

LOAN 3806-SRI: RAILWAY EFFICIENCY IMPROVEMENT PROJECT

TERM OF REFERENCE

ORGANIZATIONAL CHANGE AND STAKEHOLDER ENGAGEMENT CONSULTANT - SRI LANKA RAILWAYS

A. Background and Objectives

1. Sri Lanka has received financing from the Asian Development Bank (ADB) for the Railway Efficiency Improvement Project (REIP) (the project) and intends to apply a portion of proceeds to engage a national consultant (the consultant) for organizational change and stakeholder engagement - Sri Lanka Railways. The Ministry of Transport and Highways/Sri Lanka Railways (SLR) will be the executing agency. The project will be implemented by the Project Management Unit (PMU) of REIP.

2. The outputs of the REIP aim to enhance the SLR institutional setup both directly and indirectly. SLR is at a pivotal juncture, aiming to transition from its historical operational frameworks to embrace modern, efficient practices through digitalization and other improvements. Recognizing the inherent challenges in aligning stakeholders, particularly in the context of longstanding traditions and trade union concerns, SLR seeks an experienced Organizational Change and Stakeholder Engagement Consultant to facilitate this critical transformation.

3. The main objective of the consulting services is to Develop and implement strategies to engage and align SLR's diverse stakeholders, including employees, trade unions, management, and customers, with the modernization initiatives. Facilitate a cultural shift within SLR to foster openness to change, innovation, and modern operational practices.

4. The consultant will report directly to the Secretary of, the Ministry of Transport and Highways.

Scope of Services

The Consultant shall carry out all the activities necessary to achieve the objectives stated above; and in doing so shall assist the PMU through the provision of hands-on in-line services, including but not necessarily limited to the following;

The Scope of Services includes;

1. Stakeholder Analysis:

- Conduct a comprehensive analysis of SLR's stakeholders, identifying key groups, their interests, concerns, and influence levels.
- Map out stakeholder relationships and dynamics, particularly focusing on trade union leaders and employee representatives.

2. Engagement Strategy:

- Develop a tailored stakeholder engagement strategy that addresses the unique challenges and opportunities within SLR.
- Create communication plans to effectively convey the benefits and implications of the modernization efforts.

3. Change Management:

- Design and implement a change management framework that supports the transition to modern operations, considering SLR's historical context and current resistance levels.
- Develop training and capacity-building programs to equip employees with the necessary skills and knowledge for the transition.

4. Conflict Resolution and Negotiation:

- Facilitate discussions and negotiations with trade unions and other resistant groups to address concerns and find mutually beneficial solutions.
- Implement conflict resolution mechanisms to manage and mitigate resistance effectively.

5. Monitoring and Evaluation:

- Establish metrics and feedback mechanisms to assess the effectiveness of engagement and change management strategies.
- Provide regular reports and updates to SLR management on progress, challenges, and opportunities for improvement.

B. Qualification & Experience

1. The consultant should have the following qualifications and experience.

No.	Title	<ul style="list-style-type: none"> Relevant Experience and Qualification 	Positions	Person-Months/days
<ul style="list-style-type: none"> International 				
NC01	National Expert for organizational change and stakeholder engagement - Sri Lanka Railways	<ul style="list-style-type: none"> Proven experience in organizational change management and stakeholder engagement, preferably within the railway or transportation sector. Strong background in dealing with trade unions and managing labor relations in complex organizational settings. Expertise in conflict resolution, negotiation, and consensus-building. Excellent communication, facilitation, and interpersonal skills. Familiarity with the cultural and operational context of Sri Lanka Railway is highly desirable A Master of Engineering /IT and Post Graduate degree in Management (MBA/ PGDBM/ PGDM) is necessary. Minimum General Experience- 15 Years Minimum Specific Experience (relevant to assignment)- 5 Years The Consultant shall also be computer literate in word processing and spreadsheets and shall be fluent in the written and spoken use of the Contract language which is English. 	1	period of 9 months (198 Days)

D. Consultant's Inputs

- The assignment will be carried out over a period of 198 Days (intermittent) of consultant's input within an overall period of 9 months from the date of commencement by the individual consultant.

E. Output and Reporting Requirements

- The consultant will carry out activities according to the following time schedule and submit reports about the activities and outputs.

Table 2: Reporting Requirements

S. No.	Deliverable	Due Date	Payment Percentage
1.	Stakeholder Analysis Report outlining key groups, interests, and dynamics	30 days from date of award	10%
2.	Comprehensive Stakeholder Engagement and Communication Plan	2 months from date of award	15%
3.	Change Management Framework and Implementation Plan.	4 months from date of award	20%
4.	Identify Training/ awareness Capacity Building requirements for SLR employees.	5 months from date of award	10%
5.	Strategies for Conflict Resolution and Negotiations	6 months from date of award	15%
6.	Mechanism of Monitoring and Evaluation plan for strategies implementation	8 months from date of award	10%
7.	Final Consultation Report summarizing findings, recommendations, and future considerations (3 Hard copies and Digital copy)	9 months from date of award	20%

E. Facilities provided by PMU

PMU will provide the Consultant with suitable office facilities, complete with internet connection in the PMU office. Transport will be provided only for the field visits if required.

L 3806: Railway Efficiency Improvement Project
 COST ESTIMATES FOR CONSULTANCY SERVICE
 ORGANIZATIONAL CHANGE AND STAKEHOLDER ENGAGEMENT
 CONSULTANT - SRI LANKA RAILWAY

(Expressed in US Dollars)

SUMMARY

	Total (USD)
1. Consultants (Main)	27,000
Remuneration, traveling, printing, communication	27,000
3. Contingency	2,700
4. VAT 18%	5,346
Total Amount	35,046

NC-1: Remuneration, traveling, printing, communication

Position	Qty	Number of Person- Months	Total Person- Months	Agreed Fixed Monthly Rate	Estimated Amount
NC-01 National Expert for digital transformation and ROI - Railway sector	Month	9	9	3000	27,000
Sub total	Month	9	9		27,000