



## TERMS OF REFERENCE

<b>Location</b>	Honiara, Solomon Islands
<b>Application deadline</b>	13 June 2022
<b>Type of Contract</b>	Individual Contractor
<b>Title of the post</b>	Change Management Consultant in Disaster Management
<b>Languages required:</b>	English Solomon Islands Pidgin an advantage
<b>Duration of Initial Contract:</b>	120 days over 6 months

## BACKGROUND

### **IDRM Project:**

The UNDP Country Office in the Solomon Islands is implementing a range of projects in support of Sustainable Development Goals and the National Development Strategy 2020- 2035 one of which is related to Disaster Risk Management. Disaster Risk Management cuts across almost every Sustainable Development Goals particularly goals number 1, 11, and 13. UNDP's project on Integrated Approach to Disaster Risk Management in the Solomon Islands supports Strategic Goal Number Four of the NDS which calls for environmentally sustainable with effective disaster risk management, response, and recovery.

Funded by the Australian Government (Department of Foreign Affairs and Trade – DFAT), and implemented by UNDP, the IDRM project impact will be “Solomon Islands communities are more resilient to climate and disaster risks due to strengthened and inclusive DRM systems”. The outcome will be “Disaster management Institutions, policies, and operations are strengthened at National and Provincial levels to support community resilience”. The project responds and contributes to Outcome 1 of the UN Pacific Strategy 2018-2022: By 2022 people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability, and disasters; and environmental protection is strengthened. The structures defined in the National DM Plan 2018 will be the main vehicle for delivering the project outputs with technical inputs from all divisions of MECDM.

To achieve the outcome, the IDRM project supports i) strengthening Government institutions' capacity with improved policy and governance frameworks for gender-responsive DRM; ii) strengthened sub-national institutional arrangements to coordinate and implement gender-responsive DRM programs and promote community resilience; and iii) improved national and local level early warning systems, information, and knowledge management systems for DRM. Proposed interventions build on past, ongoing and planned initiatives and contribute to various policy frameworks listed in section 1.3. Legal, Policy and Institutional Arrangements for DRM. It will also establish synergies with the UNDP portfolio as well as COVID response and related recovery support.

**Context of the NDMO Change Management:**

The support for the NDMO Change Management Process is linked to output 1 which is “strengthening Government institutions’ capacity with improved policy and governance frameworks for gender-responsive DRM”. The National Disaster Management Office is an organization that surrounds itself with continuous learning given the volatility of its operating environment. It is an organization that survives and thrives in a constantly changing environment. This requires NDMO to have great agility and adaptability as it orients itself in routine disaster events as well as long-drawn-out events and sudden-onset events. Because of the hectic pace of its operating environment, it simply does not have the time to reflect meaningfully to drive the necessary organizational changes however it is dedicated to continuous learning.

The NDMO is established by the National Disaster Council Act of 1989 and provides the overarching legal framework for disaster management and disaster risk reduction in the Solomon Islands. Based on the NDC Act, institutional and operational arrangements have evolved over time.

The National Disaster Council (NDC) provides strategic institutional, policy, and funding support for DM and DRR. Chaired by the Permanent Secretary of the Ministry of Environment Climate Change Disaster Management and Meteorology (MECDM), the NDC reports to the Cabinet. The NDMO acts as the secretariat to the NDC. The NDMO is responsible for coordinating of response to all types of disasters. The revised Solomon Islands Disaster Management Plan 2018 provides the institutional and operational framework for managing disasters (and includes all-hazards preparedness, response and recovery). The Plan outlines the coordination and management arrangements at the national, sub-national, and community levels and recognizes the need for women’s involvement at all levels for effective disaster management. The National Disaster Operations Committee, chaired by the Director of NDMO is responsible for the coordination of disaster preparedness and response across the six sector committees of the disaster management arrangements. Recovering from disasters is led by the Ministry of National Planning and Development Coordination (MNPDC).

The sub-national arrangements mirror the national-level arrangements with slight variation across the nine provinces.

Since the endorsement of the National Disaster Management Plan 2018, the NDMO has been involved in managing a number of unprecedented events, including oil spills, civil unrest, and the COVID-19 Global Pandemic. These events have brought out their own unique challenges and opportunities as well.

The proposed change management initiative is driven by several factors which are both external and internal in nature but are necessary to maintain a dynamic modern organization that is fit to deliver on its legal mandate.

The Change Management Process aims to introduce:

- Revised Organizational processes to strengthen programme, operations, and corporate functions within the NDMO. Fit-for-purpose job descriptions, products of each section within NDMO, and overall corporate/ strategic process to support internal and external responsibilities.
- Stronger and more focused medium-term programme strategy that captures the broader DM, elements of resilience, and Humanitarian Action that provides guidance to the National

Disaster Council and its operational Sector Committees, CSOs, development partners, and private sector. This is to be supported by annual work plans and a monitoring framework that provides the basis for reporting on a periodic basis.

