Effectively delivering on our mandate

AfDB’s institutional efficiency
Making lasting changes to peoples lives...

Rwanda
‘One Cow per Poor Family’ Programme
Every dollar we spend delivers the greatest value

Delivering on our mandate cost-effectively and cost-efficiently:

1. **Projects** achieve their objectives cost-efficiently
2. **Capital** invested in operations that yield results
3. **Administration** is fit for purpose
4. **Institution** accountable to the people we serve
1. Responding to our clients’ needs
2. Improving service delivery
3. Increasing productivity
4. Opportunities & challenges
Moving closer to our clients

95% of operations (in value) are managed in countries with field presence
Being more accountable and transparent

AfDB ranks 7th on transparency

Source: Publish What You Fund
1. Responding to our clients’ needs
2. Improving service delivery
3. Increasing productivity
4. Opportunities & challenges
Making an impact on development

AfDB has the highest number of Development Impact Awards from US Treasury
We deliver value for money

Three out of four targets on **value-for-money** has been achieved
Our portfolio performance is healthy

Indicators of portfolio performance are on track

- **Time to first disbursement (months)**
  - 2012: 13
  - 2013: 10.6
  - 2014: 11
  - Target: 6
  - Actual: 6

- **New operations rated satisfactory (%)**
  - 2012: 96
  - 2013: 100
  - 2014: ≥95
  - Target: ≥95
  - Actual: ≥95

- **Time for approving operations (months)**
  - 2012: 7
  - 2013: 6.5
  - 2014: 6
  - Target: 6
  - Actual: 6
Hardwiring gender into operations

Five actions are underway:

1. Creating a cadre of gender focal points
2. Building gender capacity
3. Integrating gender into business processes
4. Increasing gender-focus in CSPs
5. Leveraging gender finance
1. Responding to our clients’ needs
2. Improving service delivery
3. Increasing productivity
4. Opportunities & challenges
Investing in people

The People Strategy: attracting and retaining the best professionals.

An employer of choice:
- 69% of staff believe the Bank is THE organisation to work

2015 Staff Survey:
- Mixed results
- Challenges in creating an environment of openness and trust
- Gender gap in responses
Enhancing gender within the Bank

Closing the gender gap:
1. Salary gap analysis
2. Balanced panels and shortlists
3. Targeted recruitment
4. Crossing threshold program
5. Family friendly policies
A talented work force

AfDB staff are talented:
- Field staff are close to our clients
- Our nurse spent 6 months in Guinea fighting Ebola
- External awards for our staff
- Internal awards - Presidential & Mamoun Beheiry

Enhanced IT improves productivity and connects our staff
Supporting staff in the field

- 16 RMCs are in transition states: AfDB offices in 12 of them

- In 2015...
  - 4 RMCs/FOs + 1 RMC experienced political disturbances
  - 3 RMCs badly affected by Ebola crisis

- Duty of care for staff with special provisions:
  - Special allowances and leave time
  - Staff evacuation and relocation
  - Working from home with necessary IT facilities
  - Proper and secure means of transport
Returning the Bank to its Headquarters

- AfDB the only organisation to move its entire operations and staff twice...
  ...And executed within the approved budget

- Change Management Strategy and communication plan
  - 68% of workforce recruited in Tunis
  - Better than expected staff attrition: 13% vs 25% expected
  - Recruitment has picked up
Outline

1. Responding to our clients’ needs
2. Improving service delivery
3. Increasing productivity
4. Opportunities & challenges
Turning challenges into opportunities (1/2)

- Most of ADF-13 Commitments completed successfully
- Ongoing Roadmap for the Return to Abidjan and updated BCP
- High cost of operations and living in Abidjan:
  - Need for greater efficiency and effectiveness
  - New business delivery model will scale up operations in high-five areas
  - Together with strengthened performance and accountability
Turning challenges into opportunities (2/2)

- Cleaning up the loan portfolio and improving the disbursement ratios

- Training opportunities for all staff to ensure:
  - Capacity building across all sectors in hard and soft skills
  - Greater uptake of Delegation of Authority Matrix

- Attracting & retaining high performing staff:
  - Competitive compensation framework
  - Implementation of gender initiatives
Delivering on our commitments!