



Mekong River Commission

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TERMS OF REFERENCE

Project Title:	MRCS Reform
Consultant Title:	Individual International Consultant - Change Manager
Section:	Office of the CEO
Duty station:	Office of the MRC Secretariat in Vientiane, Lao PDR with possible travel to MRC Member Countries
Type of contract:	Service Contract (Full Time)
Duration:	12 Months starting from October 2015, possibly renewable for a second year
Reporting to:	Chief Executive Officer, MRCS

1. The Mekong River Commission

The Mekong River Commission (MRC) was established by the 1995 *Agreement on Co-operation for the Sustainable Development of the Mekong River Basin*, between the governments of Cambodia, Laos, Thailand and Viet Nam. In accordance with this Agreement, the **Mission** of MRC is: "To promote and coordinate sustainable management and development of water and related resources for the countries' mutual benefit and the people's well-being".

2. Background/Rational

The Mekong River Commission is in the process of organisational transformation to meet the commitments of the 2010 Hua Hin Declaration (which were reaffirmed in the 2014 Ho Chi Minh City Declaration) in downsizing the MRCS structural setup as a result of the current strategy of decentralising the core river basin management functions (CRBMFs) from MRCS to member countries. The move will enhance effectiveness, increase efficiency and strengthen ownership of the management of the Lower Mekong Basin. The transformation process hopes to attain MRC's financial self-sustainability by 2030.

The MRCS has been adopting a sequential five-yearly strategic planning cycle to lay out its programme implementation direction and priorities. The Strategic Plan for 2016-2020, which is currently on the drafting board, is focusing on the gradual transition of MRC's organisational functions so that, over the next 5 years, the member countries will take on greater responsibility for implementing certain core river basin management functions funded by their own resources thus, paving the way for complete financial autonomy before 2030. Intended to be implemented in 2016, some organisational and structural shifting will be experienced like gradual changes in management processes, staffing pattern, communications protocol, and operating environment. The MRC Secretariat will also be structured around the core functions, not Programmes. As a step towards core function financing, the MRC has adopted the Basket Fund (a kind of pooled fund) and is changing its financial management system to support the new funding mechanism.

The decentralisation of the CRBMFs will create an impact on the human resources requirements of the MRCS in which gradual reduction on the number of operating staff will take place over the next 5 years to correspond to the actual operational needs on a year-to-year basis. The number of staff estimated would be reduced to about 90-100 by 2020 and 40 to 50 staff by 2030. The number of administrative support positions is expected to decrease at a faster rate than that of the technical staff which is due to the phasing out of the programme and project implementation protocols and the gradual taking over of the routine activities by the member countries.

3. JOB SUMMARY

Implementation of the reform process is the role of the responsible teams/units within the MRC Secretariat and the main role of the Change Manager (CM) is to assist the CEO and top management of the MRC Secretariat (i.e. Directors) in managing the expected changes as resulted from the implementation of the reform process (on all aspects of operation, including structural, financial, staffing, and decentralisation). The Change Manager will coordinate with these responsible implementing teams/units to ensure the intended reform measures are fine-tuned, aligned with the overall strategic direction of the organisation, smoothly and successfully implemented to achieve the lasting benefits, and changes are effectively communicated to MRCS staff and MRC stakeholders.

The work implemented by the Change Manager is expected to contribute to Outcome 7 of the MRC Strategic Plan for 2016-2020:

“MRC transitioned to a more efficient and effective organisation in line with the Decentralisation Roadmap and related reform plans”

4. Responsibilities and Tasks:

The incumbent will carry out the following specific tasks and responsibilities:

- Assist the CEO and senior management in driving the change process.
- Assist the CEO and senior management in identifying (and/or facilitating the process to identify) strategic measures of reform and in overseeing the implementation of the reform measures being undertaken by the responsible implementing teams/units.
- Identify and propose to the CEO adjustments to the reform measures undertaken in the various reform components for optimal effectiveness, and monitor the implementation of those adjustments by the responsible implementing teams/units.
- Prepare and execute a communication plan about the changes to ensure a common understanding of the purpose, reasons, process and progress of the reform, and a shared vision of the future, within the organization, with the Member Countries and other key stakeholders.
- Assess the impacts of the intended reform measures on staff and organisation’s work processes and make proposals to the CEO on activities needed to address the impacts of the changes, and ensure the approved activities are implemented by the responsible implementing teams/units.
- Monitor and assess the assumptions, risks and challenges associated with the reform process as identified in the MRC Strategic Plan 2016-2020 (SP), and support the CEO and senior management with clear insights in reviewing and updating (as necessary) the completeness/relevance of the SP Risk Matrix, the risk assessments contained in the Matrix, and the continued adequacy of the mitigation measures on those related to the reform.

