

TERMS OF REFERENCE

CONSULTANCY SERVICES TO CONDUCT A REVIEW OF THE STRATEGIC PLAN OF THE RSS, DESIGN AND DEVELOPMENT OF A THEORY OF CHANGE, WORKPLAN AND MONITORING AND EVALUATION FRAMEWORK FOR THE RSS.

REGIONAL SECURITY SYSTEM

1. SERVICES REQUIRED

The Regional Security System seeks proposals from competent consultants to undertake a strategic plan review, to design and develop a work plan, change management plans and performance and monitoring and evaluation framework.

2. BACKGROUND ON THE RSS

The Regional Security System (RSS) was created out of a need for a collective response to security threats, which were impacting on the stability of the region in the early 1970s and 1980s. In October 1982, four members of the Organisation of the Eastern Caribbean States, namely, Antigua & Barbuda, Dominica, St. Lucia and St. Vincent and the Grenadines, signed a Memorandum of Understanding (MOU) with Barbados to provide for “mutual assistance on request”. St. Kitts and Nevis joined after gaining independence in September 1983 and Grenada in January 1985. The MOU was updated in 1992 and the RSS acquired juridical status in March 1996 by way of the Treaty which was signed in St. Georges, Grenada.

The memorandum made provisions for a fast-moving non-bureaucratic organization which could react to the security needs of Member States if requested. The Regional Security System is a “hybrid” organisation, in that its security forces comprise both military and police personnel who remain under the command of their respective Heads.

Traditionally, the RSS was concerned with conventional security threats of an operational nature, namely illicit drugs and arms trafficking and internal security. However, given the dynamism within the international security environment, the Executive Director guided by the provisions in the Treaty Establishing the RSS (1996), has embraced the need to have a clear understanding of other non-traditional criminogenic environments which undoubtedly affect the national security of Member States. This has led to the establishment of new departments at the RSS Headquarters to research areas affecting national security, as well as analysing the crime patterns and trends, to establish evidence-based programmes to assist the Member States in coping with the dynamics of national development.

3. THE OBJECTIVE/ PURPOSE OF THE CONSULTANCY

The objective of this consultancy is to develop with the assistance of the RSS Steering Committee a methodology for a revised strategic plan, design and develop a theory of change and a monitoring and evaluation framework for the RSS to enhance its efficiency, effectiveness, transparency and accountability. This will assist the RSS in developing its vision, mission, as well, as planning and achieving its short, medium and long-term goals.

The process utilised must be highly participatory and engaging to ensure that the RSS Steering Committee and general membership has a sense of ownership. The RSS is an institution which has been in existence since the 1980s. Since its inception, there have been significant changes to the environment in which it operates. These changes draw upon the strength, opportunities, weaknesses or challenges and threats to the organization and the region. It is imperative that the RSS evolves and in doing so and is equipped to manage threats and capitalize on opportunities for the benefit of its members. Consequentially, it is important that the RSS undertakes a review of its strategic plan, design and develop a theory of change, work plan and an effective monitoring and evaluation framework. Critical to the project is ensuring that each activity is completed in accordance with agreed timelines, within the budgeted cost frame.

4. THE PROJECT

The project involves four components.

- a. A review of the strategic plan;
- b. Design and develop a theory of change;
- c. Design and develop a work plan;
- d. Design and develop a monitoring and evaluation framework for the RSS.

Project	Award	Tender Deadline	Duration
Consultancy to conduct a review of the RSS's strategic plan, design and develop a Theory of Change, a Workplan and a Monitoring and Evaluation framework.	One Hundred and Eighty-Two Thousand Barbados Dollars (BDS\$182,000.00)	December 2019	Three Months

5. PROJECT EXPECTED OUTPUTS

The consultant will develop a revised strategic framework, building on the achievement of the RSS and enabling the organization to take advantages of new opportunities. This will imply reviewing, analyzing and when needed refreshing or fundamentally updating the following:

- The Mission and Vision of the RSS (Who we are and what are we trying to achieve)
 - Mission and Vision
 - Theory of Change
 - Unique selling point and value-added
 - Long term goals and expected outcomes

- A detailed review of the RSS Strategic Plan with recommendations
 - Evaluation and how findings can be fed into planning
 - Learning

- A work plan highlighting SMART targets for the short term (12 months), medium-term (2 years) and long term (5 years). Such goals/targets must be:
 - Specific: Well defined, clear, and unambiguous
 - Measurable: With specific criteria that measure progress towards the accomplishment of the goal
 - Achievable: Attainable and not impossible to achieve
 - Realistic: Within reach, realistic, and relevant to the organization's purpose and strategic priorities
 - Timely: With clearly defined timelines, including a starting date and a target date. The purpose is to create urgency.

