



Solomon Islands Education Sector Support Program

Terms of Reference: Change Management and Organisation Transformation Adviser (STA)

Location Remote with inputs in Honiara, Solomon Islands

Duration Starts April 2023; Up to 45 input days

Supervisor / Manager Deputy Secretary, Corporate Services (TWG Chair)
ESSP Team Leader

Performance Management and Reporting Framework DFAT Adviser Performance Assessment and relevant program reporting framework

About the Program

The Solomon Islands Education Sector Support Program (ESSP) provides the strategic direction and implementation arrangements for the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and the Australian Department of Foreign Affairs and Trade's (DFAT) combined investment to support the Solomon Islands Government (SIG) to implement its Education Strategic Framework 2016–2030 (ESF), and the National Education Action Plan 2022–2026 (NEAP).

The Program positions the Ministry of Education and Human Resources Development (MEHRD) as the central partner, adopts MEHRD's ESF and NEAP as guiding frameworks for all investment, promotes strengthened sector-wide donor coordination and provides the majority of Program funding through sector budget support.

The ESSP Program Management Team (PMT) is responsible for the overall day-to-day operations, management and providing strategic oversight of ESSP and in particular provides support to the three ESSP partners.

ESSP is managed under Australia's Solomon Islands Resource Facility by DT Global.

Objectives of Role

An Education Management Information System (EMIS) is an organised approach to the collection and reporting of quality education information such as student, teacher, education authority and school data. The proposed education legislative reform led by MEHRD is premised on a shift towards a decentralised approach to education service delivery. Therefore, MEHRD, schools, education providers and provincial education boards will all require access to accurate, complete data through a centralised EMIS with well-

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functioning data management business processes. This centralised and shared data are essential requirements for all evidence-based planning, decision-making, implementation and reporting.

MEHRD has designed a special project called *Improvem EMIS Project* (the project) which will be governed by a Technical Working Group (TWG) to achieve a well-functioning and operational EMIS. The key objective of this first phase of the project is to ensure accurate and complete 2023 schools, teachers and students data are entered into EMIS by November 2023. In the future, there will be other phases of the project to roll-out EMIS to schools and add a full range of EMIS capabilities relevant for Solomon Islands education sector.

MEHRD requires the expertise of an accomplished change and organisation transformation adviser (the Adviser) to support MEHRD transition to a decentralised EMIS data collection and reporting processes.

The Adviser will work closely with MEHRD, ESSP PMT, the TWG and ESSP technical advisers to develop and implement a practical change management process across MEHRD, both centrally and in the provinces, as well as across the wider education sector, including the Education Providers who operate schools and employ teachers.

The Adviser will be remunerated based on the candidate's skills and experience.

Expected Outcomes

Ensure all MEHRD and Solomon Islands Education Sector stakeholders are aware of required changes and readily accept and adapt their ways of working accordingly.

By the end of the Adviser's input we expect that:

- MEHRD staff are prepared and encouraged to welcome and endorse the changes that accompany the *Improvem EMIS Project*.
- MEHRD and Education Providers understand the revised data management business processes and have prepared and commenced implementing change management practices within their respective work areas.
- Evidence of behavioural changes commensurate with the expected shift in responsibilities and business processes.
- MEHRD and Education Providers' annual work plans for 2024 reflect an integrated approach to data management business processes.
- All MEHRD and Education Provider officers engage in appropriate change management training.

Roles and Responsibilities

The Change Management and Organisational Transformation Adviser has a specific role to:

1. Support MEHRD in understanding and accepting organisational changes in line with the development and implementation of the EMIS which underpins the ELF, focusing on changes in processes, people, organisational and operational procedures.
2. In coordination with MEHRD, the *Improvem EMIS Project* and ESSP PMT, support in initiating a Change Management Strategy and Plan (including stakeholder management, communication, change impact, change readiness, organisation change/alignment and training) for organisational development associated with decentralising the EMIS.
3. Provide and implement recommendations to create ownership or user adoption on new processes, procedures, systems and organisational change and assist MEHRD in monitoring and implementation.
4. Coach, mentor and train the relevant MEHRD divisions to understand required changes to processes and practices inclusive of organisational changes required for the larger MEHRD reforms under the new ELF.
5. Provide advice and support to ESSP development partners, ESSP PMT and ESSP technical advisers throughout the program.

