

**REQUEST FOR EXPRESSIONS OF INTEREST
MANAGEMENT CONSULTANT (POLICY EXPERT)**

AFRICAN DEVELOPMENT BANK

Abidjan (Cote D'Ivoire)

5 Avenue Joseph Anoma

01 B.P. 1387, Abidjan 01, Cote d'Ivoire

1. The African Development Bank hereby invites Individual Consultants to indicate their interest in the following Assignment: *Management Consultant (Policy Expert)*.

2. The services to be provided under the Assignment include:

The Management Consultant will be responsible for (a) consolidating provisions of all Delegation of Authority Matrices into one authoritative document; (b) updating and finalizing the Bank's Organizational Manual, integrating feedback from all organizational units of the Bank; (c) preparing proposals for a possible Delegation of Authority from the Board of Directors to Senior Management in the conduct of Bank Group public sector operations as well as non-sovereign operations, while respecting the distinct powers assigned respectively to the Board of Directors and to Senior Management; (d) assisting the DAM Secretariat in various functions and activities aimed at maintaining the Bank's organizational effectiveness, continuous business process improvements, and effective implementation of the One Bank Delegation of Authority Matrix; and (e) supporting or guiding the digitalization of key documents of the Bank, notably the One Bank DAM, the Organizational Manual, the Operational Manuals, and Presidential Directives.

The mandate of the Organization and Methods Division (SNBT.1) in the Business Transformation Department (Senior Vice Presidency Complex) is to support the development, maintenance or strengthening of organizational effectiveness, efficiency, and resilience; and lead the design, redesign and maintenance of corporate organizational structures, the Delegation of Authority Matrix and systems for effective implementation of strategic objectives, fostering the alignment of structures, business processes, systems, technology, and people. SNBT.1 is also responsible for setting methods and standards on business processes, policies, and directives. It articulates and promotes the corporate change management framework as well as develops relevant information technology norms for the execution of systems transformation.

3. The Organization and Methods Division invites individual consultants (with experience in formulation of corporate and operations policies, guidelines, processes and procedures, and strategies; management consultancy; or organizational development in international finance institutions, or multi-lateral development institutions) to indicate their interest in providing the above-described services. Interested consultants shall provide information on their qualifications and experience demonstrating their ability to undertake this Assignment (documents, reference to similar services, experience in similar assignments, etc.).

4. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank’s **Procurement Policy and Procedure for Corporate Consultants Recruitment**. Please, note that interest expressed by a consultant does not imply any obligation on the part of the Bank to include him/her in the shortlist.
5. The estimated duration of services *is twelve (12) months with possibility of renewal* and the estimated starting date is *01st May 2023*.
6. Interested individual consultants may obtain further information at the address below during the Bank’s working hours: from 09:00 to 17:00 hours
7. Expressions of interest must be received at the email address below no later than, *28 February 2023 at 17:00, GMT local time* and specifically mentioning *Expression of Interest for a Management Consultant (Policy Expert)*.

For the attention of: Mrs. Felicia Avwontom
African Development Bank
Abidjan (Cote D’Ivoire)
01 B.P. 1387, Abidjan 01, Cote d’Ivoire

Applications to be submitted to: f.avwontom@afdb.org; m.cobinah-ebrottie@afdb.org

ESTABLISHMENT OF THE SHORT LIST

8. A shortlist of three to six individual consultants will be established at the end of the request for expressions of interest. The consultants on the shortlist will be judged on the following criteria on the basis of their updated resume.

Level of education in general	20%
Educational level compared to the field of mission	20%
Years of experience in general	20%
Number of years of experience relevant to the mission	40%

Please attach an updated Curriculum vitae on the basis of the template attached.

