

**REPUBLIC OF SERBIA
COMPETITIVENESS AND JOBS PROJECT
Loan No. 8528 YF**

**REQUEST FOR EXPRESSIONS OF INTEREST FOR
INDIVIDUAL CONSULTANCY SERVICES**

**ANALYTICS AND DATA SPECISLIST
FOR MONITORING AND EVALUATION (ref. 1A.1.10)**

Republic of Serbia was granted a loan from the International Bank for Reconstruction and Development to improve the competitiveness and employment toward the cost of the Competitiveness and Jobs Project (Project) and intends to apply part of the proceeds to payments for individual consultancy services under this Project.

Public Policy Secretariat of the Republic of Serbia (PPS) needs to engage (contract) **FOUR Analytics and Data Specialists for Monitoring and Evaluation.**

Background

The main goal of the Project is to improve the efficiency and coordination of selected public programs to mitigate the constraints for competitiveness and job creation, including investment and export promotion, innovation, active labour market programs, employment mediation and activation of users of social assistance. The Project incorporates three ministries — the Ministry of Economy (plus its development agencies), Ministry of Education, Science and Technological Development, Ministry of Labor, Employment, Veteran and Social Affairs and the Public Policy Secretariat (PPS) in implementation and piloting of the policy planning, monitoring and coordination (PPMC) System. Through the PPMC System, the three Ministries' and participating agencies, with leadership and support from the PPS, will set performance targets on competitiveness and jobs, monitor and evaluate progress, conduct analysis, and contribute to policy development in the Republic of Serbia. The Project is expected to lead to better designed and better coordinated policies, since it is anticipated that, through piloting the PPMC System, they will become part of a clear, strategic framework with a robust monitoring and evaluation system. The central institution responsible for coordination of the project is the PPS, with the assistance of Project Implementation Unit (PIU) established in PPS, as a technical coordination unit of the project. The PPS will lead the implementation of the PPMC System, and coordinate the gathering and processing of the results of the monitoring, reporting, fiduciary functions and safeguard procedures, in close cooperation with the institutions participating in the project.

During the implementation of the Project, the need for capacity building was identified since the public administration has not yet developed sufficient capacities in the area of analytics and data collection and processing for monitoring and evaluation purposes. Available data are not always organized in the manner that supports decision-making, they are not collected in a systemic way nor they provide a comprehensive picture of various significant topics. This hampers the successful monitoring of action plans and the formulation of new evidence-based policies, which are crucial components of the Result Based Management (RBM) based PPMC system. The PPS needs to engage 4 (four) Individual Consultants in parallel for the position Analytics and Data Specialist for Monitoring and Evaluation to conduct training of the staff in institutions participating on the Project, as well as staff of other institutions of the Government.

Objective of the Assignment

The objective of this assignment is to train the staff of government institutions participating on the Project and other relevant institutions in analytics and data collection and processing. These trainings are intended to be in line with existing trainings for civil servants on the topic of monitoring and evaluation, held by PPS staff, in cooperation with Human Resources Management Service of the Government.

Alignment between the strategic priorities of the Government and the program budget is a necessity for a modern and efficient public administration and one of the priorities of the Government of Serbia. In order to achieve that, this program is focused on improving the management system of public policy of the Government and the medium-term planning in public administration bodies. Established system of strategic planning contributes to achieving strategic objectives of the Government, should be supported by the implementation of the strategic goals and by the ability of decision-making based on relevant data. The establishment of strategic management ensures that the Government's consideration of strategic priorities is evidence based - carried out with consideration of the economic, political and social situation, the strategic priorities and development goals that are harmonized through the synchronization of the various planning documents of the Government (as documents of development planning, policy documents and planning documents such as the medium-term, financial and other plans), with established close link between the strategic priorities and budget preparation process.

As a pillar of the evidence and RBM PPMC, monitoring of implementation and results, as well as an analysis of the effects of public policy has great significance in the process of policy-making and directly contributes the decision makers of public policies that the measures of implementation of their goals is based on objective data. For that purposes, it is necessary to strengthen capacities of participating institutions in a field of applied statistics, data management and analytics. Therefore, the objective of the present assignment is to develop and deliver an adequate curricula, tailored in accordance with current level of Governmental capacities and specific needs for their improvement.

Scope of work

PPS prepares the Action Plan for the Implementation of the Government Program (APSPV) that defines governmental priorities, expected results and time for their achievement. After the appointment of the new Cabinet, PPS initiated and coordinated new RBM based process of preparation of the new APSPV. All ministries, different governmental organizations, as well as the National Bank of Serbia participated in the process. Among current policy framework, 32 objectives from existing policy papers are decided as priority ones, divided in four groups (Connecting with EU and the World, Creation Economic Opportunities for All, Better Public Services, Human Rights and Security), building basic coherent and implementable policy framework, provided with agreed and adopted M&E Framework (with defined indicators, base and target values, and annual intermediary targeted results). By that, the Project's policy framework, as well as its PPMC System, are merged into the overall ones.

