1. THE BANK

The African Development Bank (Bank) is a multilateral development finance institution with Headquarters in Abidjan, Republic of Côte d’Ivoire and offices in 29 other African countries. It has a membership of 54 African countries and 26 non-African countries from Asia, Europe, North and South America. The purpose of the Bank is to further the economic development and social progress of African countries, individually and collectively.

Since its inception in 1966, the Bank has gradually grown in stature and capacity. With a total staff complement of about 2000 comprising Senior Management, Professional (PL) and General Support (GS) categories, the Bank’s diversity, reflected through a workforce representation of individuals from over 75 member countries, is an advantage and strength. The bi-lingual status occasioned by the use of English and French as the official institutional languages deepens the multi-cultural diversity of the Bank.

The Bank’s Ten Year Strategy (TYS) 2013– 2022 aimed to place the Bank at the center of Africa’s transformation. To scale up implementation of its Ten-Year Strategy (TYS), accelerate development impact and further augment the Bank’s revenues to meet its clients’ needs, in 2016 the Bank decided to focus on The High Five priorities (High 5s) (Light up and power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and Improve the quality of life for the people of Africa). At the same time, the Bank decided to re-design its operational model, organizational structure and pricing framework (together called the Development and Business Delivery Model). The DBDM comprises five fundamental pillars: (i) Move closer to the client to enhance delivery; (ii) Reconfigure Headquarters to support the regions to deliver better outcomes; (iii) Strengthen the performance culture to attract and retain talent; (iv) Streamline business processes; and (v) Improve financial performance and increase development impact.

The Bank has been reconfigured and restructured to enable delivery of the TYS, as encapsulated in the High 5s; and attain the aims of the DBDM.

2. THE CONSULTANCY ASSIGNMENT AND QUALIFICATIONS:

The Consultant will work under supervision, and in accordance with the instructions, of the Vice President, CHVP, or any other officer designated by the CHVP; however, the Business Partnership Division will support the delivery of the consultancy; therefore the Consultants will work with HRBPs on a day-to-day basis.
The Consultant will ensure wide consultation, engagement and training of different stakeholders across the Bank. The consultant is expected to:

a. Review the Bank’s job families
b. Prepare the TOR of the Job Family Committees and Talent Boards
c. Assist with the composition of Job Family Committees and Talent Boards
d. Prepare and train Job Family committees and Talent Boards members
e. Define Profiles and standards for job families – competencies etc.
f. Refine Grading Structure to fit professional development intent
g. Determine professional credentials and develop certification procedures
h. Conduct outreach activities with managers and Staffs members
i. Benchmark best practices with the Bank’s comparators and other International organizations

The Human Resources Department of the Bank now invites Individual Consultants 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.); based on the attached model of CV.

3. THE ELIGIBILITY CRITERIA

✓ Hold at least a master’s degree or its equivalent in Business Administration or in Human Resources/Organization Design. Professional qualification in Human Resources Management will be an added value.

✓ At least 15 years’ experience in the area of Policy Development, Human Resource Administration and Organizational Development. Previous experience working at the Bank or International/multinational holdings/Banks or other MDBs or IFIs at management level and being involved in Policies development will be an added value.

✓ Experience of working with persons from multicultural diverse backgrounds.

✓ Competence in the use of standard Microsoft Office applications.

✓ Team Leadership: Experience in driving high performing teams. Work collaboratively with colleagues to achieve organizational goals; ability to solicit inputs by genuinely valuing others' ideas and expertise; willingness to learn from others, and ability to work in a multicultural, multi-ethnic environment. Capacity to work with transparency; capacity to build trust in colleagues.

✓ Planning and organization: Ability to identify priority activities and assignments, allocation of appropriate amount of time and resources for completing work.

✓ Communication: Excellent written and spoken communication skills in English or French. A working knowledge of the other language will be an advantage.

✓ Advocacy: Ability to engage strategically at executive level and apply emotional intelligence in all situations.

✓ Curiosity and open-mindedness: ability to query and probe, and exhibit interest in reaching consensus; demonstrate openness in sharing information and keeping people informed.
Bank Values: Adherence to the Bank’s Core Values and Code of conduct are necessary requirements for this job. If there is noticed diversion from these standards at any point in the engagement, the Bank will sever all relationship with the consultant without any encumbrances on the part of the Bank.

