

## **Terms of Reference (TOR)**

**for**

### **ActionAid International Nepal's Change Management Process Consultant**

#### **1. Background and Overview**

ActionAid is a global justice federation working to achieve social justice, gender equality and poverty eradication. It was founded as a charity in 1972, and throughout its history it has innovated and evolved its approach to better address the structural drivers of poverty and injustice. ActionAid believes people living in poverty and exclusion have the power within them to create change for themselves, their families and communities and ActionAid is a catalyst for that change. ActionAid International Nepal (AIN) has been working in Nepal since 1982. In the 1990s, ActionAid adopted a human rights-based approach to development, which is ongoing as its core approach. In 2003, the ActionAid International federation was established, comprising members in every region of the world, and headquartered in South Africa.

AIN is in the process of completing its Country Strategy Paper V- Action for Social Justice. As the year 2023 being the last year of the current strategy, the process of formulating strategy paper VI has already begun and in the verse of finalization. The strategy paper VI will be of 6 years from 2024 to 2029 considering year 2024 as transitional.

As per the drafted new strategy and changed global/national context, AIN has recognized the need for a comprehensive organizational restructuring to enhance its efficiency, effectiveness, relevant to the context and overall performance. This restructuring process will involve a review of the existing organizational structure and job requirements.

#### **2. Objectives**

The objective of this assignment is to provide expertise, guidance, and support in the organizational restructuring process, ensuring diligence (both from a process and legal perspective) and a smooth transition and alignment of the workforce with the AIN's CSP VI.

#### **3. Scope of Work**

The scope of work for the Consultant shall include but is not limited to the following tasks in close coordination with Internal Organisational Redesign Committee:

##### **Phase I:**

- Review and analysis of the current organisational structure.
- Conduct interviews and surveys (if necessary) with key personnel to gather insights and feedback.
- Evaluation of job roles, responsibilities, and reporting lines.
- Drafting a comprehensive restructuring plan with options.
- Developing the Change Adaptation Plan with timelines and key milestones to implement the approved structure.

## **Phase II:**

- Drafting of job descriptions and specifications for revised roles.
- Defining job mapping and job matching exercise principles and performing the job matching exercise.
- Defining appropriate interventions to fulfil the revised roles.

## **4. Expected Deliverables**

The consultant will be responsible for the following deliverables:

- A comprehensive report on the organizational structure assessment and draft organogram with proper rationality based on the inputs received from Internal Organizational Redesign Committee.
- A detailed organizational restructuring plan.
- An implementation plan with timelines and milestones.
- Revised job descriptions and specifications.
- Oversee the deployment of appropriate interventions to ensure the change process is carried out in a fair and transparent manner.
- Facilitate and engage in effective communications and consultation with staff and related stakeholders and coordinate change process.
- Periodic progress reports as agreed upon.

## **5. Timeframe**

The consultancy assignment will start from 27th November 2023 and conclude on 30 March 2024 with an estimated duration of 25 to 30 working days to cover the desk study phase, interviews, data gathering, drafting, and finalising reports. The consultant will have to provide an estimated timeline for each task within this period.

## **6. Reporting/Focal Person**

The Consultant will work closely with and report to AAIN's Acting Head of HROD.

## **7. Consultant's Profile**

The consultant should be expert with the following competencies:

- The consultant should have at least 5 years previous Change Management experience, preferably in development sector.
- Demonstrated industry experience in HR Organizational Change Management
- Excellent facilitation and communication skills
- Strong leadership skills: ability to influence others.
- 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.
- Ability/desire to share best practices/key learnings (good & bad).
- Advanced stakeholder management and conflict management skills

## 8. Confidentiality

The consultant is expected to maintain strict confidentiality with regard to all information obtained during the course of this consultancy.

## 9. Proposal Evaluation Criteria

Key Areas for Proposal Evaluation	Weightage
<b>Technical Proposal</b> <ul style="list-style-type: none"> <li>➤ Understanding of assignment and delivery approach (10 points)</li> <li>➤ Demonstrated 5 years of experience in related research field- with evidence of quality work (10 points)</li> <li>➤ Demonstrated capacity to carry out the assignment (10 points)</li> <li>➤ Evidence of customer/ client satisfaction in terms of services provided in past (10 points).</li> </ul>	40%
<b>Financial Proposal</b> <ul style="list-style-type: none"> <li>➤ A clear financial proposal linked to the technical proposal, highlighting key costs and any reimbursable expenses (if any)</li> </ul>	60%

## 10. Proposal Submission Guideline

Interested consultancy firms/individuals who meet the above requirement should send their technical and financial proposals (which also includes detailed methodology, a work plan, a budget, and their CV) to [jobs.nepal@actonaid.org](mailto:jobs.nepal@actonaid.org) by 13<sup>th</sup> November 2023, 5:00 pm. The selection will be based on a combination of technical expertise, relevant experience, proposed methodology and proposed budget.

- The proposal should demonstrate sound knowledge, technical skills and capability as required by the nature of the work of the assignment and understanding of the requisite tasks set forth in the terms of reference.
- Eligible individual should submit their individual profile and financial proposal.
- At least two positive references/recommendations from past employers must be submitted.
- Enclose a copy of company registration with latest renewal, VAT certificate with latest renewal, and citizenship certificate of the proposed consultant (in case of firm)
- Enclose a copy of citizenship certificate and PAN certificate (in case of individual)

## 11. Amendment of Terms

AAIN reserves the right to amend these terms of reference at any time, and any such amendments will be communicated in writing to the selected consultant.