**Summary**

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| **Type of Contract (tick the appropriate box)** | **Consultant Contract- International** | **Individual Contractor: X** | Institutional Contract: **X** | TA |
| **Title of the assignment** | UNICEF Kenya Change Management Institutional Consultant for the 2022-2027 CPMP Formulation | | | |
| **Purpose** | Technical Assistance- Kenya Country Office CPMP | | | |
| **Location** | Nairobi, Kenya | | | |
| **Duration** | Mid July 2021 to Mid January 2022 | | | |
| **Start Date** | Mid July- TBD | | | |
| **Approved in the TA Plan** | Yes | | | |
| **Reporting to** | Anselme Motcho, Deputy Representative, Operations  Type of Supervision**:** Regular status update meetings related to outputs, provision of support and necessary documentation at all levels. | | | |

1. **Background**

The case for change is the formulation of the new five-year (2022-2027) UNICEF Country Programme and may entail revised HR strategy (new skills sets) due to revised country programme results/ outputs/outcome.

The Change Management Institutional Consultant (CMIC) will assist the UNICEF Kenya office in delivering a change management process leading to a re-alignment of its human resources structure and associated workforce that would enable the effective delivery of agreed programme results from both a programmatic and operational perspective. The consultant will focus on the people side of the change processes i.e. programme and operations sectoral structure vis-à-vis staff, overall office structure, job roles, and necessary capacity. The primary focus will be to create and implement change management plans that minimize staff resistance and maximize staff engagement.

The CMIC will be supervised by the Deputy Representative Operations and HR Manager with the Representative as the second reporting officer but would also work with others in the office to succeed i.e. staff associations, other teams and persons. It is expected that the CMIC will act as a guide to the senior management team in helping them fulfill the role of change sponsors. The CMIC will also support related change teams/task forces in integrating change management activities into their respective plans.

1. **Scope of Work**

Hence, to ensure informed decision in the change management process the following are the Roles and responsibilities of the CMIC:

* Using appropriate change management tools and practices, apply a structured change management methodology on the people side of change management.
* Work with communication, HR and Change Management teams in the formulation of plans and activities to support change management implementation.
* Identify potential people-side risks and anticipated points of resistance and develop specific plans to mitigate or address the concerns.
* Coordinate all Task Teams to ensure required outputs are realized.
* Be an active and visible coach to senior management who are the change sponsors.
* Advice and support the Change Management team to identify resistance and performance gaps, and work to develop and implement corrective actions
* Monitor Change Timeline and ensure full compliance of the stated activities/tasks.
* Create and enable reinforcement mechanisms and celebrations of success.
* Evaluate results and present findings in a logical and easy-to-understand manner.
* Office structure , staff numbers, programme and geographic coverage of the Country Programme:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Administrative structure** |  | **Federal/**  **Provincial**  **Location** | **Number of Employees** | **Number of Programs executed in 2015\*** | **Number of Programs under process (2021** | **Programme Geographic coverage** |
| **Head/Country/**  **Zonal office** | 1 | Nairobi | 140 | Outcome 1  Outcome 2  Outcome 3  Outcome 4  Outcome 5  Outcome 6 |  | Country wide (responsible to provide oversight in the 3 +1 Country/project offices) |
| **Zonal Offices** | 2 | Kisumu | 13 | Outcome 1  Outcome 2  Outcome 3  Outcome 4  Outcome 5  Outcome 6 |  | County |
| 3 | Lodwar | 13 | Outcome 1  Outcome 2  Outcome 3  Outcome 4  Outcome 5  Outcome 6 |  | County |
| 4 | Garissa | 16 | Outcome 1  Outcome 2  Outcome 3  Outcome 4  Outcome 5  Outcome 6 |  | County |
| 5 | Dadaab | 3 | Outcome 1  Outcome 2  Outcome 3  Outcome 4  Outcome 5  Outcome 6 |  | County |

