TERMS OF REFERENCE

Consultancy for support to the preparation of a Change Management Strategy and Toolkit

A. Project Title

Digital Transformation Programme

B. Project Description

In 2020, the new Government administration established the first-ever Ministry of E-Governance (the Ministry) to coordinate the planning and implementation of E-Governance in Belize. The execution of the Ministry's mandate is led by the Ministry's E-Governance and Digitalization Unit (the Unit). As such, the Unit's primary role is to lead the digital transformation of Belize. Digital Government entails the digitalization of public service and utilization of ICTs as a core element in public administration to create public value. It requires strengthening the enabling environment and public governance to achieve a more open, efficient, and effective government. Digital Government represents the integration of ICT at all levels of society, thereby creating a digitally enabled society.

In October 2021, the Cabinet of Belize formally approved Belize’s National Digital Agenda 2022-2025. The National Digital Agenda presents a national vision and the Government's priorities over the next four years to embrace digital Government. This strategy highlights the need to address urgent challenges to strengthen the enabling environment, particularly the governance and institutional framework, legal framework, digital talent, and digital infrastructure and technological tools.

In 2022, the Unit with the support of UNDP drafted a Digital Government Bill which is currently being reviewed for enactment to strengthen the governance framework for digital government and adoption of e-governance across the Government. Based on these legislative and policy documents, the Unit has the overall responsibility to coordinate and execute all projects under the National Digital Agenda while providing support to the entire public service to adopt and execute e-governance within their Ministries. The successful implementation of the Unit’s legal and policy mandate requires a strong
institutional capacity to design, implement, and manage organizational changes to facilitate the adoption of e-governance and successfully implement the National Digital Agenda projects.

C. Scope of Work

UNDP requires the services of a consultant to develop a comprehensive change management plan for the National Digital Agenda, a change management toolkit for the E-Governance and Digitalization Unit, and to conduct capacity-building activities for the Unit to apply the toolkit to projects under the Unit’s execution.

1. Attend a project kick-off meeting with the Ministry and UNDP to discuss project objectives, approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
2. Draft and submit a work plan at the start of the consultancy indicating tasks and timeframes for completion of tasks. The plan should include the delivery of at least bi-monthly (twice a month) status updates on the progress of implementation.
3. Conduct a desk review of the National Digital Agenda and any related documentation for a comprehensive understanding of the current state and readiness for change across the Government.
4. Conduct an analysis of the Government’s change readiness and the Unit’s current change management capacity through various tools including but not limited to face-to-face interviews, change readiness tools, observations, workshops, and simulation exercises.
5. Prepare and deliver at least 2 workshops on change management and basic concepts to improve the Unit’s knowledge and understanding of change management implementation. The workshops should be interactive and include practical exercises, activities and tools.
6. Based on the 1.4 analysis, develop a draft “As-Is” needs assessment report detailing the Government’s change readiness, gaps, and Unit’s capacity to support the change management processes for the National Digital Agenda and in its individual projects.
7. Based on the analysis, develop a change management strategy for the National Digital Agenda. This process should be conducted through coordinated participation in at least 3 workshops (scoping workshop, validation, and launch sessions) which include key officials from the Ministry to discuss and co-design the Strategy. The Strategy must be actionable with a clear target vision, priority areas, key actions & projects, timelines, key performance indicators, and
resources needed, including the identification of profiles (skills) required to implement the strategy. It will also propose measures for its sustainability, monitoring, and evaluation. As part of said process, the consultant will also conduct at least two internal strategic planning sessions with the Ministry.

8. Develop a change management toolkit to support the Unit’s implementation of the change management strategy and application of change management processes in projects. The toolkit must include tools, templates, guidelines, and techniques to implement change management processes.

9. Prepare and deliver at least 4 workshops and practical sessions on the change management toolkit and its application to a real project. The case project will be determined by the Unit.

10. Prepare and deliver a final presentation to key stakeholders of the Government of Belize to raise awareness of the strategy and contribute to rallying support for the strategy.

