

REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING SERVICES

Selection # as assigned by e-Tool: RG-T3646-P002

Selection Method: Simplified competitive selection

Country: Suriname

Sector: Innovation in Citizen Services

Funding – TC #: ATN/AA-18267-RG

Project #: RG-T3646

TC name: Strengthening Corporate Governance of Supreme Audit Institutions in Caribbean Countries

Description of Services: Change Management and Re-design of the Human Resource Management Framework of the Rekenkamer of Suriname

Link to TC document: <https://www.iadb.org/projects/document/EZSHARE-662011805-23?project=RG-T3646>

The Inter-American Development Bank (IDB) is executing the abovementioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest. Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations (<http://beo-procurement.iadb.org/home>) by: *March 2, 2021*, 5:00 P.M. (Washington D.C. Time).

The consulting services (“the Services”) include (i) designing and implementing a change management strategy to guide the Rekenkamer during its transition to a more autonomous organization in the short and medium term; and (ii) redesigning the human resource management framework, inclusive of a new human resource strategy and updated staff recruitment, retention, and promotion policies. The work is estimated to take Sixty (60) non-consecutive days over an eight (8) month period starting in the first (1st) quarter of 2021.

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: [Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work](#) - GN-2765-1. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described above in the [draft summary](#) of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms as the representative.

The consultancy firm must provide consultants who are bilingual (Dutch/English). The consultancy firm will also retain the relevant expertise in the development and management of organizational and administrative systems, processes and procedures for public sector organizations in the Caribbean. The consultancy firm is

expected to have a good understanding of the Surinamese Government's civil service structures including a thorough understanding of issues regarding the transformation of the bureaucracy. Additionally, the consultancy firm will be expected to provide consultants with the relevant qualifications and experience to include the following minimum: Graduate-level University degrees preferably in Human Resource Management, Management Studies, or related field.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: Mr. Jason Wilks via jwilks@iadb.org.

Inter-American Development Bank

Division: *Innovation in Citizen Services*

Attn: *Jason Wilks, Program Team Leader*

Country Office Guyana

47 High Street Kingston

Georgetown, Guyana

Tel: (592) 225-7951. Ext (15) 1295

E-mail: jwilks@iadb.org

Web site: www.iadb.org

TERMS OF REFERENCE
**CONSULTANCY ON CHANGE MANAGEMENT AND RE-DESIGN OF THE HUMAN RESOURCE MANAGEMENT
FRAMEWORK OF THE REKENKAMER OF SURINAME**

1. Background

As institutions of accountability, Supreme Audit Institutions (SAIs) play a fundamental role in ensuring the transparency and integrity of public finance systems in the Caribbean. Whereas SAIs in the Caribbean are acutely aware of their need to develop investigative capacity and the ability to meet their reporting obligations on a timely basis, corporate strategy and planning are equally important factors for achieving institutional mandates. A robust corporate strategy, with a central focus on human resource development is particularly salient for SAIs in the region as they contend with increased demand for services amidst contexts of national budgets constrained in non-recurrent spending and will contribute to a stronger empirical platform for discussions with the Legislature and Ministry of Finance, in the context of its overarching capacity building efforts.

In Suriname, remedial efforts to address such institutional deficiencies are underway. The passing of the new Audit Act (Wet op de Rekenkamer), by the National Assembly in July 2019 that came into effect in January 2020, will improve the RvS's institutional independence by granting it autonomy over key aspects of financial and operational administration related to human resource (HR) management, corporate planning and budget execution. The increased autonomy is timely and necessary. For example, the 2011 Public Expenditure and Financial Autonomy (PEFA) report conducted in Suriname noted a low score (D) on Supreme Audit Institution (SAI) independence. The 2017 report on the Supreme Audit Institution Performance Management Framework (SAI-PMF) for Suriname's SAI, the Rekenkamer (RvS), also found the institution's performance across the various criteria ranged between a score of 0 and a score of 2 on a scale of 0 to 4, indicating that the RvS had not yet made the transition from its traditional function of controlling the regularity of government decisions to a high-functioning external audit agency capable of developing strategies for human resources, information technology and managing information that contribute to its overall capacity building strategy, and then implementing same.

As the Covid-19 pandemic still echoes around the world, the role of the Rekenkamer to aid in national recovery and development in the '*new-normal*' takes on further consequence and the culture change necessary to sustain an independent, external audit institution is even more critical.

2. Objective

The objective of this consultancy is to strengthen the institutional capacity of the Rekenkamer, the Supreme Audit Institution (SAI) of Suriname, to manage its human resources by (i) designing and implementing a change management strategy to guide the Rekenkamer during its transition to a more autonomous organization in the short and medium term; and (ii) redesigning the human resource management framework, inclusive of a new human resource strategy and updated staff recruitment, retention, and promotion policies.

