



AFRICAN
DEVELOPMENT
BANK GROUP



Effectively delivering on our mandate

AfDB's institutional efficiency

ADF-13 MTR

Abidjan 11-13 Novembre 2015



Making lasting
changes to peoples
lives...

Rwanda

‘One Cow per Poor Family’ Programme

Every dollar we spend delivers the greatest value

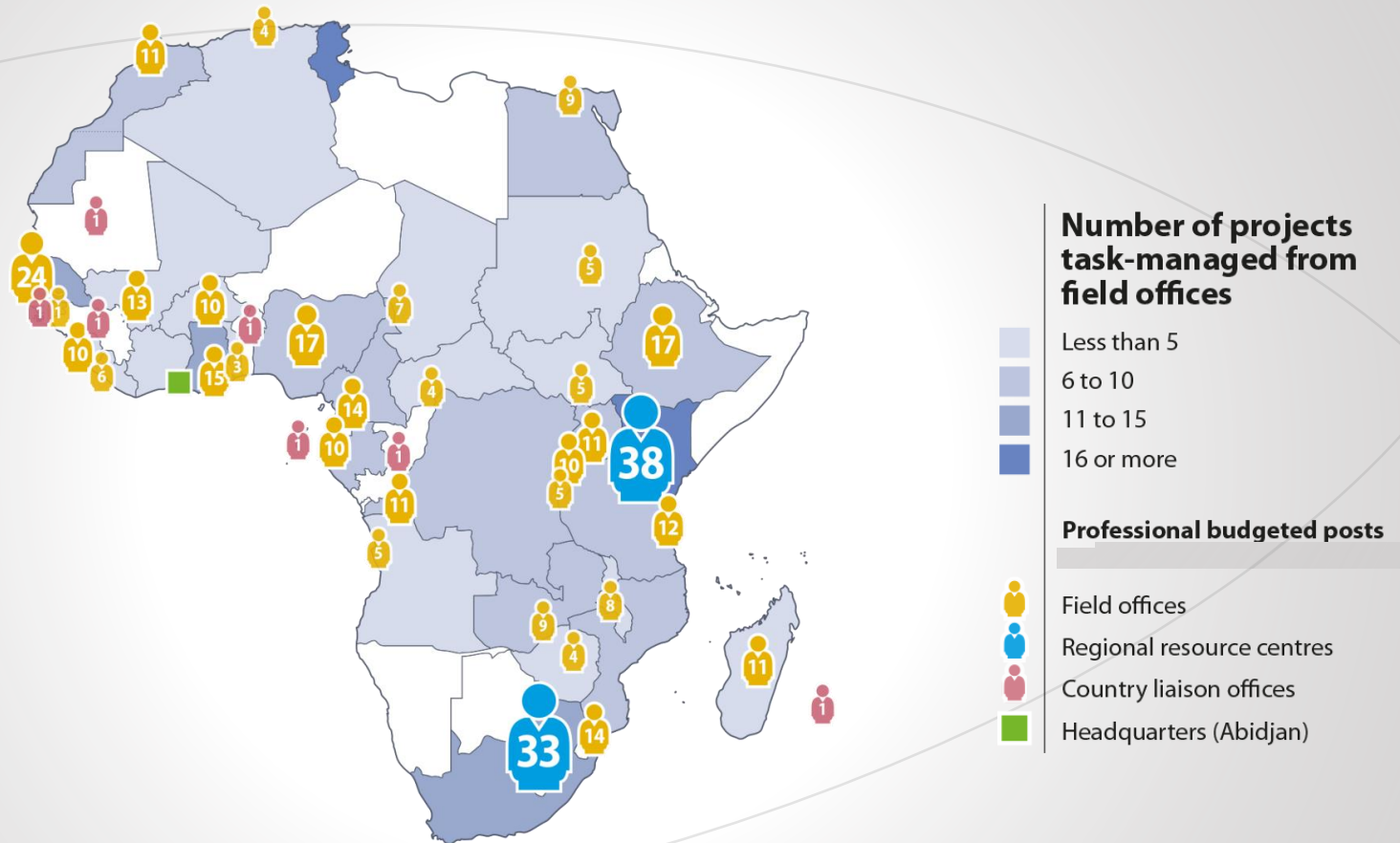
Delivering on our mandate cost-effectively and cost-efficiently:

