

REQUEST FOR EXPRESSIONS OF INTEREST
CONSULTING SERVICES
BANK-EXECUTED OPERATIONS
SIMPLIFIED COMPETITIVE SELECTION PROCESS

PROJECT NAME: Benchmarking Advanced Human Resource Management (HRM) in the Public Sector for Capacity Building in Paraguay: Lessons from Korea and other OECD countries

SELECTION PROCESS #: RG-T4661-P001

SELECTION METHOD: Simplified Competitive

COUNTRY: Paraguay

SECTOR OR DEPARTMENT: IFD/ICS

TC NAME: Building Capacity for Human Resources Management Advanced Functions in LAC from the Korean Experience

FUNDING – TC #: ATN/KR-21946-RG

LINK TO TC DOCUMENT: [IDB | BUILDING CAPACITY FOR HUMAN RESOURCES MANAGEMENT ADVANCED FUNCTIONS IN LAC FROM THE KOREAN EXPERIENCE](#)

Attention Consulting Firms: Important Update Regarding BEO Bidder Portal Registration

All consulting firms, both new and previously registered in the [BEO Portal](#), **must add their Business Partner Number (BP Number)** to their organization's profiles to participate or continue participating in a BEO procurement process.

Please refer to the [FAQs](#) in the Portal for more details on **"How to Find or Obtain Your BP Number"**.

Avoid delays by not waiting until the last moment to complete this update. This process may take up to **48 hours** to complete and could prevent your organization from participating in a BEO Process.

For further questions or assistance, use the [live chat](#) on the BEO Bidder Portal page or email us at ocs.procurement@iadb.org

The Inter-American Development Bank (the Bank) was established in December of 1959 to help accelerate economic and social development in Latin America and the Caribbean. Today, the Bank is a major catalyst in mobilizing resources for the region (For more information about the Bank, please refer to the Bank's website at www.iadb.org.)

Section 1. Purpose of this Request for Expression of Interest

1.1 The Bank is executing the above-mentioned project. The Bank intends to contract consulting services described in this Request for Expressions of Interest (REOI). The purpose of this REOI is to obtain sufficient information to enable the Bank to evaluate if the eligible consulting firms (CF) have the experience and qualifications relevant to

provide the consulting services requested by the Bank.

1.2 As defined in the Corporate Procurement Policy (GN-2303-33), participating CF must be from a Bank's Member Country¹ or Territory² to be eligible to submit an Expression of Interest (EOI). CF with the required experience relevant to the assignment shall be assessed. The Bank will conduct the assessment and ranking of the EOI submitted by the CF that expressed interest. The Bank will invite CF to submit a proposal in the order in which the ranking is established. If the proposal of the first-ranked CF is acceptable, the CF will be invited to negotiate a Contract. If the negotiations with the first-ranked CF fail, the next-ranked CF may be invited to submit a proposal and negotiate.

1.3 This REOI is not to be construed as either an RFP or an offer to contract and in no way obligates the Bank to contract anyone. The Bank reserves the right to reject any and all participating CF for any or no reason without having to provide an explanation. The Bank does not bind itself in any way to select any participating consulting firm. No debrief will be provided as to why CF have or have not been shortlisted.

Section 2. Instructions to the eligible consulting firms

2.1 Expressions of interest must be delivered using the *Bidder Portal for the Selection and Contracting of Consulting Firms for Bank-Executed Operations* (the Portal) (<http://beo-procurement.iadb.org>) by: **October 9th, 2026**, 5:00 P.M. (**Washington, D.C., Time**) in PDF format only (Max. 45MB).

2.2 To access the Portal, the CF must generate a registration account, including **all** the data requested by the Portal. In the event that any of the information requested is not included, the consulting firm will not be able to participate in this or any other Bank-executed selection process for operational work. If the consulting firm has been previously registered, please validate that you have **all** the consulting firm's information updated and complete before submitting an EOI.

2.3 Eligible CF may partner in the form of a Consortium/joint venture (JV) to enhance their qualifications. Such Consortium/JV shall appoint one of the CF as the representative responsible for the communications, the registration in the Portal, and the submission of the corresponding documents (Lead Firm). If submitting as a Consortium/JV, the proposed structure, as well as the Lead Firm, must be maintained if the Consortium/JV proceeds in this selection process.

