



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 30 March 2015.

---

**Country:** Serbia

**Description of the assignment:** **Change Management Key Expert**

**Project name:** Accelerating Change - Support for Public Administration Reform and Local Self-Government /Development Delivery for Change – Strengthening the MPALSG for a Changed Public Administration in Serbia

**Period of assignment/services:** **April – August 2015** (69 working days in this period)

**Contract Type:** Individual Contract

Proposal should be submitted at the following address: <http://www.rs.undp.org/serbia/en/home.html> under section “Jobs” **no later than 12 April 2015.**

**Any request for clarification must be sent by standard electronic communication to the e-mail [vacancy.rs@undp.org](mailto:vacancy.rs@undp.org). The procuring UNDP entity will respond by standard electronic mail and will send response, including an explanation of the query without identifying the source of inquiry, to all consultants.**

---

## 1. BACKGROUND

The MPALSG has been entrusted with the overall Public Administration Reform (PAR) coordination, whereas it is responsible for implementation of the PAR Strategy of the Republic of Serbia (2014-2016) adopted in January 2014. The PAR Strategy represents a key strategic document in the overall reform process. The initiative “Delivery for Change – Strengthening the MPALSG for a Changed Public Administration in Serbia”, funded by the Kingdom of Norway, is addressing the most demanding challenges of the PAR Strategy and its Action Plan – the management of the change inherent in the PA rightsizing process. It will provide the much needed capacity, initially guiding the MPALSG to reform itself and provide guidelines and support to other ministries in the process of their change and in the management of that change.

During the previous years, the MPALSG has mainly performed its legally required administrative functions, whereas PAR leadership and management was mainly project driven, without due transfer of knowledge and capacity to the Ministry’s staff. The change management function was never performed by MPALSG either. Additionally, human capacities within the MPALSG have been weakened due to the many organizational and personnel changes that occurred during the past years. The Ministry has to adjust to change quickly and efficiently, but no change management culture exists in Serbian public administration and no support is provided to the ministries and other PA bodies when undergoing change.

The MPALSG needs not only to build expertise in the large areas of competence that have been added to its portfolio, but it also needs to change the way in which it operates. This particularly means acquiring new skills to efficiently and effectively manage processes, such as strategic performance management, business process management, human capital management, change management and risk management.

Project is supporting the MPALSG in its transformation into the agent of change, able to not only set new standards, guidelines and requirements for other ministries and PA bodies, but also to provide direct support to them in their own transformation.

## 2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

Specific responsibilities include:

### **Developing a full report of required MPALSG functions based on internal and external requirements**

This report will be based on an in depth stakeholder review, to assess key expectations from the MPALSG, focusing (although not exclusively), on the PAR coordination, PA rightsizing and change management needs. A set of 5 focus groups consisting of various public administration bodies, employees from the operational level that will be used to determine PA expectations. This will be supplemented by a series of interviews conducted with up to 2 members of senior management from each ministry (as well as some other administrative bodies, such as the Public Policy Secretariat, SEIO, Legislative Secretariat, etc.) to assess their expectations of MPALSG. The stakeholder analysis will be complemented by an analysis of legal requirements for MPALSG functions as well as strategic objectives of the Government, to ensure a fully comprehensive picture of all functions that MPALSG should develop/strengthen in order to perform both its statutory roles and the new role of the transformative agent in the Serbian PA.

### **Developing the MPALSG Phased Strengthening Plan**

As a result of previous reviews and analyses performed, this Plan should contain a clear set of results, activities and a timetable for their implementation, based on a phased approach to MPALSG strengthening. It is expected that this document will comprise at least three phases of MPALSG development, whereby the first phase will already be implemented with support of the present project. Thus, the first phase in the Plan will describe:

- the resource relocation activities (developing the new Rulebook on Internal Organization and Job Classification of MPALSG and its implementation)
- the steps needed for introducing the new, priority functions (PAR coordination, change management in PA, etc.)
- initial capacity building activities for MPALSG managers needed for managing the change within MPALSG itself.

It is expected that the second and third phases of the Plan would focus on business process descriptions, setting of standards, introduction of quality management in MPALSG, more advanced training of managers, introduction of IT tools for management and performance of key functions, etc. The implementation of the second and third phase of the Plan is fully out of the scope of this Project and will in fact represent a roadmap for future projects which MPALSG would propose for further support to its strengthening.

