

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES – INDIVIDUAL CONSULTANTS

Republic of Serbia

The Serbia Railway Sector Modernization Project (SRSM)

Project ID No. P170868

Assignment Title:

Individual Consultant (full time) – Human Development Specialist

Reference No. SER-SRSM-IC-CS-21-14

For the purpose of financing Serbia Railway Sector Modernization Project, Phase 1 of the MPA, IBRD and the Agence Francaise de Développement (AFD), jointly, granted to the Republic of Serbia EUR 102 million loan to support enhancing the efficiency and safety of existing railway assets and improving governance and institutional capacity of the railway sector and the Republic of Serbia intends to apply part of the proceeds to payments for consulting services to be procured under this project.

Scope of Work

The Human Development Specialist of the PIU will be responsible for the following duties:

- Participate in preparation of the Terms of References and Bidding Documents under Sub-Component 2.2 as well as in assisting the evaluation committee on the evaluation of expressions of interest and proposals;
- Monitor, supervise and guide consultants working on specific technical assistance under the Sub-Component 2.2;
- Comment delivered documents for implementation of HR recommendations for improvement and options for further development of HR capacities in the beneficiaries;
- Support organization of workshops and trainings under Sub-component 2.2 including ensuring that their form is appropriate for the context of railway companies;
- Contribute to Human Capital Analysis and development of HR Strategy by actively monitoring the work of the consultant to be selected and coordinating its activities;
- Facilitate data and information exchange between railway companies and consultants working under sub-component 2.2;
- Introduce and maintain change management concept and approach throughout the project life and support companies in actively communicating with employees about the proposed HR changes
- Ensure concepts of diversity, inclusion and gender equality are embedded in the recommendations coming from subcomponent 2.2. and are properly translated within companies working environment;
- Report on completion, including dissemination, of results of the specific activities under the Sub-Component 2.2;
- Understand the business model of the railway companies and assist the managers in identifying emerging HR implications for their work force;
- Advise managers and leaders and staff on implications of introduction of HR performance management tool for effective career development and performance management, and provide support in identifying, assessing and resolving issues, problems, and conflicts as well as on running the performance management within the company;
- Contribute to policy development by actively working with Consultants working under subcomponent 2.2. and railway companies' HR departments on the need to adjust policy and ensure effective program implementation;

- Contribute to development and alignment of Health and Safety policy development by actively working with railway companies' HR departments and external experts in the field of Health and Safety and full implementation of these concepts in everyday work of the companies;
- Facilitate decision on content and form of training programs and instructor performance in cooperation with the Consultant under sub-component 2.2. and companies to ensure maximal benefit and effectiveness;
- Assist to the Head of the PIU in preparation of the PIU Reports to the Client and the World Bank;
- Close cooperation with other PIU staff to be selected for support to implementation of the Project, and
- Any other task assigned by the Head of the PIU.

The Consultant shall provide full time services. It is expected that the period over which the Consultant shall provide the services will be 36 months, or any other period as may be subsequently agreed by the parties in writing, but longest by the end of the Project dated December 31, 2026. The Consultant should be available to commence no later than one month after the contract signature.

In order to be selected, the Consultant must possess, at the minimum, the following qualifications:

- Educational qualifications: Bachelor's Degree in Human Resources, economics, management, business or a related field;
- Minimum 10 years of general professional experience;
- Minimum 5 years proven experience in a similar role;
- Strong knowledge of labor legislation and payroll processes;
- Good understanding of the full recruitment process;
- Good knowledge of change management approaches
- Broad-based knowledge and extensive experience in all major facets of HR management, current and emerging trends and practices; and in-depth knowledge and experience in one or more functional areas of specialization;
- Experience in working within public companies will be considered as advantage
- Experience in working within more complex systems with slow change of employees will be considered as advantage
- Experience in transport and/or logistics sector is an advantage;
- Excellent knowledge of written and spoken Serbian and English;
- Computer skills: MS Office tools
- Project Management with multiple stakeholders;
- Self-Planning & Organizing, Problem Solving, Communication, Teamwork, Initiative.

The detailed Terms of Reference for the above referenced consulting services is posted on the website of the Ministry of Construction, Transportation and Infrastructure (MCTI) www.mgsi.gov.rs/en/dokuments/serbia-railway-sector-modernization-srsm-project-piu.

The Central Fiduciary Unit (CFU) of the Ministry of Finance now invites eligible individual consultants to indicate their interest in providing the 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:

- Qualifications and Competence relevant to the Assignment (40 Points)
- Specific Experience relevant to the Assignment (60 Points)

The attention of interested Consultants is drawn to paragraph 3.16 and 3.17 of the **World Bank's Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, World, 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.

Interested consultants may obtain further information from the CFU at the address below from 09:00 to 15:00 hours.

