



COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

Request for Proposal for a

**TRANSFORMATIONAL
CHANGE MANAGEMENT
PROGRAMME**

Request for Proposal for a Transformational Change Management Programme

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Request for Proposal for a Transformational Change Management Programme

1. Executive Summary

The Commonwealth Telecommunications Organisation (CTO) is an intergovernmental, treaty organisation that is at a critical juncture in its 120-year history. Its declining fortunes requires urgent intervention if the organisation is to fulfil its mandate and deliver value to its members.

In 2020 the CTO embarked on a re-structuring exercise to reverse its decline and set it on a course to become an ICT organisation of global influence that delivers differentiated services to its members with excellence. The time has come to initiate the transformational change management process to realise its goal.

This request for proposal is seeking a consultant to assess the CTO, develop the transformational plan and oversee the execution of the plan and, more importantly, to solidify the change as the new norm.

2. Introduction to the Commonwealth Telecommunications Organisation (CTO)

The CTO has existed for 120-years. Its history can be traced back to 1896, when the Pacific Cable Committee was formed to connect all parts of the British Empire by telegraph. In 1901, the Committee established the Pacific Cable Board to oversee connectivity in the system. In 1928, the Imperial Communications Advisory Committee was formed to advise the British Government on telecommunications within the Commonwealth. It was later renamed the Commonwealth Communications Council. In 1949, this Council became the Commonwealth Telecommunications Board (CTB). A 1968 Commonwealth Telecommunications Act replaced the provisions of the CTB with a new legal entity to be known as the Commonwealth Telecommunications Bureau. In 1969, the Bureau took over the old Board's functions.

Subsequent changes in the central organisation for the telecommunications sector in the Commonwealth led to the recommendation in 1965 that a new **Commonwealth Telecommunications Organisation** (CTO) should be established, consisting of a Council comprising members of partner governments and a bureau, based in London, under the control and direction of the Council. The CTO came into being by international treaty in 1967.

The CTO has existed in its current form since 1967 as an international treaty organisation, independent of the Commonwealth Secretariat, with diplomatic status and operates under a 1983 Headquarters Agreement with the Government of the United Kingdom.

Throughout its various manifestations, the CTO has been committed to the expansion of communications networks. In its latter years, recognising the convergence of the formerly distinct communications and information disciplines, the CTO's mandate is focused on information and communication technologies. The CTO is dedicated to fostering sustainable ICT-enabled development and digital transformation in the Commonwealth and beyond.

The COVID-19 pandemic has demonstrated comprehensively the need for countries to embrace ICT in the public and private sectors, and in civil society. The persistence of the CTO over 120 years is testimony to the critical importance of the work and its necessity as a global ICT organisation.

3. CTO Challenges

The funding of the CTO has been a central issue of concern for decades. The CTO is required to fully cover operational costs through the membership income; currently, this is not happening. Several members have left the organisation so the Secretariat must find ways to reengage them and also to grow the membership.

The 2020 COVID-19 pandemic has impacted the finances of all CTO members, some of whom have been unable to pay their contributions. As a consequence, the CTO's revenues were further reduced and are now in precipitous decline. Without adequate funding, the CTO will not be able to fulfil its important mandate.

The Secretariat was without a substantive Secretary General for two years until July 2020. This lack of leadership resulted in a period of internal turmoil and the loss of confidence in the organisation by members and other ICT organisations. The CTO lost ground in this period, with other organisations stepping into the void and doing the work that the CTO should have been doing.

The CTO's institutional framework is weak and in need of overhauling. The services being offered are outdated and must be updated to enhance the value proposition to members. In addition, there is a need for the CTO to differentiate its services and the quality of delivery from other competing organisations.

Rapid technological innovation has ushered the world into the era of the 4th Industrial Revolution but the CTO has been slow in responding to the phenomenal changes and is in danger of becoming irrelevant. Operationally, its IT systems require upgrading and staff lack the tools to enable the organisation to function effectively.

As an ICT organisation, the CTO is disadvantaged by human resource challenges. There is only one technically oriented member of staff. The Secretariat does not have adequate ICT expertise to meet the needs of its members as most of the staff provide support services.

As a direct consequence of the above challenges, members are questioning the value of their membership in the organisation. There is a need to re-structure the organisation, streamline its operations, make effective use of IT to improve efficiency and reduce costs in order to enhance its value proposition to members.

4. Staff Composition

Following is the breakdown of the Secretariat personnel.

Secretary General	1
Managers	4
Staff	9
Total	14

5. The Need for Transformation

The fortunes of the Commonwealth Telecommunications Organisation (CTO) have been in steady decline for many years. The COVID-19 pandemic has exacerbated the fragile reputational and financial standing of the organisation resulting in disengagement and withdrawal of members and has brought the organisation to the brink of insolvency.

Over the last 18 months the CTO Secretariat has been strengthening its institutional frameworks and is now in the initial stages of restructuring to ensure its relevance in the era of rapid technological change. It is working to provide an unquestionable value proposition to its members by effectively servicing their needs, having a measurable impact, and expanding its operations sustainability in an era of uncertainty.

Ultimately the goal is to become an ICT organisation of global influence that delivers differentiated services to its members with excellence and has a measurable impact in member organisations and states.

