



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 30 March 2015.

Country: Serbia

Description of the assignment: **Management Training Specialist**

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 (32 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. 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:

Training needs assessment and developing the MPALSG Management Training Program

The needs assessment for the training of MPALSG managers would proceed in parallel with the diagnostic activities of the Project. It would focus on the new functions and requirements of modern management, including (but not limited to) change management, functional review, management by objectives, result based management, monitoring and evaluation, quality management, business process analysis, etc. The focus of the needs assessment would be on the skills and knowledge MPALSG managers need to partake and support organizational and personal change and provide proper management and leadership for the delivery of new MPALSG functions.

The MPALSG Management Training Program will be developed based on the determined needs and will address both the top and mid-level managers' roles and needs. The Program will be developed so as to allow for easy adaptation for managers in the entire state administration, via MPALSG's competence for preparing and proposing general training programs for civil servants. The Program will focus on both hard and soft skills for managers, as well as the additional competences and knowledge that they need to acquire.

Once established, the training program, it will feed into the National Training Institution projects (GIZ, IPA 2013) and the management of public administration bodies will be able to attend these tailor-made trainings (trainings would then be based on the level of management they address, as well as shaping the curriculum to exactly match the needs of the trainees, and would be taught in the best suited format, i.e. on the job coaching, formal training, development programs etc.).

Preparing and delivering the basic modules of the Management Training Program for MPALSG top managers

The tailor made, basic management training modules, based on the previous TNA and Training Program, would already be implemented for top MPALSG management (state secretaries, directors and assistant ministers – up to 12 people). The topics are expected to concern: introduction to change management, introduction to management by objectives and RBM, strategy and senior management techniques, cultural change, business process analysis. Three training sessions will be conducted, each lasting for two days for up to 15 trainees. The trainings will be organized outside of Belgrade, at a peaceful location, to ensure that the trainees are committed and there is a distance from the day-to-day work commitments (organizational costs will be covered by the Project). The MPALSG PT members will take part in the organization and implementation of these trainings as logistic support and support in the delivery – which will be an important part of their learning process within the project.

In addition, in synergy with the Management Training Program, a set of 4 one-day workshops (organized in Government premises, with no additional costs for the consultant) will be organized for MPALSG managers focusing on development of soft skills, such as time management, team building and motivation, etc. These are the general skills needed for every manager, especially in the context of very limited resources and significant pressures and workload.

Whereas within activity 2.3 trainings/workshops will focus on the MPALSG PT members and their capacity building for participation in the project and provision of advisory services within the future change management team, this activity will focus on capacity building of MPALSG management to lead and support change processes within the Ministry (which should be a standard part of the managers'

job, but it is usually not so in the administration in Serbia, given the weak managerial culture).

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Qualifications

- University degree in a social science.
- At least 8 years professional experience in adult training, coaching and/or mentoring.
- At least 5 years professional experience in management training and coaching.
- Excellent speaking and writing skills in English and Serbian.
- Full computer literacy.
- Experience with modern HRM and HRD practices would be considered an advantage.
- Experience with cultural change management and organizational development would be considered an advantage.
- Proven training skills; possession of a relevant certificate in training and coaching would be considered an advantage.

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

Criteria	Weight	Max. Point
<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)