3. Scope of Work

Consultancy category and modality: Firm

Estimated duration: Sixty (60) non-consecutive working days over an eight (8) month period

Place(s) of work: In-country external location and Rekenkamer offices

The consultancy firm is expected to guide employees through the change process and present recommendations for resistance management strategies, whereby it will feature the Code of Ethics as a driver to undergird the culture change to an independent, professional and sustainable regulatory organization as well. In addition, the consultancy firm must incorporate the insights and recommendations of staff throughout the organization's hierarchy in the production of deliverables reflecting the vision of a dynamic, citizen-oriented Rekenkamer that aims to excel in the regulation of the country's public management system.

The aforementioned support for change management must inform and guide the roll out of a modern human resource management framework of the Rekenkamer, which is structured and to address the various areas influencing staff ethics, empowerment and performance. In particular, the consultancy firm will support the Rekenkamer: (i) establishing the right organizational structure in relation to its SAI objectives; (ii) conceptualizing the operation of the Bureau of the Rekenkamer in the new organizational structure both on the horizontal and vertical level; (iii) achieving a customer service culture within the SAI (iv) developing an HR strategy; and (v) reforming the HR unit within the SAI.

4. Key Activities

The consultancy firm shall perform the following tasks:

1. Research and examine the current administrative and operational arrangements in the Rekenkamer and, where necessary, key partner agencies of the Government to determine the change management approaches necessary to transition from one system to the next;
2. Conceptualize the mechanisms and procedures for the establishment of the Bureau of the Rekenkamer regarding all other structures, both horizontal and vertical;
3. Assess the existing Stakeholder's Engagement Strategy (SES) 2018-2023 in alignment with COVID-19 measures;
4. Assess the current draft of the Rekenkamer's Code of Ethics based on its efficacy in achieving the desired organizational culture and make recommendations for improvements where necessary;
5. Construct and guide the implementation plan for change management which is aligned to the institutional mandate for the Rekenkamer denoted in the new Audit Act;
6. Develop a template to be used by divisions and units within the Rekenkamer to devise detailed transition plans in keeping with the change management implementation plan;
7. Assess the current organizational structure, job descriptions, HR policies and documentation and develop suitable policies and a program that will build further on the current HR capacities towards the establishment of a professional HR division;
8. Propose suitable options for HR strategies including best practices and training options for SAI management in relation to performance and succession management;
9. Assess training needs of current HR staff that will support the setting up of a professional HR division; and
10. Collaborate with the current HR staff, providing coaching and supervisory support as necessary, in the preparation of a HR Strategy for the Rekenkamer.

5. Expected Outcome and Deliverables

The Consultant shall prepare and submit the following reports in Dutch and English:

1. A work plan detailing the work with the Rekenkamer, indicating how the work will be carried out including the proposed schedule. This indicative work plan must be coordinated with the IDB and the Rekenkamer. The workplan should include among others:
 - a) An implementation strategy defining the change management methodology and approach.
 - b) Proposed collaborative model for HR strategy development with the HR staff.
 - c) Stakeholder Consultation List and Contact Schedule.
2. A change management implementation plan.
3. An HR strategy document and implementation plan for the Rekenkamer.
4. Reports relating to implementation progress monthly.
5. A final report and presentation summarizing the outcomes of this consultancy.

6. Project Schedule and Milestones

The consulting firm will be free to propose their specific working methods and schedules in their submission. However, the consulting firm should anticipate a combination of milestone and routine reporting in the conduct of the consultancy and submission of deliverables. The proposed project schedule for submitting deliverables under this consultancy is as follows:

DELIVERABLES		
No.	Description	Timeline
1	Inception Report and WorkPlan	Within ten (10) working days of contract signing
2	Change Management Implementation Plan	By the end of twelve (12) weeks
3	Hr Strategy Document and Implementation Plan	By the end of twenty-eight (28) weeks
4	Six (6) Monthly Progress Reports	Once per month from week eight (8) to week twenty-eight (28)
5	Final Report and Presentation	By the end of thirty-two (32) weeks

7. Reporting Requirements

1. All reports shall be delivered electronically, with all supporting documentation in editable format.
2. At a minimum, the consultancy firm must confer with the Public Management Sector Specialist or his designate on a bi-weekly basis, either by email or telephone correspondence.
3. Monthly reports on the Consultancy firm's work plan will be submitted to the IDB and Rekenkamer, covering objectives attained, setbacks encountered, and remedial measures to be applied to ensure that expected outcomes will be met. Monthly reports are expected on, or before, the 10th (working) day in the month following the end of the respective month.

4. The IDB and Rekenkamer will be required to provide feedback to the consultancy firm, in writing, within 10 working days after receiving each report.

