

Compete Caribbean Partnership Facility –Change Management Specialist

Background:

The objective of this consultancy is developing and supporting the implementation of change management plans (CMPs) for selected CCPF-financed Pillar 2 projects. The Pillar 2 portfolio comprises twenty (20) projects (16 national and 4 regional):

- US\$ 2.2 m has been committed to supporting the drafting and implementation of policies and regulations (not related to the automation of public sector regulatory agencies).
- US \$1.7 m to providing expert advice to regulatory agencies with mapping, reengineering and automation of business processes; drafting legislation and regulations to support the reengineering and automation; internal and external user training; and managing communications and change management.
- US\$ 0.7 m for data and knowledge generation for policy or regulatory reforms.
- US\$ 0.6 m for strengthening institutions in charge of public-private dialogue and private sector development.

Lessons learned to date include the critical importance of allocating adequate resources to supporting change management or the implementation of strategies to address the often soft/intangible or people-related challenges to achieving planned project results is overlooked by “technical specialists” and can impede the achievement of project outcomes. For example, in business process automation projects inadequate attention may be paid to changes required to job descriptions and organizational structure (e.g., adding IT skills to the organization); changes required to how performance is assessed, recognized and rewarded; and the need for managerial training to change management style to one that uses data, generated by the automated system, to track service delivery performance and drive a culture of continuous improvement and service excellence; etc. Another lesson learned is the need for greater investment in communications to sensitize stakeholders and prepare them to participate in the implementation of projects; to inform senior decision makers of their roles and the nature and timing of critical actions required for which they are directly responsible; to provide project champions with information needed to enroll support and clear bottlenecks; and to educate end beneficiaries on planned benefits and how they can be accessed, and receive their inputs to shape project outputs.

CCPF has identified several projects, which may benefit from an increased allocation of funding for change management and program communications. Micro, small and medium sized enterprises (MSMEs) have not utilized alternative dispute resolution (ADR) services to the same extent as large businesses. Increased investment in communications under the TC [BA-T1056](#), would allow more targeted sensitization to women and men-owned SMEs to improve their understanding of and access to ADR services. Given that CCPF has supported the preparation of the first competitiveness agenda for Saint Lucia ([RG-T3243](#)), more investment in communications is required to increase stakeholders’ understanding of the agenda and its implementation plan; and the organizational arrangements for driving accountability and each key stakeholder’s role in the implementation process. The support provided to the Government of Antigua and Barbuda ([RG-T3267](#)) and the Government of Belize ([BL-T1110](#)) to establish electronic one-stop-shops for construction permitting and business registration respectively will lead to changes in the tasks that comprise jobs and skills required by agencies.

The Team

The purpose of CCPF is to support the region in driving competitiveness and sustainable economic growth. The program focuses on: (i) supporting firms to grow, innovate and enter new sectors and markets; and (ii) promoting an environment that enables innovation and growth. More specifically, the CCPF's objectives are to:

- Increase productivity in firms
- Increase employment, particularly for women and vulnerable groups
- Generate and sustain exports within and outside the region
- Foster sustainable and inclusive economic growth

What you'll do:

The candidate will carry out the following key activities that will facilitate the achievement of the objective:

- Develop a more indepth understanding of the project context for each benefiting project, recognising that the change dynamics are unique to each, through discussions with CCPF and key stakeholders on the planned results of the project and its Theory of Change. Reach consensus on the “soft issues”, which are likely to constrain the pace of implementation and achieving planned result.
- Prepare a concise Work Plan for conducting the assignment for each project, including conducting an assessment of stakeholders' readiness to participate in/adopt the change that is intended by the benefiting project, and identifying existing/potential barriers to change constructed/likely to be constructed by stakeholders. The Work Plan must also identify and propose strategies to cope with the challenges related to the current COVID-19 restrictions.
- Develop a Change Management Plan (CMP) for each project with actions that are sensitive to/informed by the current COVID-19 restrictions. The CMP should also include actions related to monitoring changing levels of change readiness, which may inform changes to the CMP during its implementation.
- Coach CCPF and local counterparts on the integration of the CMP into the overall implementation process.
- Coach local counterparts on sustaining the change process post-project.

