



Serbia - Public Sector Rightsizing and Restructuring (P158875)

EUROPE AND CENTRAL ASIA | Serbia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 1 | ARCHIVED on 22-Jun-2017 | ISR28442 |

Implementing Agencies: Ministry for Public Administration and Local Self-Government, Ministry of Finance

Key Dates

Key Project Dates

Bank Approval Date:21-Apr-2016

Effectiveness Date:22-Sep-2016

Original Closing Date:30-Jun-2018

Revised Closing Date:30-Jun-2018

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The objective of the Trust Fund is to assist the Republic of Serbia in improving the organizational and functional structures of its public administration system in accordance with the Strategy for Public Administration Reform.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	--	● Moderately Satisfactory
Overall Implementation Progress (IP)	--	● Moderately Satisfactory

Implementation Status and Key Decisions

Following the formation of new government after elections in 2016 the Grant Agreement for the project was signed in September 2016. The Change Management Support Team (CMST) was fully staffed by November 2016 and the work plan has been approved by the MPALSG and the World Bank.

After the slow start in implementation of activities, the CMST has made moderate progress since its inception. The CMST is providing valuable support to the MPALSG in the implementation of the PAR Strategy and together with a line ministers works on operationalization of recommendations coming from functional reviews done by the Bank.



The CMST and MPALSG should invest additional efforts to boost implementation in order to complete all activities envisaged by the project by June 2018. The Bank team and MPALSG will closely monitor project implementation and provide support where needed.

Risks

Overall Risk Rating

Risk Category	Rating at Approval	Previous Rating	Current Rating
Overall	--	--	● Moderate

Comments

The team monitors the risks using the table below.

RISK	IMPACT & PROBABILITY	MITIGATION MEASURE
Limited implementation capacity within CMST, MPALSG and line ministries slows progress of activities Limited implementation capacity within agencies slows progress of activities.	Medium impact Low likelihood	Boost capacity to operationalize recommendations from functional reviews within the CMST and MPALSG by recruiting part time procurement specialist who will help with procurement plan. Parallel to this ensure knowledge transfer by pairing CMST consultants with civil servants from the MPALSG. Continue working with the senior management in line ministries to ensure appropriateness of proposed reform activities.
Government's commitment to implementing the reforms	Medium impact Medium likelihood	The CMST will propose reform options as well as change management strategies to facilitate their implementation. These strategies will consider the interests and views from key stakeholders. However, reputational risks for the WB may arise if the recommendations include reforms with high political costs.
Lack of capacity in line ministries to actively engage and co-create solutions	Medium impact Medium likelihood	The CMST will engage with senior and middle management in line ministries to tailor appropriate mechanisms for implementation of reform recommendations and to secure ownership. Where needed the CMST will suggest recruitment of additional short term expertise in areas where line ministries lack capacities to implement reforms.
Coordination between public administration reforms and public finance reforms	High impact Medium Likelihood	The CMST, together with the Bank team, will advise MPALSG and line ministries on how to ensure that reform recommendations are appropriately reflected in the state budget.

Results

Project Development Objective Indicators

► Change Management Support team established at the MPALSG (Yes/No, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	Y	Y
Date	15-May-2016	--	14-Jun-2017	02-May-2018
Comments GA signed on September 20, Change Management Support Team in MPALSG in November 2016.				

►Change Management and Communication Strategy developed and implemented (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	01-Jun-2016	--	14-Jun-2017	02-May-2018
Comments The CMST is finalizing Change Management Strategy and Communication Strategy based on the comments from MPALSG.				

►Develop Roadmaps for implementation of recommendations form functional reviews (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	4.00
Date	01-Jun-2016	--	14-Jun-2017	02-May-2018
Comments The CMST is finalizing a roadmap for implementation of recommendations from Horizontal Functional Review and Vertical Functional Review of the Ministry of Finance. The remaining vertical functional reviews (Ministry of Agriculture and service delivery) will be delivered by June 30, 2017.				