8. Acceptance Criteria

The first deliverable of an inception report and work plan should provide an accurate description of the preparatory and implementation processes for the support to institutional strengthening, when the report is reviewed there must be clear descriptions of the change management methodology – the consultation meetings; the topics to be covered during each session; the desired outcomes for the session; and the modality by which the content will be delivered and reported thereafter. The report must also include annexes related to the timeline of preparatory activities for the change management and human resource framework development activities and templates for institutional and personnel assessment tools where appropriate. A draft inception report and work plan will be reviewed by the IDB Public Management Sector Specialist and, upon his approval of the draft inception report, an approved inception report will be submitted by the vendor to facilitate the first payment under this contract. Both submission and approval of the draft inception report can be done via electronic correspondence. The approved inception report can be submitted in soft copy to the Public Management Sector Specialist, who will provide his acceptance of the deliverable via electronic correspondence.

The second and third deliverables of a change management implementation plan and HR strategy document and implementation plan are the priority deliverables of the consultancy. The Change Management Implementation Plan should detail the process used in identifying the desired organizational end state, the communication approach for engaging Rekenkamer personnel and external stakeholders and the resources and mechanisms required to achieve, monitor and maintain the change envisioned. Similarly, the HR strategy document and implementation plan should at a minimum address the key areas of recruitment, learning & development, performance appraisal, compensation, and succession planning. Both submission and approval of the draft deliverables can be done via electronic correspondence. The approved deliverables can be submitted in soft copy to the Public Management Sector Specialist, who will provide his acceptance of the deliverable via electronic correspondence.

The six (6) monthly progress reports represent a fourth set of deliverables, these reports must reflect a standardized approach to reflect developments under this consultancy. A proposed progress report template should be shared in advance to the Public Management Sector Specialist for his approval and at a minimum should include: (i) a description of the project's percentage of progress that month relative to the scope and timelines set in the approved inception report; (ii) summary on any implementation challenges, remedial actions taken and areas requiring the intervention of the Bank or the Rekenkamer; and (iii) a tabulation and description to the various support provided to the Rekenkamer during the period. In addition, examples of exercises completed during and photos of support delivery in the progress reports should also be submitted to the Public Management Sector Specialist via electronic correspondence. The Public Management Sector Specialist will provide his acceptance of these submissions via electronic correspondence.

The fifth deliverable of a final report should incorporate feedback from Rekenkamer personnel as well as recommendations on key next steps for continued institutionalization, the final report must contain (i) a general summary of the conduct and effectiveness of support activities completed under this consultancy that is a minimum five (5) pages in length; (ii) key findings related to the development of change management and

human resource framework implementation plans; and (iii) an evaluation of the skill and/or knowledge acquisition of current HR staff and subsequent training needs; and (iv) recommendations for future organizational culture building needed in support of the Rekenkamer’s institutional mandate, with a clear description of the rationale for proposed activities, proposed modalities for delivery and suggested sources for additional reference information. The draft final report will be reviewed by the Public Management Sector Specialist and, upon his approval of the draft final report, an approved final report that reflects all comments from the Bank will be submitted to facilitate the final payment under this contract. Both submission and approval of the draft final report can be done via electronic correspondence. The approved final report can be submitted in soft copy to the Public Management Sector Specialist, who will provide his acceptance of the deliverable via electronic correspondence.

9. Other Requirements

- The consultancy firm must provide consultants who are bilingual (Dutch/English).
- The consultancy firm will provide the relevant expertise in the development and management of organizational and administrative systems, processes and procedures for public sector organizations in the Caribbean.
- The consultancy firm is expected to have a good understanding of the Surinamese Government’s civil service structures including a thorough understanding of issues regarding the transformation of the bureaucracy.
- The consultancy firm will be expected to provide consultants with the relevant qualifications and experience to include the following minimum: Graduate-level University degrees preferably in Human Resource Management, Management Studies, or related field.

10. Payment Schedule

Payments will be based on the submission of key documentation and the completion of technical assistance as approved by the Bank. Any feature of the deliverables not meeting the Bank’s satisfaction will have to be reworked at no additional cost to the Bank. The proposed payment schedule for this consultancy is as follows:

DELIVERABLES		
No.	Description	Payment Percentage
1	Approved Inception Report and Work-Plan	10%
2	Approved Change Management Implementation Plan	20%
3	Approved Hr Strategy Document and Implementation Plan	20%
4	Approved Six (6) Monthly Progress Reports	30%
5	Approved Final Report and Presentation	20%

11. Supervision

The Consulting Firm will work under the direct supervision of the IDB Public Sector Management Specialist serving as Technical Lead for the Technical Cooperation Agreement, in coordination with the President of the Rekenkamer.