2.4 Interested CF may obtain further information during office hours, 09:00 AM to 05:00 PM (**Washington, D.C. Time**), by sending an email to:

Inter-American Development Bank

Division: Institutional Capacities of State (IFD/ICS)

Attn: Florencia Serale, Team Leader

1300 New York Ave, NW

Washington DC, 20577

E-mail: florenciase@iadb.org

Web site: www.iadb.org

2.5 The Bank hereby invites eligible CF to indicate their interest in providing the services described below in the draft Terms of Reference for the consulting services. Interested CF must provide information establishing that they have the necessary experience and are qualified to perform the services. So that all responses may be properly evaluated, eligible CF must include in their submissions the information requested in the following section, with full and clear explanations.

Section 3. Consulting Services

3.1 The consulting services include:

- Assess Paraguay's HRM IT systems against Korea's HRMIS (e-Saram) and selected OECD experiences to identify key gaps.
- Evaluate financial, human, and technological capacities, including IT infrastructure, for HRMIS implementation.
- Benchmark HRM practices (workforce planning, performance management, talent management, and SES cadres), including systems, tools, and key success factors.
- Provide policy recommendations and a phased implementation approach for strengthening advanced HRM functions.

The delivery timeframe is estimated in 8 months.

3.2 Although there is no standard format for presenting an Expression of Interest, eligible CF must submit an EOI containing the following information:

- 1) Basic Information—Provide the official name of CF, the contact's name, email address, phone numbers, and office address (es) of the key contact (s) responsible for the EOI.
- 2) Background—Provide a description of the CF. The CF may include brochures or documents that provide information about its organization, history, mission, structure, and number of staff.
- 3) Experience related to the requested consulting services—Provide all kinds of evidence the CF considers appropriate to show its experience and expertise in delivering services similar to those described in Annex A, Terms of Reference (e.g., brochures, reports, studies, description of similar assignments, references to cases in which it has provided similar services, experience in similar conditions, availability

of appropriate skills among staff, etc.)

3.3 Estimated budget: USD 110.000

Annex A. Terms of Reference

Please note that the attached Terms of Reference may be subject to changes by the Bank. The CF that have been shortlisted will be notified of these changes.

ANNEX A - TERMS OF REFERENCE

“Building Capacity for Human Resources Management Advanced Functions in LAC from the Korean Experience”

REGIONAL
RG-T4661

Benchmarking Advanced Human Resource Management (HRM) in the Public Sector for Capacity Building in Paraguay: Lessons from Korea and other OECD countries

1. Background and Justification

- 1.1. LAC countries' civil services have improved in the last decade, although there is important heterogeneity in their progress. Among the best performers in the region, there are countries such as Chile and Colombia, which are OECD members implementing sophisticated civil service modernization reforms. And there are also countries implementing innovative public management and civil service reforms, such as Paraguay. These countries' efforts aim to foster a meritocratic and skilled civil service, as well as efficient public wages management, and to achieve this goal they can leverage tools, lessons learned and best practices from leading countries in this area, such as Korea.
- 1.2. Paraguay approved a new Public Service Law in January 2025, which: (i) creates a senior civil service cadre; (ii) reforms job evaluation, classification, and compensation systems; and (iii) establishes the Ministry of Economy and Finance (MEF) as the governing body for human resources management (HRM) within the executive branch of the national government, among other measures. While the MEF is currently working on the implementation of the new law, including the rollout of first-phase initiatives in areas such as senior civil service management, performance appraisal, organizational structures, and workforce planning, existing IT systems must also be modernized. Strengthening these systems is essential to enable the efficient collection, use, and management of data, thereby supporting evidence-based decision-making. The IDB is financing a new loan for Paraguay to support these efforts, in particular the implementation of a HRM Information System (HRMIS) in coordination with MEF and the Ministry of ICT (MITIC). In this context, the priority areas identified for collaboration with Korean expertise are: (i) IT systems and digital tools for HRM; (ii) senior civil service management systems; and (iii) compensation and job classification management systems.
- 1.3. Korea is a world leader and role model in Civil Service and Human Resources Management (HRM), including its track record in HRM advanced functions and management tools such as performance management system, senior civil servants' system, integrated recruiting service, talent development plans, and HRM policy innovation, among other, all of which ensure civil service competencies and performance

are aligned to government priorities and deliver on these priority goals. Korea Ministry of Personnel Management (MPM), the agency responsible for civil service and HRM in the country, leads this agenda.