- 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

Outline

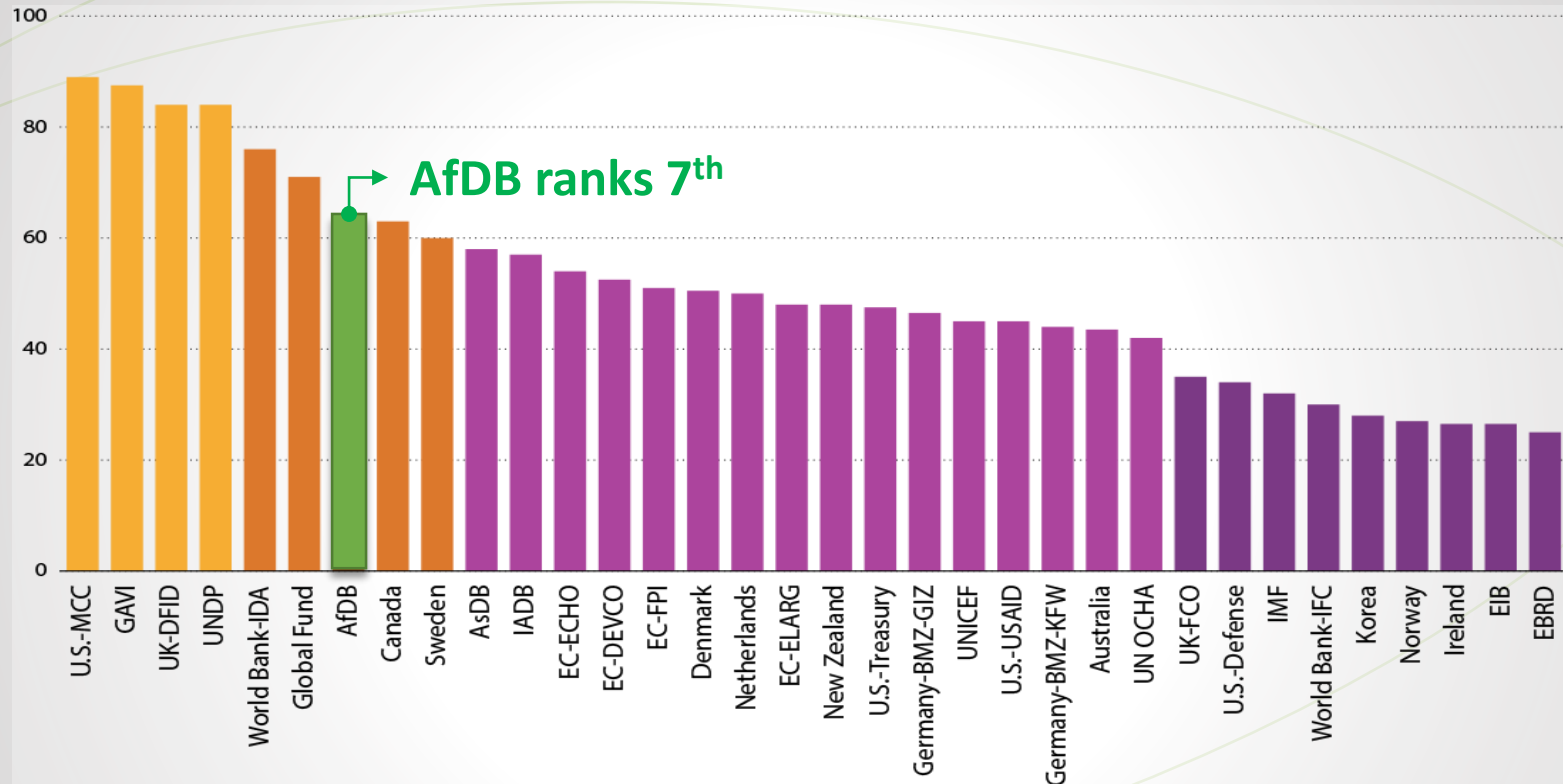
1. Responding to our clients' needs
2. Improving service delivery
3. Increasing productivity
4. Opportunities & challenges