Deliverables

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1. Develop a plan, inclusive of communication strategies, that encourages all stakeholders to welcome and support the upcoming changes associated with decentralisation of data collection, reporting and use of EMIS data.
2. Receive endorsement of the plan and action the plan once approved.
3. Provision of regular reporting and updates to MEHRD SMT and ESSP Team Leader, as per agreed intervals or upon request.
4. Execution of the communications strategy developed as part of this assignment.
5. Exit Report, including a recommended strategy for next steps for the consideration of ESSP PMT, provided prior to the conclusion of the contract.

Reporting Lines and Performance Management

The Change Management and Organisation Transformation Adviser will report regularly and when required to the MEHRD Technical Working Group Chair, Deputy Secretary, Corporate services and also to the ESSP Team Leader

The ESSP Contractor Representative is the focal person for any contractual concerns.

Selection Criteria

Qualifications

- Degree in Business Administration, Public Administration, Public Policy, Engineering, Organisational Development, Human Resources Management, Information Systems or related subject, with advanced qualification preferred.

Essential experience and knowledge

- Minimum of 5-10 years' extensive experience in areas related to business process transformation, functional design, change management, institutional reform, governance, organisational design/development, human resource management.
- Minimum of 3 years' experience in a large-scale ICT-based business process re-engineering implementation.
- Working experience with a reputable international consulting firm on a project in the Pacific region, with a large public organisation will be a strong advantage.
- Demonstrated ability to deliver training, coaching, and mentoring to counterpart staff.
- Demonstrated ability to work effectively and collaboratively with others.
- Demonstrated ability to generate and advocate for sustainable solutions. This includes consulting and negotiating proposed solutions with senior officials.
- Understanding of the importance of cross-cutting development issues such as gender, anticorruption, and disability, particularly in the Pacific region.
- Experience working on international development programs in Solomon Islands or in the Melanesian/Pacific Islands context, demonstrating cross cultural skills.

About DT Global

DT Global is an international development managing contractor, working across a wide range of sectors and technical areas in over 90 countries around the world. We are a part of the DT Global Family, a network including a for-profit company, a separate non-profit entity, and a charitable trust, all behind one mission: to improve as many lives as possible. DT Global launched in 2019, bringing together AECOM International Development's Services Sector and Development Transformations along with their legacy companies. The DT Global family has since expanded further with the acquisition of IMC Worldwide in March 2022 and Cardno International Development in July 2022. Together, we bring with us over 60 years of experience, relationships, and technical excellence to better transform lives around the world on behalf of partners, clients and stakeholders.

For more information, please see www.dt-global.com

Other Information

Amendments to the position's terms of reference may be made during the period of the engagement as required.

DT Global, LLC is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, veteran status, gender identity, or national origin. DT Global, LLC prohibits discriminating against employees and job applicants who inquire about, discuss, or disclose the compensation of the employee or applicant or another employee or applicant.

Our organisation is committed to child protection and safeguarding the welfare of children in the delivery of our international development programs. Recruitment and selection procedures reflect this commitment. We are committed to safety and the prevention of sexual abuse and harassment, child protection and bribery prevention.

We want to engage with the right people to deliver our client programs. As part of our approach you will be subjected to formal background screening, criminal record checks, employment verification, and periodic compliance checks. All our staff receive safety, compliance and safeguards training and are responsible for contributing to a safer working culture.

Safeguards

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DT Global is an equal opportunity employer

DT Global encourages women to apply. We recognise the moral and legal responsibility to provide an equal opportunity workplace by ensuring that all recruitment and selection decisions are based on the best qualified and experienced candidate who can perform the genuine inherent requirements of the position.