

Terms of Reference

Consultancy Title: Consultancy to Review MECDM's Organizational Structure and Recommend a new Structure

Project Name: Solomon Islands Ministry of Environment, Climate Change, Disaster Management and Meteorology Capacity Development Project (SIMCAP).

Duty Station: Honiara, Solomon Islands.

Duration of the Contract:

- 100 working days over the period of 5 months.
- Starting date: 10th April 2017.
- End Date: 1st Sept 2017.

Objectives of Consultancy:

1. To assess the effectiveness and efficiency of MECDM's current organizational structure in achieving its mandate, mission and goals;
2. To identify, outline and assess the costs and benefits of potential options for a suitable new organizational structure; and
3. To recommend and describe in detail a new organizational structure for MECDM.

Background

The Solomon Islands Ministry of Environment, Climate Change, Disaster Management and Meteorology Capacity Development Project (SIMCAP) is funded by UNDP in collaboration with the Solomon Islands Government to address the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) functional capacity issues including related to corporate planning, coordination, human resource development (HRD) planning and monitoring and evaluation. The project aims to address functional capacity constraints in a systematic manner that is consistent with national policies, processes, systems, etc.

During recent years there have been a significant increase in the number of staff as well as projects in MECDM, there are gaps with regard to effectively undertaking and meeting some of its mandated functions and responsibilities and potential new areas of work and opportunities have emerged. Therefore it has been decided to undertake a review of MECDM's current organizational structure and assess the costs and benefits of potential options for a suitable new organizational structure. Based on the results from this consultancy MECDM plans making a formal submission for a new organizational structure to the Ministry of Public Service.

Activities

The scope of work for the consultancy will include, but not necessarily be limited to, the following activities:

REGARDING INCEPTION NOTE

- i. Study and review relevant initial background materials; and,
- ii. Write-up an inception note comprising: a) the successful Contractors understanding of the consultancy and associated tasks; b) proposed final approach including specific method(s) and guiding principles; c) final proposed work plan for the consultancy; d) identification of issues crucial to the viability of the consultancy; and e) comments on this TOR. Subsequently, if required and approved by UNDP and MECDM the activities can be elaborated, modified, etc.

REGARDING DE-BRIEFING NOTES

- i. Prepare a debriefing note from each mission to Honiara, Solomon Islands covering key findings, issues and recommendations.

REGARDING REVIEW DOCUMENT OF MECDM'S ORGANIZATIONAL STRUCTURE

- ii. Facilitate participation and input from staff representing all levels within the Ministry including consult during the whole process with MECDM Executive Management; Environment & Conservation Division; Climate Change Division; Disaster Management Division; Metrology Division; Corporate Services Unit; Programme Management and Coordination Unit and associated staff;
- iii. Consult during the process as appropriate with relevant MECDM external stakeholders such as the Ministry of Public Service; Ministry of Development,

Planning and Aid Coordination; Ministry of Finance and Treasury; Ministry of Provincial Government, etc.;

- iv. Detail the approach and methodology(ies) for the review;
- v. Consult relevant background documentation on MECDM's past and existing organizational structure(s) and performance as well as the history, evolution and likely future directions considering relevant ongoing and/or planned public sector wide reforms;
- vi. Consult with stakeholders and clients, including MECDM staff, to understand their requirements and expectations for support from MECDM and as part hereof facilitate two consultation workshops, one MECDM internal (1-day) and one for relevant external stakeholders (1/2 day);
- vii. Describe in detail MECDM's current organizational structure including its structure and key processes and systems;
- viii. Briefly compare MECDM's current organizational structure with selected ministries in the Government of the Solomon Islands;
- ix. Assess the effectiveness and efficiency of MECDM's current organizational structure including how it is functioning (i.e. actually operates), where there are performance gaps and how performance relate to strategy. Specifically assess chain of command, span of control, degree of centralization, division of labour (specialization), degree of formalization (rules, procedures, and other mechanisms) and departmentalization (process of grouping jobs together in order to coordinate common activities and tasks); and,
- x. Identify current key problems that the organizational (re)design should correct.

REGARDING DOCUMENT ON PROPOSED NEW ORGANIZATIONAL STRUCTURE FOR MECDM

- i. Facilitate participation and input from staff representing all levels within the Ministry including consult during the whole process with MECDM internal stakeholders such as MECDM Executive Management; Environment & Conservation Division; Climate Change Division; Disaster Management Division; Metrology Division; Corporate Services Unit; Programme Management and Coordination Unit and associated staff;
- ii. Consult during the process as appropriate with relevant MECDM external stakeholders such as the Ministry of Public Service; Ministry of Development, Planning and Aid Coordination; Ministry of Finance and Treasury; Ministry of Provincial Government, UNDP, etc.;

- iii. Take into account and reflect as appropriate relevant Government of the Solomon Islands rules, regulations, guidelines, etc. with regard to the structure for Government ministries including process and requirements for formal changes to such;
- iv. Take into account and reflect as appropriate the mandate, mission and goals of MECDM including as legislated, relevant MECDM planning documents (including the MECDM Corporate Plan 2015-2015) and relevant Government higher level planning documents including the longer term strategic framework of the National Development Strategy (NDS) 2016-2035, medium term strategies (included in relevant sector and provincial development plans) and more immediate programs and projects (included in the Medium Term Development Plan (MTDP) 2016-2020 and the annual development budget);
- v. Assess relevant design principles (e.g. effectiveness, efficiency, clarity, simplicity, flexibility) and recommend specific design criteria to be applied during the organisational (re)design;
- vi. Identify and outline potential options for a suitable organizational structure;
- vii. Assess the potential options including costs and benefits of each option vis-à-vis the agreed to design criteria;
- viii. Based on the above mentioned recommend a draft updated/new organizational structure for MECDM covering strategic as well as key operational aspects;
- ix. Facilitate two consultation workshops, one MECDM internal (1-day) and one for relevant external stakeholders (1/2 day), including present the proposed draft updated/new organizational structure for MECDM and facilitate and record feed-back from participants; and,
- x. Based on feed-back from the two consultation workshops, prepare a final updated/new organizational structure for MECDM including associated organogram.