- A financial strategy and budget to support the implementation of the new NDMO that captures the internal government financial sources and external stakeholder support.
- New behaviors at the workplace, allowing staff and stakeholders to witness the benefit for the organization and thus based on the evidence internalize the change in their “ways of working”.

In connection with this, UNDP’s IDRM project will engage relevant experts at the national and international levels to support this initial phase of the Change Management process. The Senior IC will develop the Change Management Plan for the NDMO as well as oversee and support the development of the strategic plan together with the communications specialist.

## DUTIES AND RESPONSIBILITIES

### Scope of Work

The Change Management Consultant will facilitate Change Management Process by working with MECDM and NDMO in the following areas:

#### **Task 1: Undertake horizon- scanning for NDMO to assess/ affirm needs and opportunities for institutional transformation including identifying potential pain points and challenges to be addressed.**

- Review documents and engage with MECDM, NDMO staff, National Disaster Council, National Disaster Operations Committee, and other relevant government stakeholders to form a coherent rationale for change within NDMO.
- Consult with internal and external stakeholders especially the NGOs/ CSOs and the development partners to determine the strategic positioning of NDMO, its vision, mission, and broader plans.
- Assess the demand for NDMO’s services and capacity to deliver these. This may span across NDMO’s mandate in Disaster Risk Management, Disaster Management, and Humanitarian Action.
- Consolidate an inception report to reaffirm the rationale for change capturing the drivers for change, baseline status, and scale of activities needed to bring about the change to NDMO.

#### **Task 2: Develop a strategy for transformation in NDMO and a communication plan**

- Based on the inception process work together with the MECDM, NDMO, NDC, and N-DOC to develop a strategy for addressing those focal issues.
- In consultation with MECDM, NDMO, NDC, and N-DOC develop an approach to address those focal issues in a logical way.
- Define critical success factors, capacities, and changes required and define an action plan to address gaps and shortcomings.

#### **Task 3: Strategic Plan for DM and DRR**

- Identify broad strategies for DM and DRR in the Solomon Islands with a view to developing a strategic plan aligned to the Solomon Islands National Development Strategy 2016- 2030, Framework for Resilient Development in the Pacific (2017- 2030), and the Sendai Framework for Action (2015- 2030).

**Task 4: Design a systematic approach to supporting institutional transformation in NDMO.**

- Review the current staff structure of NDMO and the job descriptions according to the functional areas and propose different staff modeling options
- Review the business process to identify opportunities for improvement, build teams, resolve task management issues, training of new staff, and empowerment of staff.
- Looking at the various roles and responsibilities of NDMO and strengthening collaboration between the functional areas, key activities, and decision points within NDMO.
- Identify and map out the different workflows and propose areas for strengthening.

**Task 5: Finance Strategy for NDMO**

- Develop a finance strategy for NDMO in alignment with its new mission and goals that allow for growth and innovation. This should focus on ongoing programs, revenue, staff costing, and funding sources as well as general operating expenditures.

**Task 6: Develop an Implementation and Monitoring Plan for Change Management:**

- Implementation plan and success indicators for change management process.

**Expected Outputs, Deliverables, and Timelines:**

	Expected outputs /deliverables	Payment milestones	Deadline
1.	<b>An inception report:</b> The report should outline in detail the desk review and consultations undertaken to lead to the rationale for change, baseline status, and the scale of change.	20%	30 August 2022
2.	<b>Change Management Strategy and Communication Plan:</b> A report/ road map with at least two proposed approaches for undertaking Change Management in NDMO and a communication plan for disseminating the change management process	10%	16 September 2022
3.	<b>DM/ DRR Strategic Priorities:</b> Disaster Management and Disaster Risk Reduction Strategic Priorities based on SI NDS, FRDP, and Sendai Framework	15%	31 October 2022
4.	<b>Proposed Design of the new NDMO as an Organization:</b> A report containing proposed functional structure; revised job descriptions and proposed programs	20%	18 November 2022

5.	<b>Finance Strategy:</b> A report capturing current and future programs, revenue, funding sources, staff costs, general operating cost, and disaster operations costs.	<b>15%</b>	<b>2 December 2022</b>
6.	<b>Implementation and Monitoring Plan:</b> A report outlining, tasks, baseline targets, timeframes, success indicators, and budget as well as types of reports and reporting schedule	<b>20%</b>	<b>23 December 2022</b>

### **Institutional Arrangement**

The Consultant will report to the Project Manager, DRM Project, and work in close collaboration with Director NDMO or his designate. Reporting by the Consultant will be undertaken aligned to the deliverables. The success of the project depends on the timely delivery of each component. The Consultant should ensure timely identification of potential risks and signal any delays in deliverables. The reporting format will be further discussed between the DRM Project Manager, NDMO Director, and the Consultant.

