



USAID
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Projekat za bolje uslove poslovanja
Business Enabling Project

**USAID Business Enabling Project in Serbia
JOB DESCRIPTION AND STATEMENT OF WORK**

Position: Public Finance Specialist

Employer: Cardno Emerging Markets USA Ltd., Washington DC, Belgrade Representative Office

Component 2: Macroeconomic Policy and Public Financial Management

Location: Belgrade

SCOPE OF WORK

About the Project

USAID's Business Enabling Project ("USAID BEP"), implemented by Cardno Emerging Markets USA and partners, is a seven year initiative launched in January 2011. The purpose of the Project is to help the Government of Serbia improve the competitiveness of the Serbian economy, its macroeconomic position and its private sector businesses. The Project provides technical assistance, training, and other support to improve the business enabling environment, macroeconomic stability, and further develop financial markets. The Project is demand driven: all activities are based on the priorities of the private sector and Government.

USAID BEP Component 2, Macroeconomic Policy and Public Sector Financial Management, helps to advance reforms in financial management and fiscal policymaking that are relevant for business growth and competitiveness. This includes technical assistance to develop better economic forecasts, build capacity in program and performance-based budgeting, improving public debt management, and strengthen public private dialogue and awareness about key policy issues and developments.

The overall aims of USAID BEP work in these areas are to:

- 1) Make better use of public funds
- 2) Strengthen fiscal responsibility, planning, and transparency
- 3) Reduce fiscal risks
- 4) Improve the quality and scope of fiscal analysis and policymaking
- 5) Reduce the impact of government financing on business and the economy at large
- 6) Strengthen compliance with requirements for EU accession.

The Ministry of Finance (MoF) is the main public sector counterpart for BEP work under this component. The MoF Budget Department is BEP's main counterpart in efforts to implement program budgeting.

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Background to SoW

With USAID BEP's significant assistance, program budgeting (PB) was implemented in the 2015 and 2016 GoS budgets, as required under the Budget System Law. This budgeting approach presents government finances in a way that enables better measurement of the benefits and costs of how funds are used. It provides a framework for longer-term planning and prioritization. In practical terms, it involves significant changes to the way the budget is classified, compiled, evaluated, prioritized, and ultimately monitored. PB is an approach to budgeting that allows expenditures to be allocated according to intended use. In presenting expenditures this way, the government can better assess how money is spent and whether it is spent in line with high level strategic goals or performance requirements.

USAID BEP has supported the Budget Department (BD) of the Ministry of Finance (MoF) in developing PB framework and Methodological guidelines, piloting the new PB model and its implementation by all budget beneficiaries in 2015 and 2016 budgets. During 2016, USAID BEP plans to continue its assistance to the MoF to strengthen PB framework by developing comprehensive regulatory and procedural framework that clarifies roles and responsibilities of various stakeholders and enables full utilization of the PB and planning systems.

Furthermore, our assistance in 2016 will include providing technical support to selected budget beneficiaries on improvement of their PB structures and program information (ie. goals and key performance indicators) in order to properly implement PB for the 2017 budget and prepare for introduction of performance reporting and evaluation procedures and processes. This will include another set of workshops with selected budget beneficiaries and technical support to the MoF BD and budget beneficiaries in preparation of proposals of financial plans for 2017-2019 period.

This assignment will be part of the USAID BEP project's Component 2 activities. The assignment includes work under Objective 1, *Improve GoS budgeting, fiscal policy analysis, and financial management efficiency.*

Objective

The central objective of this STTA is to assist selected budget users in improving their program budget approach and submissions, in line with the recommendations prepared by BEP and MOF.

The consultant will serve as a **Lead Technical Advisor to selected line ministries in upgrading PB structures, goals and indicators (Interior; Labor, Employment and Social Policy; Health)**. In this effort the consultant will be supported by BEP - BD team working on PB introduction government wide.



Tasks

Task 1) Consultations with core PB team (2 days)

The consultant should become familiar with general recommendations of core BEP – MOF PB team for improvement of PB structures established in 2016 budget and discuss with the core PB team lessons learned in the process. The consultant will participate in consultations with the core PB team (biweekly) to discuss progress in work with the ministries and any related issues. It is expected to have total of 4 (2 hour) sessions.