Deliverables:

The expected outcomes and products under this assignment are the following:

- Draft concise Work Plan within 1 week of commencing the assignment and a revised version incorporating CCPF's feedback within 1 day of receipt of comments.
- Draft CMP within 2 weeks of the acceptance of the revised Work Plan and a revised version incorporating CCPF's feedback within 2 days of receipt of comments. The review period of the draft Change Management Plan will be 2 weeks.
- Coaching sessions targeted to CCPF and local counterparts within 1 week of the client's acceptance of the CMP.

Payment timeline:

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

<i>Deliverable</i>	%
Finalized Work Plan	20%
Draft Change Management Plan	30%
Finalised Change Management Plan	30%
Implementation of Training/Coaching	20%
TOTAL	100%

Skills you'll need:

Education:

Master's degree in Business Management, Organizational Behavior or Industrial/Organizational Psychology or related discipline is required along with form qualifications in project management. The candidate should also possess verifiable certification in Change Management.

Experience: At least 5 years of working experience in managing change with significant experience in designing and implementing CMPs to support the implementation of development projects. Prior experience on public sector reform or e-government projects and with developing service excellence cultures will be highly valued.

Language: Fluency in written and spoken English is required.

Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Contract duration:** Six months
- **Place(s) of work:** External consultancy which will be developed at the place of residence of the contractual and approximately 20% of the effort will be in the field, subject to Country-specific COVID-19 restrictions.
- **Our culture:** Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.
- **About us:** At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.
- **Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.
- **Visa and Work Permit:** The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded
- **Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB,

- IDB Invest, or MIF as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.
- **Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

Compete Caribbean Partnership Facility –Communications Specialist

Background:

The objective of this consultancy is developing and coordinating the implementation of Communication Action Plans (CAPs) for selected CCPF-financed Pillar 2 projects. The Pillar 2 portfolio comprises twenty (20) projects (16 national and 4 regional):

- US\$ 2.2 m has been committed to supporting the drafting and implementation of policies and regulations (not related to the automation of public sector regulatory agencies).
- US \$1.7 m to providing expert advice to regulatory agencies with mapping, reengineering and automation of business processes; drafting legislation and regulations to support the reengineering and automation; internal and external user training; and managing communications and change management.
- US\$ 0.7 m for data and knowledge generation for policy or regulatory reforms.
- US\$ 0.6 m for strengthening institutions in charge of public-private dialogue and private sector development.

Lessons learned to date include the critical importance of allocating adequate resources to supporting change management or the implementation of strategies to address the often soft/intangible or people-related challenges to achieving planned project results is overlooked by “technical specialists” and can impede the achievement of project outcomes. For example, in business process automation projects inadequate attention may be paid to changes required to job descriptions and organizational structure (e.g., adding IT skills to the organization); changes required to how performance is assessed, recognized and rewarded; and the need for managerial training to change management style to one that uses data, generated by the automated system, to track service delivery performance and drive a culture of continuous improvement and service excellence; etc. Another lesson learned is the need for greater investment in communications to sensitize stakeholders and prepare them to participate in the implementation of projects; to inform senior decision makers of their roles and the nature and timing of critical actions required for which they are directly responsible; to provide project champions with information needed to enroll support and clear bottlenecks; and to educate end beneficiaries on planned benefits and how they can be accessed, and receive their inputs to shape project outputs.