Although the Consultant will be required to provide their own laptop, UNDP will provide additional IT support whenever required to ensure that the outputs are delivered in a timely manner. The Consultant will mainly. UNDP will hold the copyright of the assignment deliverables.

All in-country workshop costs will be covered by the IDRM project including printing and travel of participants from outside Honiara capital city. This also includes workshops at the provincial level if required.

### **Duration of the Work**

The Consultant is expected to commit, on a full-time basis, to a period between **1 July 2022 and 1 January 2023**, up to a **maximum of 120 working days** over the contract period.

### **Duty Station**

Due to current COVID-19 restrictions, this consultancy will commence the initial work off-site however will need to spend at least 50% of its time onsite to work with the IDRM Project Team, NDMO, and the relevant stakeholders.

### **Travel Plan**

The Consultant will be required to travel to be in the Solomon Islands from August to October to engage with the NDMO, NDC, N-DOC, and other stakeholders to develop the inception report, change management strategy, and the design of the change management plan.

Travel to provinces may be required during the assignment. In such cases, the IDRM Project will cover both air tickets and daily subsistence allowance within the country.

## **COMPETENCIES**

- Practical experience in public organizations at the national and regional level:
- Experience in formulating development strategies and policies:

- Experience in development research and report writing through a participatory approach.
- Excellent public speaking and presentation skills
- Ability to work efficiently in a team.
- Demonstrates commitment to the UN's mission, vision, and values;
- Demonstrates sound judgment, diplomacy, and sensitivity to confidential matters;
- Openness to change and the ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;
- Demonstrates integrity and ethical standards;
- Innovative forward-thinking, positive, constructive attitude to work; and
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.
- Excellent communication skills

## REQUIRED SKILLS AND EXPERIENCE

### **Educational Qualifications:**

- Master's degree in Public/ Business Administration, Economics, Public Management, Development Management, Public Policy, Human Resource Management, or other related disciplines.

### **Experience**

- Minimum 5 years of professional experience in leading Change Management processes in the private or public sector at the national and international level:
- Strong understanding of government policy and government administration as well as operation management in public service.
- Have working experience with the government sector in providing technical expertise in public service and/ or public management
- Experience in the change management process of National Disaster/ Emergency Management organizations would be a great advantage.

### **Language requirements**

- Fluency in the English language is required.
- Knowledge of Solomon Islands Pidgin is considered an asset.

### **Price Proposal and Schedule of Payments**

The consultant must send a financial proposal based on a **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fees, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be a fixed output-based price regardless of the extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per the below percentages:

- **Deliverable 1: Inception Report -20%**
- **Deliverable 2: Change Management Strategy and Communication Plan. -10%**
- **Deliverable 3: Strategic Priorities aligned to FRDP and Sendai Framework on DRR - 15%**
- **Deliverable 4: Proposed Design of NDMO -20%**
- **Deliverable 5: Finance Strategy -15%**
- **Deliverable 6: Implementation and Monitoring Plan -20%**

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel in a higher class he/she should do so using their resources

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging, and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, before travel and will be reimbursed.

### **Evaluation Method and Criteria**

Individual consultants will be evaluated based on the following methodology:

#### **Cumulative analysis**

The award of the contract shall 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 the set of weighted technical criteria (70%). and financial criteria (30%). The financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

#### **Technical Criteria for Evaluation (Maximum 70 points)**

- **Criteria 1** – Relevant education. Master’s degree in Public/ Business Administration, Economics, Public Management, Development Management, Public Policy, Human Resource Management, or other related disciplines. Maximum 5 points
- **Criteria 2** – Minimum 5 years of professional experience in leading Change Management processes in the private or public sector at the national and international level: Maximum 10 points.
- **Criteria 3** – Experience in the development of government policy and government administration as well as in operation management in public service. Maximum 15 points
- **Criteria 4** – Experience in the change management process of National Disaster/ Emergency Management organizations would be an advantage. Maximum 10 points
- **Criteria 5** - Proven experience to facilitate interactive and participatory training and workshops with diverse stakeholders across different sectors. Maximum 10 points.
- **Criteria 6**- Prior work experience with international organizations at the international level. Maximum 10 points.
- **Criteria 7** - Experience in drafting research and technical reports. Maximum 10 points.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Shortlisted candidates shall be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

#### **Documentation required**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into **one (1) single PDF document** as the application only allows to upload a maximum of one document:

- **Letter of Confirmation of Interest and Availability** using the template provided in Annex II.
- **Personal CV or P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment.
- **Financial proposal**, as per template provided in Annex II. Note: National consultants must quote prices in SBD.

Applications should be submitted to the following email address [procurement.sb@undp.org](mailto:procurement.sb@undp.org)

Incomplete proposals may not be considered.

#### **Annexes**

- Annex I - [Individual IC General Terms and Conditions](#)
- Annex II – [Offeror's Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template](#)

For any clarification regarding this assignment please write to [procurement.sb@undp.org](mailto:procurement.sb@undp.org)

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