- A performance measurement tool including monitoring and evaluation
 - Capturing and analyzing data.

6. SPECIFIC OUTCOMES OF THE CONSULTANCY

- a) Define the scope and the methodology of the strategic framework development process;
- b) Review and analyze the existing strategic plan along with other organizational documents, based upon learning and challenges in the implementation of the strategy, with a focus on (i) Where are we? (ii) Where do we want to be? (iii) How will we get there?
- c) Identify critical gaps, conduct institutional analysis and identify strategic opportunities for the RSS;
- d) Make recommendations for strengthening the strategic plan of the RSS;
- e) Engage with the RSS Steering Committee to prioritize strategic direction and refine mission, vision, objectives and strategy;

- f) Develop a theory of change for the RSS;
- g) Develop a measurable work plan aligned with the strategic plan; and
- h) In collaboration with the RSS Steering Committee designing appropriate systems and metrics for Monitoring, Evaluation, Learning and Impact to best align with identified strategic priorities;

PROJECT MANAGEMENT AND ACCOUNTABILITY

7. METHODOLOGY

The exercise to be undertaken by the Consultant will be informed by these Terms of Reference. The Consultant will be required to prepare a rational, detailed methodology and work plan inclusive of a timetable indicating how the objectives of the assignment will be achieved, and the support required from the RSS Steering Committee.

8. DELIVERABLES/ PROJECT STATUS REPORT

The consultant will be required to submit status reports to the RSS Steering Committee, including:

- I. Inception report, within two weeks of the start of the Project;
- II. A detailed review of the RSS Strategic Plan within six weeks;
- III. A theory of change for the RSS, within eight weeks;
- IV. A workplan, within ten weeks
- V. A monitoring and Evaluation Framework, within twelve weeks;
- VI. A draft final report and draft project completion report in the fourteenth week of the project; and
- VII. The final report in the sixteenth week and after receiving the comments on the draft final report from the RSS Steering Committee.

Key Deliverable	Standard for Delivery	Description
Inception Report	Two weeks after Signing Contract	
A detailed review of the Strategic Plan of the RSS	Six Weeks	A report which outlines a detailed review of the current strategic plan of the RSS
Theory of Change	Eight Weeks	
Workplan	Ten weeks	A report which outlines specific, measurable, attainable, realistic and timely actions aligned with the updated strategic plan priorities
Monitoring and Evaluation Framework	Twelve Weeks	Design and develop a monitoring and evaluation framework
A draft Final Report	Fourteen Weeks	
Final Report	Sixteen Weeks	

The Consultant's Progress Reports will contain, inter alia, the following:

- a) Overall progress made in the assignment with reference to the TOR, with special reference to progress made in each reporting period;
- b) Difficulties, if any, encountered in carrying out the assignment and proposed solutions;
- c) New areas and issues encountered and the proposed approach to dealing with them;
- d) An update of the Work Plan and proposed changes, if any;
- e) Proposed activities for the following period;
- f) All advice is given within the period.

9. KNOWLEDGE TRANSFER

In support of capacity building, the transfer of skills is a critical objective of this assignment. The Consultant's role will be to support the RSS Steering Committee so that those who participate in the exercise, are able to contribute to and 'own' the systems and procedures produced, the decisions made, and consequently develop the skills to sustain the new organization. The Consultant should so structure the project as to include components which will enable the transfer of certain skills.

