

Invitation to Tender

Change Management Advisor

Summary

The purpose of this consultancy-based change management advisor is to support the processes of consultation, system co-design, transition planning and delivery in relation to an overall transformation in Misesan Cara's system for managing funding grants in support of the development work of our members.

Working alongside Misesan Cara's Project Funding Manager the Change Management Advisor will support both staff and members in adjusting to change while minimising negative impacts upon ongoing work.

It is anticipated that support will be required for 9 – 14 days per month, for a period of 6 – 9 months, possibly commencing September 2022. The total budget, including fees, VAT and all other expenses is to be in the range of €25,000 – €30,000.

1. About Misesan Cara

Misesan Cara is an Irish and international missionary member organisation supporting development, humanitarian and emergency projects in over 50 countries in the Global South. The organisation works with some of the most marginalised and vulnerable communities to realise their human rights through delivery of services in the areas of education, health, livelihoods and income generation, as well as advocacy, networking and community mobilisation. Through the work of 88 Irish-based member organisations, Misesan Cara's work is guided by its strategy. The overall funding to projects supported across these areas in 2021 is outlined in the table below. For further information about Misesan Cara, visit www.miseancara.ie

Sector	Education	Health	Livelihoods	Human Rights	Emergency Response	Member Capacity Development	Total
<i>Number of projects</i>	111	75	69	44	36	26	361
<i>Funding amount (€)</i>	5,137,485	2,974,721	2,631,307	2,653,144	506,556	529,421	14,432,634

Since its foundation in 2004, the primary source of funding support to Misesan Cara has been Irish Aid, the Irish Government's programme for overseas development. While Irish Aid continues to be our primary donor, we are also currently endeavouring to increase and diversify our donor base.

Each of our member organisations is a missionary organisation of sisters, brothers or priests; a religious organisation concerned with missionary development work; or a lay volunteer sending organisation. While registration as a charity in Ireland is a prerequisite of membership of Misesan Cara, many members are themselves part of a global entity implementing relief and development projects in dozens of countries. Others are of a more modest size, reach and means. All are valued and respected members of Misesan Cara. In keeping with the principle of subsidiarity which characterises missionary development work, Misesan Cara has to date responded to funding proposals submitted by members, and allocated funding on the basis of strategic relevance, need and quality.

2. Background

Misean Cara's project-based approach to funding was introduced in 2009 and remains in place. The funding schemes and proposal/ report templates underpinning this project approach were updated in 2016 during an extensive Funding Schemes Review. These changes were also underpinned by the development and rollout from November 2016 of a new online project management system, MissionLinks, which is built on the Salesforce platform.

There are currently two concurrent and complementary reviews underway into Misean Cara's systems for managing funding grants. In summary the respective focus of these reviews is as follows:

- **Misean Cara's review** of our current grant management systems seeks to identify both short-term and longer-term ways of maximising capacities and resources. As was highlighted at May 2022 consultation meetings with members, the review is also designed to consider and explore alternative models that could perhaps transform the overall grant management system and how Misean Cara works with members into the future. Two key considerations are: to keep the focus firmly on development results; and to create the time and conditions through which Misean Cara can best attract the support of new donors.
- **The Irish Aid review** of Misean Cara Funding Systems is focussing on both Misean Cara's and Members' systems for managing funding. This review is particularly focused on: control and oversight systems; how risk is managed; and the level of information held and exchanged. More broadly the review is also taking cognisance of future trends and pressures on ODA funds, as well as the general risk and regulatory environments. The report on this review is expected to be finalised in July/August 2022.

It is envisaged that recommendations and options arising from both these complementary reviews will be discussed further with members in September 2022, and that thereafter a process will get underway to transition towards a re-designed system for managing funding grants.

Further details outlined within an interim review report will be shared with those who express an interest in this tender, which can in turn inform the tender proposal.

The Change Management Advisor will work to support this transition and change process, working closely with the Project Funding Manager and other key stakeholders, both staff and members alike.

