

REQUEST FOR EXPRESSIONS OF INTEREST

AFRICAN DEVELOPMENT BANK
6, Avenue Joseph Anoma
01 B.P. 1387 – Abidjan 01
Côte d'Ivoire

Strategy and Operational Policy Department (SNSP)

E-mail: w.odhiambo@afdb.org Telephone: +225 2026 2321

Expressions of interest are being requested for an individual Consultant - Policy and Strategy Expert

Brief description of the Assignment: To review Bank policies, strategies and guidelines and prepare templates for the Bank Group Operational Manual

Department issuing the request: Strategy and Operational Policy Department (SNSP)

Place of assignment: The consultant will be based at the Bank Headquarters in Abidjan

Duration of the assignment: **November 2018 – May 2019**

Tentative Date of commencement: 1st November, 2018

Detailed Terms of reference for the assignment: [Include a file in PDF format with detailed TORs]

Deadline for applications: October 15, 2018

Applications to be submitted to: w.odhiambo@afdb.org; v.chisala@afdb.org; Aminata Camara Traore (a.c.traore@afdb.org)

Any questions and requests for clarifications may be sent to: Walter Odhiambo w.odhiambo@afdb.org; Victoria Chisala v.chisala@afdb.org; Aminata Camara Traore a.c.traore@afdb.org.

Consultant Policy and Strategy Expert Terms of Reference

1.0. Background

The Strategy and Operational Policies Department (SNSP), in the Senior Vice Presidency complex of the African Development Bank (hereafter the Bank) is responsible for developing corporate vision and strategic perspectives for the Bank and formulating, revising and providing advice on operational policies and procedures. SNSP works across the institution, helping to ensure strategic and policy focus in decision-making, and improving alignment of resources with strategic priorities.

Consistent with common practice among Major Development Finance Institutions, the Bank has maintained an Operations Manual (OM) since 1993, which was revised in 1999 and 2014. The OM is a compendium of documents that serve as authoritative repositories of information on corporate and organizational structures, principles and values, goals and objectives, strategy and priorities, policies and guidelines, business processes, rules, and procedures, including annotated formats and templates of certain operational documents. The OM also codifies the corporate brand of the Bank Group and is an important tool for assuring quality of its work.

Since the last revision in 2014, the Bank has undergone a major organisational restructuring and fine-tuning adjustments¹ and formulated/revised a wide range of its operational orientation, policies, strategies, processes, rules, procedures and report templates. A number of recent developments, both internal and external, which are of fundamental importance to the Bank Group operations, but which are not reflected in the current OM, include *inter alia* the following:

- *Adoption of the High5s*: The Bank in 2015 articulated the High5 priorities, which are intended to sharpen the objectives and implementation of the Bank Groups' Ten Year Strategy (TYS). The High5 priorities are: Light up and Power Africa; Feed Africa; Industrialize Africa; Integrate Africa; and Improve the Quality of Life for the People of Africa. The Bank followed quickly with the development of related strategies and implementation plans².
- *The New Development and Business Delivery Model (BDBM)*: To align with the High5 priorities, the Bank elaborated the Development and Business Delivery Model (DBDM). The new model has entailed: (i) creation of a regional complex with five Regional departments to decentralize the Bank Group further; (ii) establishment of 3 sectors complexes - Energy, Climate Change and Green Growth, Agriculture, Human and Social Development, and Private Sector, Infrastructure and Industrialization; (iii) reorganization of responsibilities for non-sovereign operations (NSOs); (iv) reconfiguring the Economic Governance and Knowledge Management Complex to ensure it supports the intellectual and policy needs of the High5 agenda; (v) creating of new departments, including the Syndications and Clients Solutions Department and the Energy Financial Solutions, Policy and Regulations Department and new divisions; (vi) scaling up of the decentralization with a significant number of responsibilities and staff moved to the regional offices.

¹ Major reorganisations in April 2016 followed by localised adjustments, most recently in September 2017

² These include the Bank Group Strategy for the New Deal on Energy for Africa (2016-2025); Feed Africa: Strategy for Agricultural Transformation in Africa (2016-2025); Jobs for Youth: Strategy for creating 25 Million Jobs and Empowering 50 Million Youth (2016-2025); Bank Group Regional Integration Strategic Framework (RISF) 2018-2025; Bank Group Industrialization Strategy for Africa (2016-2025).

- *Process Engineering:* The Bank Group has undertaken a systematic review of key processes as part of the current transformation. A Delivery Accountability and Process Efficiency Committee (DAPEC) which was set up in 2016, has already undertaken a review of the Bank Group existing business processes, organizational culture, policies and procedures, with a view to streamline and update these processes. The committee has focused its work on key operational and institutional processes³ and has completed re-engineering analysis for 17 processes. New structures such as the Technical Quality Assurance Committee (TQAC), have also been established for this purpose.
- *Promulgation of the Delegation of Authority Matrices:* The 2018 DAM entered into force on 10 August 2018 through the Presidential Directive No.02/2018, intended to supplement the amended 2012 DAM and to support the DBDM. A key feature of the 2018 DAM is the increased authority of managers in the regional and country offices to facilitate timely decision-making.