- Identify and report regularly to the CEO any issues hampering the progress of reform implementation including foreseen and/or actual deviations from the work plans, milestones and indicators, assess consequences, and propose appropriate response measures to the CEO – that will be implemented by the responsible implementing teams/units.
- Prepare reports on progress of the overall reform based on the specific reports on individual reform components prepared by the responsible implementing teams/units, and document lessons learned from the implementation of reform measures in order to serve as a future reference for the MRC.
- Other related duties as may be assigned by the CEO.

5. Expected outputs and tentative work plan

The incumbent is expected to deliver the following outputs, based on an indicative work plan described below. The work plan will be discussed and detailed with the participation of two observers from each member countries during the first two weeks of the incumbent’s appointment, and is subject to changes based on actual needs of the reform implementation. The performance of the incumbent in this assignment will be assessed based on the results/outcomes generated by the activities initiated and outputs produced by the incumbent. Deliverables/outputs are indicative of performance, but how well the change/reform is managed is the ultimate result expected from this assignment upon which the performance of the incumbent is assessed.

Indicative activity	Indicative timeline	Deliverable
1. Review the reform measures of all reform components to identify measures of reform in areas still requiring decision from the JC and Council, as well as to identify fine-tuning opportunities of existing and future measures	Oct-Dec 2015, and continuously	Proposed reform measures and fine-tuning opportunities to the CEO
2. Prepare a communication plan about the reform, and update the plan	Oct-Nov 2015 (preparing) 3-monthly (updating)	Communication plan
3. Plan, organize communication events and support CEO and senior management in delivering effective communication messages to staff and MRC’s stakeholders	Continuously as per the approved Communication Plan (but at least once per month)	Communication messages; Communication events organized; Communication products (e.g. internal MRCS newsletters, updated Intranet page on reform, leaflets, etc)
4. Analyse & assess impacts of the reform measures on staff and organisation’s operations	Dec 2015 – Jan 2016, and continuously	Impact assessment report & proposal of interventions to address the impacts
5. Monitor the implementation of the approved interventions by implementing teams/units	As per plan (of activity 4)	Reporting to CEO on progress of

		implementation and issues, and coaching to implementing teams/units as necessary
6. Review and update the SP risk matrix for those related to the reform	May-Jun, and Oct-Nov 2016	Risk assessment report and proposals adaptive risk management
7. Identify and report regularly to CEO on issues hampering reform process	Continuously (on a weekly basis)	Weekly memos to CEO
8. Prepare progress reports, and other reports on the overall reform implementation	As required (but major progress reports are to be prepared every 3 months)	Reports

6. Working Principle/ Reporting Line:

The consultant will work under the managerial direction of the Chief Executive Officer, Mekong River Commission Secretariat (CEO, MRCS) and in close consultation with the Senior Management team. The CEO is responsible for communicating all proposals and reports of the incumbent to the Senior Management Team.

The incumbent will discuss and agree his/her work plan with CEO in a manner that efficiently and effectively delivers the required services and products.

7. Qualifications of consultant

- Master's Degree in Organizational Change, Organizational Development, Business or related field.
- At least 15 years of experience in change management or equivalent.
- In-depth understanding of organizational design and transition.
- Experience and knowledge of change management principles, methodologies, and tools.
- Strong communication skills, both written and verbal, with audiences of all levels.
- Demonstrated understanding of project management; Solution-oriented, pragmatic approach.
- Experience with International organizational change.
- Training experience in a formal process, organization, change, and/or learning improvement methodology that included project definition, process measurement, analysis, and implementation (including benefits-realization plans).
- Demonstrated strong group facilitation skills.
- Highly developed social skills and ability to build good rapport with all levels of staff.
- Working experience and knowledge about International River Basin Organizations, Mekong River Basin specifically is an advantage.

8. Condition of Payment

- A Service Contract will be offered to this position. Monthly salary will be paid based on submission of a time sheet, which will be approved by the supervisor.
- Last month payment will be made to the consultant upon submission of the evaluation form certified by OCEO.
- Travel and subsistence costs will be reimbursed following submission of receipts/boarding passes etc. and subsistence paid based on normal MRC rules.

9. Signature Block:

Consultant -----() Date: -----

Chief Executive Officer -----() Date : -----