### **Developing the operational guidelines for implementing the new change management function of MPALSG, with both internal and external focus**

These guidelines will serve to enable the new staff/unit in charge of change management (within MPALSG and externally – towards the rest of the state administration) to organize and initiate the delivery of the new function. The guidelines will also serve as a coaching tool to be used by the project team. They will be developed early on in the implementation of the project, as they will need to serve to support the management of the change in MPALSG. Once the change management unit/function is formally established within MPALSG as well, the guidelines will become the working tool of the staff in charge. The guidelines will need to clearly address both the internal (MPALSG) change management support function and the external (rest of state administration) change management support.

### **Training and coaching MPALSG staff tasked with change management through direct support to the delivery of the MPALSG change management function, for both inward (MPALSG oriented) and outward looking services (services to other ministries)**

The methodology of the Project is envisaged to ensure that from the very beginning of its implementation a team of 4 MPALSG staff are fully engaged and participate in all activities with the consultants. That way, maximum transfer of knowledge and know-how will be ensured and the formation of the nucleus of the change management unit of the Ministry will thus begin from the onset of the project. This means that in parallel with activities envisaged, initial capacity building (internal PT trainings/workshops) for the MPALSG staff engaged in the Project will be implemented, to ensure they can provide maximum support to the realization of project activities and actually partake in managing the change within MPALSG. After the initial trainings/workshops for MPALSG PT members, they will be continuously coached by UNDP experts since they will participate and contribute to all project activities.

Already in the second half of the project, once MPALSG is restructured, the MPALSG Project Team would start providing external support (i.e. support to other ministries which will simultaneously be undergoing the restructuring/change process as part of the rightsizing of PA) on: change management, HR management, legal advice on how to apply existing regulations in the rightsizing process, etc. That support would entail on demand advice, basic training and/or implementation of interactive workshops, development of practical manuals for implementation of procedures, etc.

### **Review of progress achieved and drafting the proposal for the next phase of MPALSG**

### **strengthening and change management function development**

In order to ensure sustainability and smooth follow up to this Project, an initial review will be performed in order to understand the progress achieved in the change management capacity building in MPALSG and in the support to other ministries and PA bodies. This review will be combined with the overall PAR planning of MPALSG and the Government, to draft a proposal for the next phase of MPALSG strengthening and for the overall development of the change management function in the Serbian PA, which will significantly contribute to the overall success of the PAR process and of MPALSG as its coordinator and leader.

## **3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

### **Qualifications**

- University degree and at least 10 years of professional experience in the areas of management consulting and change management for either the private or public sector.
  - Excellent speaking and writing skills in English; working knowledge of the local language (Serbian, Bosnian, Croatian) would be considered as an advantage.
  - Excellent organizational and communication skills.
  - Experience in managing and leading teams.
- Full computer literacy.

## **4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.**

### **Application Procedure**

Qualified and interested candidates are asked to submit their applications via UNDP Web site: [UNDP in Serbia](#) under section “Jobs” **no later than 12 April 2015**.

Application should include:

- P11 (only PDF will be accepted) containing e-mail contacts of at least three referees (section 26 & 29). P11 may be downloaded at: <http://www.undp.org.rs/download/ic/P11.doc>.
- Offeror’s Letter (only PDF will be accepted) confirming Interest and availability for the Individual Contractor (IC) Assignment. Can be downloaded from the following link: <http://www.undp.org.rs/download/ic/Confirmation.docx>. The Offeror’s letter must include:
  - Cover Letter – Explaining why you are the most suitable for the work;
  - Draft methodology to approach the task in English.

## **5. FINANCIAL PROPOSAL**

### **• Lump sum contracts**

The financial proposal shall specify a total lump sum amount **in USD currency**, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including

travel to Belgrade, per diems, and number of anticipated working days).

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

## 6. EVALUATION

### 2. Cumulative analysis

*When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:*

- a) responsive/compliant/acceptable, and*
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

*\* Technical Criteria weight; 70%*

*\* Financial Criteria weight; 30%*

*Only candidates obtaining a minimum of 49 points would be considered for the Financial Evaluation*

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<u>Technical</u>		70 points
• Criteria A	Qualifications	35
• Criteria B	Methodology - approach to task	35
<u>Financial</u>		30 points

## ANNEX 1- TERMS OF REFERENCES (TOR)