SNSP is now seeking individual consultancy services to revise and update the 2014 OM to align it with the Bank's current strategic orientation and business processes. The review will take cognizance of developments, both internal and external, including the ones outlined above. The Consultant is expected to be part of a small review team set up at SNSP for this assignment.

2.0 Objectives of the Revision/Update

The objective of the revision/update is to provide the Bank Group with an OM that is up to date (read DBDM compliant), adequately comprehensive and user friendly. This should be an indispensable resource for staff, managers - especially those newly recruited or transferred/promoted to new responsibilities within the organisations. The revised/updated OM will function as a dynamic knowledge base on Bank Group operations policies, strategies, business processes, guidelines, procedures, rules and templates. Being a "living" document, the OM is expected to undergo periodic revisions as policies, strategies and guidelines are changed or new ones adopted. The specific objectives of the assignment are to:

- Assemble and review all relevant documentations and references related to the changes in the institutional structure, processes and procedures associated with the DBDM. This will include, but not limited to, Board documents on the approval of the new structure, progress reports of the implementation of the DBDM, the 2012 and 2018 DAM and the DAPEC process engineering reports.
- Consult with staff and management from different departments/Banks units to ensure that their views and experiences are duly taken on board in the revision of the manual.
- Design and test a platform for hosting the revised/updated OM.

³ Operational Processes: Knowledge and Analytical & Advisory Activities (4), Programming Engagement w/Countries & RECs (3), Project Program Development/ Lending (2), Implementation Support Monitoring & Evaluation (6) & Institutional Processes: Human Resources (4), Admin Support (4), Budgeting & Performance Monitoring (3), Resource Mobilization and Partnerships (2)

- Draft/revise the relevant chapters of the OM and ensure that they are up-to date and are aligned to the DBDM and the 2018 DAM.
- Carry out a clean-up exercise to ensure that the listing of policies, strategies and guidelines; prepare nomenclature, definitions, classification requirement and standards (with approval authority) for policies, procedures, strategies and other directional documents.
- Process the revised/updated OM through the Bank review and approval processes and initiate steps for the dissemination of the OM.

The specific roles/responsibilities of the **Policy and Strategy Expert** will be the following:

- In consultation with the OM Task Manager, review all the Bank policies, strategies, procedures and guidelines
- Make available a list of active policies, strategies, guidelines and other directional documents (Volume I) and Trust Funds and Facilities (Volume 4)
- Make recommendations on which policies, strategies and guidelines should be updated, replaced with new ones, or retired.
- Prepare nomenclature, definitions, classification requirement and standards (with approval authority) for policies, procedures, strategies and other directional documents.
- In consultation with the relevant departments of the Bank, prepare templates for policies, procedures, strategies and other directional documents.
- In consultation with the IT Expert, recommend a process for periodically reviewing the policy suite (Volume I) and the Trust Fund and Facilities suite (Volume 4).

3.0 Expected Deliverables

The following are the key deliverables for this assignment:

- Recommendations on the clean-up exercise of policies, strategies and other directional documents
- Nomenclature, definitions, classification requirement and standards (with approval authority) for policies, procedures, strategies and other directional documents.
- Templates for policies, procedures, strategies and other directional documents.

4.0 Consultant Qualifications

The Bank is looking for an experienced consultant with the following characteristics and qualifications:

- Minimum of a Master's degree or its university equivalent in Economics, Macroeconomics or Development Economics, Finance, Strategic Management, Engineering, systems analysis and design or related development fields. A PhD would be an added advantage.
- Familiarity with the policy, strategy and operational landscape of multilateral development institutions such as the African Development Bank. Knowledge of the African Development Bank operations ecosystem would be an added advantage.

- Experience working with major financial institutions in driving efficiency and effectiveness improvement across functions and processes. Prior experience with Operational Manuals will be an added advantage.
- A committed project leadership team with personal experience working in Africa with both public and private sector leaders.

5.0 Time Schedule for Deliverables and Reporting Requirements

The period for this assignment is 6 calendar months with key timelines as shown below.

Task	Date
Commencement of assignment	1 st November, 2018
Submission of Final review report.	31st May, 2019

The consultant shall report to the Director, SNSP. Day-to-day management of the consultancy shall be assured by a person designated by the Director. Reports and all correspondence will be sent to:

- **Walter ODHIAMBO**
Chief Policy and Strategy Officer (SNSP)
w.odhiambo@afdb.org

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	Organisational 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. Utilise one half-page maximum.

Education (University Level and above only):

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 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 :