

EMPLOYEES' TRUST FUND BOARD



REQUEST FOR PROPOSAL

CONSULTANCY SERVICES FOR CHANGE MANAGEMENT PROCESS AT ETF BOARD

QUALITY & COST BASED SELECTION (QCBS)

PROPOSAL NO. : **ETF/PROC/A/2021/118**
PROPOSAL OPENING ON : **10TH DECEMBER 2021(FRIDAY)**
TIME : **10.30 AM**
TENDER BOX NO. : **06**

REQUEST FOR PROPOSAL

**CONSULTANCY SERVICES FOR
CHANGE MANAGEMENT PROCESS AT ETF BOARD**

Bid File No.: ETF/PROC/A/2021/118

The Department Consultants Procurement Committee (CPCD) on behalf of Employees' Trust Fund Board invites proposals to provide the above Consulting Services.

1. An Individual Consultant or Consultancy Organization will be selected under "Quality & Cost Based Selection" (QCBS) method and procedures described in this RFP, in accordance with the policies described in the latest version of the Guidelines on **Selection and Employment of Consultants, published by National Procurement Agency**.
2. This RFP includes the following documents;
 - i. Letter Of Invitation
 - ii. Instructions to Consultants (including Data Sheet)
 - iii. Technical proposal – Standard Forms
 - iv. Financial proposal - Standard Form
 - v. Terms of Reference
 - vi. Standard Form of Contract
3. The complete set of "Request for Proposal"(RFP) could be downloaded from the ETF Board Official website; www.etfb.lk
4. RFP shall submit the proposals of "Technical" & "Financial" in 02 separate Envelopes and to be deposited in the Tender Box No. 06, kept at Procurement Section, 23rd Floor, "MehewaraPiyesa", Narahenpita, Colombo 5, on or before 10.30 a.m. on 10th December 2021 (Friday).
5. The "Technical proposals" of RFP shall be opened at 10.30 am on 10th December 2021 (Friday) at Procurement Section, 23rd Floor, "Mehewara Piyesa", Narahenpita, Colombo 5 and the "Financial proposals" shall be remained unopened.
6. The Date & Time for the opening of "Financial proposals" of the qualified proposals shall be notified in advance to the individual consultants and consultancy organizations.
7. For further clarifications on Guidelines please refer the website for the document "NPA Standard Request for proposal – Selection of Consultant - published by NPA in December 2007"
8. Envelopes shall be marked as "Technical" or "Financial" in the top left side.

9. Proposals received after the deadline shall be not accepted and rejected.
10. For further information on “Change Management process”; please contact Mr. Pushparanga Weerasekara – AGM (IT), Tel: 071 7064633 and for Procurement related information please contact Manager (Procurement); 011 7747236 / 011 2806198.



Chairman / CEO
Employees' Trust Fund Board
19th – 23rd Floors, “MehewaraPiyasa”
Narahenpita, Colombo 05.

EMPLOYEES' TRUST FUND BOARD

SUBJECT: REQUEST FOR PROPOSAL FOR CONSULTANCY ON CHANGE MANAGEMENT PROCESS FOR ETF BOARD

Instructions to Consultants

DATA SHEET

Paragraph Reference	
1.1	Name of the Client: Employees' Trust Fund Board Method of selection: Quality & Cost Based Selection (QCBS)
1.2	The assignment is: REQUEST FOR PROPOSAL FOR CONSULTANCY SERVICES FOR CHANGE MANAGEMENT PROCESS
1.3	A pre-proposal conference will be held: No
1.4	The Client will provide the following inputs and facilities : a. Office space with furniture shall provide by the ETF Board b. Facilities and equipments to conduct meetings shall provide by the ETF Board
1.8	Proposals must remain valid until 12 th March 2022 (91 days)
2.1	Clarifications may be requested not later than 07 Days before the submission date. The address for requesting clarifications is: Employees' Trust Fund Board, Procurement Section, 23 rd Floor, "MehewaraPiyesa, Narahenpita, Colombo 5 Tel : 011 7747236/ 011 7747200 Facsimile: 011 2806198 E-mail: mgrproc@etfb.lk
3.3 (a)	Shortlisted Consultants may associate with other shortlisted Consultants: NO
3.3 (b)	If QCBS methods is used: The available budget is: LKR 5.0 million
3.4 (g)	Training is a specific component of this assignment: YES
3.6	Other expenses – Not applicable