6. The Secretariat's Restructuring Plan

The Secretariat has recognised the imperative to re-structure the CTO to significantly improve its relevance, efficiency, effectiveness and deliver a compelling value proposition to its members. In pursuit of its mandate has embarked on a re-structuring exercise which includes inter alia:

- Articulating a new Strategic Plan based on the needs of members and perspectives of staff;
- Redefining its services to members to enhance its value proposition;
- Intensive automation of secretariat processes to reduce operational expenses;
- Streamlining of business processes to improve efficiency;
- Specifying a new organisational Structure to support the Strategic Plan
- Defining new positions for executing the strategic plan;
- Reviewing and establishing an equitable remuneration regime;
- Addressing the CTO Tax
- Acquisition of Competent staff
- Outsourcing of services
- Re-instituting term contracts for all staff

The exercise is intended to ensure that the CTO is relevant and responsive to the need of each member by providing customised services with excellence that are differentiated from those of competitors. The exercise will also address the growth of the membership and the sustainability of the organisation.

The successful execution of these activities will transform the CTO and enable it to fulfil its goal. Much of the work has started, but a change management process is now required to support the staff of the CTO in the re-structuring and transformation process.

7. Request for Change Management Proposal

The CTO is seeking the support of a qualified Consultant to facilitate change management planning, processes and oversight for its restructuring and transformation activities and invites interested parties to submit proposals for undertaking the following activities as a minimum.

I. Assessment of the CTO

- i. Review CTO's institutional Documents including:
 - a. Constitution and rules of procedure:
 - b. Strategic Plan: and
 - c. Staff Handbook.
- ii. A Current State Organisational Assessment of the CTO:
 - a. Internal conditions:
 - Institutional, structural, systemic, process, technological, resource, capability and cultural preparedness for the implementation of strategy.

- b. External environment:
 - Legal standing as an international organisation in the United Kingdom;
 - Market conditions and competitors.
- iii. Gap Analysis
 - a. Organisation's ability to execute the stated strategy.
- iv. Organisational Readiness assessment.

OUTPUT: Report on results of review organisational assessment and Gap Analysis

II. Change Management Plan

- i. Develop a preliminary roadmap for supporting staff in transforming the organisation which includes inter alia:
 - Reason for Change;
 - Intended Outcomes;
 - Estimated Duration;
 - Resources (e.g., Human, IT);
 - Responsibilities;
 - Risks;
 - Estimated Costs; and
 - Additional Factors to Consider.
- ii. Develop the detailed Change Management Plan which includes inter alia:
 - a. Nature, range and extent of the changes at all levels;
 - b. Communication strategy;
 - c. Organisational requirements; and
 - d. Capacity requirement for making the required changes.

OUTPUT:

- Roadmap with responsibilities and indicative timelines and cost estimates.
- Detailed Change Management Plan with budget.

III. Oversight of the Change Management Process

- i. Provide the methodology for oversight of the implementation and execution of the plan by CTO.

OUTPUT: Detailed report outlining the methodology for overseeing the implementation and execution of the Change Management Plan.

8. Format of Change Management Proposal

Prospective consultants are requested to provide a methodology and detailed information on how they intend to perform the three major activities identified in Section 5, expanding on the sub-items and providing explanations.

The proposer is free to suggest other activities that would enhance the process and ensure a more robust framework for success.

9. Timeline

The CTO proposes to initiate the change management activities by March 2022 and complete by September 2022. The prospective consultant must provide a timeline for the requested activities.

10. Experience of Consultants

Prospective consultants must have at least 7 years' experience in developing change management plans and processes and oversight of such plans.

Knowledge of the systems and working modality of international intergovernmental organisations is essential.

11. Information Requirements

Prospective consultants must provide the following information:

- Relevant academic qualifications;
- Curriculum vitae of consultant and each member of team;
- Records of successful development of transformational change management plans, processes and oversight; and
- References - name and contact details of representatives of organisations for which they have developed plans and processes and supervised a successful change management exercise.

12. Proposal Submission

- The deadline date for submission is **Monday 14th February 2022 at 17:00 GMT**
- Prices must be in United Kingdom pound sterling including all discounts, applicable fees, and charges which must be specified.
- Prices must be valid for at least ninety (90) calendar days from the proposal submission date.
- Tenderers are required to submit a copy of their current Business Registration and VAT certificates in the appropriate class of business.

All queries and clarifications regarding this tender shall be submitted in via e-mail, and directed to:

Ms. Dorothy Elangot
Manager, Human Resources and Administration
Commonwealth Telecommunications Organisation
Tel: +44 20 8600 3800
Email: recruitment@cto.int
Tel: www.cto.int

13. Selection Procedure

The selection of the consultant will be based on the experience, methodology, timeline and cost comparison and the documents submitted.

The selection of the consultant will be carried out in line with the CTO's policies and procedures.

14. Proposal Acceptance

The successful recruitment agency must be ready and available to start the assignment immediately on signing of the service contract.

The CTO reserves the right to reject any or all proposals without explanation.

15. Appendix 1 - Change Management Proposal Checklist

Proposals will be evaluated on the basis of their compliance with the requirements and the stated outputs.

Activity/Information	Compliance	Score
1. Assessment of the CTO i. Review CTO's institutional Documents; ii. Gap Analysis; and iii. Organisational Readiness Assessment.		15
2. Change Management Plan i. Develop a comprehensive roadmap for supporting staff in transforming the organisation which includes inter alia; ii. Develop the Change Management Plan; and iii. Specification of a timeline.		25
3. Oversight of the Change Management Process i. Methodology for oversight of the implementation and execution of the plan by CTO.		20
4. Experience of Consultants i. 7 years' experience in developing change management plans and processes and oversight of such plans in organisations like the CTO; and ii. Experience with intergovernmental and international organisations.		20
5. Information Requirements i. CVs and Academic qualifications; ii. Successful development of such plans, processes and oversight in an international organisation; iii. Copies of Business Registration and VAT Certificates; and iv. References.		10
6. Pricing Information		10