



CALL FOR EXPRESSION OF INTEREST FOR MANAGING CHANGE IN SERBIAN PUBLIC ADMINISTRATION

The Ministry of Public Administration and Local Self-Government (MoPALSOG) and World Bank (WB) are currently implementing **one of the most important projects** within the public administration reform in Serbia – **Serbia Public Administration Rightsizing and Restructuring Project**.

The project is **looking for experts** who are interested in managing change and making a contribution to building a high performing public administration in Serbia. These experts will form the **Change Management Support Team (CMST)** which is expected to commence with work December 2015 / January 2016, and last until December 2017.

MoPALSOG is announcing this call in order to create a pool of interested experts who would be notified to apply for key positions in the team as soon as the technical conditions for a competitive call are ready. The final selection of candidates will be conducted by WB rules and procedures. Ultimately, the successful candidates will all be **mid-career or senior local experts** with at least five years of experience with similar projects, i.e. experience in management and public administration, preferably in Serbia. The team members would work **full-time** and be accountable to the Deputy Prime Minister of Serbia and Minister of MoPALSOG.

Team members:

- **Team Coordinator**
- **Strategic Communication Expert**
- **Organizational Change Management Expert**
- **Financial Expert**
- **Analytical Unit Leader**¹

Apart from **relevant experience**, the successful candidate needs to have the following **competences**: university degree in a relevant field, full computer literacy, excellent speaking and writing skills that deliver clear messages (primarily in Serbian, but good communication in English is desirable), solid research and analysis skills, sound negotiation, coaching, leading, managing and persuasive abilities, time management skills, ability to work under pressure and deliver results on time, and above all, commitment and passion for change, with an understanding how this differs in the public, compared to the private sector.

If you consider you have the necessary competences and experience, please send your **CV** and **Motivation Letter** to the following e-mail address: vcolic@gov.rs, clearly stating which position you are interested in and why. The deadline for submission of expressions of interest is **23 October 2015**.

For more details on the project itself and tasks and responsibilities of each team member, please follow the **hyperlinks** from this page (red colored words).

¹ the only team member for whom it would be preferable to be an **international** expert, with at least five years of experience in *international financial institutions*

OVERVIEW OF THE PROJECT

Previous Serbian governments have attempted to improve organization performance and make efficiency gains in various sectors of the public administration (civil service, health, education and social protection sectors) by making linear cost cuts or changing the way financial allocations were made. Ultimately, inefficient organizational patterns resisted change and continued determining the level and nature of financing, leaving the inefficiencies largely intact. The current government recognized this problem and decided to focus on changing the *organizational structure* – based on information received through functional reviews - as the basis for sustainable and efficient allocation of resources. The government has therefore embarked on a project of restructuring the organizational structure of public administration as the proven way of boosting the performance.

The project is financed by the EU and implemented by the World Bank (WB) in cooperation with the Ministry of Public Administration and Local Self-Government (MPALSG). The project is based on interactive approach and dedicated participation of all ministries, bodies and organizations across the public administration, with MoPALSG having a coordinating role throughout the whole process.

The project encompasses two overlapping components: a) functional reviews (FR), and 2) support to the implementation of recommendations from functional reviews together with the change management within the broader public administration reform (PAR). Specific project aim is improvement of organizational and functional structures in public administration system, while expected results are the following: 1) Optimization in several public administration sub-systems as a complementary means of overall optimization process, and 2) Implementation of Change Management and Communication Strategy within the optimization process. The project was launched in 2015 and will last until 2018.

The first component of the project is composed of four functional reviews:

- 1) Horizontal FR "State Administration Plus" (scope: all state administration institutions plus certain agencies outside the state administration and Government service providers; 100 institutions in total);
- 2) FR of Service Delivery System (Health, Education and Social Protection);
- 3) Vertical FR of the Ministry of Finance and its portfolio;
- 4) Vertical FR of the Ministry of Agriculture and Environmental Protection and its portfolio.

