

# **REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING SERVICES – FIRMS SELECTION**

**Republic of Serbia**  
**ENABLING DIGITAL GOVERNANCE PROJECT(EDGE)**  
Project ID No. P164824

**Assignment Title:**  
**Change Management and Institutional Strengthening, Reference No. SER-EDGE-  
QCBS-CS-19-04**

The Republic of Serbia has received financing in the amount of US\$ 50,000,000 equivalent from the World Bank toward the cost of the Enabling Digital Governance Project (EDGE), and it intends to apply part of the proceeds to payments for goods, works, non-consulting services and consulting services to be procured under this project. This project will be jointly financed by the Republic of Serbia in the amount of US\$ 5,000,000

## **Scope of Work**

In order to seamlessly implement the changes e-Government initiatives bring and enhance absorption of e-services, Consultant firm will be required to conduct awareness raising and change management activities aimed at relevant stakeholders, providers of government services, and OITeG staff in particular.

The Consultancy should undertake the following activities in three sequential project phases, with a total duration of three years.

## **Phase I – Developing Strategic approach toward change management – Strategic Framework**

Keeping in mind the potential risks arising from the resistance to change from different stakeholder groups, it is critical that the project minimises potential negative effects of change by applying principles of empowerment, motivation, communication, integration, and collaboration among these stakeholders.

The consultancy will develop a Change Management Strategic Framework (CMSF) and Action Plan which will support the necessary changes in the way that public servants do their work as well as the way citizens and businesses interact with the administration in the context of increasing e-services. Following the adoption of the CMSF and Action Plan by the OITeG, the consultant will support implementation of the CMSF. The main objective is to provide and enable implementation of necessary changes and to raise the awareness and understanding of the benefits these changes will bring.

The Change Management Strategic Framework should include the following:

- 1) An analysis of the eGovernment services implementation scope in accordance with National Plan for Development of eGovernment and similar reform policies and impact on government employees, as well as service end-users (Inception report)
- 2) Execution of specific stakeholder analyses and mapping of different stakeholder groups based on their power and attitude toward changes, geared at identifying potential sources of resistance to change as well as reform champions

- 3) Preparation of a high-level and operational risk assessment to identify the potential sources of resistance to the Project in order to develop proper mitigation plans and develop a well-targeted change management plan
- 4) Proposal of the change management program governance structure, which will rely on the EDGe project implementation structure
- 5) Definition of strategic approach to be utilized for different stakeholder groups
- 6) Proposal of a Training Needs Assessment (TNA) for each defined stakeholder group and the OITeG staff, reflecting the abovementioned risk assessment

Based on the defined Strategic Framework, detailed Action Plan for focused change management should be developed within Phase II.

### **Phase II – Developing Change Management Action Plan**

Based on the developed Change Management Strategic Framework, a detailed Change Management Action Plan will be developed, which should encompass activities, initiatives and communication messages for each stage of the project, ensuring complete engagement of all relevant stakeholders. Activities and initiatives within the action plan should be based on the following (may include but not be limited to):

- 1) In cooperation with the Communications Specialist, design key messages for each of the defined implementation stages and for different stakeholders
- 2) Design and development of detailed change management training curriculums in accordance with the developed TNA for defined stakeholder groups and the OITeG which target group members (employees) will have to attend
- 3) Identification of reform e-Government champions in the public sector (individuals supporting the change)
- 4) Design of on-boarding process and roles for identified reform champions
- 5) Detailed activities for rolling out the change management action plan
- 6) Creation of initiatives and procedures related to collecting employees' feedback and opinions
- 7) Strategy for sharing quick wins related to the implementation in coordination with Communications Specialist

Activities within action plans should be defined with adequate level of details, suggesting timeline, key milestones, interdependencies between the activities, needed resources, baseline and target values of performance indicators as well as roles and responsibilities for conducting activities.