3.6	Breakdown cost of activities required?: YES
4.3	Consultant must submit the original and duplicate copies of the Technical Proposal, and the original of the Financial Proposal.
4.5	<p>The proposal submission address is :</p> <p>ETF Board, Procurement Section, 23rdFloor, “Mehewara Piyesa, Narahenpita, Colombo 5</p> <p>Proposals must be submitted no later than the following date and time</p> <p>Tender Box No. 06 Time : 10.30 a.m. Date :10.12.2021 (Friday)</p>
5.2	<p>Criteria, sub-criteria, and point system for the evaluation of Technical Proposals are:</p> <ul style="list-style-type: none"> (i) Specific experience of the Consultants relevant to the assignment: 10 points (ii) Methodology and Work plan <ul style="list-style-type: none"> a) Technical approach and methodology – 30 points b) Work plan - 10 points c) Organization and staffing - 10 points <p style="text-align: right;">Total points for criterion (ii): 50 points</p> (iii) Key professional staff qualifications and competence for the assignment: - 40 points <p>Bidder shall attain at least 50% of the each criterion and an average total score of 70 points shall be considered as the minimum points to pass.</p>
5.7	<p>The formula for determining the financial scores is the following:</p> <p>$S_f = 100 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the proposal under consideration.</p> <p>The weights given to the Technical and Financial Proposals are: $T = 0.8$, and $P = 0.2$</p>
7.3	<p>Expected date for commencement of consulting services;</p> <p>Immediate awarding the assignment</p>

EMPLOYEES' TRUST FUND BOARD
CONSULTANCY SERVICES FOR CHANGE MANAGEMENT PROCESS
AT ETF BOARD

FILE NO. : ETF/PROC/A/2021/118

TERMS OF REFERENCES

1. Introduction

- i. The Employee Trust Fund Board (ETFBoard) of Sri Lanka was established in 1981 under the provisions of ETF Act No. 46 of 1980 and mandate is to collect ETF contributions from Employers operating in Sri Lanka, maintain and develop the ETF contribution fund with the purpose of providing social security to the working population of the nation.
- ii. In recent times, ETFB has encountered several issues and limitations of the technologies used in their 15 years old existing system resulting delays in service delivery. Thereby, ICTA in collaboration with the ETFB, in advance conducted a Business Process Improvement (BPI) study to improve the existing functions of the ETFB and use as the base study to develop the ETF Core system which is in progress.
- iii. Currently the system is in the process of software developing stage and plan on completing on the February 2022.

2. Background

ETFBoard has to ready to welcome the new solution which is planning to come on board on February 2022. Hence some of the modules are functioning in different than the existing system. Therefore, these different initiatives will entail changes in how the organization functions and will impact the lives of the employees involved in on way. Nevertheless, it is of vital importance that disruption to the effective and smooth operation of affected entities be minimized and that, in the process, the actual experience and perception of employees reflects that there is caring and respect for the impact on them. To this end, a very important companion or underpinning to engage with new solution of ETFB by mapping the business with solution and Program must be a structured and aligned change management plan which addresses the various areas which could affect staff.

- The core system development of ETFB will change processes in terms of how work is done and could affect staffing requirements. Divestment and privatization of entities bring to the fore the rights, needs and reasonable expectations of employees who will

be affected in terms of matters related to their employment status, benefits and how the inevitable changes will be managed.

- According to the new development of system, review the strategic reviews will affect the configuration and flow of processes, the utilization of technology and the restructuring and realignment of the organizations around different mandates, objectives and goals.

3. Objective(s) of the Assignment

The consultant is required to understand the stakeholders, who are stakeholder to the newly developed system, identify the need of change management aspect and propose the adoption and change management activates to change the entire organizations and its external parties to adopt with new solution.

