

Strategic Development Consulting (SDC) in the frameworks of the USAID's Strengthening Resource Mobilization Activity is publishing a

**Call for**

**selection of one (1) senior expert to provide technical assistance to selected 10 local self-government units for segregation of duties in the municipal budgeting process**

**1. Project Background**

North Macedonia aspires to be prosperous, self-reliant, and inclusive democratic society, whereas USAID Strengthening Resource Mobilization Activity (2021 – 2026) will assist Macedonia's government institutions to raise and independently manage the necessary administrative, fiscal and policy changes foreseen in the Activity Plan of the Project. USAID Strengthening Resource Mobilization Activity will work on improving financial disciplines of local administration by strengthening capacity in budget planning, execution, and reporting.

The expert's technical assistance will be based on the results from the conducted Municipal Scorecard results and identified gaps by the project team. The senior expert will provide support to local self-government units (LSGUs) in segregation of duties in the process of expenditures both adhering to the existing budgeting legislation and utilizing practical execution tools. The expert will provide direct technical assistance (TA) support to selected 10 LSGUs from the initial cohort of 16 LSGUs in order to precisely define and develop written division of duties for the entire course of the budget spending as per SRMA Work Plan under the:

**Objective 3: Local Governments' Budget Execution Rate Increased**

- Activity 3.1.3 Build organizational capacity of the first cohort of partner LSGUs in budget execution and monitoring and evaluation

The provision of expert services will be part of the SRMA TA tailor-made packages provided to the first cohort municipalities. The expert shall take a due attention to the fact that the TA is tailor made with specifically designed activities to address concrete issues for each municipality.

**2. Objective and Scope of Engagement**

The objective of this assignment is to enable the 10 LSGUs to develop a clear and precisely defined written procedure for segregation of duties in the process of spending the LSGU budget.

To provide support in achieving the above objective and result, the expert will implement the following tasks:

- Get acquainted with the results from the Municipal Scorecard for the 10 LSGUs and identified gaps as well as proposed interventions.
  - Get acquainted with the procedures used in one of the six partner LSGUs with established good practices in segregation of duties in the expenditure process (to be defined by the Component Lead).
  - Visit and review the internal rules and procedures and the act of systematization of two urban and two rural LSGUs (out of the targeted 10 LSGUs) with an aim to identify possible gaps, duplication among roles and responsibilities or conflicts of interest in the process of budget expenditures and monitoring of the expenditures.
  - Prepare a written Procedure with general and specific recommendations for segregation of tasks and duties in the budget expenditure process and its monitoring taking into consideration the conclusions from the meeting with the selected LSGUs. The Procedure will include an outline of appropriate segregation of duties as prescribed throughout the expenditure process with clearly laid down and defined responsibilities of all staff involved (including secondary budget units). The Procedure will address as well the horizontal (between departments) and vertical (departments – Mayor and Council) coordination within the budget expenditure and monitoring process.
  - Present the Procedure to all partner 16 LSGUs at an information session with concrete guidelines how to be used.
- Provide technical assistance (mentoring) to the targeted 10 LSGUs to utilise and adapt the Procedure to the individual LSGU context.

### **3. Deliverables**

- Report on the identified gaps and general and specific recommendations for segregation of duties taking into consideration the conclusions from the meetings with the selected (two urban and two rural) LSGUs and the practice of one LSGU with established good practice.
- Draft written Procedure with general and specific recommendations for segregation of duties enabling sound budget expenditure and monitoring.
- Presentation of the Procedure at an information session (to be organised by project team) and follow up mentoring for 10 LSGUs.
- Final written Procedures for segregation of duties in budget expenditure and monitoring process for the 10 target LSGUs.

The expert will have an intermediate reporting obligation to SRMA Objective 3 Lead, and will submit the deliverable(s) as developed.

Deliverables should be in Macedonian with the consultant available to respond to first round of comments and final round of request for format change of the written Procedures.



The Consultant engagement will be assessed by fulfilling the following indicators:

- Number of municipal employees trained/mentored.
- Number of municipalities with finalised Procedures for segregation of duties for sound financial management.

#### **4. Period of execution of activities**

The engagement will be executed in the period October 2021 – February 2022.

The overall consultancy engagement will include 15 days:

Deliverable 1 – 3 days

Deliverable 2&3 – 5 days

Deliverable 4 – 7 days

#### **5. Criteria and qualifications**

##### **- Academic qualifications:**

- University degree in the relevant area (law, economics, public finance management, etc.). Master's degree or PhD will be considered as an advantage.

##### **- Professional experience:**

- At least ten (10) years of professional experience in public finance management.
- Experience in conducting analysis of the internal processes of at least three (3) public institutions.
- Experience in developing Instruction Manuals for public institutions preferably LSGUs.
- At least five (5) years of experience in capacity building of municipal administration.

##### **- Language:**

- Excellent knowledge of Macedonian and English language.

##### **- Other criteria:**

- Proven ability to work with tight schedule and delivering the services within the given time frame;
- Public servants are not eligible.

##### **- Related previous experienced:**

- At least three (3) similar assignments completed.

**Intellectual property:** All works created under this assignment, including creations, inventions, ideas, designs, copyrightable materials, trademarks, and other technology and rights, shall be works made for hire. The consultant is not allowed to publish any part of the deliverables.

It is envisaged that only (individual) consultants, will be eligible to apply and to be contracted to perform the activities listed in this SoW.



#### **6. Application procedure**

In order to be considered the interested applicant needs to submit the following documents:

- Cover letter,
- CV,
- Comparable reference list with similar assignments with contact details of 2 references;
- Proposed gross daily rate in USD inclusive of all costs.

The requested documents should be submitted on the following e-mail address: [contact@sdccom.mk](mailto:contact@sdccom.mk), no later than **16<sup>th</sup> of September 2021 by 17:00 PM**. Incomplete applications will not be considered for evaluation.