

TERMS OF REFERENCE (TOR)

CHANGE MANAGEMENT PROJECT MANAGER

1. BACKGROUND

1.1. Introduction

The African Development Bank Group (AfDB) is a regional multilateral development finance institution established in 1963 with a mandate to further the economic development and social progress of African countries, individually and collectively.

The Bank has approximately over 2000 staff members, who have been recruited from a wide geographic area only limited by membership in the Bank. There are currently 78 different nationalities from Africa, Asia, Europe and the Americas represented within the Bank making the institution multicultural in every sense of the word. The Bank has two official languages: English and French. It co-operates with a large network of international development partners.

The Senior Vice-President (SVP) supports 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; and, fostering compliance with the Bank's policies and strategies, including fiduciary, environmental, and social safeguards, risk management functions, etc.

The SNVP and SMCC Directorate (SNDI) coordinates and supports the SVP in the execution of responsibilities related to: (i) coordinating the implementation of Bank-wide activities; (ii) monitoring corporate performance and results; (iii) ensuring organizational/institutional effectiveness and efficiency; and (iv) overseeing organizational units reporting directly to the SVP. The SNDI Director also plays the role of secretary to the Senior Management Coordination Committee (SMCC) Secretariat, and supports the SVP in Board and Board Committee meetings.

The Organization and Methods Division 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 organizational development, including business improvement and change management efforts, as well as coordination of the implementation and monitoring of key corporate decisions.

2. OBJECTIVE OF THE ASSIGNMENT

The Bank has adopted a One Bank Change Management Framework to guide its efforts to improve how it manages the people side of change. The Bank aims to strengthen its formal ability to manage organizational change in order to achieve greater success in critical initiatives and, consequently, better return on the Bank's investments.

The One Bank Change Management Framework activities include implementing a standard, structured change management methodology, processes and tools (Prosci Approach has been adopted); building organization-wide change management competency; fostering change management ownership; and ensuring change portfolio management.

Phase 1 of the initiative will focus on building change management competency and ownership and supporting the achievement of the expected organizational benefits of internal Bank projects and initiatives. To this end, the Bank has trained change agents as management practitioners to lead on change management efforts within the Bank's complexes. Phase 2 of the initiative will aim to extend and foster application of change management to the Bank's core development work in its RMC's thus increasing the Bank's development impact. The initiative will therefore bring value to all Bank initiatives, whether small process changes or high-investment strategic initiatives, while contributing to human capital development.

The Bank needs the services of two experienced change management experts (one French speaker and one English speaker) with proven experience coordinating and managing change management projects using the Prosci Methodology. The change management experts will (1) provide change management expertise, coaching and support to Bank change managers and work with them to design, develop, and implement the people side of change using the One Bank Change Management Approach (which is underpinned by the Prosci Methodology); (2) lead on change management efforts on Bankwide projects as necessary. The change management expert will play a key role in ensuring that change management projects meet objectives on time and on budget.

3. SCOPE OF THE SERVICES

The Consultant's duties will include the following:

- Organization-level change management: Lead on planning and implementation of Bankwide change management initiatives as required by the division's work program, focusing on development and implementation of change management strategies and plans to create organizational awareness of identified changes, foster employee desire, knowledge, and ability to make the changes; minimize resistance and encourage adoption; tracking and reporting on these activities.
- Project-level change management: Provide change management expertise, coaching and support to Bank change managers (change agents certified as change management practitioners) and work with them to design, develop, and implement change management strategies on their projects, using the One Bank Change Management approach. In this context, support project teams in planning for and integrating change management activities into their project plans and ensure delivery and presentation of quality change management plans and strategies on time.
- Liaise with internal stakeholders as necessary to conduct impact analyses, assess change readiness and identify key stakeholders; analyze expected changes (to business processes, systems and technology, job roles and organization structures) and their impacts to inform communication to end users in advance as well as agree on the change schedules and modalities.
- Support the design, development and delivery of change communications (Communication Plan before, during and after the changes and deployment of the identified program).
- Support the implementation of a change management practice, change agents' network, change management community of practice, change management center of excellence and ensure reporting as necessary.
- Maintain up to date all change management program materials (including Communication Plan, communication plans, sponsor roadmaps, coaching plans, training plans, and resistance management plans).
- Undertake detailed analysis of change management data in order to proactively provide insightful

information around change management best practices; initiate, formulate and present recommendations based on analysis in order to influence the decisions of stakeholders.

4. DELIVERABLES

- As set out in Scope of Service

5. PROFILE OF THE CONSULTANT

The successful candidate should have the following skills and competencies:

- At least a master's degree in such areas as organizational development, human resources, business administration, change management, or related area with specialization or certificate in change management, project management,
- Thorough knowledge of, and experience in change management principles, methodologies and tools.
- Prosci certified change management professional with proven experience using Prosci methodology.
- Minimum of 8 years of relevant professional experience in change management field gained with similar multinational, major private or public institutions.
- Experience with large-scale organizational change efforts; Significant experience in the planning, development, and execution of change management strategies for complex projects
- Experience and knowledge of project management principles, methodologies, tools and project lifecycles an asset
- Exceptional communication skills, both written and verbal (**French or English**).
- Understanding of organizational issues and challenges; Able to work effectively at all levels in an organization and in ambiguous situations; think strategically and rapidly analyse diverse information from various sources.
- Flexible and adaptable , ability for teamwork in a multicultural environment

6. DURATION

The assignment duration is **6 months** (with possibility of renewal) from the date of signing the contract.

7. LOCATION

The work will be carried out at the Bank's Headquarter in Abidjan, Cote d'Ivoire. Until further notice, the Bank is still practicing a work from home because of the prevailing health pandemic

8. REPORTING

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