10. "SIGN-OFF" PROCEDURE

The RSS Steering Committee consisting of the Executive Director, the Deputy Executive Director, all Directors of the RSS and the Project Officer, will be established to oversee the project for the RSS. Deliverables will be considered certified as satisfactory when they are accepted by the RSS Steering committee based on the defined and agreed performance standards for delivery.

11. VARIATIONS

All proposed changes to the work plan and deliverables must be discussed with the RSS Steering Committee, and where necessary, will be submitted for approval to the RSS Steering Committee.

12. QUALIFICATIONS

Key Expert 1: Team Leader

Qualifications and Skills:

- A minimum of a post-graduate University degree in Strategic Planning, Change Management, Organizational Development or Public Sector Governance and Management,

- Full computer literacy in Microsoft Office Package suite and the use of web browser capability;
- Evidence of training in a field related to Strategic Planning or Management, Change Management, Organizational Development; with a preference for a graduate degree and relevant professional certification;
- Substantive working knowledge of the Regional Security System or similar entity
- Strong interpersonal skills – including but not limited to – the ability to work under pressure with restrictive timelines and to establish and maintain effective working relationships with people;
- Ability to take initiative and to work independently – as well as – part of a team;
- Capacity to organize and facilitate senior-level consultative meetings;
- Excellent oral and written communication in English.

Professional Experience:

- Experience as a team leader in at least two [2] prior consultative engagements of a similar nature;
- Experience in project management as demonstrated in previous assignments
- Substantial expertise in institutional analysis and diagnosis and in developing and implementing Organizational Development strategies, with experience in Strategic planning, Organizational Development and management, change Management, public administration
- Evidence of experience in leading process for conducting strategic organizational review, change management and developing monitoring and evaluation frameworks to a successful conclusion;
- Evidence of experience in managing large scale projects or major operation within the Security or public sector space;
- Familiarity with other international public sector modernization initiatives
- Extensive experience working with senior public officials and providing policy advice and coaching;
- Proven understanding of the challenges faced by developing countries with regards to strategic policy development and monitoring and evaluation;

- Experience with Change Management approaches, including harmonization's of conflicts resulting from differences in reporting needs of various stakeholders;
- Organizational Management skills with experience in conducting organizational reviews, and implementing appropriate organizational structures

Key Expert 2: Organizational Development Expert

Qualifications and Skills:

-A minimum of a post-graduate University degree in Strategic Planning, Change Management, Organizational Development or Public Sector Governance and Management,

- Full computer literacy in Microsoft Office Package suite and in the use of web browser capability;
- Strong interpersonal skills – including but not limited to – the ability to work under pressure with restrictive timelines and to establish and maintain effective working relationships with people;
- Ability to take initiative and to work independently – as well as – part of a team;
- Excellent oral and written communication in English.

Professional Experience:

- At least ten [10] years senior managerial experience dealing with team and organizational building - preferably in the Security sector;
- At least five years [5] experience of working on change management issues within a public organization;
- At least five [5] years working experience with Change Management approaches, including designing and developing a theory of change and monitoring and evaluation framework;
- Development techniques and organizational theory and practice with regard to the public sector.

13. OTHER EXPERTS, SUPPORT STAFF & BACKSTOPPING

Cost for backstopping and support staff, as needed, are included in the financial offer of the Consultant.

14. LOCATION AND SUPPORT

The Regional Security System will provide the consultant with adequate working facilities for a maximum of three (3) project personnel at any given time and will facilitate access to information and to managerial/technical personnel as needed to enable the Consultant to undertake the assignment as outlined in this TOR, and will provide such other assistance as may be reasonably required.

The Consultant will provide her/his own computer, printer and mobile telephone and will make provision for office consumables such as paper, cartridge and other stationery.

15. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Consultant must be prepared to complete the assignment within a 16-week period commencing December 2019 and submitting the final Strategic Review Report no later than March 31, 2020.

16. APPLICATION PROCESS

Interested and qualified candidates should submit their applications which should include the following:

- Detailed Curriculum Vitae
- Proposal for Implementing the Project

Please quote **RSS Strategic Review, ToC and M&E** on the subject line.

Applications should be emailed to rsshq@rss.org.bb to reach the RSS no later than 4:00 PM on Tuesday the 10th day of December 2019.

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