CCPF has identified several projects, which may benefit from an increased allocation of funding for change management and program communications. Micro, small and medium sized enterprises (MSMEs) have not utilized alternative dispute resolution (ADR) services to the same extent as large businesses. Increased investment in communications under the TC [BA-T1056](#), would allow more targeted sensitization to women and men-owned SMEs to improve their understanding of and access to ADR services. Given that CCPF has supported the preparation of the first competitiveness agenda for Saint Lucia ([RG-T3243](#)), more investment in communications is required to increase stakeholders’ understanding of the agenda and its implementation plan; and the organizational arrangements for driving accountability and each key stakeholder’s role in the implementation process. The support provided to the Government of Antigua and Barbuda ([RG-T3267](#)) and the Government of Belize ([BL-T1110](#)) to establish electronic one-stop-shops for construction permitting and business registration respectively will lead to changes in the tasks that comprise jobs and skills required by agencies. For each project, there is also the need to increase the outreach to underserved groups, such as women, MSMEs, and rural based beneficiaries.

The Team

The purpose of CCPF is to support the region in driving competitiveness and sustainable economic growth. The program focuses on: (i) supporting firms to grow, innovate and enter new sectors and markets; and (ii) promoting an environment that enables innovation and growth. More specifically, the CCPF's objectives are to:

- Increase productivity in firms
- Increase employment, particularly for women and vulnerable groups
- Generate and sustain exports within and outside the region
- Foster sustainable and inclusive economic growth

What you'll do:

The candidate will carry out the following key activities that will facilitate the achievement of the objective:

- Develop a more indepth understanding of the project context for each benefiting project, recognising that the communication needs are unique to each, by facilitating discussions with CCPF and key stakeholders on the planned results of the project; its Theory of Change, the changes in awareness and behavior to be achieved; and key stakeholders, including women and other disadvantaged groups, and their information needs.
- Prepare a concise Work Plan for conducting the assignment for each project, which identifies and proposes strategies to cope with the challenges related to on the current COVID-19 restrictions.
- Develop, for each benefiting project, a results-focused and gender-sensitive CAP and budget with actions that are sensitive to/informed by the current COVID-19 restrictions.
- Coordinate the implemenation of the CAP, including monitoring the impact of the communications activities.
- Coach local counterparts on sustaining communications post-project.

Deliverables:

The expected outcomes and products under this assignment are the following:

- Draft concise Work Plan within 1 week of commencing the assignment and a revised verison incorporating CCPF's feedback within 1 day of receipt of comments.
- Draft results-focused and gender sensitive CAP within 2 weeks of the acceptance of the revised Work Plan and a revised verison incorporating CCPF's feedback within 2 days of receipt of comments.
- A draft Interim Report after completion of all actions planned for the first three months of the CAP. The Report will describe implementation progress and revise, as appropriate the actions for the remaining period.
- A revised Interim Report incorporating CCPF's feedback within 2 days of receipt of comments.
- A draft Final Report within 1 week of completion of the CAP, and a revised verison incorporating CCPF's feedback within 3 days of receipt of comments

Payment timeline:

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

<i>Deliverable</i>	%
Finalized Work Plan	10%
Finalised Communications Action Plan	30%
Finalised Interim Report	30%
Finalised Final Report	30%
TOTAL	100%

Skills you'll need:

Education: Master's degree in Journalism; Mass Communications; Public Relations or related field.

Experience: At least 5 years of work experience in communications with significant experience in designing and implementing gender sensitive and results-focused communication strategies to support the implementation of development projects. Specific experience developing visually appealing communication products using data visualization tools.

Language: Fluency in written and spoken English is required.

Core and Technical Competencies:

- Proficiency with social media sites (twitter, Facebook, LinkedIn, Pinterest, YouTube)
- Proficiency with basic video/media editing tools
- Demonstrated proficiency at using data to drive communications' (google analytics, etc.)
- Knowledge and understanding of issues impacting the ease of doing business in the Caribbean and ongoing business climate reform initiatives

Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Contract duration:** Six months
- **Place(s) of work:** External consultancy which will be developed at the place of residence of the contractual and approximately 20% of the effort will be in the field, subject to COVID-19 restrictions.
- **Our culture:** Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.
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- will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded
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