Expressions of interest **in English language** must be delivered to the e-mail address below by **February 2, 2022, 12:00 hours, noon, local time.**

When submitting Expressions of interest please indicate assignment and reference number for which you are applying.

Contact:	E-mail:	Address:
To:	zorica.petrovic@mfin.gov.rs Ms. Zorica Petrovic Procurement Specialist	Ministry of Finance Central Fiduciary Unit 3-5 Sremska St 11000 Belgrade, Serbia
Cc:	ljliljana.dzuver@mfin.gov.rs ljliljana.stojic@mgsi.gov.rs	Tel/Fax: (+381 11) 765 2587

Serbia Railway Sector Modernization Project

TERMS OF REFERENCE for Human Development Specialist

Background

The International Bank for Reconstruction and Development (IBRD) launched the Multiphase Programmatic Approach (MPA) to support the Government of Serbia in continuation of institutional, physical and operational modernization of the railway sector in an integrated manner through providing financial support to Serbia Railway Sector Modernization Project as part of the Multiphase Programmatic Approach to be implemented in three overlapping phases over the ten-year period.

For the purpose of financing Serbia Railway Sector Modernization Project, Phase 1 of the MPA, IBRD and the Agence Francaise de Développement (AFD), jointly, granted to the Republic of Serbia EUR 102 million loan to support enhancing the efficiency and safety of existing railway assets and improving governance and institutional capacity of the railway sector.

The Project includes following components:

- Component 1: Infrastructure Investments and Asset Management: Sub-Component 1.1: Reliable and Safe Railway Infrastructure (track rehabilitation, level crossings, railway station “Prokop”, Bogojevo station bypass, measurement stations), Sub-Component 1.2: Technical Documentation for the Phase 2, Sub-Component 1.3: Asset Management
- Component 2: Institutional Strengthening and Project Management: Sub-Component 2.1: Sectoral Governance, Sub-Component 2.2: Human capital, Sub-Component 2.3: Project Management and Citizen Engagement
- Component 3: Railway Modernization Enablers: Sub-Component 3.1: Intelligent Railway Systems (ITS) and Safety Management System (SMS), Sub-Component 3.2: Integrated Territorial Development and Sub-Component 3.3: Modal Shift

Project will be managed by the Ministry of Construction, Transport and Infrastructure (MoCTI) through the Project Implementation Unit (PIU) supplemented by the Project Implementation Teams (PITs) in Railway Directorate (RD) and in railway companies, respectively Serbian Railway Infrastructure (IZS), Serbia Voz (SV) and Serbia Cargo (SV). PITs will act as subordinate implementing agencies and provide technical support for specific Project subcomponents or activities of the MPA that pertain to their area of expertise. Primary responsibility for Project execution lies on PIU which will ensure that the Project development objectives are met.

Ministry of Construction, Transport and Infrastructure (the Client) intends to engage a highly qualified consultant (individual expert) to provide required services more closely described below. The successful candidate will work closely with the Client and other relevant stakeholders to ensure that the activities of the Project are managed efficiently both technically and in compliance

with the objectives of the Project Appraisal Document (PAD), the Loan Agreement, Credit Facility Agreement and the Project Operations Manual. The consultant, always aligned with the Head of the PIU and in collaboration with the other PIU staff, shall interact and liaise with PITs, consultants, World Bank, AFD, and others relevant for successful completion of the tasks.

General information

Individual Consultant Title: Human Development Specialist of the PIU to support Serbia Railway Sector Modernization Project. The Consultant shall report to the Head of the PIU, linked to the MoCTI of the Republic of Serbia.

Position in organization

Immediate superior: Head of the Project Implementation Unit

Main position objective

Generally, the Consultant is responsible for technical support to the implementation of the Sub-Component 2.2: “Human Capital”.

This subcomponent will finance a mix of technical assistance and capacity building activities to establish mechanisms and frameworks for long term development of human resources and knowledge sharing in the sector. The goal is to develop capacities and a pipeline of skilled staff in IZS, SC, and SV to increase the rate of investments, modernize operations, improve asset management, operate services that appeal to the market, and increase IT adoption, and to raise the profile of the rail profession in academia by creating a first female cohort of researchers related to rail in the country. To ensure sustainability and reach of human capital development, the interventions will extend beyond internal measures with a focus on the three key areas: (i) development and implementation of robust HR systems, HR strategies, and knowledge curricula with corresponding Gender Action Plans (GAPs) in each company; (ii) design of educational, training and retraining programs in cooperation with vocational schools and universities; and (iii) support for women PhD students entering an academic railway engineering program.