The second component of the project is the implementation of recommendations from FRs along with the change management across the public administration. This component implies setting up the Change Management Support Team (CMST).

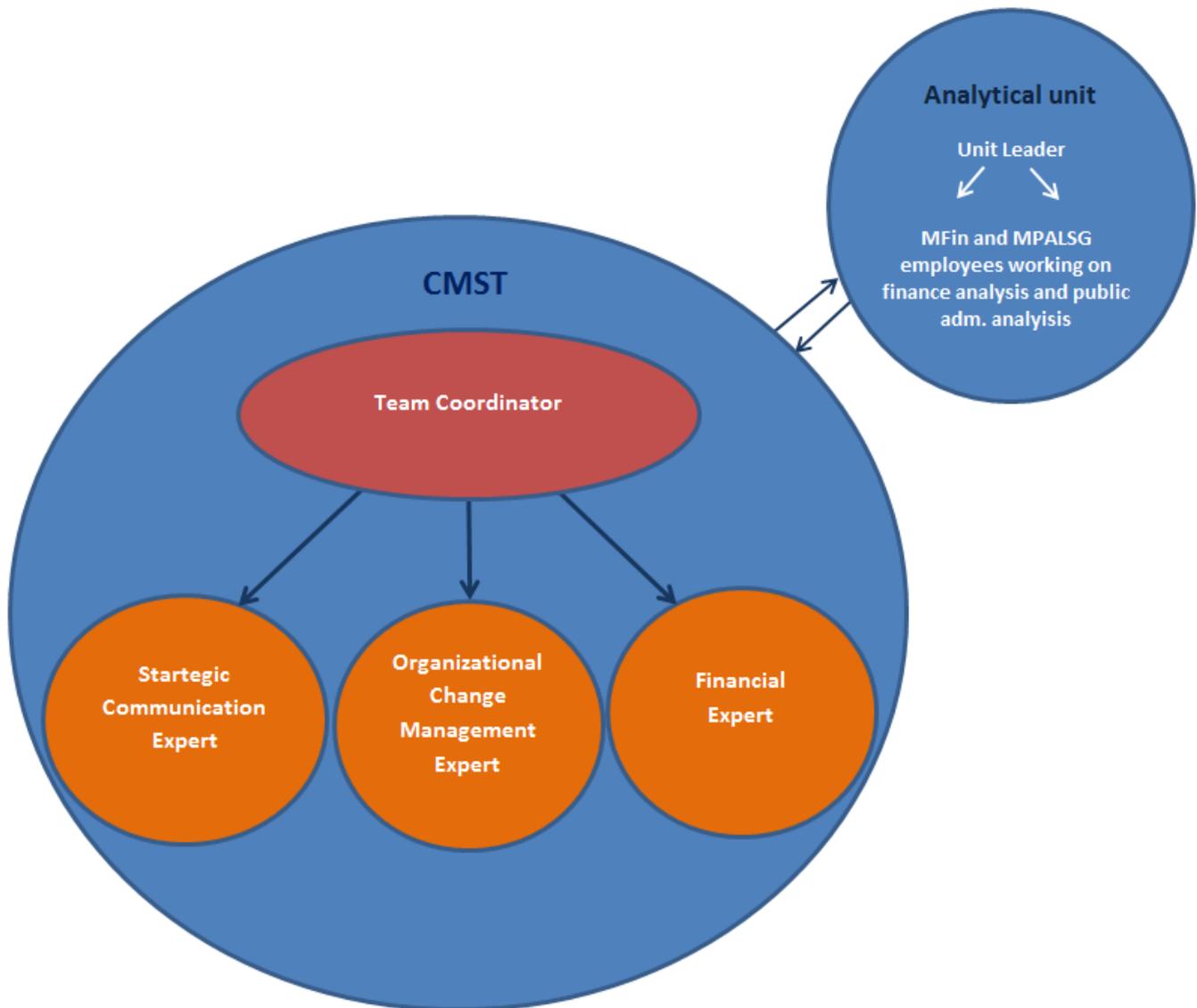
CHANGE MANAGEMENT SUPPORT TEAM (CMST)

