

TERMS OF REFERENCE FOR CHANGE MANAGEMENT CONSULTANCY TO GUIDE IMPLEMENTATION OF HUMAN RESOURCES ACTIVITIES UNDER COMPONENT TWO (2) OF THE PUBLIC SECTOR MODERNISATION PROJECT

1.0 Background

The Government of Lesotho (GoL) through the Public Sector Modernisation Project (PSMP) spearheaded by the Ministry of the Public Service (MPS) aims to strengthen human resources management and effectiveness of Public Service delivery.

Under component two of the project, the ministry has engaged several consultancies to undertake Biometric and Payroll Census, Establishment Management Controls and Processes, Performance Management and other human resources functions underway.

The Government of Lesotho comprises thirty-five (35) Ministries and Agencies under Civil Service. The assignment focuses on both Civil and Teaching Services where human resources functions under the scope of the assignment are being addressed.

It is therefore imperative that proper change management interventions are employed to implement and sustain deliverables of these consultancies. This assignment will support a change management approach based on the principles of ownership, leadership, engagement, empowerment, integrity, collaboration among various stakeholders, and discipline in all activities.

2.0. DESCRIPTION OF THE ASSIGNMENT

The following is a brief overview of the assignment on Change Management, as well as the expectations of Ministry of the Public Service on the engagement of the Change Management Consultant.

The consultancy engaged will be required to assist with and take the lead where necessary to create awareness of the impact of the changed systems under the project.

3.0 Objectives of the assignment

The objectives of change management consultancy are to:

- 3.1 Provide change management guidance to the Ministry of the Public Service on the implementation of changes brought by Public Sector Modernization Project.
- 3.2 Strengthen capacity of human resources practitioners in change management.
- 3.3 Identify change management initiatives from all deliverables.

4.0 Scope and Deliverables:

4.1 The change management scope will cover the following: -

- Lead the diagnosis of the institutional arrangements, organizational structures and human resources, readiness for change, drivers for change and constraints that could hinder delivery of results;
- Manage the integration of Change Management processes to ensure project implementation and work streams
- Provide recommendations for addressing institutional and organisational issues and approaches that need to be changed in order to achieve the specific reform objectives;
- Develop and implement plans for leadership mobilisation and alignment with reform initiatives;
- Train change agents that will lead implementation
- Oversee and take accountability for the implementation of the change management plan in a timely and professional manner
- Negotiate and guide change agents to win-win solutions
- Weekly progress reporting and feedback to key stakeholders

4.2 The key deliverables will include the following:

- Program on stakeholders' sensitization aimed at assessing readiness for change, drivers for change and constraints that could hinder delivery of results and managing all resistances to the changes.
- Transition plan for the proposed changes including risks and mitigation
- Budget implications for change management plan
- Training reports and evaluation
- Monitoring tool that will be used by stakeholders to track implementation of deliverables.
- Report with recommendations on institutional and organisational issues and approaches that need to be changed in order to achieve the specific reform objectives.

5.0 Deliverables

Deliverables	Time Line
5.1 An inception report which shall include:- <ul style="list-style-type: none"> - Assessment of PSMP component 2 assignments to identify activities that require change intervention - Key Stakeholders consultations - Methodology and work plan for undertaking the assignment; - Preconditions for successful execution of the assignment; - Budget for logistics in undertaking the assignment 	Within two weeks from the commencement of the contract
5.2 Program on stakeholders' sensitization aimed at assessing readiness for change, drivers for change and constraints that could hinder delivery of results and managing all resistances to the changes.	Within two weeks after submission of the inception report
5.3 Transition plan for the proposed changes including risks and mitigation	Within two weeks after submission of the inception report
5.4 Training reports and evaluation	Within six weeks of submission of Inception report
5.5 Monitoring tool that will be used by stakeholders to track implementation of deliverables	Within four weeks after submission of inception report.
5.6 Report with recommendations on institutional and organisational issues and approaches that need to be changed in order to achieve the specific reform objectives.	Within two weeks after submission of monitoring tool

4 Timeframe

The assignment will be for a period of four (4) months from the commencement of the contract.

5 EXPERTS REQUIRED

The consultancy shall be required to field suitably qualified change management specialist who will report to Component 2 leader for the Ministry of the Public Service.

Experts' profile

a. Change Management Specialist

The Change Management Specialist will be responsible for change management interventions in all programs within Component 2 Strengthening Human Resource Management.

b. The expert should have at least 8 years previous Change Management experience with four (4) of those years working in the Public Sector. Demonstrated industry experience in HR Organizational Change Management is a pre-requisite while coaching and mentoring skills is essential.

c. A Master degree in Organisational Change or related field will be prerequisite.

Professional Skill Requirements:

- Excellent facilitation and communication skills
- Strong leadership skills; ability to influence others.
- Creative and innovative when necessary.
- Comfortable in a team environment, with strong group dynamics awareness and collaboration skills, combined with the ability and willingness to communicate with a wide variety of individuals and differing functional accountabilities.
- Customer focused and results oriented.
- Well-developed self-planning and organization skills including ability to work interdependently, prioritize activities, meet commitments, and proactively manage time and a heavy workload.
- Ability/desire to share best practices/key learnings (good & bad).
- Demonstrated leadership in public sector management