MODEL CURRICULUM VITAE (CV)

Title of the Assignment:

Department:

Surname:

First Name:

Birth Date:

Nationality:

Address:

Country:

Telephone:

E-mail:

Are any of your family members (spouse/partner, father/mother, Brother/sister, Son/daughter, etc.° employed in the African Development Bank?			Yes <input type="checkbox"/> No <input type="checkbox"/> If « Yes », the following data must be provided
Name	Relationship	Organisation Unit	Place of Assignment

Language Level	Read	Written	Spoken
English	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent
French	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent
Other (specify)	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent

Key Qualifications:

Please provide (i) a summary of your experience and training highlighting the most relevant for the proposed assignment, and (ii) the responsibilities which you exercised. Utilize one half-page maximum.

Education (University Level and above only):

Name of University - City - Country	Period		Diploma Obtained	Main Topic / Major
	From	To		

Name of University - City - Country	Period		Diploma Obtained	Main Topic / Major
	From	To		

Professional Training:

Name of Training Institution- City - Country	Type of Training	Period		Certificates or Diploma Obtained
		From	From	

Employment Record:

Begin with your most recent employment. For each job since your master’s degree achievement, please indicate:

- Name of the Employer
- Type of Activity/Business of the Employer
- Title / Function
- Place of Employment
- Brief Description (three lines maximum) of main accomplishments and responsibilities

Reference:

Please indicate the name and address of three persons with no family relationship with yourself, familiar with your character and titles.

I hereby certify that the responses which I provided above are all, to the best of my knowledge, true, complete, and accurate. I acknowledge that an inaccurate statement or essential omission in a personal declaration or another document required by the African Development Bank might result in the rejection of my application, termination of my Contract or any other administrative sanction by the Bank. The African Development Bank may verify any statements which I made in this application.

Date: _____

Signature:

TERMS OF REFERENCE

Management Consultant

INTRODUCTION

The African Development Bank (AfDB) was established in 1964 to promote economic growth and social progress across the continent. It comprises 80 member states, including 54 African countries (Regional Member Countries). The Bank's development agenda is delivering the financial and technical support for transformative projects that will significantly reduce poverty through inclusive and sustainable economic growth. In order to sharply focus the objectives of its Ten-Year Strategy (2013 – 2022) and ensure greater developmental impact, the Bank has identified for scaling up five major areas (High 5s), all of which will accelerate delivery for Africa. These five areas are energy, agro-business, industrialization, integration and improving the quality of life for the people of Africa.

The Senior Vice-Presidency (SNVP), under the leadership of the Senior Vice President (SVP), is responsible for supporting the President in the day-to-day management of the Bank Group to achieve its strategic objectives. The SVP is also responsible for driving a performance culture that will align all processes and systems to deliver high impact results; ensuring the seamless coordination of the implementation and monitoring of key corporate decisions; ensuring compliance with the Bank's policies and strategies, including fiduciary, environmental, and social safeguards, risk management functions, etc.

The Organization and Methods Division (SNBT.1) supports the SVP in the execution of responsibilities related to ensuring organizational/institutional effectiveness and efficiency. In particular, it provides assistance with coordinating the implementation of Bank-wide activities relating to business improvement and change management and ensuring seamless coordination of the implementation and monitoring of key corporate decisions, as well as the identification of institutional and managerial weaknesses, and of the necessary corrective measures and actions.

1. OBJECTIVES OF THE ASSIGNMENT

Under the overall objective of enhancing the Bank's organizational effectiveness within the framework of the DBDM and One Bank principles, the Management Consultant will be responsible for (a) updating and finalizing the Bank's Organizational Manual, integrating feedback from all organization units of the Bank in order to assure their full ownership of their respective sections of the Manual; (b) consolidating the 2022 One Bank Delegation of Authority Matrix (2022 DAM) and outstanding provisions from the 2012 DAM and earlier Delegation of Authority Matrices into one authoritative document, for the ease of the users of the DAM; (c) preparing proposals for a possible Delegation of Authority from the Board of Directors to Senior Management in the conduct of Bank Group public sector operations as well as non-sovereign operations, while respecting the distinct powers assigned respectively to the Board of Directors and to Senior Management; (d) assisting the DAM Secretariat in various functions and activities aimed at maintaining the Bank's organizational effectiveness, continuous business process improvements, and effective implementation of the One

Bank Delegation of Authority Matrix; and (e) supporting or guiding the digitalization of key documents of the Bank, notably the One Bank DAM, the Organizational Manual, the Operational Manuals, and Presidential Directives. The Consultant will also assist with monitoring and reporting on the implementation of the One Bank Approach, a task assigned to SNBT.1.