Outputs

- 1. Inception note;
- 2. Debriefing note(s);
- 3. Review document of MECDM's current organizational structure; and
- 4. Document on proposed new organizational structure for MECDM.

Resources not provided

- MECDM and UNDP will not provide office space for the consultant.
- Consultant will provide his/her own computer or laptop to support the assignment.

Supervision/Reporting

- Permanent Secretary, MECDM is the Primary Supervisor and Primary Client. Frequency: once a week, and if when required.
- SIMCAP Project Manager (Secondary Supervisor) Frequency: Once a week and if when required.
- The consultant administratively reports to UNDP and final products need to be signed off by UNDP in consultation with the government.

Requirement for Qualifications & Experience

- **Minimum educational qualifications**

Education:	<ul style="list-style-type: none"> ➤ Minimum of Masters in Human Resource Development, Monitoring and Evaluation, Public Policy, MBA or other relevant qualifications.
Experience:	<ul style="list-style-type: none"> ➤ 7-10 years of relevant professional experience in the areas of human resources management and monitoring and evaluation. ➤ Proven experience in review and organization restructure. ➤ Significant experience working with government agencies including Ministries. ➤ Significant relevant working experience in the Solomon Islands or other Pacific Island Countries. ➤ Excellent working knowledge of English.
Quality of proposal	<ul style="list-style-type: none"> ➤ Soundness of proposed approach and methodology including realistic work plan.

Proposal Requirements**Technical Proposal**

The applicant should submit the following documents:

- Technical proposal including a P11 form (available on the UNDP website;<http://www.pacific.undp.org/>, an updated current CV, contact details of at least three referees and a cover letter setting out how the applicant meets the selection criteria, and a proposed approach and methodology)
- Letter confirming availability and Interest using UNDP template (available on the UNDP website;<http://www.pacific.undp.org/>)

Financial Proposal

The consultant is requested to provide a quotation or the fees/cost (in USD) for the services which will be rendered using the following format.

Daily consultancy rates	A daily consultancy rate proposed by the consultant
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Air Ticket Estimate (UNDP will reimburse based on actual costs)	To and from Home country To and from respective duty station
Living Allowance	Based on the number of days spent at the respective duty station
Other miscellaneous expense	Please state

Travel; A minimum of two (2) missions to Honiara, Solomon Islands are expected (the first one to consult and collect information and the second one to present the main draft outputs/deliverables). All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

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.

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments 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, living expenses, and number of anticipated working days).

- **Financial proposal to be submitted separate from Technical proposal**

Outputs Payment Schedule

%	Outputs	Targets
10%	Following submission and approval of Inception Note by MECDM and UNDP.	April 29 2017
20%	Following submission and approval of debriefing notes by MECDM and UNDP.	May 12 2017
30%	Following submission and approval of review documents of MECDM current Organizational Structure by MECDM and UNDP.	Jul 03 2017
40%	Following submission and approval Of document on proposed new Organizational Structure for MECDM by MECDM and UNDP.	August 25 th 2017

Evaluation

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below: 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 weighting; 70%
- * Financial Criteria weighting; 30%

Only candidates obtaining a minimum of 70% out of 100% in technical evaluation would be considered for the Financial Evaluation

Criteria		Weight
Technical		70%
Education Minimum of Masters in Human Resource Development, Monitoring and Evaluation and Public Policy, MBA or other relevant qualifications.		15%
Experience <ul style="list-style-type: none"> ➤ 7-10 years of relevant professional experience in the areas of human resources management and monitoring and evaluation. ➤ Proven experience in review and organization restructure. ➤ Significant experience working with government agencies including Ministries. ➤ Significant relevant working experience in the Solomon Islands or other Pacific Island Countries. ➤ Excellent working knowledge of English 		45%
Quality of Proposal	➤ Soundness of proposed approach and methodology including realistic work plan.	10%
Technical Total		70%
<i>**If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.</i>		
Financial Proposal		30%
Cumulative		100%

Proposal Submission

1. **Deadline of application submission:** 31st of March 2017, 17:00 local time (GMT +11)
All applications must be submitted either electronically to lucas.toro@undp.org, or addressed under confidential cover to:

Consultancy to Review MECDM's Organizational Structure – SIMCAP Project
Attention: Lucas Toro, Procurement Assistant
UNDP Pacific Solomon Islands Office,
1st floor, ANZ Building, Ranadi, Honiara, Solomon Islands

Incomplete application will not be considered and only candidates for whom there is further interest will be contacted.

Further Information:

For further information concerning this Terms of Reference, contact Lucas Toro on email lucas.toro@undp.org or / telephone +677 27446 at United Nations Development Programme, UNDP Pacific Solomon Islands Office, 1st floor, ANZ Building, Ranadi, Honiara, Solomon Islands.