The main objective of CMST is to provide continuous advisory and analytical assistance to the MoPALS, to support implementation of the recommendations from FRs, along with conducting a comprehensive communication campaign. Its main tasks will be to assist in the coordination of the FRs recommendations implementation, communicate to all stakeholders, provide training to task force teams, and provide overall implementation support to the Government on the proposed reform measures. The CMST will also be responsible for promoting a participatory and collaborative process, as well as genuine ownership of project outputs by the Serbian authorities. Moreover, the CMST will facilitate the alignment of the project with the Serbian PAR Strategy and Action plan 2015-2017, as well as with the Government Optimization Program from June 2015.

In particular, once the FRs with recommendations are finalized and roadmaps for implementation of recommendations prepared, it is on CMST to conduct the following activities:

- Provide support to responsible PA bodies in implementation of the roadmaps
 - technical support in preparation/revision of relevant legislative pieces
 - preparation of additional analytical materials necessary for implementation of particular recommendations/measures
 - provision of support for implementation of recommendations related to HRM and HRD aspects in particular PA subsystems
 - preparation of additional technical assistance projects and requests for assistance, since CMST will not be capable of implementing all the recommendations and measures needed for the desired change
 - assessment of the success of targeted subsystems of the PA system in implementing the recommendations;
- Review of international best practices on communication and change management in public sector reform and rightsizing;
- Development of a comprehensive change management and communications strategy in line with best practice;
- Implementing campaign in line with the communication strategy;
- Conducting workshops and seminars with public sector managers;
- Conducting awareness raising workshops and other events to communicate planned support mechanisms for staff that is laid off in the process of rationalization and optimization.

The key consultants we are looking for are five senior experts who will represent the core of the CMST: Team Coordinator, Strategic Communication Expert, Organizational Change Management Expert, Financial Expert and Analytical Unit Leader. To get a clearer picture of how the CMST will look like, we present here a draft organisational scheme of the team:



TEAM MEMBERS:

1. TEAM COORDINATOR

Team Coordinator will be coordinating the team as a whole, but also all the activities around managing the change and organizational restructuring within the Serbian public administration, with the focus on State administration. This person should be a senior expert with relevant experience in both the project management and public administration (preferably the Serbian one). The expert should have the skills needed for performing the following tasks:

- Coordination of activities of the CMST and continuous high-level advisory and expert support to the MPALSG on the overall restructuring, including change management and communications;
- Coordination of activities between WB Functional Review Teams and ministerial Task Forces, along with providing advice on all issues related to the rightsizing activities and on information needed for FRs;
- Preparation of the Procurement Plan for the CMST;
- Preparation of the change management strategy for PA restructuring and provision of expert comments on methodologies, reports and other project documents;
- Support in rolling-out the project, including preparation of new functional reviews and related analyses; support in linking the rightsizing process with broader PAR;
- Preparation of materials for both inter-sectoral meetings and public consultations;
- Assessing the need for new technical assistance projects for implementation of FRs; drafting proposals projects; supporting the launch of these projects;
- Connecting with WB experts and other local and international experts working on PAR projects;
- Support (including training and coaching) to MPALSG for increasing internal and external capacity for managing change in the context of rightsizing.

