



GOVERNMENT OF BELIZE

INTER-AMERICAN DEVELOPMENT BANK

Digital Innovation to Boost Economic Development in Belize

TERMS OF REFERENCE

**Technical assistance to provide Capacity Building and Change Management for VSU –
Change Management Specialist**

Extended Deadline

TYPE OF ENGAGEMENT: Individual Consultancy

DUTY STATION: Hybrid

PROJECT NUMBER: BL-L1039

LOAN NO.: 5647/OC-BL

PROCESS ID: BL-L1039 -P00035

1. BACKGROUND

- 1.1. The Government of Belize signed a loan agreement with the Inter-American Development Bank (IDB) for the *Digital Innovation to Boost Economic Development in Belize*. The specific objectives are to: (i) promote firms' growth through increased adoption of digital solutions; (ii) promote firms' efficiency through the digitalization of licensing processes; and (iii) reduce costs for citizens through the digitalization of civil registration services. The loan program is being executed by the Central Executing Unit (CEU). Its Technical Units (TUs) include BELTRAIDE and the E-Governance and Digitalization Unit (EGDU).
- 1.2. One of the primary components of the Digital Loan is the digitalization of the Civil Registry. This will introduce an online Civil Registry and Vital Statistics System, which will optimize the services offered by the Vital Statistics Unit and create greater access for citizens in a more efficient manner. The system will allow for online applications for birth, death, and marriage certificates to speed up their issuance and lower their costs.
- 1.3. The Digital Loan will support the digitalization of MSMEs and government processes that will positively impact the productivity of the sector.

2. Objective(s) of the Assignment

2.1 The objective of the consultancy is to develop and implement the Change Management Strategy and Action Plan for the Vital Statistics Unit (VSU) in order to improve the adoption of the online Civil Registry and Vital Statistics System and to increase the delivery of services.

3. Scope of Services

3.1 The Consultant will develop and implement a comprehensive Change Management Strategy and Action Plan (referred to as “the Strategy”) to support the Vital Statistics Unit's digital transformation and facilitate the adoption of the online Civil Registry and Vital Statistics System.

The selected candidate will:

3.1.1 Inception Meeting, Desk Review, Gap Analysis, and Progress Report

- Attend a project kick-off meeting with the Project Team to discuss project objectives, approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
- 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.
- Conduct a desk review of relevant documents to gather a comprehensive understanding of the current state of readiness for change in the VSU.
- Conduct a Gap Analysis assessment of VSU’s change readiness and change management capacity through various tools, including but not limited to face-to-face interviews, change readiness tools, observations, workshops, and simulation exercises.

3.1.2 Develop the Change Management Strategy and Action Plan

- Utilize the Gap Analysis results to guide the development of the Strategy. The Strategy should be developed in a participatory manner through workshops with the VSU staff and management, Attorney General’s Ministry, and key stakeholders.
- The Strategy must be actionable with a clear target vision, priority areas, key actions, timelines, baseline and target values of key performance indicators, resources needed, as well as roles and responsibilities for conducting activities. It will also propose measures for capacity building, change management, communication, sustainability, monitoring, and evaluation.

3.1.3 Implementation of the Change Management Strategy and Action Plan

- The implementation phase will include the execution of the activities defined in the Change Management Strategy Action Plan (will include, but not be limited to): Develop and implement Change Management Training Curriculum and material for the VSU. The curriculum and training material will be approved by the EGDU and VSU before implementation, the training items will include but not be limited to:
 - i. Training for a minimum of fifty (50) team members to increase knowledge and application of change management strategies, methodologies, tools, and techniques.

- ii. Performance management training for VSU management, which may include giving and receiving feedback, coaching, career and development discussions.
 - iii. Leadership training for VSU management
 - iv. VSU Strategic planning exercises
 - v. Team building workshops
- Training material may include presentation slides, e-learning modules, learning resources, and activities.
 - Ongoing identification of reform champions (individuals supporting the change) and incorporation of these change agents into the implementation process.
 - On-going support for staff in their day-to-day tasks (Mentoring or Coaching Program).
 - Develop feedback mechanisms to gather employee sentiment and address concerns in real time.
 - Monitor progress against change management goals and key performance indicators. Strategies should be adjusted as needed.
 - Support VSU in conducting at least two (2) external workshops with stakeholders to sensitize them on the ongoing Strengthening of Civil Registry Program.

3.1.3 Final Report

- Develop and submit a final report that contains a summarized description of activities the Consulting firm carried out over the assignment period and the results achieved during the development and implementation of the Change Management Strategy and Action Plan. The Report should also include results from the feedback of change management training programs and recommendations to reinforce new behaviors and practices, ensuring long-term success.