2. Objectives

2.1. The objective of this consultancy is to assess gaps in HRM functions in Paraguay, drawing on best practices from Korea and three selected OECD countries. The findings will inform the design and implementation of first-phase initiatives on advanced HRM functions and support the development of a modern, government-wide HRM information system.

3. Scope of Services

3.1. The consulting services will include:

- Assessment of Paraguay's current HRM IT systems based on the Korean government's Human Resources Management Information System (HRMIS) "e-Saram" as well as other three selected OECD countries experiences, to identify gaps in terms of processes and functionalities.
- Assess Paraguay's financial and human resources, and technological capacities and IT infrastructure both from MEF and MITIC involved to successfully implement an adequate HRMIS in line with best international practices.
- Develop a benchmarking exercise based in Korea's HRM experience and three selected OECD countries experiences to provide inputs to the operation of other key public sector management areas in Paraguay, including: (i) workforce planning and its linkages with pay management and organizational structures management, (ii) HR performance management and its linkages with government policy priorities and goals, and (iii) talent management including for new skills (i.e. digital skills and other upskilling areas); (iv) Senior Executive Service cadres. This benchmarking exercise will address HRM advanced functions' attributes and interrelations with key public sector management areas, as well as their organizational arrangements, management systems, and digital tools. The study will analyze historical progress of adoption, legal and institutional background, management systems, digital tools, and key success factors and lessons learned.
- Policy recommendations for HRM advanced functions in Paraguay considering the benchmarking exercise and developing a first-phase implementation approach to implement these recommendations.

3.2. The consulting firm will present a work plan detailing the methodology, schedule, activities, team composition and dedication and anticipated intermediate steps or consulting products.

4. Key Activities

4.1. The following is a description of necessary, but not the only tasks to be completed for the

successful completion of this consultancy:

- Preparation of work plan detailing the methodology, schedule, activities, selected case studies and milestones to achieve deliverables.
- Carry out meetings with the IDB and MEF teams and other relevant actors for this consultancy during the planning and execution phases of the consultancy.
- Assess gaps in Paraguay's IT system currently developed by MITIC compared to Korea's HRM system ("e-Saram") developed by the MPM and other relevant information systems developed by three other OECD countries, focusing on (i) the background of strategic HRM reform and the evolution of the institutional and technological framework, (ii) system architecture, and management process, (iii) IT infrastructure related to the HR system and (iv) key success factors and the lessons learned.
- Conduct the assessment by: (i) collecting the information through desk reviews, interviews, surveys, and others needed for this purpose, and (ii) measuring policy, institutional and technical (including IT infrastructure needed for the HR management system) gaps.
- Conduct a benchmarking exercise based in Korea's HRM experience and selected OECD countries experiences to provide inputs to the operation of other key public sector management areas in Paraguay, including: (i) workforce planning and its linkages with pay management and organizational structures management, (ii) HR performance management and its linkages with government policy priorities and goals, and (iii) talent management including for new skills (i.e. digital skills and other upskilling areas); (iv) Senior Executive Service cadres. Identify opportunities for strategic HRM information management systems, which must include: (i) assessing the performance, capacity management, IT infrastructure and operational status of current systems; (ii) providing a customized reference for Paraguay to develop their systems' design, digital infrastructure and technological / institutional framework, implementation process, and project execution; (iii) verifying the practicality and feasibility of HRMIS implementation in each case; and (iv) aligning HRM advanced functions with information system requirements in Paraguay.
- In coordination with the IDB, carry out consultations with the technical teams of the Governments of Paraguay (MEF, MITIC and other relevant actors identified in the consultancy) to ensure quality control and appropriateness of results and proposals. To do so, the firm will: (i) share the initial results of the assessment with the government (after the IDB's approval), (ii) carry out workshops and focus group interviews with technical staff, and (iii) discuss critical issues and strategies with key stakeholders. These activities will be virtual. The firm will incorporate any changes to deliverables based on the government's feedback.
- Prepare a policy report based on the findings, including: (i) a long-term vision for strategic HRM policies, such as the new roles of the central HRM agency and each HRM unit in the

line ministries or agencies, (ii) a roadmap for seamless HRM digital transformation, and (iii) a change management strategy and proposals for a capacity building process.

