REQUEST FOR EXPRESSIONS OF INTEREST

“COMMUNICATION AND CHANGE MANAGEMENT FOR ENTERPRISE CONTENT MANAGEMENT (ECM) INITIATIVE”

AFRICAN DEVELOPMENT BANK

Avenue Joseph Anoma, 01 B.P. 1387, Abidjan, CÔTE d'IVOIRE

Corporate IT Services Department (CHIS)

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1. The African Development Bank (AfDB) hereby invites Consulting Firms to indicate their interest in the following Assignment: Communication and Change Management for Enterprise Content Management (ECM) initiative.

2. The selected Consulting Firm will be responsible for strategic and tactical communications of the ECM (Enterprise Content Management) solution as part of the change management campaign on adoption of new ECM features. Its main role will be to plan, develop, and implement an effective communications and outreach strategies in order to raise awareness and understanding of the ECM capabilities and opportunities in order to improve the value of document management and user experience.

The firm will be mainly responsible for:

- Develop and implement a user adoption strategy for the ECM & SharePoint platform Bank-wide.
- Develop and implement a methodology to measure adoption rate.
- Develop a communication strategy in line with the stakeholders’ management plan.
- Organizing some requirements gathering through Brainstorming, Brown Paper sessions or other methods for collecting and making end users actors of the change.
- Supporting the project team during the specifications validation and UAT mobilization.
- Mobilizing the end users for the UAT.
- Ensuring motivation during the project lifecycle through regular animations/events around the ECM.

More details about the scope of services required under the assignment are shown in Annex 1.

3. The Corporate IT Services Department (CHIS) invites eligible firms to indicate their interest in providing these services. Interested eligible Consulting Firms or associations of Consulting Firms shall provide information on their qualifications and experience demonstrating their ability to provide the services (documentation, references for similar services, experience in comparable Assignments, availability of qualified staff, etc.).
4. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank’s Rules and Procedure for the Use of Corporate Consultants. Please, note that interest expressed by a Consulting Firm does not imply any obligation on the part of the Bank to include it in the shortlist.

5. The duration of the assignment is expected for **09 months**.

6. Interested Consulting Firms may obtain further information at the address below during office hours **09:00 to 17:00 hours, Abidjan Local Time**.

7. Expressions of interest must be sent **by email** at the address below before **Friday 02nd, March 2018 17:00 hours, Abidjan Local Time** and mention “Expression of Interest for Communication & Change Management for Enterprise Content Management initiative”.

For the attention of: **IT Recruitment Team**
African Development Bank
Corporate IT Services Department (CHIS)
Avenue Joseph Anoma, 01 B.P. 1387,
Abidjan, CÔTE d’IVOIRE
Tel: (+225) 20 26 22 61
Email: **IT_Recruitment@AFDB.ORG**
Annex 1 – SCOPE OF SERVICES

The services required under the assignment are structured into two main pillars:

**Part I: Communication:**

- Design, implement, monitor and assess a comprehensive, results-oriented communications strategy and plan for the ECM deployment that will include effective positioning and leveraging communications opportunities to improve client experience on delivery of ECM solutions.
- Proactively manage relationships and communications with a wide array of business stakeholders, service owners, process owners in line with the project and the CHIS department strategy, to identify opportunities and campaigns initiatives in order to improve client experience.
- Define a clear communications plan for the ECM roadmap and identify the channels that are most effective in communicating the strategy. Improve the quality of the ECM projects meetings by soliciting feedback from participants at all meetings and incorporating the feedback into future meetings.
- Prepare and oversee various communications products and channels, including events or launches, news releases of ECM features, ECM presentations campaigns, blogs, etc.
- Inform and educate the ECM user community and the business about ECM capabilities and value to business.
- Prepare and communicate the ECM performance using the identified KPI for different stakeholders.
- Develop, write and publish all ECM communications material both for external & internal to the department in line with existing Communication process by CHIS. This will include:
  - Contributing to the regular IT publications within “IT News” e-bulletin, a quarterly Bank-wide Newsletter as well as messages to all staff sensitizing and informing latest developments at the IT department such as deployment of the mission critical projects to production and planned outages.
  - Contribute and participate in all related events issues such as Open Days or Annual Meetings, Showcases, etc.
  - Provide support to IT Management by adapting Communications to ECM project’s life cycle and by providing all relevant media required for teams.
- Ensure communications content are accurate; properly represent core ECM capabilities related to the products implemented at the Bank (FileNet, DataCap, Record Management, Sharepoint…), project deliverables and coordinates information distribution to the Bank-wide audience.
- Write and disseminate information about ECM Projects delivery to clients, presentations, letters and other forms of communications to Bank-wide stakeholders.
• Within the practice’s communications strategy framework and overall objectives, is contributor for planning, designing, executing, monitoring and evaluating the impact of communications strategies, activities, and campaigns related to ECM deployments in the Bank.

• Determines the types of information and communications activities that are best suited to addressing issues or problems and identifies relevant information sources. Accordingly, writes and/or oversees the preparation, production and dissemination of both routine and outreach products that promote the strategic and timely flow of information and key messages about the ECM Program.

• Actively seeks opportunities to collaborate with other departments to mutually amplify and deepen the impact of communications.

• Coordinate the day to day work of communications and outreach activities by liaising with IT service owners, Process owners, Project Managers and IT Management team.

• In line with the CHIS department requirements, possibly contribute, participate to any communication targeting IT solutions change, adoption.

Part II: Change Management:

• Establish and execute a Change Management Plan to create business awareness, desire, knowledge, ability and reinforcement to the changes and adoption of the new solutions throughout the project management life cycle.

• Liaise with Project Managers, Team Leads and Stakeholders to analyze the expected changes and their impacts so that communication can be made to the business and users in advance as well as agree on the change schedules and modalities.

• Manage the adoption of new solutions to be the business by using Change Management models such as ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement), ESCAPE (Envision, Share, Compose, Attract, Permit and Enable), etc.

• In collaboration with Project Managers, create and implement a Communication Plan before, during and after the changes and deployment of the ECM program.

• Identify the training and coaching needs as well as deployment priorities. Create and execute the training and deployment plan in collaboration with Project Managers or Team Leads.

• In collaboration with Project Manager and Team Leads, identify areas of resistance to adoption of the ECM program and put in place communication and Resistance Management Plan

• Accelerate the digital transformation using ECM products through cultural and organization changes management

• Enhance a culture of service excellence, agility and innovation through communication.

• Create KPIs to measure the adoption of new ECM features as well as using running surveys about customer satisfaction and experience

• Liaise with the suppliers (including IBM and possibly its partners) to identify all information, case studies, trainings, events supporting relevant for the change management plan.