4. DURATION OF SERVICES

The estimated duration of services is six (06) months, which will be renewed based on the needs of the Bank and on performance. The estimated starting date is 1st July 2020. All stated deliverables must be completed and turned in before the expiration of the contract.

5. PERIOD OF EXPRESSION OF INTEREST

Electronic zipped copies of Expressions of interest must be received at the email addresses below no later than 16th June 2020, at 5:00 p.m. Abidjan time and specifically mentioning “EXPRESSIONS OF INTEREST FROM INDIVIDUAL CONSULTANTS FOR THE TALENT BOARDS”.

6. ESTABLISHMENT OF THE SHORT LIST

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

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. General qualifications and adequacy for the assignment to be undertaken</td>
<td>35%</td>
</tr>
<tr>
<td>2. Similar experience in the area of expertise of the assignment and understanding of TOR</td>
<td>35%</td>
</tr>
<tr>
<td>3. Experience with the Bank and/or multilateral donors</td>
<td>20%</td>
</tr>
<tr>
<td>4. Language proficiency</td>
<td>05%</td>
</tr>
<tr>
<td>5. Knowledge of the region (assignment environment)</td>
<td>05%</td>
</tr>
</tbody>
</table>

7. FURTHER INFORMATION

Interested Individual Consultants may obtain further information by reading the attached Terms of Reference. If after reading the TORs you still need clarification, please send your request to at the address below:

For the attention of:
Mr. Kelly MBOKELI and Ms. Fatima OUATTARA
African Development Bank
Human Resources Department
01 BP 1387 Rue Joseph Anoma
Abidjan
Cote d’Ivoire
Tel: +225 20264495
Tel: + 225 20262880
Email : K.MBOKELI@AFDB.ORG
Email : F.OUATTARA@AFDB.ORG

1 Appendix 2: Terms Of Reference
2 Appendix 1: Template of Resume
8. DECLARATION OF IMPARTIALITY

This is an opened advertisement, to ensure that the same level of information is available to all intending applicants; apart from the above-mentioned address, no applicant should make contact with any official of the Bank soliciting for more information or requirements for this job.
# MODEL OF CURRICULUM VITAE (CV)

<table>
<thead>
<tr>
<th>Title of the Assignment:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td></td>
</tr>
<tr>
<td>Surname:</td>
<td>First Name:</td>
</tr>
<tr>
<td>Birth Date:</td>
<td>Nationality:</td>
</tr>
<tr>
<td>Address:</td>
<td>Country:</td>
</tr>
<tr>
<td>Telephone:</td>
<td>E-mail:</td>
</tr>
</tbody>
</table>

Are any of your family members (spouse/partner, father/mother, Brother/sister, Son/daughter, etc.) employed in the African Development Bank?

<table>
<thead>
<tr>
<th>Name</th>
<th>Relationship</th>
<th>Organization Unit</th>
<th>Place of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Language Level

<table>
<thead>
<tr>
<th>Language</th>
<th>Read</th>
<th>Written</th>
<th>Spoken</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Fair</td>
<td>☐ Fair</td>
<td>☐ Fair</td>
</tr>
<tr>
<td></td>
<td>☐ Good</td>
<td>☐ Good</td>
<td>☐ Good</td>
</tr>
<tr>
<td></td>
<td>☐ Excellent</td>
<td>☐ Excellent</td>
<td>☐ Excellent</td>
</tr>
<tr>
<td>French</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Fair</td>
<td>☐ Fair</td>
<td>☐ Fair</td>
</tr>
<tr>
<td></td>
<td>☐ Good</td>
<td>☐ Good</td>
<td>☐ Good</td>
</tr>
<tr>
<td></td>
<td>☐ Excellent</td>
<td>☐ Excellent</td>
<td>☐ Excellent</td>
</tr>
<tr>
<td>Other (specify)</td>
<td>☐ Fair</td>
<td>☐ Fair</td>
<td>☐ Fair</td>
</tr>
<tr>
<td></td>
<td>☐ Good</td>
<td>☐ Good</td>
<td>☐ Good</td>
</tr>
<tr>
<td></td>
<td>☐ Excellent</td>
<td>☐ Excellent</td>
<td>☐ Excellent</td>
</tr>
</tbody>
</table>