4 Expected Outcome and Deliverables

- 4.1 **Deliverable 1 – Work Plan:** The work plan (project management plan) should include a synopsis and understanding of the consultancy, proposed activities, timelines, responsibilities, and expected outputs. It is expected that the work plan will be updated as necessary.
- 4.2 **Deliverable 2 – Gap Assessment Report:** The report will include but not be limited to identified gaps in processes, allocation of resources, capacity, knowledge, and communication. The final Gap Assessment report must incorporate comments from the VSU, CEU, and EGDD project teams.
- 4.3 **Deliverable 3 – Draft Change Management Strategy:** The strategy should include a clear vision for facilitating change management within the VSU. It should include a detailed and practical action plan to guide the implementation of the strategy.
- 4.4 **Deliverable 4 – Draft Change Management Curriculum, Training Material, and Training Timetable:** Detailed breakdown of the proposed training initiatives, timeline and material to be utilized. Approval must be provided before the implementation of the curriculum.
- 4.5 **Deliverable 5 – Midterm Progress Report on the Implementation of Change Management Training, Workshops, and Activities from the Strategy:** The proposed activities within the approved curriculum and strategy are to be executed and completed with the VSU staff and relevant stakeholders.
- 4.6 **Deliverable 6 – Final Progress Report on the Implementation of Change Management Training, Workshops, and Activities from the Strategy.**

4.7 **Deliverable 7 – Final Report:** The report should include the final version of Change Management Strategy, final version of the change management curriculum and training material and should incorporate revisions to all comments provided by the VSU and project team in draft versions and any lessons learned from the deliverable 5 exercise. The report will also include summary of activities conducted for the duration of consultancy, results achieved, and recommendations for improvement of change management processes within the VSU.

5 Supervision

5.1 The technical and administrative responsibilities of this consultancy will be done by the Project Manager, Digital Innovation to Boost Economic Development in Belize in close collaboration with EGDU and VSU project team.

6 Reporting Requirements

6.1 Requirements: Every report must be submitted to the Central Executing Unit (CEU) of the Ministry of Economic Development, Finance, and Investment (MFEDI), EGDU and VSU in an electronic file. The report should include the cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

6.2 Acceptance Criteria: All deliverables will be reviewed by the CEU in collaboration with EGDU and VSU. Comments made by the CEU, EGDU and the IDB are expected to be incorporated into the deliverables. Payment made upon acceptance by the CEU.

7 Qualification Requirements

7.1 Education:

Minimum of Master's degree in organizational psychology, human resources, public administration, management, or other relevant field.

7.2 Experience:

7.2.1 A minimum of five (5) years of demonstrated experience in designing, developing, and implementing training programs within business and/or governmental organizations.

7.2.2 five (5) years of experience leading and conducting change management workshops and training sessions is desirable.

7.2.3 A proven track record of successfully completing at least two (2) projects involving change management strategy development and/or implementation is required.

7.3 Core and Technical Competencies:

- 7.3.1 Minimum of Intermediate proficiency in written and spoken English (provide proof if not native language e.g. a secondary school transcript, TOEFL – 75 iBT or higher, IELTS - 6.0 or higher, PTE – 60 or higher, Duolingo 105 or higher, SAT– 500 or higher, ACT – 19 or higher, B2 or higher)
- 7.3.2 Demonstrable knowledge of public sector development and digital transformation related to the Caribbean region including Belize would be an asset.
- 7.3.3 Previous experience in conducting gap analysis is desirable.
- 7.3.4 Prior experience working on multilateral or international financial institutions financed projects is preferable.
- 7.3.5 Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces would be an asset. (Provide supporting documents)

8 Contract system, Payments and Time Schedule for Deliverables

8.1 The estimated budget for consultancy is Fifty thousand US Dollars (50,000USD) which includes consultancy rate, travel ticket for 2 trips to Belize (estimated 10 days) and per diem for international consultants. The contract is expected to be over a five (5) month period with tentative commencement in January 2025.

8.2 Payment terms will be based on project milestones or deliverables.

Payment Schedule		
<i>Deliverable</i>	Estimated Duration to Complete	%
Deliverable 1 and 2	3 weeks from the contract signing	15%
Deliverable 3	3 weeks after the submission of Deliverable 1 and 2	20%
Deliverable 4	4 weeks after the submission of Deliverable 3	10%
Deliverable 5	7 weeks after the submission of Deliverable 4	20%
Deliverable 6 and 7	7 weeks after the submission of Deliverable 5	35%
TOTAL	6 months	100%

9 APPLICATIONS

9.1 CRITERIA for SELECTION

Consultants will be selected in accordance with the procedures set out in the Inter-American Development Bank: Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank (GN-2350-15) – individual consultants and is open to all eligible candidates as defined in the IDB policies. The individual consultant will be selected based on their experience and competence relevant to the assignment and most appropriate qualifications and references in accordance with the Comparison of Qualifications method set out in the Consultant Policies including a positive professional reference check.

9.2 APPLICATION PROCEDURES:

Qualified individuals should submit one (1) pdf file in English, using the required template before or on **Monday, December 16, 2024, 10:00 a.m. (Local Belize Time)**, via e-mail to tjoseph.ceu@cpu.mof.gov.bz and/or two (2) hardcopies of their application to the address below clearly indicating “**Change Management Specialist (BL-L1039)**”- name of consultant

Trudy Joseph
Procurement Specialist
Central Executing Unit
Ministry of Finance
2nd floor Sir Edney Cain Building
tjoseph.ceu@cpu.mof.gov.bz

Ref: Change Management Specialist (BL-L1039)- Your name