Task 2) Review Strategic Documents and PB Structures Defined in 2016 Budget and Provide Recommendations for Improvements in 2017 Budget

The consultant will review the following documents related to each assigned line ministry:

- Documents establishing legal mandate of the ministry;
- Organizational Structure;
- Strategies in work domain of the ministry;
- Input for Action Plan for Implementation of Government Program
- Proposed Financial Plan for 2016-2018
- Priority Areas of Financing Input for 2017;

(The documents listed above will be provided to the consultant by the assigned PB assistant)

- Documents related to PB practice of similar institutions in the region and/or good international practice.

(This material will be gathered by the Consultant and shared with the rest of PB team)

and draft:

- Recommendations for improvement of PB structure, objectives and performance indicators for each assigned ministry. The recommendations will be approved by the core PB team – MOF team.

Based on this, the consultant will facilitate workshops to help the line ministries establish their final PB structure, medium-term objectives and indicators (under Task 3).

Task 3) Deliver Training, Facilitate Workshops and Guide Assigned Line Ministries in Upgrading Programmatic Structures (7 days)

Provide on-site training and guidance to the civil servants involved in budget planning and preparation at the budget user level. The PB working groups (WG) will be formed within each



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institution. It is expected that up to 3 workshops (2 hour) with each WG will be required (*total of 2 STTA days*).

During the following workshops, the consultant will:

- Facilitate WG discussion of improved programmatic structures – based on the legal mandate, organizational structure, and key functions performed by the budget user, as well as its key strategic documents (including the Action Plan for Implementation of Government Program)
- Present examples from similar institutions in the region and/or relevant international experiences, as a reference.
- Review different proposals submitted by the WG members, and working on improvements of proposed structures, objectives, and indicators - in line with good practice of transparent budgeting and efficient performance management.

The consultant is in charge of: 1) coordinating with the WG members and PB team regarding the sessions; and 2) preparing the working material, in consultations with BEP Assignment Manager and supported by PB assistant.

The advisory will be extended beyond the workshops:

- the consultant will communicate with WG members via email as needed, and provide written comments to submitted proposals;
- where needed, the WG will break down into sub-groups in charge of specific programs and the consultant will provide individual advisory sessions to the sub-groups;
- where needed, the consultant will deliver a PB training module tailored for the management of the ministry - in consultations with BEP Assignment Manager;
- the consultant might be asked to facilitate a 2 day off-site workshop with Ministry of interior

This type of support should not exceed 5 STTA days total.

Expected outcome of the workshops and advisory is established programmatic structure of assigned ministries serving as the basis of budget submissions for 2017.

Level of effort

Maximum number of days under this LOE cannot exceed 15 days. The Consultant will obtain approval by the USAID BEP authorized representative on the number of days billable for each activity under this SoW and on deadlines for completion of each activity before he/she engages in that activity.

Period of Performance

Period of performance of this SoW is August 15, 2016 to December 15, 2016.

Deliverables

In addition to the advisory inputs, specific work product to be developed by Consultant includes:

- Recommendations for improvement of PB structure, objective and indicators;
- Additional material for the workshops as agreed with BEP Assignment Manager;
- A final STTA report on the work performed and results achieved prepared in English.

Drafts of all deliverables need to be supplied for comments to BEP and MoF team. The consultant will make adjustments to the deliverable in line with BEP and MoF' comments within a week after such comments have been provided.

To Apply

1. Requirements for eligible candidates:

- a. Relevant educational background, proven expertise, and minimum 7 years of experience in similar assignments;
- b. Proven expertise in program and performance budgeting, and understanding of budgeting and planning processes and procedures in Serbia;
- c. Experience in delivering trainings and facilitating workshops to the public administration bodies will be considered an advantage;
- d. Excellent communication and presentation skills.

2. Applications including CV clearly showing adequate technical background and relevant work experience should be sent by e-mail to: info@bep.rs, by **August 10, 2016 CoB** (Close Of Business - day). Only short-listed candidates will be contacted.