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):**

<table>
<thead>
<tr>
<th>Name of University – City - Country</th>
<th>Period</th>
<th>Diploma Obtained</th>
<th>Main Topic / Major</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>From</td>
<td>To</td>
<td></td>
</tr>
</tbody>
</table>

**Professional Training:**

<table>
<thead>
<tr>
<th>Name of Training Institution- City- Country</th>
<th>Type of Training</th>
<th>Period</th>
<th>Certificates or Diploma Obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>From</td>
<td>To</td>
<td></td>
</tr>
</tbody>
</table>

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:
1. BACKGROUND & STRUCTURE OF ASSIGNMENT

The Bank's Human Resources Department now invites individual consultants to express 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 missions, etc.) based on the attached model of CV.

The consultant will organize extensive consultations, ensure the commitment and training of the various stakeholders within the Bank.

2. DUTIES AND RESPONSIBILITIES

The consultant will work under the supervision and in accordance with the instructions of the CHVP vice-president or any other person designated by CHVP; however, the HR Business Partnership Division will support the delivery of consulting services; therefore, the consultants will work with the HRBPs on a daily basis.

The Consultant will ensure broad consultation, engagement and training of the various stakeholders across the Bank. The Individual Consultant will perform the following tasks in accordance with his terms of reference:

   a. Review the Bank’s job families
   b. Prepare the TOR of the Job Family Committees and Talent Boards
   c. Assist with the composition of Job Family Committees and Talent Boards
   d. Prepare and train Job Family committees and Talent Boards members
   e. Define Profiles and standards for job families – competencies etc.
   f. Refine Grading Structure to fit professional development intent
   g. Determine professional credentials and develop certification procedures
   h. Conduct outreach activities with managers and Staffs members
   i. Benchmark best practices with the Bank’s comparators and other International organizations
   j. Perform any other duties assigned by the Task Manager.

3. KEY DELIVERABLES
i. Major findings and issues for management’s consideration

ii. Full report on the implementation of the Talent Boards and Job Family committees

iii. The Consultant will develop objectives, performance indicators, output expectations, milestones and timelines in the first week of assignment and share with the Vice President Human Resources and Corporate Services (CHVP) and other stakeholders. Regular updates on the progress shall be provided to all stakeholders.

4. LOCATION FOR THE CONSULTANCY

The consultancy will be at the African Development Bank’s Headquarters in Abidjan, Côte d’Ivoire.

5. DURATION OF THE CONSULTANCY SERVICE

The estimated duration of services is six (06) months, which will be renewed based on the needs of the Bank’s needs, budget availability and performance. The estimated starting date is 1st July 2020. All stated deliverables must be completed and turned in before the expiration of the contract. Though not a staff member, the Consultant will be required to observe the Bank’s official working hours and working ethics so as to be able to attend to clients’ needs as and when they arise.

6. BANK RESPONSIBILITIES

i. There is no formal professional and personal development or learning menus offered by the Bank to the Consultant; however, the consultant will receive the necessary background information to enable an understanding of the Bank’s working environment. The consultant will be exposed to a team-based environment that promotes high deliverables.

ii. The Bank’s Coordinator for the consultancy is the allocated Task Manager, while the sponsor of the consultancy are the HRBPs, Business Partnership Division.

iii. The Bank will assist in securing meetings for the Consultant with relevant stakeholders where needed.

iv. The Bank will assist with translation of documents. These must be submitted well in advance to interpretation services.

v. The Bank will provide logistics and facilities for any training that will be needed during the Consultancy period.

7. CONSULTANT RESPONSIBILITIES AND QUALIFICATIONS

The Individual Consultants will be well qualified and professionally competent to carry out the duties and responsibilities. It is expected that the Consultants will have the following qualifications:

Education

Hold at least a master’s degree or its equivalent in Business Administration or in Human Resources/Organization Design. Professional qualification in Human Resources Management will be an added value.

Experience

a) At least 15 years’ experience in the area of Policy Development, Human Resource Administration and Organizational Development.
b) Previous experience working at the Bank or International/multinational holdings/Banks or other MDBs or IFIs at management level and being involved in Policies development will be an added value.

**Computing knowledge**

Competence in the use of standard Microsoft Office applications.

**Language**

Command of written and spoken English and/or French (preferably with a good working knowledge of the other language).