D. Expected Outputs and Deliverables

a. **Deliverable 1**: Work plan, after contract signing, indicating all relevant activities, proposed timeline, and responsibilities to take place under the consultancy.

b. **Deliverable 2**: Draft *gap assessment report which is inclusive but not limited to processes, allocation of resources, capacity, knowledge, and communication*

c. **Deliverable 3**: Draft of the *Change Management Strategy*, with a clear target vision, priority areas, key actions & projects, timelines, key performance indicators, and resources needed, including the identification of profiles (skills) required to implement the strategy. It will also propose measures for capacity building, change management, communication, sustainability, monitoring, and evaluation.

d. **Deliverable 4**: Draft of the *Change Management Toolkit*, with tools, templates, guidelines, and techniques to implement change management processes.

e. **Deliverable 5**: Final version of the *Change Management Strategy and Toolkit*. This version must include comments provided by the Ministry and UNDP.

f. **Deliverable 5**: Final presentations (3) of the Strategy to the Government key stakeholders and the private sector.

All products must be submitted to the Unit in a format that facilitates use and in electronic format.
<table>
<thead>
<tr>
<th>Deliverable</th>
<th>working days over the 3 months</th>
<th>designation of person who will review output and confirm acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1</td>
<td>TBD</td>
<td>Director of the Unit and UNDP Programme Manager</td>
</tr>
<tr>
<td>Deliverable 2</td>
<td>TBD</td>
<td>Director of the Unit and UNDP Programme Manager</td>
</tr>
<tr>
<td>Deliverable 3</td>
<td>TBD</td>
<td>Director of the Unit and UNDP Programme Manager</td>
</tr>
<tr>
<td>Deliverable 4</td>
<td>TBD</td>
<td>Director of the Unit and UNDP Programme Manager</td>
</tr>
<tr>
<td>Deliverable 5</td>
<td>TBD</td>
<td>Director of the Unit and UNDP Programme Manager</td>
</tr>
<tr>
<td>Deliverable 6</td>
<td>TBD</td>
<td>Director of the Unit and UNDP Programme Manager</td>
</tr>
</tbody>
</table>

E. Institutional Arrangement

a) The consultant will report directly to the Director of the E-Governance and Digitization Unit. The director will sign off all approved deliverables in writing, which will later be approved by the UNDP Programme Manager for action payment.

b) During the first month of the consultancy, the consultant will meet with the director on a weekly basis to get the consultancy off the ground. Thereafter, a minimum of bi-weekly meetings will be held or as requested by the director. Reports will be presented to the Technical Working team; team members will be determined by the Director.

F. Duration of the Work

a. The consultant will be hired for a duration 36 working days over the time period of 3 months. The target start of work date is 26th September 2022 and the targeted end date is 31 December 2022.

G. Duty Station
a. Consultancy shall be performed remotely from the consultant’s location. The Consultant is expected to have their own equipment, office space, and internet connectivity, among others.

b. Consultant shall make himself/herself available for in-person meetings and collaboration upon request.

H. Qualifications of the Successful Individual Contractor

a. Minimum of an advanced university degree MSc/MA in organizational psychology, business administration, or a related field with a relevant combination of professional training, certification, and experience that would be helpful to the consultancy. At least five (5) years of experience in developing, implementing, and managing change management strategies for complex projects that incorporate new technology.

b. Experience in gap analysis.

c. Experience leading and conducting workshops.

d. Experience developing change management strategies and toolkits.

I. Scope of Price Proposal and Schedule of Payments

Payments shall be made after satisfactory submission and acceptance of the specified deliverables below according to (or ahead of) the stated schedules:

<table>
<thead>
<tr>
<th>Payment Schedule</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1</td>
<td>10%</td>
</tr>
<tr>
<td>Deliverable 2</td>
<td>20%</td>
</tr>
<tr>
<td>Deliverable 3</td>
<td>25%</td>
</tr>
<tr>
<td>Deliverable 4</td>
<td>25%</td>
</tr>
<tr>
<td>Deliverable 5 &amp; 6</td>
<td>20%</td>
</tr>
</tbody>
</table>

TOTAL 100%

J. Recommended Presentation of Offer

Interested bidders must submit the following:
a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP.

b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, workplan, a methodology, on how they will approach and complete the assignment.

d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

**K. Criteria for Selection**

This section will indicate all the criteria which shall serve as the basis for evaluating offers, which will done in the following manner:

a) Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70% and combined with the price offer which will be weighted a max of 30%.

**Submission of Application Package:**
Proposal are required to submit by email or in 1 sealed envelope clearly labeled **RFP: Change Management Strategy and Toolkit**

**United Nations Development Programme**
**Attn:** Procurement Associate
3rd Floor, Lawrence Nicholas Building. Belmopan
Cayo District, Belize, C.A.
**Tel:** (501) 822-2688, 0467, 4228
**Email:** procurement.bz@undp.org

**Deadline for Application:** Thursday, September 22, 2022 at 5:00 p.m.