

PROJECT TERMS OF REFERENCE

Banking Rationalisation Project Manager

Reports to: Manager – Treasury Operations

Expected duration: Consultancy Project (50% for 9 to 12 months)

Period: October 2012 to June 2013

I. Objective/Project Goal

To rationalise, where possible, the banking operations for WWF International and the Regional Programme and Country Offices down to 3 or 4 major international banks. To implement electronic banking in the regional and main country office locations, which meet the minimum criteria required and where the banks selected can provide a suitable service.

II. Background

WWF International and its Programme and Country Offices operate in over 40 countries. Each office has many bank accounts and a number of banking relationships. This is due to WWF's wide geographical spread (over 200 project sites), often the main bank that a country office deals with at its core location may not have branches in all the locations where the conservation work needs to be completed, many of our suppliers are not set-up to receive electronic payments, therefore field offices need to be able to access cash locally in a safe and secure way to be able to pay these suppliers. In many offices we need to make payments in various currencies and in some cases donors, may request a specific bank account relating to funding for a particular project.

Given this background, it is the aim of this project to rationalise where possible and to reduce end to end banking risks and costs to a minimum.

III. Major Functions:

Lead the process to:

- Rationalise the banking relationships to concentrate the funds and the processing of transactions, to a smaller number of banking relationships.
- Standardise operations with these banks in order to increase transparency and reduce operational risks, streamline processes, reduce costs and increase returns on the funds that we hold.
- Evaluate the opportunities for electronic banking and where local conditions and banks selected make this appropriate implement electronic banking in the regional and main country office locations.
- Evaluate the benefits of more centralised payments processing and centralized cash management for local cash reserves and based on the outcome make appropriate recommendations for change.
- Ensure the project is delivered on budget and to the agreed timescale.

IV. Major Duties and Responsibilities:

- Liaise with management in Gland and the program offices in Europe, Africa and Asia to confirm the objectives, gain internal agreement on how to proceed with the project and define the steering and working groups to monitor and complete the project.
- Establish agreed timelines for the project and then manage the project to these timelines. Manage the evolution of the project scope, risk and issue resolution.
- Liaise with a number of international banks to formulate and complete the tender process.
- Analyse the inputs from the banks and manage the internal decision making process.
- Following the tender process, help in managing the change with the POs and banking partners selected including where agreed rolling out electronic banking.
- Ensure that ongoing communication regarding the project and its expected outcomes is clear, timely and understandable to all parties.
- Ensure the project delivers the benefits outlined and it meets the reasonable expectation of end users (as determined by the Steering Group on a case-by-case basis).
- When appropriate, involve the steering group for key decisions.

V. Profile:

Required Qualifications

- At least 5 years experience coordinating financial systems projects with stakeholders in many countries preferably in the NGO sector
- Experience of working in an international banking environment would be an advantage
- Recognized business degree and project management qualification
- A track record of successful project implementation as Project Manager (preferably with a financial bias)
- 3 to 5 years of leadership responsibility managing teams and influencing senior-level management and key stakeholders

Required Skills and Competencies

- Demonstrated excellent interpersonal and leadership skills, strong communicator, facilitator and negotiator able to bring out all important view points and get agreement from key stakeholders
- Methodical and well organized, with a proven ability to organize, direct and coordinate team efforts to achieve outcomes within budgetary and time restraints
- Works well with others in an integrated team environment
- Self-motivated and problem solver
- Intercultural competence
- Adhere to WWF's values: Knowledgeable, Optimistic, Determined and Engaging

VI. Working Relationships:

Internal – WWF International departments, finance and IT staff from Programme Offices

External – International Banks