

**Position Description****Title:** Sr. Public Sector Specialist**Grade:** GG**Department/Division:** Public Sector and Governance Group/Latin America and Caribbean Region (LCSPS)**Location:** Washington D.C.**Appointment Type:** Coterminous Term**Duration:** 2 years**Hiring Manager:** Nick Manning

The Public Sector and Governance group in the Latin-America and Caribbean region at the World Bank is looking for a Senior Public Sector Specialist to assist in coordinating the Public Sector and Governance Group Program in Mexico.

This is an opportunity to work within the World Bank and with a major OECD government in introducing a series of cutting edge reforms in government at a critical time.

The Sr. Public Sector Specialist will report to the Public Sector Manager and will coordinate his/her work with the task managers of the Public Sector operations.

BACKGROUND

The 2007-2012 Mexican National Development (NDP) outlines ambitious goals to improve the Federal Public Administration's "management, processes and results" by prioritizing government efficiency and efficacy. It recognizes that the implementation of strategies that enhance public management performance is pivotal to improve service delivery and satisfy citizen needs. The NDP sets out five main objectives to address this over-arching goal:

- i) Increase government standards of efficiency and efficacy through the systematization and digitalization of all administrative procedures, as well as by fostering information technologies and communications for public management;
- ii) Gain efficiency in public sector operations and in agency and state spending;
- iii) Professionalize public service to improve performance within the organizational structure of the Federal Public Administration;
- iv) Adopt a model for results-based budgeting that supports accountability and generates the necessary incentives for the Federal Public Administration to accomplish planned goals; and
- v) Evaluate the performance of government programs and their impact upon the population.

These Government objectives are focused on enhancing the quality of public expenditures by instituting improvements throughout the Ciclo Hacendario, i.e. from planning through execution to audit and evaluation. The government is following a 3-pronged strategy for improving public expenditure management – (i) strengthen the foundation of fiscal planning and accountability to ensure compliance with revenue and expenditure management rules throughout the public sector while simultaneously (ii) establishing a focus on expenditure efficiency through (iii) the achievement of key results.

To support these objectives, the Bank has developed a Memorandum of Understanding (MoU) with the Government of Mexico. The MoU defines how the Bank will provide three types of services:

- *Strategy and Coordination Services*: Policy dialogue, expertise and advice on designing and implementing strategies and assembling resources (funds and expertise) to achieve growth and poverty reduction in countries and to address matters of global, regional and sector significance.
- *Financial Services*: Loans, hedging products, guarantees, asset management services, and treasury management services.
- *Knowledge Services*: Research and expert services at the country, sector and global level through: project cycle work, analytic work, training, institutional capacity building, technical assistance and other advisory engagements including Fee-Based Services.

The current services being provided by the Bank are as follows:

Strategy and Coordination Services	
<i>Consultation Process for Performance Informed Budgeting for sub-national governments – SHCP and selected sub-national governments</i>	To ensure that sub-national governments have the necessary conditions and commitment to implement Performance Informed Budgeting reforms, the Bank has established a consultation process with SHCP to define which states may be eligible to participate.
<i>High-level policy dialogue sustained with the Government and the provision of day to day advice on key topics of performance-informed budgeting and on issues arising from the economic crisis -SHCP</i>	The Bank is providing ad-hoc technical assistance on high level policy dialogue to the Office of the Vice-minister of Expenditure. The objective of this dialogue is to provide informal but solid guidance and recommendations to the Vice minister's team on how to address pressing public sector management issues. The latest discussion undertaken between the Public Sector Group and the Government within the context of the financial crisis which consisted of a series of panels of high level reviewers set up by the group to provide the Vice-ministry with pragmatic, results-oriented just-in-time advice. Pressing topics addressed to date include: how to accelerate investment expenditures; performance-informed reprioritization for the next budget preparation; and the institutionalization of evaluation within SHCP.
Financial Services	
<i>Results-Based Management and Budgeting Project</i>	The principal objective is that Federal departments and agencies in Mexico provide decision makers and the public with rigorous, timely, user-friendly information on the efficiency and effectiveness of government organizations and program expenditures. The main counterparts for this operation are the <i>Secretaría de la Función Pública (SFP)</i> and the <i>Secretaría de Hacienda y Crédito Público (SHCP)</i> .
<i>Customs Institutional Strengthening Project</i>	The principal objective of this technical assistance project is to improve the efficiency of Customs processes thus contributing to improve Customs performance, Mexico's competitiveness, and facilitating trade.
<i>State Judicial Modernization Project</i>	The Project was originally designed to provide a number of States with support for the implementation of Judicial Modernization Plans prepared with Bank assistance. However, BANOBRAS was unable to respond to the demand from the states mainly due to non-competitive financial terms and failure to coordinate effective dialogue with the States' Executive Branches. The loan has been reduced to a US\$13.5 million to finance the Federal District (DF) Judicial Plan that is currently under way. The project is focused on ICT solutions that improve the quality of courts' management in terms of transparency and accountability, and provide more reliable services to DF Tribunal users.
Knowledge Services	
<i>Public Expenditure Review (completed in 2004)</i>	This analytical work confirmed that successful financial management and performance management-oriented reforms must be based on performance evaluation systems capable of tracking and ultimately improving the management of expenditures.
<i>Programmatic poverty analysis series</i>	This study included recommendations for strengthening Government accountability for service delivery to citizens.