2. MAIN ACTIVITIES AND DELIVERABLES

Under the direct supervision and guidance of the SNBT.1 Division Manager, the consultant will carry out the following duties:

- a. Finalize the Bank's new Organizational Manual providing clear Terms of Reference for all Complexes, departments, divisions, and other organization units.
- b. Consolidate the 2022 One Bank DAM and those provisions in the 2012 DAM and earlier DAMs that were not amended by the 2022 DAM and which, therefore, continue to apply. The purpose of this task is to compile all delegation of authority rules in one document, for the ease of the users of the DAM.
- c. Preparing proposals for a possible Delegation of Authority from the Board of Directors to Senior Management in the conduct of Bank Group public sector operations as well as non-sovereign operations:
 - Benchmarking the approval processes and delegation of approval authority practices of peer Multilateral Development Banks in public sector and non-sovereign operations.
 - Identifying the operational activities for possible delegation of authority.
 - Presenting a justification for a delegation of authority on those activities; and
 - Outlining the means of ensuring that the respective powers of the Board of Directors and of Senior Management (through the President) continue to be respected.
- d. Assisting the DAM Secretariat in SNBT.1 in its various functions and activities aimed at maintaining the Bank's organizational effectiveness, continuous business process improvements, and effective implementation of the One Bank Delegation of Authority Matrix:
 - Contributing to the finalization of draft Presidential Directives on operations business processes that support the implementation of the One Bank DAM.
 - Creating a library of operational business processes flow maps of the activities covered by the One Bank DAM, incorporating business processes re-engineering under Program WAKANDA. The business process flow maps will provide an authoritative reference for future business process improvements and revisions of the DAM; and
 - Preparing the Senior Vice-President's semi-annual report to the President on the implementation of the One Bank DAM; and
- e. Supporting or guiding SNBT.1's IT specialists on the Digitalisation of key documents of the Bank, notably the One Bank DAM, the Organizational Manual, the Operational Manuals, and

Presidential Directives, through (i) modular presentation of texts, and (ii) cross-referencing among the modular texts within and between key guidance documents through the use of hypertext linkage, both of which will make it easier for Bank staff to use the guidance documents, increase compliance, and strengthen organizational effectiveness.

3. ADMINISTRATION/REPORTING

The consultant will report to the Manager, Organization and Methods Division.

4. QUALIFICATIONS AND EXPERIENCE

- At least a Masters' degree (or equivalent) in Development economics, Program and Project Management, organizational development, systems engineering, methodology, change management or related area.
- At least 15 years' experience in formulation of Corporate and Operations policies, guidelines, processes and procedures, and strategies; Management consultancy; Program and Project Management; organizational development and change management; international finance institutions, or multi-lateral development, or other related area.
- Nationality of a Bank Member Country.
- Demonstrable knowledge of Africa's development challenges and business environment.
- Demonstrable knowledge of the African Development Bank and its operations, corporate and operations policies, guidelines, processes and procedures, and strategies, directives management system as well as ongoing transformation effort is essential.
- Solid writing skills, critical and analytical thinking, clear communication
- Fluent in English or French and working knowledge of the other language; and
- Proficiency in Bank standard software applications: MS Word, Excel, PowerPoint.

5. DURATION AND LOCATION OF ASSIGNMENT

The assignment will be carried out over a total period of 12 months as follows.

Start date: **May 2023**

The duty station for this assignment will be **Abidjan, Côte d'Ivoire**.