# TERMS OF REFERENCE

**Consultant for the devising and implementation of a strategic communication strategy for the promotion of the capital market in Serbia**

**Background**

The International Bank for Reconstruction and Development (hereinafter: the IBRD) has granted to the Republic of Serbia (hereinafter: RoS) a EUR 40.1 million results-based loan to finance the State-Owned Financial Institutions Strengthening Project (hereinafter: the Project) with its implementation period lasting four years. According to the Loan Agreement, the disbursement of about EUR 34.57 million of the loan amount will be through several installments based on achieving respective Disbursement Linked Results (hereinafter: the DLRs). Within the Project IBRD also provides a technical assistance component of EUR 5.43 million to help with the achievement of the DLRs. The technical assistance component also includes consulting services which should help develop capacity of the Ministry of Finance (hereinafter: the MoF) as one of the competent bodies for creating financial stability in the RoS through stabilization of the banking sector, especially with respect to state-owned institutions.

The Ministry of Finance of the RoS (hereinafter: the MoF) is the implementing entity responsible for all technical aspects of implementation of the Project. The Project provides financing for technical assistance (hereinafter: the TA) for strengthening institutional capacity through Component 2, in support of the achievement of the agreed DLRs. Component 2, among other things, includes funding of individual consultants which will be engaged to help the MoF unit of Financial Sector (hereinafter: the MoFFS) to meet respective DLRs, as the unit in charge for overseeing the RoS financial sector. The Project provides that the MoFFS shall be the unit within the MoF responsible for collecting data required for monitoring and evaluation and coordination of the Project`s activities related to fulfillment of the DLRs.

The Project implementation by the MoFFS with its current resources (existing lack of qualified staff being a serious issue) could jeopardize the Project realization, so recruitment of additional consultants under the TA component of the Project represents necessity. In accordance with the organization structure of the MoFFS, its constituent Banking Unit (hereinafter: the BU) in particular, is primarily competent for carrying out activities related to the banking sector, particularly, monitoring business activities in state-owned banks through the financial indicators, supervision over management bodies of mentioned banks, as well as carrying out reorganization and/or privatization processes of the same. Beside mentioned activities, the BU is in charge of carrying out different secondary activities, needed for successful performance of its primary competences. These activities include administrative and technical support related to capital management in state-owned banks, cooperation with different financial institutions, both state and international, etc.

**Objectives of the Project**

The main objective of the Project is to improve the performance of Banka Postanska Stedionica AD Beograd (hereinafter: BPS) and promote the reform of Development Finance Institutions and other SOFIs. The Project aims to support the reform of the SOFIs by contributing to the government’s reform program through executing a strategy for SOFIs that decreases fiscal costs, minimizes the potential for soft budget support to state-owned enterprises, improves the performance of those institutions that the government chose to retain, supports the divestiture of all others, and develops a strategy for development finance and further NPL resolution. Within that broader objective, further developments of the financial sector and the capital markets are important.

Given the aforementioned, the Ministry of Finance spearheaded the capital markets development efforts by establishing a Working Group tasked with creating a strategy for capital markets development. The Working Group has a broad institutional support, with representatives of the Ministry of Economy, National Bank of Serbia, Securities Commission, Central Securities Depository and Clearing House, Treasury, Belgrade Stock Exchange and Serbian Development Agency actively involved.

In line with that the Capital Market Development Strategy for the period 2021-2026 has been adopted by the Government on its session held on October 21, 2021. Mentioned strategy will lay foundation for the development of regulatory, institutional and support frameworks aimed at strengthening the Serbian capital market in service of increased economic activity and growth in the coming decade.

The Strategic Communications Consultant (hereinafter: the Consultant), should perform activities which are focused onto: (i) providing a communication strategy for presenting to foreign investors the opportunities for investment in the capital market of Serbia, (ii) providing an analysis of best communication and PR strategies and case studies towards international investors, conducted by governmental entities in the domain of finance, (iii) supporting the implementation of the communication strategy. Beside mentioned activities, another very important objective of the Consultant assignment is to: cooperate with different financial institutions, both state and international etc.

Bearing in mind all above mentioned, it is necessary to secure TA to the MoFFS in order to create conditions for engagement of consultants, who will be in charge for further upgrade of performance and capacity of the MoFFS for capital market development and overseeing and implementing the reform strategy for SOFIs.

**The scope of work of the consultant shall include, but not be limited to the following:**

* Provide a strategic communications strategy in support to the development of capital market in Serbia, general awareness on the importance of capital market for the economic welfare of the country and attraction of both domestic and foreign investors into such market;
* Provide support in the implementation of such strategic communications strategy;
* Devise an international campaign for the promotion of capital markets in the Republic of Serbia;
* Devise a promotional campaign consisting of roadshows and other relevant events that would promote the importance of capital markets to the general public of Serbia;
* Devise a mechanism for regular interaction with foreign investors;
* Support in the implementation of an international campaign for the promotion of capital markets in the Republic of Serbia;
* Design a Roadmap with detailed sprints for the implementation of the communication strategy and campaign;
* Propose necessary local/international stakeholders (included but not limited to Chamber of Commerce and Industry of Serbia, Ministry of Finance, World Bank and others) for the participation in the implementation of the said campaign;
* Supervise execution of all parties within the communication strategy;
* Other duties as instructed by the Assistant minister in charge in the MoFFS.

**Reporting requirements**

The Consultant will report to the Assistant minister in charge. In addition, the Consultant shall regularly inform the Assistant minister in charge on the progress of the Projects realization and assist in the preparation of the progress reports for reporting to the World Bank.

Breakdown of activities and expected deadlines are as follows:

* A draft strategic communications strategy is to be provided no later than 31st of October 2022;
* Presentation of draft International and promotional campaigns no later than 31st of October 2022;
* Presentation of the final strategic communication strategy is to be provided not later than 30st of November 2022;
* Presentation of the final version of the international and promotional campaigns no later than 30th of November 2022;
* A draft proposal of the mechanism for regular interaction with foreign investors to be presented no later than 31st of October 2022;
* A final proposal of the mechanism for regular interaction with foreign investors to be presented no later than 30th of November 2022.
* Deadline for the finalization of all of the aforementioned is 23rd December 2022.

**Profile of the Consultant (company) for the devising and implementation of a strategic communication strategy for the promotion of the capital market in Serbia**

The Consultant for the devising and implementation of a strategic communication strategy for the promotion of the capital market in Serbia should be:

* Reputable company with more than 10 years of experience in strategic communications and the creation of international promotion campaigns in the field of economic development, capital markets and investment promotion;
* Significant experience of work with major international companies and brands;
* Working more than 5 years with governmental institutions;
* Experience in the creation of successful international campaign launches, brand positioning or re-positioning;
* Knowledge of the economic and investment environment of the Republic of Serbia.

**Length of assignment**

The period of performance of the assignment envisaged by these Terms of Reference shall be December 31, 2022

**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 for the devising and implementation of a strategic communication strategy for the promotion of the capital market in Serbia will be selected applying Consultant Qualification Selection (CQS) method.

Expressions of interest will be evaluated by applying the following criteria with allocated points:

General experience of the firm– 40 points

Specific experience of the firm relevant to the assignment – 60 points