate, the Public Policy Secretariat, and the Public Procurement Office.

# Objective of the assignment

The main objectives of the Consultant for reviewing the existing job systematization system and development of human resources strategy (hereunder the Consultant) are to perform an analysis of current organizational structure of the Treasury Administration of the Ministry of Finance (TA), identify human resource gaps with regard to the ongoing major operational rebalancing and prepare HR strategy with the accompanying action plan and training program taking into consideration the Aspects of Green Agenda.

In his analysis Consultant shall take into account major changes in digitalization process in Treasury Administration (TA) like introduction of SPIRI system (Planning, Execution and Budget Accounting), which will finally include all direct and indirect users of the republic's budget. In addition to that the TA also developed application for monitoring of public companies and public utility companies, which is in the final stages of development and will start working in 2025. Through the functionality of this application, the Ministry of Finance (MoF) and TA will for the first time have accurate and timely information about the operations and results of these companies. The ORIS system, which will go into production also in 2025, represents auxiliary books for users of public funds. In this way, the TA will have better access to the user's analytical records. Finally, launch of the ISKRA project, which is a centralized system for calculation of wages that will significantly improve control, workforce planning and accuracy of salary calculation. ISKRA system will cover all employees in the public administration, of which there are about half a million.

One of key goals is to identify gaps and ensure that the TA develops an organizational structure, leadership and managerial capabilities, human resource management policies, change management philosophy, and integrity measures. By improving the organizational structure and facilitating effective management of the headquarters and regional units, the plan is to ensure adequate control and proper implementation of new and strategically essential functions: such as risk management, human resource management, and human resource development with particular attention to activities that support the core functions. One of main objectives will be to assure that TA has professional, highly motivated, ethical, and service-oriented staff to adjust to the new, modern environment and to develop the leadership, managerial capacity to lead the change processes, while supporting changes and encourages continuous improvements in performance.

Taking into account digitization, automation and all new changes, Consultant will prepare proper analysis of current job systematization with gaps and human resources strategy with accompanying action plan for improving HR capacities. The consultant will also prepare a special training program in accordance with the specific needs of the TA, with the aim of improving the capacity and development of employees.

In this respect Client (hereafter: MoF) intends to engage Consultant to provide part time services who will contribute to the achievements set out of objectives.

**Scope of Work**

The Consultant will perform the following:

Analyze the overall job systematization and identify current gaps of the TA

1. Prepare the new job systematization of the TA in line with existing level of digitalization and automation and newly established business process within the Administration.
2. Provide support in reviewing the HR policies regarding human resources management, particularly as they relate to TA core functions, including recruitment/selection of staff members.
3. Prepare HR strategy in order to address employee’s fluctuation level in the TA and improve efficiency.
4. Develop an action plan with steps to increase overall HR management within the TA.
5. Develop a proper training plan for TA staff in order to enhance capacity building and employee development.

**The Consultant shall have the following qualifications and experience:**

The Consultant is to meet the following requirements:

* University Degree in the field of social sciences and humanities (preferably Master’s degree)
* Minimum 10 years of experience in the field of human resource consulting, human resource strategy, human resource policies, and practices in the public sector.
* Experience with employment regulations and labor laws relevant to job classification and HR practices.
* Experience in analyzing large-scale, in-depth, functional reviews, analyses of organizational structure, change management practices, and human resource systems
* Experience in preparation of HR strategies, HR analysis, job classification analysis presented in Terms of Reference – in last five years would be an advantage
* Previously, working with financial institutions or government agencies will be advantage
* Knowledge of English will be taken as an advantage
* Experience with HR software and tools that support job classification and HR would be preferable
* Fluency, both written and verbal, in Serbian
* Advanced user of MS Office

The Terms of Reference for the above referenced consulting services are posted on the website of the Ministry of Finance, <https://www.mfin.gov.rs/dokumenti2/projekti>

Central Fiduciary Unit of the Ministry of Finance now 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 for the assignment are as follows:

• Specific Experience relevant to the Assignment (60 Points)

• General experience (40 Points)

The attention of interested Consultants is drawn to paragraph 3.14, 3.16 and 3.17 of the ***World Bank’s Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services (July 2016, revised November 2017, August 2018*** ***and November 2020)*** (“the Regulations”) setting forth the World Bank’s policy on conflict of interest.

A Consultant will be selected in accordance with the *Open Competitive Selection of Individual Consultants* as set out in the Regulations. The type of contract will time based contract.

Further information can be obtained at the address below during office hours 09:00 to 15:00 hours.

Expressions of interest **in English language** must be delivered in a written form to the email below, by **January 23, 2025, 12:00 hours, noon**, local time.

Interested consultants must provide **Cover Letter** (**name and reference number of the assignment to be indicated in the email**) and **CV** representing description of similar assignments, experience in similar conditions and availability of appropriate skills (**scanned diplomas to be sent with CV**).

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| **Contact:** | **E–mail:** | **Address:** |
| To: | djordje.perisic@mfin.gov.rsMr Djordje PerisicProcurement Specialist | Ministry of FinanceCentral Fiduciary Unit53 Balkanska St11000 Belgrade, SerbiaTel: (+381 11) 7652652 |
| Cc: | ljiljana.dzuver@mfin.gov.rs |
| Cc: | Verica.Ignjatovic@mfin.gov.rs  |  |