

## **TERMS OF REFERENCE**

### **SENIOR STRATEGIC ADVISER (SHORT TERM CONSULTANT) TO THE MANAGING DIRECTOR, SHELTER AFRIQUE DEVELOPMENT BANK (ShafDB)**

#### **Background and Rationale**

Shelter Afrique Development Bank (ShafDB) is entering a critical phase of institutional consolidation and strategic repositioning, following its recent evolution and against the backdrop of broader reforms in Africa's development finance ecosystem.

As ShafDB strengthens its balance sheet, governance architecture, partnerships, and project pipeline, there is a need for senior, trusted, and discreet strategic advisory support to the Managing Director—particularly on matters that cut across strategy execution, institutional positioning, multilateral relationships, long-term visioning, and institutional governance.

These Terms of Reference set out the scope for engaging a Strategic Adviser to the Managing Director (Short Term Consultant) working directly with the Managing Director (and selectively with others), at the Managing Director's discretion.

#### **Overall Objective**

To support the Managing Director in implementing ShafDB's strategic priorities, strengthening its relationship with Multilateral Development Banks and other partners, embedding sound corporate governance practices, and positioning the institution as a credible anchor institution within Africa's evolving financial and housing architecture.

#### **Scope of Advisory Support**

The Strategic Adviser will provide high-level strategic, institutional, governance, and partnership-focused advisory support across the following areas:

#### **Strategic Initiatives and Partnerships**

- Support the Managing Director on priority strategic initiatives, including partnerships with multilateral and bilateral development finance institutions, global and regional housing initiatives, and key private-sector housing developers and operators.
- Provide strategic input focused on emerging global partnerships across US, India, Japan and other catalytic housing finance platforms.
- Help ensure coherence between ShafDB's strategic partnerships, policy objectives, governance standards, and balance-sheet realities.

#### **Regional Support and Project Enablement (Selective)**

- Provide targeted strategic support to regional teams, particularly in West Africa, on project prioritization, pipeline readiness, and alignment of regional initiatives with ShafDB's institutional strategy.
- Support engagement with national authorities and partners where appropriate, while maintaining a strategic and catalytic—not operational—role.

#### **African Financial Architecture, Preferred Creditor Status and the New African Financial Architecture**

- Advise the Managing Director on the institution's positioning within the New African Financial Architecture, including guarantees, liquidity mechanisms, risk-sharing platforms, treasury functions, and capital market interfaces.

- Support strategic thinking on Good Bank / Bad Bank concepts, including implications for the institution's balance sheet, risk profile, and alignment with MDB best practices.
- Provide strategic advisory support on advancing the institution's **Preferred Creditor Status**, including engagement with other relevant Development Finance Institutions.
- Support efforts to deepen collaboration between other development finance institutions, particularly in relation to:
  - Treasury strengthening and balance-sheet credibility.
  - Bond issuances by ShafDB's supported by guarantees or risk-sharing arrangements.
  - Equity, debt, and guarantee instruments that enhance the institution's market positioning and provide guidance on navigating governance, policy processes, and institutional culture where relevant.

### **Strategy Implementation, Retreat Follow-Through and Long-Term Visioning**

- Support the Managing Director in translating Board and Management retreat outcomes into practical, sequenced, and monitorable strategic actions.
- Assist in prioritizing short-term actions (0–90 days) and medium-term actions (90–180 days), including identifying early wins and structural reforms.
- Act as a sounding board on the institution's long-term institutional positioning, mandate evolution, and role within continental housing finance and development banking.

### **Corporate Governance, Board–Management Dynamics and MDB Best Practices**

- Support the Managing Director in implementing recommendations related to corporate governance, institutional effectiveness, and decision-making processes.
- Provide advisory input on clarifying Board and Management roles, improving Board–Management dynamics, and strengthening strategic communication and trust.
- Advise on aligning institutional governance practices with MDB's best practices, including Board effectiveness, information flows, feedback mechanisms, and performance oversight.
- Offer discreet guidance on embedding governance improvements into institutional operational workflows without duplicating formal governance or compliance functions.

### **Modality of Engagement**

- The Strategic Adviser will work directly with the Managing Director.
- Engagement will be flexible, demand-driven, and advisory in nature.
- Support may include strategic notes and briefing memos, one-on-one advisory discussions, and participation in selected internal or external meetings, virtual or in person, as agreed.
- The Strategic Adviser will not hold managerial authority and will not substitute for Management or staff functions.

### **Deliverables**

- Given the advisory nature of the role, deliverables will be light, targeted, and fit for purpose. These may include strategic briefing notes, governance and positioning notes, concept papers, advisory inputs into key institutional or financial initiatives, and occasional synthesis notes following major engagements or milestones.
- Deliverables will be agreed on a rolling basis with the Managing Director.

### **Duration**

The engagement will be for an initial period of Twelve months (12), starting in January 2026. The arrangement may be reviewed and adjusted by mutual agreement.

### **Remuneration and Expenses**

The engagement will be structured as a monthly retainer that shall be mutually agreed upon. Travel and related expenses are not included and will be handled separately if required and approved.

### **Reporting and Confidentiality**

The Strategic Adviser will report directly to the Managing Director. All work will be conducted under strict confidentiality. The Adviser will act in the best interests of ShafDB and maintain full discretion in all engagements.

### **Strategic Adviser Profile**

The Strategic Adviser is expected to bring a combination of strategic judgment, institutional experience, and deep familiarity with Africa's development finance ecosystems. In particular, the Adviser should demonstrate:

- Extensive experience engaging with multilateral development banks and development finance institutions, including strong familiarity with Board, Management, and shareholder dynamics.
- Proven exposure to institutional strategy formulation and implementation within complex, multi-shareholder organizations.
- Deep understanding of Africa's development finance landscape, including emerging discussions around the New African Financial Architecture, capital markets, guarantees, and risk-sharing mechanisms.
- Strong working knowledge of DFI governance, policy processes, treasury practices, and institutional culture.
- Experience advising senior executives or Boards on governance, strategy execution, and institutional positioning.
- Credibility and discretion in handling sensitive strategic, financial, and governance-related matters.
- Ability to operate independently, flexibly, and in a trusted advisory capacity to senior leadership.
- Strong analytical and communication skills, including the ability to translate complex institutional and financial issues into clear strategic options for decision-makers.

### **Application Process**

Applicants are invited to send a letter of motivation illustrating their suitability, a detailed curriculum vitae, as well as the names and addresses of their referees, to the following email address: [hr@shelterafrique.org](mailto:hr@shelterafrique.org)

- The deadline for submission is **10<sup>th</sup> January 2026**. However, applications will be reviewed on a rolling basis, and suitable candidates may be contacted before the submission deadline.
- Only shortlisted candidates who meet the above requirements will be contacted.
- Shelter Afrique Development Bank is an Equal Opportunities Employer.