- Present and discuss final deliverables with the IDB, and, in coordination with the Bank, with the government.
- In coordination with the IDB, support the dissemination of the consultancy's results.

5. **Expected Outcome and Deliverables**

5.1. The consultancy will have the following deliverables:

#	Deliverable	Detail
1.	Work Plan	• Detailed documents include: (i) proposed activities, sequence and timing, and specifying the team members responsible for each step and dedication for each CF member; and (ii) proposed methodology for all products; (iii) in coordination with MEF, selected three OECD countries that will be used as benchmark.
2.	Gap assessment report- HRM IT systems and capabilities (financial, human, IT and IT infrastructure) for implementing an HRMIS	• It must detail the gaps identified in the benchmarking exercise, including aspects such as policy, institutional and technical gaps for implementing a modern HRMIS in line with Korea's and OECD good practices. It must include the analysis of qualitative and quantitative information. • It must assess the performance, capacity management, and operational status of the current system being developed by MITIC in coordination with MEF, (ii) providing customized references to develop the system design, institutional and technological framework, implementation process, and project execution and, (iii) verifying the practicality and feasibility of HRMIS implementation. • It must identify opportunities for the development of a government-wide strategic HRMIS in Paraguay, including tools for the institutional level. • The document (Microsoft Word format) must include an executive summary of no more than five (5) pages and a PowerPoint Presentation.
3.	Benchmarking on HRM Advanced Functions	• It must summarize Korea's practices and practices from selected OECD countries on the four prioritized areas: (i) workforce planning and its linkages with pay management and organizational structures management, (ii) HR performance management and its linkages with government policy priorities and goals, and (iii) talent management including for new skills (i.e. digital skills and other upskilling areas); and (iv) Senior Executive Service cadres.

		- It must include the results of the implementation of the benchmarking exercise for the Government of Paraguay for these areas (how does Paraguay compare to Korea's and OECD's practices). - It must identify concrete recommendations on what Paraguay could do in each area (for example, adoption of tools, reports, institutional recommendations, etc).
4.	Policy recommendations	- Consolidation of policy recommendations for HRMIS and HRM advanced functions. - It must include specific recommendations on: (i) a long-term vision for strategic HRM policies, such as the new roles of the central HRM agency and each HRM unit in the line ministries or agencies, (ii) a roadmap for seamless HRM digital transformation, and (iii) a change management strategy and proposals for a capacity building process. - It must include a set of concrete proposals to modernize the HRMIS in Paraguay, including timing, estimated costs and an action plan to implement them.

6. Project Schedule and Milestones

6.1. The calendar of deliverables is as follows:

Deliverables	Deadline for submission of deliverables
1. Work plan with proposed methodology for each product	Within 30 days after signing the contract
2. Gap Assessment report of Paraguay HRM IT systems and capabilities (financial, human, IT and IT infrastructure) for implementing an HRMIS	Within 2 months after signing the contract
3. Benchmarking Exercise on HRM Advanced functions	Within 4 months after signing the contract
4. Policy recommendations for Paraguay	6 months after signing the contract

7. Reporting Requirements

- 7.1. The consulting firm (CF) will present the deliverables according to the content agreed with the IDB. The reports and presentations will be delivered in Spanish and/or English.
- 7.2. Deliverables may not be published or disseminated without the express approval of the IDB.
- 7.3. CF shall maintain strict confidentiality regarding all information accessed during the assignment. Any organizational, operational or other sensitive information obtained in the course of the work shall be used solely for the purposes of this engagement and shall not be disclosed to third parties. The firm shall implement appropriate measures for data

protection, secure storage, and controlled access to information.