3. Purpose and Scope

The purpose of this consultancy-based change management advisor is to support the processes of consultation, system co-design, transition planning and delivery in relation to an overall transformation in Misean Cara's system for managing funding grants in support of the development work of our members. Related specific objectives are as follows:

- 3.1 To support the transition towards an alternative system for managing funding grants, that takes full cognisance of recommendations arising from Misean Cara's current grant management systems review and from the Irish Aid review of our overall systems
- 3.2 To ensure the emerging system design options are adequately analysed and mapped out
- 3.3 To support timely communication with all key stakeholders throughout the change process
- 3.4 To support the development and rollout of a clear and phased transition plan

4. Brief

Working alongside Misesan Cara's Project Funding Manager the Change Management Advisor will support both staff and members in adjusting to change while minimising negative impacts upon ongoing work. The Change Management Advisor will coordinate across teams to ensure process alignment and clear practices are established in relation to the broad implementation of any new system. The focus of support will shift in light of emerging needs within the overall change process, but broadly speaking it is expected that the Change Management Advisor will be involved in the following areas:

4.1 Analysis and Synthesis of Consultation Input and Emerging Design Options

- Develop a strong functional knowledge of the current Misesan Cara system and proposed change options and related processes
- Synthesise consultation input and map out emerging design options
- Conduct impact and gap analyses to evaluate the impact of planned organisational change
- Identify risks and develop risk mitigation actions

4.2 Supporting Communication Across Misesan Cara (Members, Staff and Board)

- Develop a broad user-friendly outline of the agreed new system design
- Develop and monitor a key stakeholder communication plan
- Prepare and support the development of communication materials relevant to change initiatives
- Process stakeholder feedback and present options for required adjustments to the overall change management plan and/or new system design, as relevant
- Provide strategic and timely updates to Project Funding Manager and other stakeholders

4.3 Development and Coordination of a Transition Plan

- Develop and support the adoption of a change management roll-out strategy
- Develop a clearly timetabled transition plan, based on key deliverables and milestones
- Design and coordinate a training and coaching plan for all key stakeholders in relation to new grant management system, particularly for Misesan Cara staff and member Missionary Development Officers and Assistant Missionary Development Officers (MDOs/AMDOs)

5. Expected Deliverables

- Inception report containing draft workplan following initial briefing meetings (after contracting)
- Synthesis of consultations with clear recommendations for next steps
- Collation of draft, revised and finalised new system design
- Relevant change management communication materials
- Draft, revised and finalised transition plan
- Input for periodic reporting to key stakeholders (members, staff, management and board)

6. Timeframe and Availability

It is anticipated that support will be required for 9 – 14 days per month, for a period of 6 – 9 months, possibly commencing September 2022.

Alternative arrangements will also be considered, based upon tender proposals and any subsequent discussions with the successful tenderer, so long as they meet the requirements of the overall change management process and Misean Cara in general.

7. Terms

Budget

The total budget, including fees, VAT and all other expenses is to be in the range of €25,000 - €30,000. The consultancy fee and expenses will be paid on a monthly basis upon receipt of an invoice outlining the actual number of consultancy days delivered and any actual expenses incurred.

Draw Down Basis

Given the nature of change management processes, Misean Cara will draw down consultancy support days as required, and the rates of draw-down may vary from month to month. The timing of (and advance planning in relation to) this will be agreed in advance with the consultant in order to provide as much predictability as possible for both Misean Cara and the consultant.

Freedom of Information Regarding Tenders

Misean Cara operates under the Irish Government's Freedom of Information Act 1997 and all information held in relation to this tendering process (including queries and proposals submitted in response to this brief) may be subject to requests under the Act.

Copyright and Ownership

Copyright and ownership of all documentation relating to this consultancy must be assigned to Misean Cara. All documents produced by the successful tenderer in connection with this appointment and submitted to Misean Cara will be considered the property of Misean Cara and may be used by us at any time, including for other projects, without prior approval.

Insurance and Tax

A copy of a valid, current Tax Clearance Certificate will be required prior to formal appointment of the successful tenderer and all matters in relation to insurance and tax affairs will be the successful tenderer's responsibility. Also, as noted earlier, all fees and costs outlined in the proposal must be inclusive of VAT.