4. Scope of Services, Tasks (Components) to be carried out and Expected Deliverables

- Consultant should familiar with the culture of the ETFB and exiting rules and regulations including policies that could directly affect the improvements that will be adopted in the new business process.
- Consultant should meet the stakeholder of the ETFB project, resource persons, unions and developers of core system and have to collaboratively work with them. Consultant should ensure the buy in of all related parties that will be directly and indirectly affected by the improvements.
- Understand transformation initiatives and the accompanying change management approaches in other jurisdictions.
- Consultant should identify and propose workforce adjustment policies to the areas that impact to the employees' rights, benefits and their employment status. Areas covered included re-deployment, selection, separation, early retirement, retraining, leave (of all types) and a grievance procedure.
- The consultant should create a change management plan including implementation approach that will aid in the process of developing a strategic approach to changes in the ETFB. The plan should include the program that addresses the areas: Capacity Building, Internal and Awareness Creation, Complete adoption plan, Diversity and inclusion, Business and psychosocial counseling, consultation with trade unions and resistance management.

- The consultant should identify and propose the adoption and change management activities for the external parties to the ETFB. (Social media campaign, Television and Radio broadcastings and leaflets)
- The consultant should propose the programs as proposals which are explained in 4.5 and 4.6 and get the approval from the committee appointed by ETFB.
- With consent from the committee of ETFB, Consultant should commit the works related to the adoption and change management.
- The consultant should propose the Resource persons who are able to address/ coach the trainees and coordination with the relevant resource person is the responsibility of the consultant.
- Consultant should propose high level monitoring and evaluation mechanisms including activities and required polices to ensure sustainability of the initiative.
- Consultant should carry out the monitoring and evaluation activities related to measure the impact of this new change and change of the stakeholders (internal and external) Feedback analysis.

5. Qualification Requirements for the consultant (and any other requirements which will be used for evaluating the consultant)

No.	Key Professional Staff	Qualifications		Proposed Role
		Academic/ Professional	Role Specific	
1	Team Leader	Bachelor's degree in Management or Social Science or possess an equivalent qualification	<ul style="list-style-type: none"> • Handle the adoption and change management program in public sector organizations. • Strong Leadership Skills, Attention to detail, Sensitivity to customer issues, proactive identification and resolution of issues. • A solid understanding of how people go through a change and the change process; • Experience and knowledge of change management principles, methodologies and tools. • Excellent active listening skills. • Ability to clearly articulate messages to a variety of audiences. • Ability to establish and maintain strong relationships. • Ability to influence others and move toward a common vision or goal. • Flexible and adaptable; able to work in ambiguous situations. • Resilient and tenacious with a propensity to persevere. • Forward looking with a holistic approach. • Organized with a natural inclination for planning strategy and tactics. • Problem solving and root cause identification skills. • Ability to work effectively at all levels in an organization. • Must be a team player, and be able to work collaboratively with and through others. • Understanding of organizational issues and challenges. 	8

No.	Key Professional Staff	Qualifications		Proposed Role
		Academic/ Professional	Role Specific	
2	Change Management expert	an equivalent qualification and Master degree with special exposure over Bachelor's degree in Management or Social Science or possess aspects of transformation / change management areas	<ul style="list-style-type: none"> • Handle the adoption and change management program in public sector organizations. • A solid understanding of how people go through a change and the change process; • Experience and knowledge of change management principles, methodologies and tools. • Excellent active listening skills. • Ability to clearly articulate messages to a variety of audiences. • Ability to establish and maintain strong relationships. • Ability to influence others and move toward a common vision or goal. • Flexible and adaptable; able to work in ambiguous situations. • Resilient and tenacious with a propensity to persevere. • Forward looking with a holistic approach. • Organized with a natural inclination for planning strategy and tactics. • Problem solving and root cause identification skills. • Ability to work effectively at all levels in an organization. • Must be a team player, and be able to work collaboratively with and through others. • Understanding of organizational issues and challenges. 	8