2. STRATEGIC COMMUNICATION EXPERT

Strategic Communication Expert will be in charge of implementation of communication strategy for rightsizing and restructuring, since highly participatory process and dialogue with stakeholders is essential in such processes. The expert should have skills for the following tasks:

- Supporting MPALSG in preparation of communication materials - preparing briefs and developing communication documents such as newsletters and promotional materials;
- Organizing and conducting workshops, consultations, dialogues, seminars with public sector managers;
- Conducting awareness raising workshops and other events for communicating the support mechanisms for staff that is being let go;

- Streamlining communication towards interested public facilitating the reform process;
- Reviewing and analyzing international best practices on communication and change management in public sector reform and rightsizing/downsizing;
- Developing comprehensive change management and communications strategies in line with best practice;
- Implementing communication campaign in line with the developed strategy;
- Promoting active use of social media (including on-line surveys) for rightsizing purposes;
- Periodically evaluating the communication strategy and plans, along with preparing proposals for their improvement;
- Supporting the process of identification, selection, training and coaching of MPALSG staff involved in communications.

3. ORGANIZATIONAL CHANGE MANAGEMENT EXPERT

Organizational Change Management Expert will be in charge of providing support to implementation of recommendations from Horizontal FR of the “State Administration Plus”. The expert should have relevant experience in Serbian public administration and the skills needed for performing the following tasks:

- Supporting the implementation of recommendations related to HRM and HRD aspects, including change management and other high-level advice to the MPALSG with regard to the respective aspects of optimization/rightsizing program;
- Operationalization of Roadmaps (action plans) for implementation of recommendations from functional analyses, but also other programs such as Lending operation, Sector Budget Support (SBS), etc., all in coordination and cooperation with WB experts;
- Analyzing the regulatory framework and good practice in Serbia and other countries;
- Proposing legal and organizational solutions for sustainable implementation of recommendations in terms of public administration optimization and modernization;
- Preparation of ToR for projects and/or experts for implementation of recommendations within individual subsystems (ministries);
- Strategic and operational guidance and continuous support to ministerial Tasks Forces;
- Coordinating the experts and technical assistance projects;
- Monitoring and reporting on implementation;
- Making proposals for revisions of action plans if needed;
- Preparation of materials for consultations with informed public;
- Involvement and professional support in preparation of communication materials;
- Other support to the Team Coordinator;

4. FINANCIAL EXPERT

Financial Expert will focus on financial aspect of reorganization, including both the costs and benefits of optimization and modernization processes within the public administration.

- Analyzing financial effects of FR recommendations;
- Giving argued opinions (from financial point of view) on FR recommendations;
- Creating further proposals for restructuring based on comparative cost analysis;
- Evaluating the effects of FR recommendations on the Budget;
- Helping in Budget preparation processes based on recommendations proposed for the certain budgetary year;
- Gathering ideas, information, data, analyses, examples of good practice in terms of financial aspect of the rightsizing and restructuring process;
- Translating the data into materials for inside and outside stakeholders;
- Preparing materials for consultations with professionals and informed public;
- Connecting with WB and other local and international experts working on PAR projects;
- Giving guidance to the Analytical Unit that will be formed outside the CMST but would closely cooperate with it;
- Developing methodology for the risk, finance and cost management systems.

5. ANALYTICAL UNIT LEADER

Analytical Unit Leader should be a senior expert with strong analytical skills and comparative experience, but familiar with Serbian or at least regional context. This person should also have good management and communication skills, as he/she would lead a separate unit staffed by MFin and MPALSG employees dealing with analytical work.

- Providing continuous analytical assistance during the implementation of reforms;
- Intellectual guidance to the unit members - training them not only to conduct serious analyses, but also interpret the results and put the data into comparative context;
- Producing analytical documents that clearly present the messages to stakeholders;
- Analyzing and monitoring public sector wages in light of upcoming wage system reform;
- Monitoring and managing the wage bill both from the public administration and from the finance point of view;
- Delving more deeply into options when implementing the Functional Reviews' recommendations, fed by comparative solutions elsewhere;
- Developing materials for consultations with civil sector, as well as different communication materials, such as brochures, guidelines, etc;
- Building solid analytical capacity of MFin and MPALSG and better coordination between the two ministries.
- Supporting the building of the analytical capacity in the other parts of the system.