Child Protection and Safeguarding

The consultant will be expected to adhere to Misean Cara's Child and Vulnerable Adult Safeguarding Policy and Misean Cara's Prevention of Sexual Exploitation, Abuse and Harassment Policy.

Governance and Accountability

The consultant will report directly to the Project Funding Manager in Misean Cara, who may delegate as appropriate. This will be in line with a regular timetable for contact to be agreed during the initial month. The consultant will also work with other relevant Misean Cara staff where necessary.

8. Tender Outline and Assessment Criteria

Tenders will be accepted from individual consultants and/or organisations/ consultancy firms. Tender proposals will not exceed 9 pages in length, excluding appendices, if relevant, and will form part of the Terms of Reference in addition to this invitation to tender document.

Tender proposals should be structured according to the following assessment criteria:

Evidence of relevant expertise and experience (Max. 30 Marks)

- Methodological change management expertise and qualifications. If the tender proposal is from an organisation then a summary CV of the lead consultant should be annexed.
- Experiences delivering large organisation-wide change management processes
- Evidence of strong analytical and problem-solving skills with demonstrated ability to quickly gather, analyse and synthesise information
- Evidence of strong collaboration, influencing skills, and verbal and written communication skills
- Contextual understanding of the work of donor agencies involved in supporting international development work

Demonstrated understanding of the brief (Max. 40 Marks)

- The tender proposal, overall, must demonstrate a detailed understanding of the purpose of this brief, as well as Misesan Cara's expectations and intended use of deliverables
- Robustness of proposed options in relation to change management approach and stakeholder engagement techniques
- Evidence of consultant's understanding of the compliance, workflow, reporting and fundraising requirements of a funding agency
- Evidence of the consultant's understanding of and insights into the systems used for managing funding grants in a range of international development agencies
- Evidence of the consultant's experience of and affinity with participatory, results-focused development practice, including by missionaries involved in development

Proposed number of consultancy days and value for money (Max. 30 Marks)

- The fee proposal submitted shall be in the form of a lump sum in Euro (€), inclusive of VAT and all expenses, with a detailed breakdown of logistical costs, expenses and billable consultancy time
- Total budget, including fees, VAT and all other expenses is to be within the range outlined above under "Terms", noting that once a fee has been agreed in Euro, no account will be taken of subsequent currency fluctuations
- Indication of proposed timeframe and availability, noting that these are subject to discussion.

Additional information required

Please note that proposals should also include each of the following:

- Name and contact details of individual/organisation submitting the tender;
- Identification of lead person carrying overall responsibility for the work (and clarity on how the work will be dispersed if the tender is from an organisation that will allocate more than one consultant to this work);
- Confirmation of acceptance of the terms and conditions described in the invitation to tender;
- Confirmation that the consultant is tax compliant;
- Confirmation that the consultant is covered by appropriate insurance; and
- Any further information which the tenderer deems relevant.

9. Tendering Procedure and Timeframe

Expressions of interest

While this is not a required step in the process, those who are interested in this tender are encouraged to express their initial interest by emailing tender@miseancara.ie with an indication of their intention to submit a tender proposal.

Those who express interest will receive a copy of an internal interim review report that will give prospective tenderers a greater sense of the possible nature of change envisaged.

Requests for information

Requests for additional information can be made via email to tender@miseancara.ie in advance of submitting a tender proposal. A log will be kept of such queries and any additional information provided will be shared with other prospective tenderers. Preliminary indication by email of an intention to submit a tender proposal will ensure you are on this communication list.

Tender proposal submission and review

Tender proposals must be submitted by email to Seamus O'Leary, Project Funding Manager, at tender@miseancara.ie with "Tender: Change Management Advisor" stated in the email subject line.

The deadline for receiving tenders is by Monday, 22nd August 2022 close of business. If you wish to speak with someone about this tender, please email or phone Seamus O'Leary, Funding Manager on soleary@miseancara.ie or +35314055028.

Misean Cara may invite one or more tenderers for interview prior to awarding a contract for the work. Misean Cara is not obliged to accept the lowest or any tender.

It is envisaged that the preferred tenderer will be selected within 2-3 weeks of the submission deadline and contracts issued immediately thereafter.