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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 and IT 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 has three components: Component 1, Business Regulation and Economic Governance; Component 2, Macroeconomic Policy and Public Financial Management; Component 3, Financial Market Development. This assignment concerns Component 2.

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.

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

## **Background to SoW**

### Program Budgeting Implementation

With USAID BEP's significant assistance, program budgeting (PB) was implemented by all budget beneficiaries starting from the 2015 GoS budget, 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 Ministry of Finance (MoF) in developing PB framework and Methodological guidelines, piloting the new PB model with twelve budget beneficiaries in the 2014 budget, and its utilization by all budget beneficiaries in the 2015 and 2016 budgets. Over the course of 2016, USAID BEP and MoF BD continued joint cooperation to further improve PB framework for Serbia. This included upgrade of the Methodological guidelines for budget beneficiaries to reflect lessons learned during the first two years of PB implementation in Serbia, and series of workshops and consultations to support all line ministries to apply it. These improvements are intended to bring all budget beneficiaries to approximately the same level of sophistication and complexity in budget structures, objectives and performance indicators.

Furthermore, in 2016 USAID BEP helped MoF to develop new information system to support budget preparation process. With the implementation of the new Budgeting Information System (BIS) Ministry of Finance automated entire annual process of budget preparation, including the preparation and adoption of priority areas of financing; collection of proposals of financial plans; preparation and adoption of annual budgets with the projections for the upcoming two-year period; and preparation of supplementary budgets. Utilization of the BIS system contributed to significant increase of effectiveness of budget preparation process.



Finally, in a step towards full implementation of program and performance budgeting, USAID BEP and MoF BD worked on establishment of performance monitoring and reporting procedures by developing the Methodology for Monitoring and Reporting on Performance of Budgetary Programs. The Methodology introduces procedures for annual and semi-annual reporting on the achievement of objectives and performance indicators linked to the program budget at the national and local levels. It also provides guidance to budget beneficiaries for establishing internal structures responsible for collecting and analyzing performance data and using this information to review and improve service delivery for citizens and businesses.

USAID BEP plans to continue its assistance to the MoF to strengthen PB framework by developing comprehensive regulatory and procedural framework that will enable full introduction of PB and planning systems. This also includes further upgrade of the BIS system with a new module that will enable collection and development of annual and semi-annual reports on the achievement of objectives and performance indicators. During joint discussions with the beneficiary, USAID BEP has identified the need for a preparation of functional and technical specification that is going to serve as a basis for the development of such module, as an upgrade to the existing Budgeting Information System. The new module should be aligned with the requirements prescribed in the Methodology for Monitoring and Reporting on Performance of Budgetary Programs.

This assignment will be part of the USAID BEP project's Component 2 activities. The assignment includes work under Objective 1: *Improve Government of Serbia budgeting, fiscal policy analysis, and financial management efficiency, and Task 4: Assist the Ministry of Finance Budget Department and Government of Serbia to fully implement program budgeting.*

## Objective

The central objective of this STTA is to **prepare 1) the Functional and Technical Specification** that will be used **for development of Monitoring and Reporting Module for the Budgeting Information System (BIS), 2) the Functional and Technical Specification for development of Web-Based Reports for Transparent Presentation of Budgetary Information.**

The Project intends to engage a Consultant with significant background and practical experience in the fields of IT, public finance, business processes analysis and technical writing, to assist the MoF BD in preparation of the previously mentioned documents.



## Tasks

The Consultant will plan and implement the work schedule in accordance with USAID BEP and MoF BD requirements in order to assess the needs, examine relevant documentation and conduct necessary interviews and consultations. As a result of these activities, the Consultant will be expected to prepare:

- 1) The Functional and Technical Specification for the Monitoring and Reporting Module as an upgrade of the recently developed Budgeting Information System,
- 2) The Functional and Technical Specification for development of Web-Based Reports for Transparent Presentation of Budgetary Information.

**1) The Functional and Technical Specification for the Monitoring and Reporting Module-** The detailed Functional and Technical Specification should contain at least:

- Descriptions of data to be entered into the system
- Descriptions of operations performed by each screen
- Descriptions of work-flows performed by the system
- Descriptions of system reports or other outputs
- Description how the system meets applicable regulatory requirements
- Description on the implications that the module may have on other implemented modules
- Relational database model for integration of the new module into existing Budgeting Information System (BIS)
- Assessment of necessary number of days to develop these requirements.

The Consultant will consult with the USAID BEP and MoF BD to get fully acquainted with the recently developed Budgeting Information System (BIS) and procedures for performance monitoring and reporting on performance of budgetary programs. This implies thorough analysis of the Budgeting Information System Operation Report (a document that provides high level of details of the implemented functionalities), the Methodology for Program Budgeting, and the Methodology for Monitoring and Reporting on Performance of Budgetary Programs (a document that serves as a basis for preparation of the system requirements).

In addition to development of the Functional and Technical Specification, the Consultant will assess the resources needed for implementation of the Monitoring and Reporting Module and proper functioning of the BIS system when upgraded.

The consultations will include information sharing, questions and answers, extensive discussions, joint work effort, brainstorming and feedback on solutions and content of the Functional and Technical Specification.



## **2) The Functional and Technical Specification for development of Web-Based Reports for Transparent Presentation of Budgetary Information**

In order to increase budget transparency and assure better information sharing and easier understanding of the approved budget by general public, the Consultant will work with USAID BEP and MoF working group in identifying the types of web-based reports that would present the budget information in a user-friendly manner. These include a report linking different chapters of the Budget Law and Justification of the Budget Law.

The exact type of reports will be discussed and determined with the MoF working group.

The detailed Functional and Technical Specification should contain at least:

- Description of reports that could be exported and visually improved in order to greater transparency of the budget.
- Visual presentation of the feel / view that the reports would give
- Descriptions of work-flows performed by the system
- Assessment of necessary number of days to develop these requirements.

In addition to development of the Functional and Technical Specification, the Consultant will assess the resources needed for implementation of the Web-Based Reports and proper functioning of the BIS system when upgraded.

The consultations will include information sharing, questions and answers, extensive discussions, joint work effort, brainstorming and feedback on solutions and content of the Functional and Technical Specification.

### **Level of effort**

Maximum number of days under this LoE cannot exceed twelve (12) days.

### **Period of Performance**

Period of performance of this SoW is December 26, 2016 to January 13, 2017

### **Deliverables**

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

- 1) A final STTA report on the work performed and results achieved prepared in English,



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- 2) A Functional and Technical Specification for the Development of Monitoring and Evaluation module for the developed Budgeting Information System (BIS),
- 3) A Functional and Technical Specification for development of Web-Based Reports for Transparent Presentation of Budgetary Information.

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

### **To Apply**

USAID BEP intends to engage a Consultant with significant background and practical experience in the fields of IT, public finance, business processes analysis and technical writing, to assist the MoF BD in preparation of the previously described documents.

#### **1. Requirements for eligible candidates:**

- a. Relevant educational background and minimum 5 years of experience in similar assignments;
- b. Proven experience in business processes analysis and technical writing;
- c. Expertise in program and performance budgeting, and proven understanding of budgeting processes and procedures in Serbia will be considered an advantage;
- d. Excellent English writing skills.

**2. Applications including CV clearly showing adequate technical background and relevant work experience should be sent by e-mail to: [info@bep.rs](mailto:info@bep.rs), by December 23, 2016 CoB (Close Of Business - day). Only short-listed candidates will be contacted.**