Considering afore mentioned, the Consultant will be responsible to scope, prepare, monitor, guide, control and report on final deliveries of the activities under the subject Sub-Component, as per the agreement with the Head of PIU. This will be done in close cooperation with the Head of the PIU, other PIU staff and the consultants to be selected for each specific task, as well as the Client, and other agencies (as described in the Project Operation Manual). He/she will closely monitor the implementation of the activities in order to coordinate the inputs from the different actors, ensure excellent execution, quickly address challenges and efficiently react to unexpected developments. The Human Development Specialist will be also responsible for guiding the Consultant under the subcomponent, ensure smooth flow of data and information between the companies and Consultants, help in organizing relevant workshops and ensuring that the content and scope are appropriate for the railway companies. In line with the Project cycle and Procurement Plan, the implementation of activities as per contract provisions and in compliance with the legal/regulatory framework of the World Bank and the country (R Serbia), he/she will ensure that services are satisfactorily completed on time, within budget, aligned with the contractual requirements and in a coherent way across sub-components. Given the importance of the topic and that will suggest

changes in the current way of doing things, the Expert will also have a task to embrace and introduce systematic change management approach and run it with authority during the whole path and project.

Wider position objectives

The Human Development Specialist will act as an advisor to the railway companies, staff and managers on a wide range of HR-related initiatives, programs and issues. While being responsible for implementation of the sub-component 2.2 Human Capital, the Human Development Specialist will advise and assist managers on translating recommendations from the advisory into practice and ensure that recommendations are properly implemented and followed. To this end, the Human Development Specialist may need to advise and assist on workforce planning taking into account recommendations against existing and anticipated work requirements and institutional goals/objectives, e.g.; support in decision making on appropriate staffing levels, skill mix, work force diversity that corresponds to work program requirements and advances corporate goals, including support to job definition and selection criteria for specific positions, staff reassignment, mobility issues and exit strategies and processes; ensure concept of diversity and gender equality are implemented and that tools for HR management are introduced and in use; maintain close cooperation with Health and Safety expert in the field of health and safety on the job.

Principal responsibilities

The Human Development Specialist of the PIU will be responsible for the following duties:

- Participate in preparation of the Terms of References and Bidding Documents under Sub-Component 2.2 as well as in assisting the evaluation committee on the evaluation of expressions of interest and proposals;
- Monitor, supervise and guide consultants working on specific technical assistance under the Sub-Component 2.2;
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- Close cooperation with other PIU staff to be selected for support to implementation of the Project, and
- Any other task assigned by the Head of the PIU.

Reporting requirements

The Consultant will provide Monthly Progress Reports, within 5 (five) days after the end of the month for which the report is due. The report should contain at least:

- List of meetings held with brief description of objectives and conclusions;
- The status of progress, problems encountered, corrective actions needed, rationale for actions and
- any further comments relevant for the reporting period.

The Consultant shall prepare ad-hoc reports on any major issues raised during Project implementation, at the Head of the PIU, Client or Bank's request.

Knowledge, experience, skills and competencies

- Educational qualifications: Bachelor's Degree in Human Resources, economics, management, business or a related field;
- Minimum 10 years of general professional experience;
- Minimum 5 years proven experience in a similar role;
- Strong knowledge of labor legislation and payroll processes;
- Good understanding of the full recruitment process;
- Good knowledge of change management approaches
- Broad-based knowledge and extensive experience in all major facets of HR management, current and emerging trends and practices; and in-depth knowledge and experience in one or more functional areas of specialization;
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- Excellent knowledge of written and spoken Serbian and English;
- Computer skills: MS Office tools
- Project Management with multiple stakeholders;
- Self-Planning & Organizing, Problem Solving, Communication, Teamwork, Initiative.

Length of the assignment

The Consultant shall provide full time services. It is expected that the period over which the Consultant shall provide the services will be 36 months, or any other period as may be subsequently agreed by the parties in writing, but longest by the end of the Project dated December 31, 2026.

The Consultant should be available to commence no later than one month after the contract signature. The Consultant should be available to provide services for at least 8 hours each day, Monday to Friday, to a minimum period of 40 hours per week. All leave to be allowed to the Consultant is included in the staff months of service. The Consultant will have 30 days of paid vacation leave per year. The leave for national holidays is to be considered paid.

Facilities to be provided by the Client

The Client will be responsible for provision of the following:

- Fully equipped office space, with access to Internet, local telephone line, printing, photocopying and document binding;
- Access to necessary documents; and
- Where the Consultant is required to travel, to site or elsewhere in accordance with the Client's instruction, transportation costs will be borne by the Client.

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.

Selection of Consultant

The Consultant will be selected applying Open competitive method.

The candidates will be evaluated applying the following evaluation criteria:

- Qualifications and General experience (40 Points)
- Specific Experience relevant to the Assignment (60 Points)

The Consultant is eligible and his selection does not create any conflict of interest as provided in the Bank's Procurement Regulations.