8. **Acceptance Criteria**

- 8.1. Each deliverable will be sent in draft form to the IDB's project coordinator for consideration and acceptance based on the details and scope defined in Section 5. The Bank will review them and may return them with possible requests for changes to the consulting firm within three weeks.
- 8.2. The consulting firm should address comments provided by the Bank for the deliverable to be accepted within two weeks of notification. Acceptance will be given in writing, via email, by the Bank's project coordinator.

9. **Other requirements: Qualifications**

9.1. **General requirements**

- Eligible CF may partner in the form of a Consortium/joint venture (JV) to enhance their qualifications. Such Consortium/JV shall appoint one of the CF as the representative responsible for the communications, the registration in the Portal, and the submission of the corresponding documents (Lead Firm).
- CF should provide a list of relevant projects or consulting services provided in the last ten years.
- CF must include at least one project manager that will be responsible for the overall coordination of the project activities and management of the team and will act as the primary contact for communications with the IDB and MEF.
- CF must have at least 10 years of experience of IT consulting or HR management consulting, with at least 5 years of experience working with multilateral organizations.
- The project manager must be a person with a track record of performing projects similar to this project and must be fluent in English or Spanish.
- CF must have at least one team member with experience working with or analyzing the e-Saram system.
- CF shall ensure that all analyses and recommendations remain technology-neutral and vendor-independent. Recommendations shall support an open, competitive, and transparent future procurement process for the HRMIS in Paraguay.
- CF shall demonstrate sufficient Spanish-language capacity within its proposed team to effectively conduct stakeholder consultations, workshops, interviews, document reviews, and other project activities. Proposals with key personnel involved in interactions with government proficient in Spanish will be a plus.

- 9.2. **Team Composition:** The team must include at least one expert with at least 10 years of certified experience in relevant projects, which include IT consulting or HR management consulting (preferably with International/national governments and a focus on the e-Saram system) with a focus on Korea and selected OECD countries. The team should also be comprised of professional workforce for each task to secure expertise in each area,

particularly specialists in public IT consulting and specialists in digitalization with the following qualifications:

a) Specialist in public sector IT consulting

- At least 5 years of relevant experience in policy setting advisory and technology consulting projects related to e-government development in Korea and other OECD countries.
- Preferable: experience in improving the public personnel management system with knowledge of national institutional framework or public management.
- Proficient in English or Spanish

b) Specialist in digitalization and HRMIS

- At least 5 years of relevant experience in the planning and operation of digitalization of public personnel management in the public sector in Korea and other OECD countries.
- Preferable: experience in improving integrated personnel management system with knowledge of national institutional framework or public management.
- Proficient in English or Spanish

c) Specialist in HRM Advanced functions

- At least 5 years of relevant experience in HRM advanced functions in the public sector in Korea and other OECD countries.
- Preferable: experience in assessing gaps in public sector capacities, HR functions.
- Proficient in English or Spanish

10. Supervision and Reporting

10.1. The CF will report to Florencia Serale, Senior Modernization of State Specialist, florenciase@iadb.org. Ms. Serale will be the project coordinator, in charge of commenting on and approving the documents and work to be provided by the selected firm.

11. Schedule of Payments

- 11.1. Payment schedule will be based on project milestones and corresponding deliverables as detailed in Section 5.
- 11.2. The services provided by the consulting firm will include the costs of travel and per diem of the consulting firm team to Asunción, Paraguay and/or IDB Headquarters in Washington, DC.
- 11.3. The services provided by the consultancy firm will include the costs of translation for work sessions, workshops, etc., with government counterparts requiring content/sessions to be delivered in English and/or Spanish in case the consulting firm team members are not fluent in the required languages.

Payment Schedule	
Deliverable	%
1. Work Plan	15%
2. Gap Assessment report of Paraguay HRM IT systems and capabilities (financial, human, IT and IT infrastructure) for implementing an HRMIS	30%
3. Benchmarking Exercise on HRM Advanced functions	30%
4. Policy recommendations for Paraguay	25%
Total	100%