Overall Comments

**Intermediate Results Indicators**

▶Number of training for participation in functional reviews (Number, Custom)


	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	9.00
Date	03-May-2016	--	14-Jun-2017	02-May-2018

Comments

No progress at this stage. The CMST is preparing a training plan which will be presented to the MPALSG and WB.

Overall Comments

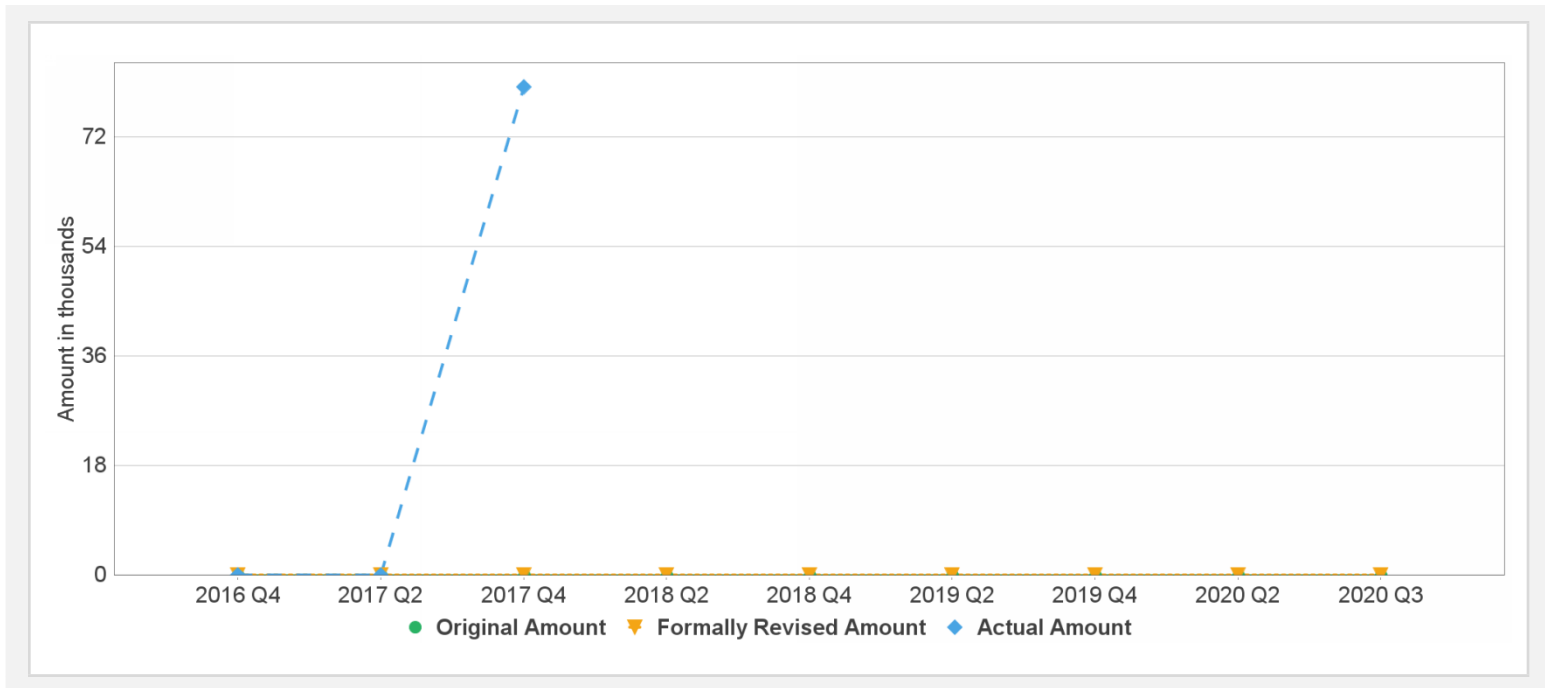
Data on Financial Performance**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P158875	TF-A2475	Effective	USD	0.58	0.58	0.00	0.08	0.50	 14%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P158875	TF-A2475	Effective	20-Sep-2016	22-Sep-2016	22-Sep-2016	30-Jun-2018	30-Jun-2018

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.