

TERMS OF REFERENCE

Organizational Development Expert (International Consultant) in Project Implementation Unit of Plastic Free Rivers and Seas for South Asia (PLEASE) Project

Background

South Asia Co-operative Environment Programme (SACEP) is an inter-governmental organization, established in 1982 by the governments of South Asia to promote and support protection, management, and enhancement of the environment in the region. SACEP member countries are Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka. The principal organs of the governance structure (organization structure) of SACEP are a Ministerial Level Governing Council (GC), Consultative Committee (CC), National Focal Points (NFPs), Subject Area Focal Points (SAFP), and a Colombo-based Secretariat. The diverse scope of SACEP's Work Program includes Air Pollution, Biodiversity, Clearing-House Mechanism, Climate Change, conservation of Coastal and Marine Environment, Combating Illegal Trade in Wildlife, Data and Information Management, Environmental Education, Environmental Law, Environmentally Sustainable Transport, Sustainable Consumption and Production, Multi-lateral Environmental Agreements and Waste Management, among other environmental issues and concerns.

SACEP implements regional projects and initiatives. One such is the World Bank-funded regional Plastic Free Rivers and Seas for South Asia (PLEASE) project. The objective of the PLEASE Project is to strengthen innovation and coordination of circular economy solutions to plastic pollution flowing into South Asian Seas. The Project consists of the following components:

Component 1. Supporting Competitive Block Grant Investments to Reduce Plastic Waste

- 1.1 Supporting circular plastic economy solutions to reduce plastic waste by implementing a program of regional competitive block grant investments, providing Regional Competitive Block Grants ("RBGs") to eligible organizations in South Asia ("Eligible RBG Beneficiaries").
- 1.2 Facilitating the exchange of circular plastic economy knowledge between Eligible RBG Beneficiaries and selected South Asian countries and promoting awareness-raising activities.

Component 2. Leveraging Public and Private Sector Engagement and Solutions

- 2.1 Supporting the development of strategies, action plans, policies, and standards to harmonize plastic pollution mitigation measures through (a) developing and implementing a multi-year plastic policy support program, working with leading universities and organizations; (b) developing a database for lifecycle analysis, data collection, and modeling related to plastic across selected industry value chains; and (c) supporting communication activities.
- 2.2 Supporting circular use of plastic in the economy through regional public-private collaboration and engagement in South Asia, including designing and organizing annual or more frequent meetings of representatives from public and private sectors.

Component 3. Strengthening Regional Integration Institutions

- 3.1 (a) Carrying out works to support the construction of the SACEP new headquarters and providing technical assistance to, and building capacity of, SACEP to discharge its functions,

including coordination with relevant regional organizations and uniform collection, analysis, and interpretation of pollution data. The implementation of construction and supervision of the new headquarters building for SACEP is supported by UNOPS.

3.2 Supporting SACEP in the implementation and overall management of the Project, regarding the aspects related to social and environmental safeguards, monitoring, reporting, and evaluation, complaints handling mechanisms, as well as financial audits.

To achieve the mission of SACEP, a strong need is felt to improve the institutional structure and build the capacity of SACEP as the foremost institution with the mandate to address environmental issues in the South Asia Region. Under Component 3 of the PLEASE Project, SACEP is undergoing an Institutional Capacity Assessment, requiring a detailed assessment to strengthen SACEP as a dynamic and responsive intergovernmental body equipped to champion sustainable environmental actions in South Asia. Accordingly, SACEP PLEASE Project Implementation Unit (PIU) also recognizes the in-house expertise on Organizational Development (OD) to build SACEP's institutional capacity by enhancing accountability, operational, relationship, and knowledge management systems, hence improving SACEP's effectiveness, and its ability to collaborate with its member states, other regional and international organizations, and institutions.

Implementing Agency

SACEP is the responsible implementing agency for this project. SACEP Secretariat has established and housed a Project Implementation Unit (PIU) as a subsidiary organ responsible for all aspects of the day-to-day management of the PLEASE project. These responsibilities include planning, budgeting, technical coordination, implementation supervision, M&E, and ensuring compliance with the World Bank environmental and social (E&S) standards.

