



TERMS OF REFERENCE CONSULTANCY FOR THE IMPLEMENTATION OF CHANGE MANAGEMENT

INTRODUCTION

Established in 1981, WaterAid is an international non-governmental organization focused on improving people's access to safe water, improved hygiene and sanitation in developing countries. It works on the basis that water and sanitation are human rights, and are essential services vital for health, education and livelihoods. WaterAid operates in 37 countries across the world working with partners to transform lives of millions every year by improving access to safe water, sanitation and hygiene. It is also campaigns for change by building the skills. Our work in East Africa spans across four countries (Tanzania, Uganda, Rwanda, and Ethiopia) and is based on a programmatic approach to ensure service delivery and promote advocacy in the WASH sector.

Our mission is to transform lives by improving access to safe water, improved sanitation and hygiene for poor and excluded people. WaterAid East Africa aims to empower those who are poor, marginalized and excluded to demand and exercise WASH rights, and to play a key role in ensuring WASH is equitable and sustainable. We collaborate with our partners to deliver services to some of the poorest people in the region, in influencing decision makers and government to increase their commitment to provide access to safe water, improved sanitation and hygiene for all.

BACKGROUND

Our new Global Strategy made a commitment to end water, sanitation and hygiene crises together – for everyone everywhere, guided by 4 strategic aims: Universality; WASH and Health; WASH and Climate Resilience; and WASH financing as outlined in detail together with expected outcomes in the table below

Brief information on new Global Strategy 2022 -2032

AIMS/Strategic objective	Outcomes
1. Achieve universal, sustainable and safe services in focused geographic areas to	Universal, sustainable and safe services in selected districts and towns. WASH sector actors carry out their roles and responsibilities effectively.
	Gender-responsive WASH solutions ensure equal access to and benefit from WASH services for all users. An increase in women and girls' participation in decision making, and improvement in gender equality outcomes through WASH.

<i>influence wider change</i>	Outside the focused geographical areas, an improvement in WASH services and behaviour change based on our shared research, evidence and lessons.
2. <i>Prioritise WASH across the health sector to improve public health</i>	In the countries where we work, the number of healthcare facilities with sustainable and safe WASH services, that are also gender responsive, meet or exceed national targets.
	Governments and partners integrate inclusive and effective hygiene behaviour change interventions into core public health programming at scale to achieve sustained changes across critical hygiene behaviours.
	Hygiene behaviour change campaigns are designed and implemented to prevent and respond to disease outbreaks and public health emergencies.
	WASH is prioritised in national health development budgets and plans. Our WASH and health work demonstrates approaches that are gender responsive and promote women's leadership and empowerment.
3. <i>Strengthen the resilience of WASH to climate change</i>	Globally, sustainable and safe WASH are embedded in climate adaptation, with substantial climate finance flows for climate-resilient WASH services. All economic and social investments into WASH that we are a part of, incorporate climate risks and embed them in the designs.
	In countries where we work, WASH and climate change adaptation are aligned well in national policies and strategies, with roadmaps and budgets for climate-resilient services firmly in place.
	Climate-resilient WASH adaptations and services are gender responsive, socially inclusive and promote women's leadership in all the countries we work in.
4. <i>Increase the quantity and quality of financing</i>	New finance mobilised globally for WASH in low and middle-income countries, from domestic, international, private and public sources.
	Tangible progress made in the quality of WASH financing in the countries that we work in, measured in terms of transparency, affordability, equity and sustainability.
	Increased prioritisation of gender equality and social inclusion in WASH budgets in the countries where we work.

Within the East Africa region, country programmes (Rwanda, Tanzania, Ethiopia and Uganda) are developing their new strategies for 2023- 28, selecting some of the global strategic AIMS mentioned above that are more relevant to their context to contribute towards the achievements of Global Strategy.

Country programmes will also be required to develop annual operational/business plans, based on their selected strategic objectives to operationalize the new strategies. Each of

the functions (Programmes, Finance, Funding, and People etc) will develop their own plans. Changes will be required to effectively operationalize the new strategies.

OBJECTIVE

This Terms of Reference (ToR) is developed to guide the Regional Leadership Team approach to change management process based on the ongoing strategy developments discussions in the region. Therefore, the region is seeking to acquire services from an external consultant to facilitate change processes using the McKinsey's 7-S Model, (informed by guidelines and principles to be agreed) to enable and support the region while implementing the changes.

The consultant is expected to work closely with Regional Leadership Team and change steering groups in the country programmes to:-

- Assess existing skill sets in light of the needs of the new strategies.
- Develop strategic people plans.
- Complete Strategic plans supply -Workforce/financial Scenario planning.
- Support the country programmes to develop change management plans to deliver the strategy document.
- Support actual implementation of specific aspects of the the change management plans and process for each country i.e recruiting for new roles – Internal/External.

METHODOLOGY AND CONSULTANT'S ROLE

In order to integrate the plans and look at what needs to be done to ensure the region as whole, realizes significant step change and contribution towards achieving new global strategic objectives/Aims and outcomes as narrated above, the consultant will be required to work with Regional People Lead and Regional Leadership Team, assisting them to identify overall programmatic and organizational changes and take necessary steps to ensure operationalization of these new strategies. The consultant is expected to put mechanisms that will ensure effective collaboration between country programmes and regional team for learning and sharing purposes.

The consultant is required to have a fully fledged team and resources that will support country steering groups in countries simultaneously.

The consultant will be required to develop step by step, actions and processes to be put in place to ensure that by March 2023, all country programmes have developed new change plans that will support operationalisation of their new strategies.

The consultant will support the Regional Leadership Team to jointly develop and implement the agreed change framework/plans to achieve successful and sustainable change in line with the country strategies. Reporting directly to the Regional Director, the consultant will give independent professional advice and lead the change processes with the Regional People Lead.

TIMELINES

A short-term consultant will be needed for the period of February 2023 to March 2023, to manage the preparations for and facilitate the change processes.

The consultant should possess the following key competences, technical background and experience;

- At least 5 years of relevant work experience as a professional in managing organizational changes.
- Experience in leading organisational change in the development/charity sector.
- Expertise in designing and implementing a wide range of change components using McKinsey's 7-S Model.
- Expertise in conducting face to face and virtual sessions involving larger diverse teams.
- Cultural sensitivity and experience in facilitating and moderating meetings/discussions in culturally diverse global groups;
- Work experience in Africa.
- Experience working with the development sector;
- Higher degree or equivalent in Social Sciences, Development, Human Resources and Organisational Development, Human Behaviour, Communications, and/or relevant field required;
- Fluency in English

About the Teams

Once the tender process is complete a fuller brief of how WaterAid is organised will be provided.

Application Procedure

Consultants satisfying the above criteria can send their updated CV along with the understanding of the task, a work plan covering the above activities, approach and guiding principles for managing the change, and financial proposal to the email EArecruitments@wateraid.org by the **08th of February 2023**.