Terms of Reference

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

for

Improving Public Financial Management for the Green Transition Project

## **Background**

Improving Public Finance Management for the Green Transition in the Republic of Serbia is a four-year Operation supported by the World Bank and the AFD, which aims to help the Government of the Republic of Serbia in strengthening its capacity to manage public finances and implement green investments. Key implementing institutions besides the Ministry of Finance are the Ministry of Environmental Protection, the Republic Property Directorate, the Public Policy Secretariat, the Public Procurement Office.

The Operation consists of two components:

1) **Program for Results (PforR) component (Program)** comprising two results areas:

* Strengthen fiscal resilience, transparency, and spending effectiveness-focused on further strengthening fiscal resilience, using public expenditure management to enhance efficiency and a results focus, enhancing the ability to link plans and budgets through stronger costing at the planning stage, improving fiscal transparency, and improving the preparation of public investment projects.
* Greening Serbia’s expenditure cycle and developing selected other institutions for greater environmental resilience- focused on introducing and utilizing green criteria in PFM, PIM, and public procurement, and on strengthening systems for monitoring and reporting on GHG emissions from installations.

2) **Investment Project Financing (IPF)** **component (Project)** consisting of technical assistance to support the implementing entities in delivereing expected results. The IPF component will consist of TA -- including trainings, capacity building and peer learning, support for stakeholder engagement, and support for managing the Program.

The Operation development objective is to improve core PFM functions and institutional capabilities needed for Serbia’s fiscal resilience and green transition.The Operation will support the following core public financial management functions (i) budgeting and strengthening linkages between plans and budgets, (ii) public investment and asset management, and (iii) fiscal risk management.

**Performance management aspects of the Operation**

The Ministry of Finance aims to integrate sustainable practices and proper human resource management in challenging and an environment that is susceptible to rapid change and automation. As part of this initiative, we are seeking a qualified consultant to enhance HR practices and develop human resource strategy with action plan, and achieve better program performance.

A part of the proceeds of the IBRD loan will be used for financing the proposed consultancy assignment. These Terms of Reference define the scope of activities and responsibilities of the Consultant.

## **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. As 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.

**Length of the assignment**

The Consultant shall provide part time services for up to 8 working days per month, until December 2025.

The Consultant shall deliver all the expected outputs at the daily rate that will be dependent on the qualifications, as well as approved project budget.

**Reporting**

The Consultant will report to the Director of Treasury Administration of the MoF.

The Consultant should provide/submit monthly Time Sheets to the TA Director under the MoF, summarizing day-to-day tasks undertaken, as well as working days/hours spent on each issue and task, within 10 (ten) days after the end of the month for which the report is due.

The Consultant shall proactively prepare ad-hoc reports on any significant issues arising during Projects implementation and submit them to the TA Director.

The Consultant should take into consideration all relevant gender related issues in relation to the outputs of the assignment.

The Consultant will provide hard and/or electronic copies of any documents and technical materials developed during the Project in their original electronic format. The reports will be provided in English/Serbian language.

**Qualification Requirements**

The Consultant shall possess the following qualifications**:**

* 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 systematization 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 systematization 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 systematization and HR would be preferable
* Fluency, both written and verbal, in Serbian
* Advanced user of MS Office;
* Advanced user of MS Office

**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.

**Expected Outputs**

* Analyze the overall job systematization and identify current gaps of the TA
* Preparation of new job systematization of the TA in line with existing level of digitalization and automation and newly established business process within the Administration.
* Preparation of HR strategy in order to address employee’s fluctuation level in the TA and improve efficiency
* Develop an action plan with steps to increase overall HR management within the TA.
* Develop a proper training plan for TA staff in order to enhance capacity building and employee development.
* Propose approach on establishing employee performance management and employee development system designed

**Input by the Client**

The client shall provide access to all necessary materials, methodologies, data, and IT systems.

**Selection**

Consultant will be selected in accordance with the Open Competitive Selection of Individual Consultants as set out in the World Bank’s Procurement Regulations for IPF Borrowers: Procurement in Investment Project Financing – Goods, Works, Non-Consulting and Consulting Services (November 2020) and the World Bank's ‘Guidelines on Preventing and Combating Fraud and Corruption in Program-for-Results Financing’, dated February 1, 2012, and revised July 10, 2015.

The candidates will be evaluated applying the following evaluation criteria:

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| General experience  | 40 points |
| Specific Experience relevant to the Assignment | 60 points |
| **TOTAL:** | **100 POINTS** |