

# **MINISTRY OF RURAL DEVELOPMENT AND LOCAL GOVERNMENT**

## **SCOPE OF WORKS**

### **CHANGE MANAGEMENT CONSULTANT**

The Change Management Consultant will play a pivotal role in enabling the Ministry to achieve its mandate. The post holder will be instrumental in developing change and project implementation plans and upon the approval of the Permanent Secretary, successfully implement, manage and monitor the plans. The incumbent will provide change and programme management expertise in support of organization-wide business transformation, process re-engineering and resulting system developments.

The primary focus will be creating and implementing change management plans to maximise employees' engagement and proactively manage employees and client resistance. The role will involve liaising at all levels across key Ministries and Departments to analyse and effectively develop and deliver embedded change management solutions.

In addition, the Change Manager will elaborate the strategic framework for the further evolution of the Ministry's Programme of Works, and identify and pursue opportunities for developing specific programme components.

### **SUPERVISION**

The Change Management Consultant reports to the Permanent Secretary, Ministry of Rural Development and Local Government. The post holder must have a high degree of autonomy and is expected to organize and plan a demanding workload and manage conflicting priorities with minimal supervision to deliver within tight deadlines.

### **ROLES AND RESPONSIBILITIES**

#### **STRATEGIC PLANNING AND PROGRAMME DEVELOPMENT**

- Lead the development of, support and manage the implementation of the Ministry's Programme organisation-wide strategy.
- Support the development of new projects and initiatives and identify emerging opportunities.
- Identify and develop relationships, ensuring regular engagement and coordination with key strategic partners in the Ministry, government and civil society.
- Promote internal lesson-learning within the Ministry's programmes to ensure effective knowledge management on cross-cutting thematic issues and functions.
- Contribute to the development of the Ministry's programmes.
- Contribute to the Ministry's wider organisational strategy and development by participating in strategic planning and other cross-organisational processes.
- Manage and mediate internal and external relationships with stakeholders who may have conflicting objectives.

## **RISK MANAGEMENT**

- Ensure new and emerging risks are identified and communicated.
- Conduct research and analysis into areas that may cause concern or indicate risks and escalating issues to the Permanent Secretary.

## **BUSINESS PROCESS RE-ENGINEERING**

- Undertake process analysis and mapping the processes of key Departments which will assist in facilitating achievement of the mandate of the Departments being transformed.
- Identify risks, controls, business continuity, Management Information Systems, Key Performance Indicators.
- Identify and re-engineer processes where inefficiencies arise.

## **ORANISATION DEVELOPMENT AND REDESIGN**

- Work with relevant Departments to ensure that organisation redesign initiatives are in keeping with key Departmental needs, Public Sector processes, and are in compliance with relevant laws and regulations.
- Identify needs, plans and implements appropriate strategies, and evaluate organization-wide initiatives, such as: employee development; service excellence; employee engagement and culture enhancement.

## **EXPERIENCE, SKILLS AND ATTRIBUTES**

- Previous change management experience.
- Experience with large-scale organizational change effort.
- A solid understanding of how people go through a change and the change process.
- Experience and knowledge of change management principles and methodologies.
- Experience with business transformation, process re-engineering and/or system implementations.
- Experience in project management approaches, tools and phases of the project lifecycle.
- Self-manages own workload to meet agreed deadlines and works in a way that is professional and objective.
- Manages a variety of tasks concurrently and shows flexibility of work patterns in order to meet timeframes and delivery.
- Exceptional communication skills – both written and verbal.
- Able to work effectively at all levels in an organisation.
- Excellent active listening skills.
- Problem solving and root cause identification skills.
- Strong analytic and decision making abilities.
- Must be a team player and able to work with, and through others.
- Ability to influence others and move them/individuals toward a common vision or goal.
- Knowledge of Public Sector systems and structures.
- Knowledge of relevant laws and regulations.

## **DELIVERABLES EXPECTED:**

- A structured Change Management Implementation Strategy.
- A draft Integrated Change Management Project Plan.
- A draft Change Management Support Communication Programme/Plan.
- A draft Assessment Model for the selection of an appropriate set of pilot Municipalities in which to initiate the transitioning of the Local Government Policy Initiative.
- A draft Organization Redesign and Development Programme for pilot Municipalities, and Ministerial Departments and Units, in which the transitioning of the Local Government Policy Initiative is being rolled out.
- Draft potential Impact Analysis/Assessments of change management processes on key stakeholders, including change readiness and levels of engagement, and, particularly the most expected and potential points of resistance to change.
- Draft package of strategies and counter strategies to reduce the resistance and address the doubts and uncertainties surrounding the change, and foster a positive acceptance of the change.
- A draft Change Management Training and Orientation Plan.
- A draft System of Change Parameters to measure the early adoption, effective utilization and proficiency in and to new change initiatives for individual employees as well as groups, units, departments or Municipalities.
- A draft System of Success Metrics in terms of performance on the Change Parameters in terms of expectations, standards, progress and results to achieve full organizational adoption of change.
- A draft Monitoring System for the change management processes required by the Transitioning of the Local Government Policy Initiative.