Key Tasks

Under the overall supervision of the Director General of SACEP and the PLEASE Project Director, the Organizational Development (OD) Expert will drive organizational effectiveness and transformation through organization assessment, design, implementation, and evaluation of strategies, processes, and frameworks to facilitate change management within the organization that foster organizational growth, and leadership development initiatives. S/he will design and implement strategies to improve overall effectiveness and performance of the organization by analyzing SACEP's structure, processes, culture, and people-related issues to identify areas of improvement for internal capacity-building, as well as capacitating SACEP to leverage its extensive knowledge resources, networks, and alliances, maximizing its influence and effectiveness to its SACEP member countries, and exploring funding opportunities.

Specific tasks

1. Monitor the SACEP institutional capacity assessment being conducted by a third-party Consulting Firm with day-to-day operation support (plan, coordinate, schedule, and work on logistics), supervision of the Consulting Firm's work, and review the deliverables assuring high-level technical quality.

2. Support the development of a capacity-building plan based on the institutional capacity assessment, defining key strategies, setting measurable targets, engaging stakeholders, and addressing identified capacity gaps to strengthen institutional capacity and ensure effective implementation of targeted interventions.
3. Review of SACEP's Vision/Mission and Aims/Objectives and Strategic Priorities, SACEP's 2020-2030 Strategy, and identify areas for improvement and recommend strategic interventions to ensure that SACEP remains a driving force in the region to match the urgency and complexity of environmental issues faced within the Region.
4. Review the Articles of Association and gather perspectives from member countries and other inter-governmental bodies to strengthen/reassert SACEP's leadership.
5. Initiate and facilitate the review of SACEP's 2020 - 2030 Strategy and make recommendations and plan for monitoring the strategy implementation and achievement of results.
6. Review and strengthen SACEP's resourcing strategy and explore opportunities of funding, and suggest a strong positioning of SACEP on 21st-century national, cross-border and regional issues.
7. Design and organize high-level stakeholder consultations with SACEP member countries focal points, and develop comprehensive strategies to drive organizational effectiveness and performance, and ensure responsiveness to member states' needs.
8. Coordinate events and public appearances of SACEP and PLEASE PIU executives and staff, and visiting missions by donors, National focal persons, and external stakeholders.
9. Review the capacity and operations of SACEP Secretariat (Human resources and administrative services), and design and implement performance management programs to ensure that employees are meeting performance standards and goals; coach the team on professional development aimed at enhancing employee skills and competencies, as well as develop a strategy for consistent employment branding effective at attracting top talent to the organization.
10. Establish mechanisms to monitor and assess the impact of organizational development interventions and propose improvements as necessary.
11. Prepare detailed reports on the progress and outcomes of OD interventions for senior management and stakeholders.
12. Any other task necessary for effective and timely implementation of the project as assigned by SACEP.

Required Qualifications, Expertise, and Competencies

The successful candidate shall have an advanced degree in Public Administration/Institutional and Human Resources development, project management field or related disciplines and should have a minimum of 10 years of experience in designing and implementing organizational development-related interventions, preferably, for the intergovernmental organizations. In addition, the candidate is expected to have the following qualifications:

- Strong knowledge of organizational development theories, models, and best practices
- Proven experience in conducting organization change/restructuring exercise, preferably of Environmental organizations
- Proven research, analytical and writing skills with ability to prepare succinct analytical publications and reports
- Demonstrated interpersonal and diplomatic skills, as well as experience in managing complex stakeholder dynamics to present ideas clearly and effectively, proven ability to work in a collaborative and multi-stakeholder team environment
- Experience in dealing with senior and high-ranking members of national and local institutions, government and non-government
- Facilitation and coaching skills
- Fluency in oral and written English
- Competency in computer literacy skills (MS Word, Excel, Power Point and other software) and good knowledge of available tools in information technologies

Working Schedule

This is an on-site full-time position at PLEASE PIU, Colombo, Sri Lanka. The service is initially for a period of 5 months. The contract may be renewed, subject to the need of SACEP and satisfactory performance, for the duration of the project. There will be a regular performance review by SACEP.

Salary

Appropriate compensation will be offered to the right candidate.