

ToR for Change Management non-Key Expert in Angola

Job title: Resident expert in change support
Project name: *AGEPI - Apoio à Gestão das Finanças Públicas, das Empresas Públicas, Parcerias Público-Privadas (PPP) e Inclusão Financeira em Angola* (Support for Public Finance Management, Public Enterprises, PPP and Financial Inclusion)
Donor: European Union Delegation
Duration: 250 working days
Mission location: Luanda, Angola
Application deadline: 15 June 2026.
Level of expertise: Senior expert (long-term assignment / resident expert)

BACKGROUND:

Angola is the seventh largest country in Africa, with a population which is forecasted to double within the next two decades. After overcoming a tumultuous recent history, with the end of the colonial time and the civil war in late twentieth century, the country is now on a trajectory of stability and have known its first democratic elections in 2017.

Despite being the sixth-largest economy in Africa, Angola grapples with heavy reliance on oil exports, resulting in economic vulnerabilities. Recent reforms and economic consolidation measures have triggered a growth rebound, but diversification efforts are imperative to reduce oil dependence and address rising inequalities. This goes along with a need to ensure inclusive growth, with better redistribution of the oil industry revenues, significant investments in human capital development and higher education in order to foster a strong diversified economy. The country is highly exposed to challenges related to climate stress, the preservation of environment and the transition to a low-carbon economy.

PROJECT DESCRIPTION:

NAME	AGEPI - Support for Public Finance Management (PFM), Public Enterprises, PPP and Financial Inclusion
LOCALISATION	Angola, Mainly Luanda
GOALS	General objective: Strengthen the quality and accountability of financial systems in Angola.

	Specific objectives: Macroeconomic stability measures and Public Financial Management reforms are implemented.
OUTPUTS	<p>C1: Institutional capacities and tools for monitoring implementation of the PFM reform are strengthened.</p> <p>C2: Governance mechanisms and tools for public enterprises are improved and take into account gender equality issues and performance in terms of climate risks.</p> <p>C3: The financial governance of public-private partnerships (PPPs) is improved.</p> <p>C4: A national financial inclusion strategy (NFIS) is developed in an inclusive and sustainable manner.</p>
STAKEHOLDERS	Ministry of Finance, Ministry of Planning, IGAPE, National Direction of PPP, Central Bank, sectoral ministries, public companies, financial institutions, EITI Secretariat, Ministry of Mines and Petroleum, etc.
PROJECT DURATION	48 months

The AGEPI project will mainly support the Ministry of Finance, its central services, and Public Institutes that are key stakeholders in PFM and SOE's Governance. The National Directorate for Public Private Partnership will be supported in building capacities but also enhancing its legitimacy as a key actor of projects selection and management. Despite a legal framework established in 2019, challenges persist in practical PPP application. Strengthening the PPP Unit, developing technical tools, and supporting pre-feasibility studies aim to foster private financing for economic growth. Acknowledging the crucial role of BNA in monetary policy, banking regulation, and financial stability, the project aligns with initiatives promoting financial inclusion and economic stability.

The AGEPI project proposes a comprehensive strategy, taking into account the role of other actors involved in these topics such as Line Ministries, State Owned Enterprises, or other public actors.

DESCRIPTION OF THE MISSION:

1. Based in Luanda, the change support expert will be part of the technical team. This team is in charge of:

- Identifying needs in terms of expertise and ensure the mobilization of companies, public and private experts, implementation partners;

- Guiding and co-leading the work of companies, experts and implementation partners;
- Preparing and participating in steering committees and technical committees;
- Ensuring the quality, internal and external coherence of the project, particularly with other ongoing programmes in the intervention areas.
- The expert is expected to operate at both strategic and operational levels, ensuring effective coordination with institutional stakeholders and alignment with project governance mechanisms.

2. More specifically on his theme, the **resident expert in change support** will mainly be responsible for the following:

- Lead the co-creation of the change management strategy and plan with the Project Team and national counterparts,
- Lead the implementation of the change management strategy and plan;
- Support the implementation of the roadmaps planned in the AGEPI project; identify and analyse the risks linked to the adoption of the change induced by the project/reform and propose the implementation of mitigation measures;
- Propose detailed analyses of the impact of change and disseminate them to stakeholders;
- Analyse stakeholders; design and implement stakeholder management activities while contributing to the identification and mitigation of resistance;
- Support the efforts of the Ministry of Finance by proposing the creation and effective operation of a network of change facilitators to support the deployment of the reform at the level of the Ministries and public institutions concerned;
- Identify and analyse learning needs and design and implement training plans to strengthen change capacities, in close collaboration with the project manager, experts and beneficiaries;
- Participate in the establishment of the project monitoring and evaluation system: review of the logical framework and definition of relevant monitoring indicators, information on the baseline situation, implementation of monitoring tools at the level of primary and secondary beneficiaries;
- Work in close collaboration with the Project Team in order to adapt the monitoring tools to the different activities.

The expert will be expected to apply recognized change management approaches (e.g. stakeholder mapping, change impact analysis, communication and training strategies), while adapting them to the Angolan institutional context.

The detailed methodology and approach to the assignment will be requested from shortlisted candidates at a later stage of the selection process (technical note and interview).

MAIN EXPECTED DELIVERABLES

- Scoping a change management Strategy;
- Development of the following plans:
 - Strategy action plan;
 - Stakeholders engagement plan;
 - Training plan.
- Design and implant the correlated M&E system;
- Draw up the quarterly reports;

- Elaboration of final evaluation report.

Deliverables will be validated by the Project Management Team in coordination with the main institutional counterparts.

An indicative timeline and detailed methodology for the production of deliverables will be defined during the inception phase.

PROFESSIONAL EXPERIENCE AND QUALIFICATIONS

- Higher education diploma in communication, organizational psychology, sociology of organizations, human resources management, public management or other diploma related to the missions;
- 7 years of professional experience in supporting change in a public or semi-public organization;
- Experience in implementing reforms leading to major changes (e.g. public finance reform) particularly within the framework of international cooperation projects;
- Experience in developing, implementing and using project monitoring and evaluation systems;
- Field experiences on the African continent, particularly in Austral Africa will be appreciated;
- Knowledge of cooperation mechanisms, public development assistance, international cooperation actors;
- Knowledge of Expertise France and/or EU procedures will be a significant advantage.

Experience in public financial management (PFM), governance reforms or institutional strengthening programs will be considered a strong asset.

REQUIRED SKILLS AND ASSETS:

Understanding of the organizational problems and challenges induced by a large-scale institutional reform;

- A solid understanding of the implications of the change process and experience and knowledge of change management principles, methodologies and tools;
- Exceptional written and oral communication skills coupled with excellent active listening skills;
- Ability to clearly formulate messages to varied audiences and establish and maintain strong relationships with a broad set of stakeholders;
- Ability to unite others and move towards a common vision or goal;
- Skills in analysing and solving problems and identifying root causes;
- Work capacity at all levels of a heterogeneous set of organizations;
- Flexibility and adaptability and ability to work in complex institutional situations;
- Familiarity with approaches, tools and phases of the project cycle.

Fluency in English is required. Good knowledge of Portuguese and knowledge of French will be considered an asset.

Documents and information to provide:

Applications must be sent on the application platform with:

- Resume (limited exclusively to relevant experience for the position);
- Cover letter.

Only applications submitted through the designated platform (GEX) will be considered. Shortlisted candidates may be requested to submit an additional technical note and participate in an interview.