

Terms of Reference

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 an experienced project management professional with proven experience managing change management projects. The consultant will manage the organizational change management effort as a project and ensure that change management projects led by change management experts and the Bank's change managers meet objectives on time and on budget. The consultant will also provide other project management assistance as necessary to deliver the Division's work program.

3. THE SCOPE OF WORK

Reporting to the Division Manager, the consultant will

- Support the Division's work program by planning, organizing, and directing the completion of specific projects while ensuring these projects are on time, on budget, and within scope.
- Support implementation of the Bank's organizational change management project: As a Project Manager, oversee the planning and implementation of the project. This includes:
 - Defining/refining the concept and scope of the project, creating a process to bring it to fruition, developing a detailed project plan and timeline, ensuring tasks are finished on time, monitoring progress and evaluating the efficiency and effectiveness of the project.
- Oversee the planning and implementation of a portfolio of change management projects led by the Bank's change managers (with the support of change management experts) to ensure the change management projects are completed on time. This includes preparing a detailed project plan for all phases of the change management projects; ensuring that the technical side and the people side of identified change projects move forward in unison, working with technical experts and change experts.
- Develop processes and procedures to guide and monitor the development and implementation of change management initiatives through the One Bank Change Management approach – from a project perspective.
- Establish practices, templates, policies, and tools to expand and mature change management project management capabilities for the Bank
- Prepare a quarterly report on change management initiatives for management.

4. SKILLS AND QUALIFICATIONS

The successful candidate should have the following skills and competencies:

- At least a master's degree in such areas as project management, business administration, change management, organizational development, human resources or related area with specialization or certificate in change management or project management.
- Experience and knowledge of project management principles, methodologies, tools and project lifecycles. Project management training desirable.
- Knowledge of, and experience in, change management principles, methodologies and tools desirable
- Prosci certified change management professional with proven experience using Prosci methodology an asset.
- Minimum of 8 years of relevant professional experience in change management or project management in 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
- Exceptional communication skills, both written and verbal (**English with good knowledge of French**).
- Ability for teamwork in a multicultural environment; Flexible and adaptable.
- Able to work effectively at all levels in an organization, establish and maintain good relationships, influence others and move toward a common vision or goal.
- Excellent interpersonal and communication skills.
- Ability to multitask.
- Excellent planning and time management skills.
- Proficiency with Microsoft Office and project management applications.

5. DURATION

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

6. 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

7. REPORTING

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