No.	Key Professional Staff	Qualifications		Proposed Role
		Academic/ Professional	Role Specific	
3	Monitoring and Evaluation Expert	Minimum Master Degree qualifications in social science, Economics, Agriculture Economics, Information Technology or other relevant field	<ul style="list-style-type: none"> • Economics, Information Technology or another relevant field. • Experience in producing monitoring and evaluation reports. • Proven experience in managing development projects/consultancy assignments. • Strong skills in Microsoft Excel and statistical software such as SPSS. • Strong experience in developing evaluation/ data collection instruments, analyzing both qualitative and quantitative data. Good understanding in the evaluation best practices, effectively using mixed methods and cost-effective M&E techniques etc. • Coordinating and conducting Surveys, Focus Group Discussions, Key Informant Interviews especially in the area of ICT development projects. • Experience in preparation of log frames, theory of change framework and/or goal-oriented project planning documents. • Experience in Government Owned Development Projects &/ Experience in a Development Agency. 	5

6. Deliverables and Payment Schedule

The deliverables under this project are as specified below. All documents submitted must conform to the following minimum standards:

- Use language appropriate for a non-technical audience
- Be comprehensive, properly formatted and well presented
- Provide justifications for all assumptions
- Show evidence of consultation.

No	Phase	Deliverables	Duration	Payment
1	Inception	Study of the organization and provide Work Plan (task, duration, start and finish dates and resources)	Commencement + one week	10% total contract value (upon accepting the deliverables)
2	Elaboration	2.1 Change Management Plan which will include 2.2 Proposals with effort estimate for the particular task. 2.5 Adoption plan 2.6 Monitoring and evaluation plan 2.7 Sustainability Plan <ul style="list-style-type: none"> Inward strategy completion up to 80% 	Commencement + 2 Months	50% total contract value (upon accepting the deliverables)
3	Execution	3.1 Outcomes evaluation report (any Internal and External function) <ul style="list-style-type: none"> Outward strategy completion 	Commencement + One year (Task basis)	40% (Monthly basis / Quarterly)

7. Services and Facilities Provided by ETFB

- Proper knowledge required for the assignment.
- Arranging the meeting with relevant parties.
- Arrange and facilitate the workshop venue.
- Review Committees and Review Procedures
- All deliverables will be reviewed by the team appointed by ETFB.

Project Sheets

Please select most relevant projects to demonstrate the firm's technical qualifications.

Project 1 of __

Project Name			
Name of Client			
Country		Project location within Country	
Participation	Individual Firm	<input type="checkbox"/>	Firm <input type="checkbox"/>
			<input type="checkbox"/>
Value of Services	Rs.		
Source of Financing			
Consultancy Services			
(i). No. of staff			
(ii). No. of person months			
Length of Consultancy Assignment			
(i). Start Date		(dd/mm/yyyy)	
(ii). Completion Date		(dd/mm/yyyy)	
Name of Associate Firms (if any)			
No. of Person-Months of Professional Staff			
Name Roll and Functions Performed			
Detailed Description of the Project.			
Domain Area of the Project			
High Level Features			
Use of Technology			
Detailed Description of the Actual Services Provided by you			

CURRICULUM VITAE (CV)

{Notes shown in brackets { } in italic should not appear on the final document to be submitted}

Position /Title	Subject Specialist
Name of Consultant:	<i>{Insert full name}.....</i>
Date of Birth:	<i>{day/month/year}.....</i>
Country of Citizenship/Residence	

Education: *{List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}*

Employment record relevant to the assignment: *{Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, Contract amount, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}*

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
<i>{e.g., May 2012-present}</i>	<i>{e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr.Abbbbb, director general}</i>		
<i>{e.g., From Jan 2010 to May 2012}</i>			

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work): _____

Adequacy for the Assignment:

Detailed Tasks to be Assigned on Consultant by the Employer:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks (Should be completed by the consultant)
Experience in handling adoption and change management program in public sector organizations	

Expected remuneration and other charges: (Should be completed by the consultant)

Cost Component	Unit	No of Units (1)	Unit Rate (Excluding VAT) (2)	Total Amount (Excluding VAT) (3) = (1) X (2)
Study, proposals for change management and adoption, implement the change management	year	1

Consultant's contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client.

{Day/ Month/

Year}

Name of Consultant

Signature

Date