### **Phase III – Implementation of the Change Management Action Plan**

The implementation phase will begin after the acceptance of the Action plan by the PIU, WB and OITeG. In order to execute planned activities, there is a need to establish strong governance structure for managing dissemination of capacity building activities throughout the whole Government network. The Consultancy should prepare and define the governance structure and define roles and responsibilities, processes and communication lines, since they are a prerequisite for effective programme implementation.

Proper programme management tools, for tracking projects progress, activities, risks and issues should be defined and used for change management implementation. Consultant firm will be accountable for proper project management, in line with the timeline and resources defined in the action plan.

Implementation phase will include execution of the activities, defined in the Change Management Action Plan (may include, but not limited to):

- 1) Deployment of change management training curriculums for each target group which target group members (employees) will have to attend as defined in Action Plan
- 2) Ongoing identification of reform champions (individuals supporting the change) and incorporation of these change agents into the implementation process.
- 3) Deployment of on-boarding process and roles for identified reform champions
- 4) On-going communication of the expected changes
- 5) Change management training delivery
- 6) On-going support for stakeholders in their day-to-day tasks (e.g. Mentoring program)
- 7) Implementation of initiatives and procedures related to collecting employees' feedback (opinion and evaluation)
- 8) Implementation and sharing of quick wins related to the implementation

Timely feedback collection and performance assessment represents one of the key success factors of the change management execution. Continuous reporting system regarding projects progress, milestones achievement and performance improvement should be established. Measures for constant improvement should be implemented based on the practice gained feedback.

Contract duration: 36 months.

The detailed Terms of Reference for the above referenced consulting services is posted on the website of the Office for Information Technology and e-Government <https://www.ite.gov.rs/edge>.

The Central Fiduciary Unit (CFU) of the Ministry of Finance now invites eligible Consultants to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

In order to be selected, the Consultant firm must possess, at the minimum, the following qualifications:

- a) The Consultant firm must be a legal entity;
- b) The Consultant firm must prove its capability by listing its experience in previous five (5) years (2014-2018) related to:
  - Experience in e-Government / digital projects in Public Sector – minimum 3 projects, eGovernment experience in the South East European countries, experience with the EU accession country will be considered as distinctive advantage
  - Experience in training needs analysis, HR assessment for the governmental public sector institutions - at least 1 project in the area of the HR assessment/staffing needs analyses for successful implementation of e-Transformation
  - Delivering Change Management activities, training to public sector entities and leadership trainings, preferably through the use of on-line training and learning platforms - minimum 3 projects in capacity building and/or training delivery within Public Sector
  - Change management strategy development and/or implementation – minimum 5 projects in the area of change management in Public Sector
  - Engagement on Public Projects financed by International Financial Institutions (IFIs), Donors and/or respective governments in the field of Change Management for Public Administration – minimum 2 projects
  - Experience in online surveys in minimum 1 project

- Project management and backstopping capacity, that will secure successful execution of services.

As a proof, the Consultant firm shall prepare a table listing following information: name of the relevant assignments, short scope of work, year of contract's implementation, country/region, contact reference (name, e-mail, phone number).

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of the *World Bank's Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services (July 2016, revised November 2017 and August 2018)* (“the Regulations”) setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the *Quality and Cost-Based Selection* as set out in the Regulations.

Further information can be obtained at the address below during office hours 09:00 to 15:00 hours.

Expressions of interest in **English language** must be delivered in a written form to the **email** below, by **November 12, 2019, 12:00 hours, noon**, local time.

<b>Contact:</b>	<b>E-mail:</b>	<b>Address:</b>
To:	<a href="mailto:ljljana.krejovic@mfin.gov.rs">ljljana.krejovic@mfin.gov.rs</a> Ms Ljiljana Krejovic Procurement Specialist	Ministry of Finance Central Fiduciary Unit 3-5 Sremska St
Cc:	<a href="mailto:ljljana.dzuver@mfin.gov.rs">ljljana.dzuver@mfin.gov.rs</a>	11000 Belgrade, Serbia Tel/Fax: (+381 11) 2021587
Cc:	<a href="mailto:edge@ite.gov.rs">edge@ite.gov.rs</a>	