1. **Specific Tasks**

**Work Assignments, Deliverables & Payment Schedule**:

|  |  |  |  |
| --- | --- | --- | --- |
| **Task to be Performed**  *(Indicate expected work to be performed.)* | **Deliverable(s)**  *(Specify final outputs.)* | **Work Schedule**  *(month/period covered)* | **TERMS OF PAYMENT**  *(no more than 30% advance/*  ***final payment no less than 10%)*** |
| Development of an overall change management plan, including initial internal training on change management in preparation for and in support of upcoming development of the CP and resulting structural changes to support the CP. | Develop a set of actionable and targeted change management plans – including communication and engagement plan, sponsor roadmap, identification of key stakeholders, and training plan.  The Kenya Change Management Team (ChMT) trained on basic change principles.  Selected staff trained on how to become change agents. | Mid-July 2021 | 20% |
| Development and implementation of change management tools, including the necessary identification and analysis of risks and opportunities. | Change management strategy, tools and methodology reviewed, developed based on a situational awareness of the details of the change and the groups being impacted by the change.  Risks and opportunities identified to ensure informed decision through office analyses (internal and external environment) using PEST analysis and/or SWOT analysis or other organization analysis techniques.  The analysis of programme Results and Strategies conducted using the  Situation Analysis/Programme Strategy Notes/Country Programme Document. | Sept 2021  Sept 2021  Sept 2021 | 20% |
| Re-alignment of organizational structure, workload analysis and skills assessment necessary to support the new CP. | Re-alignment of organization structure and matching of programme results and job roles/positions conducted in light of identified capacity needs and gaps.  Workload Analysis conducted.  Skills Assessment and Analysis conducted. | Oct 2021  Oct 2021  Oct 2021 | 20% |
| Development of supporting materials and draft CPMP encompassing the new structure and other PBR process documents. | Ensure respective Job descriptions/job profiles are revised, utilizing UNICEF standardized role profiles where applicable.  Ensure all CM documents are prepared including draft CPMP (based on UNICEF policy)for submission to PBR as per PBR requirement. | Nov 2021  Nov 2021 | 20% |
| Facilitation of a career workshop for those staff impacted by the abolishment of posts (if any) | Career workshop conducted for staff on abolished posts if any. | Dec 2021 | 10% |
| Documentation of the full change management process undertaken. | The change process is documented from inception to its conclusion. | Mid Jan 2022 | 10% |

Anticipated Travel Itinerary (Annex 1 – Please complete Travel Plan template - QTRP):

|  |  |  |
| --- | --- | --- |
| Item | Transport (USD) | DSA Total (USD) |
| International flight to Kenya |  |  |
| DSA Nairobi for senior staff consultation including staff Association 14 days x 2 persons. |  |  |
| 2 x 5 days trip to Kisumu (if it can be done despite covid-19) |  |  |
| 2 x 5 days trip to Garissa if it can be done despite covid-19) |  |  |
| 2 x 5 days trip to Lodwar ( if it can be done despite covid-19) |  |  |
|  |  |  |
| TOTAL |  |  |
| TOTAL travel and DSA |  |  |
|  |  |  |

1. **Qualifications or Specialized/Knowledge/Experience Required** *(Indicate skills and qualifications requirement):*

* Advanced university degree in business administration or similar discipline.
* At least 10 years’ experience and knowledge of change management principles and methodologies.
* Strong working knowledge of project management approaches tools and phases of the project lifecycle.
* Excellent communication skills – both written and verbal.
* Excellent active listening skills.
* Problem-solving and root cause identification skills.
* Strong analytic and decision-making abilities.
* Must be a team player and able to work with and through others.
* Ability to influence others and move toward a common vision or goal.
* Experience with the large-scale organizational change effort.
* Change Management Professional designation is an asset

1. **TECHNICAL EVALUATION CRITERIA AND WEIGHT ALLOCATION BETWEEN TECHNICAL AND PRICE PROPOSAL**

* Educational background – 30 points
* Relevant experience – 45 points
* Price proposal – 25 points