<i>Institutional and Governance Review</i>	This analytical work advised on the need for public information on sector performance as a means to strengthen electoral accountability and democratic governance.
<i>Country Procurement Assessment Review</i>	The study included recommendations for improvements to the procurement system, some of which have already been integrated in the recently approved amendment to the Procurement Law.
<i>Program on Financial Management</i>	Recommendations for improving government accounting standards and systems with the goal of increasing the overall quality and harmonization (across different levels of government) of budget reports and financial statements. These recommendations were included in the new Government Accounting Law.
<i>Integrated Financial Management System</i>	The technical advisory services include the preparation of the Integrated Financial Management System's conceptual framework; improvements to the prevailing accounting system; evaluation of Information Technologies alternatives for the new system; and associated training. The services will contribute to build consensus and the robust technical underpinnings for a new generation of financial management information system (<i>Sistema Integrado de Administracion Financiera Federal</i>).
<i>Fee Based Services in the State of Queretaro</i>	Technical advisory services supporting the introduction of Performance Informed Budgeting.
<i>Diagnostic Methodology for Performance Informed Budgeting</i>	A new diagnostic tool aimed to evaluate eligibility of sub-national governments for the implementation of Performance Informed Budgeting systems is being developed in coordination with SHCP. This will serve as a "readiness assessment" both of a government's institutional and systems capacities to implement Performance Informed Budgeting and the monitoring and evaluation of public programs.
<i>Human Capital Improvement and Performance Indicators for Customs Administration</i>	The modest performance of the Mexican customs agency is recognized by the SAT's Strategic Institutional Development Plan 2007-2012 – and this activity responds to this priority requirement for improving the competitiveness of the Mexican economy.
<i>PEMEX Internal Regulatory Reform</i>	Technical support to improve PEMEX's operations through the reduction of operational transaction costs. The Bank's services are supporting PEMEX's internal regulatory reform agenda including diagnostics and an assessment of progress made and the implementation of a series of re-engineered business processes.
<i>World Bank/OECD Rapid Data Enhancement Program – Federal District Judiciary</i>	To further increase the overall transparency and accountability of the Judiciary, the Federal District Tribunal has agreed to join the Bank/OECD-supported Rapid Data Enhancement Program (<i>Programa Acelerado de Datos - PAD</i>) which is designed to improve the quality of statistical information generated by the Tribunal and to strengthen the capacity of a new statistical unit.

This is a complex set of activities requiring frequent interaction with senior government officials, problem-solving and an ability to bring in technical experts very quickly as problems or bottlenecks are identified.

The Senior Public Sector Specialist will not necessarily task manage individual projects or activities – although this is a possibility. Their primary task is to work with the task managers and government officials to ensure that this complex program is implemented efficiently.

DUTIES AND RESPONSIBILITIES

- Provide advice and specialized opinion on Public Sector policy issues and activities of the Public Sector Group in Mexico, and contribute new or innovative approaches that achieve results.
- Provide strong technical support to task managers and task teams for the design and implementation of the Public Sector Group's operations and activities in Mexico by preparing substantial segments of the operation and playing a key role in implementing the strategic direction of the work.
- Monitor the unit's work programs to ensure quality of deliverables and services
- Based on his/her knowledge of the Public Sector challenges in Mexico, provide substantial policy inputs for the Public Sector Strategy for Mexico.

- Prepare sound analytical and operational analysis crossing different areas of specialization required for the implementation of operations and activities in Mexico and understanding how the solutions affects the overall work program and the PSG strategy.
- Conduct and maintain the policy dialogue on public sector reforms with the Mexican authorities, often acting as an advocate within and outside the Bank for important policy and project proposals.
- Conduct or manage research on Public Sector policy issues.

SELECTION CRITERIA

- Advanced degree in public administration or related area plus a minimum of 10 years of relevant work experience in public sector management issues.
- Demonstrated expertise and extensive knowledge in the public sector management area.
- A sustained record of achieving significant operational impact/results on the ground in the public sector (management of public sector reforms or public sector programs) in initiating and implementing programs/projects with development impact, introducing innovations or replicating and customizing successful projects to meet client needs or significant experience in public sector management analytical work.
- Track record of innovation, leadership, and integrity in managing operational programs and projects.
- State of the art knowledge of a particular public sector area.
- Proven ability to integrate multi-sector approaches or activities to achieve effective results.
- Communicates effectively, utilizes negotiation skills and often acts as spokesperson/advocate within and outside the Bank for important policy and project proposals.
- Effectively implements sector strategies and policies, including policy dialogue with clients that takes their needs and constraints into account and achieves sustainable results on the ground.
- Ability to perform as an adviser.
- Ability to listen and integrate ideas from varied sources, create partnerships, and communicate to diverse constituencies inside and outside the Bank.
- Ability to work in teams and across organizational boundaries, respecting the views of others.
- Strong leadership and team working capabilities demonstrated through experience in leading policy dialogue activities and analytical or operational teams.
- Strong knowledge of Mexico's political and public sector background and challenges.
- Excellent written and oral communication skills.
- Knowledge of Spanish in addition to English is required.