Through the RBM based process of its preparation, implementation, monitoring and evaluation, the APSPV is introduced as a main instrument for the public policy coordination at the governmental level, aimed to ensure achievement of development priorities at the national level. Although coordination of the APSPV process is not directly embedded in the Project, it is closely connected with it, not just because the leading role of the PPS, but primarily because it represents introduction and development of the PPMC System on the governmental level through the top-to-down approach, providing basis for coherent policy framework, strengthening of the institutional framework and coordination functions, as well as an instrument for M&E of governmental priorities.

Successful implementation of RBM methodology is not feasible without properly trained personnel, capable of collecting and processing data and reporting on the findings. However, during the implementation of the PPMC/APSPV exercise up to date, it was noted that one of the obstacles in results monitoring is weakness of data management and lack of analytical skills of the process participants (institutional capacities), as well as their lack of understanding of connection between data itself and its processing and analysis.

The training provided by four Individual Consultants will cover general topics in data management – general data collection, analytics and processing, as well as these for RBM/PPMC process feeding purposes. The training should be tailored for all the participants' capacities and needs. Capacity building of the participants will be further improved with practical exercises and most common challenges which will be also covered through this interactive training.

Training targets institutions (ministries and public agencies) involved up to now into the APSPV/PPMC actions, and their civil servants identified during the process as a key staff, mainly operational and technical on the middle and higher levels, necessary for further actions in that course Training is to be provided for around 60 participants in total, divided into 4 (four) groups. The Individual Consultants will train in parallel these 4 (four) groups which will consist of approximately 15 persons each. The total duration of trainings for each group will be around 20 hours and will be divided into several parts for the period of 2 months.

The Individual Consultants will provide training in accordance with the curriculum they are to develop. The curriculum and training materials need to be agreed between all four Individual Consultants and the PPS. Within five working days after signing of the contract between the PPS and each of the Individual Consultant, the curriculum will be mutually agreed between the PPS and the Individual Consultants. In ten working days after contract signing the training materials need to be also agreed between the PPS and the Individual Consultants. Curriculum should cover:

- Basic statistical terms;
- Measuring/surveying - Methods for data collection, data sources (official statistics, administrative sources, surveys, internet, accounting, etc.), quality and appropriateness of the data and methods of verification, overview of general data analytics approaches and methodologies, factors determining the applicability of data and data analytics for specific purposes;
- Types of indicators - Usage of measurement in the management and decision-making on public policy (from topics of general social and economic interest);
- Practical techniques of data analysis required for the conclusion and decision support - Significance of the reference value while making a conclusion and a way how to gain access to it, monitoring trends (the problem of seasonality), benchmarking aka cross-section comparison, rankings, indexes, techniques for isolation of the impact of one or more individual factors and forecasting capabilities - basic information;
- Interpretation of data, steps in applying data analytics to policy evaluation, making conclusions and providing support to the decision-making;
- Establishment of reporting system - formulation of findings and recommendations, reporting as the product of monitoring and evaluation of public policies as a basis for revision and future planning (evidence based policy making), information and outputs of data analysis, data visualization that makes the findings of complex analysis easily accessible to policy makers.

Experience and Qualifications

The Candidates will be evaluated with following criteria:

General qualifications: 10

- Postgraduate academic or professional degree (master's degree, specialist academic degree, or specialist professional degree), or graduate degree awarded following the completion of a course of study of at least four years' duration;

Adequacy for the project and experience: 70

- At least 10 years of relevant work experience in analytics and data collection and processing,
- Experience in public administration sector (preferable),
- Practical experience in training and capacity building on national level in a field of applied statistics, data processing, and/or another relevant field,

Language and communication: 20

- Highly effective writing and oral communication skills,
- Spoken and written Serbian and English language skills.

Timing and Duration

Each of four Individual Consultant will be engaged for a period of around three months with the total time effort of 20h for conducting trainings and additional 10h for training preparation (30h in total).

The Project Implementation Unit within the Public Policy Secretariat of the Republic of Serbia will administer the Contract with the selected consultant. The Public Policy Secretariat now invites eligible individual consultants to indicate their interest in providing the services.

The individual consultants will be selected in accordance with the procedures set out in the World Bank's [Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers January 2011 Revised July 2014](#)

Interested and eligible individual consultants for this position should send Expression of Interest, together with information on relevant experience and CV in English, by e-mail (with the exact title of the position in the "Subject" of the e-mail) to the contact information listed below.

Expressions of interest must be delivered by **April 10, 2017, 12:00 Noon, local time.**

Contact:

Milena Kostadinovic
Procurement Specialist
Project Implementation Unit
Public Policy Secretariat
10 Vojkoviće St
11000 Belgrade
Republic of Serbia
Tel: +381 11 333 41 19
E-mail: piu@rsjp.gov.rs (cc: milena.kostadinovic@piu.rsjp.gov.rs)