Moving closer to our clients



95% of operations (in value) are managed in countries with field presence

Being more accountable and transparent



Source: Publish What You Fund

AfDB ranks 7th on transparency

Outline

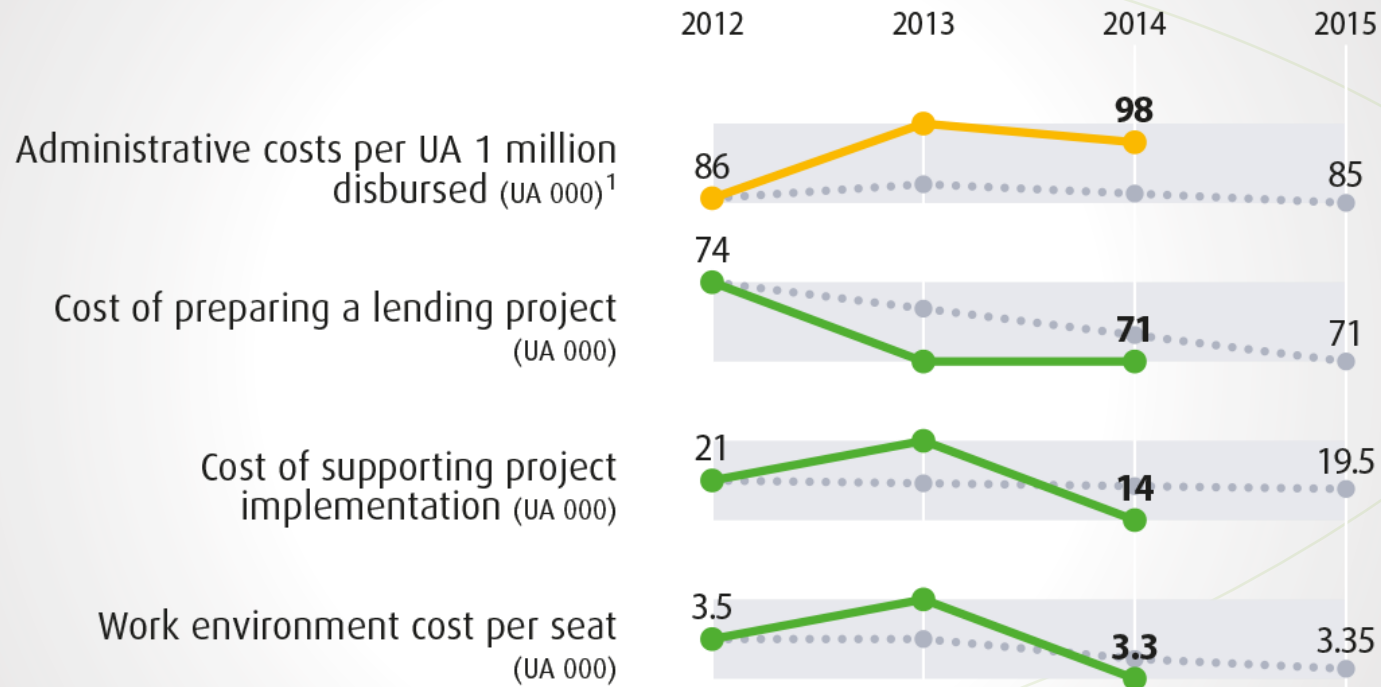
1. Responding to our clients' needs
- 2. Improving service delivery**
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Making an impact on development



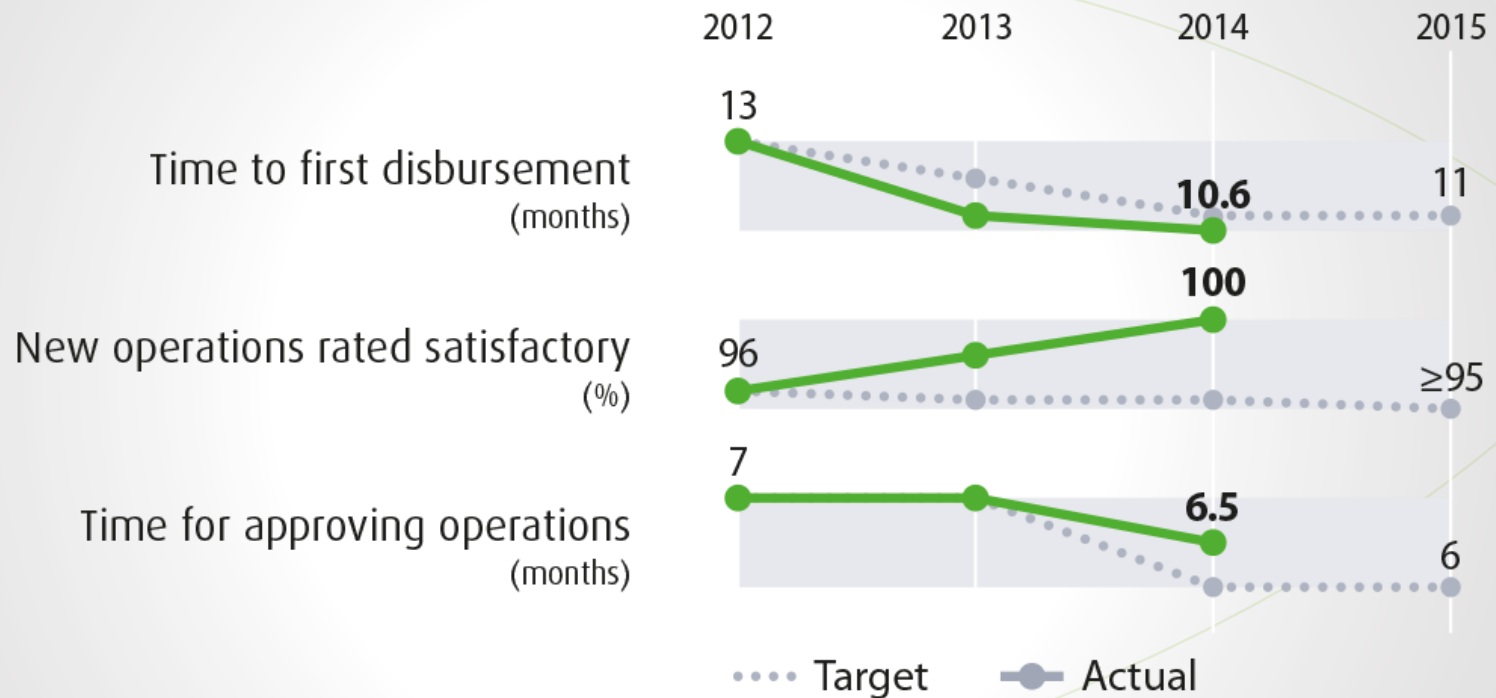
AfDB has the highest number of
Development Impact Awards from US Treasury

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**

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

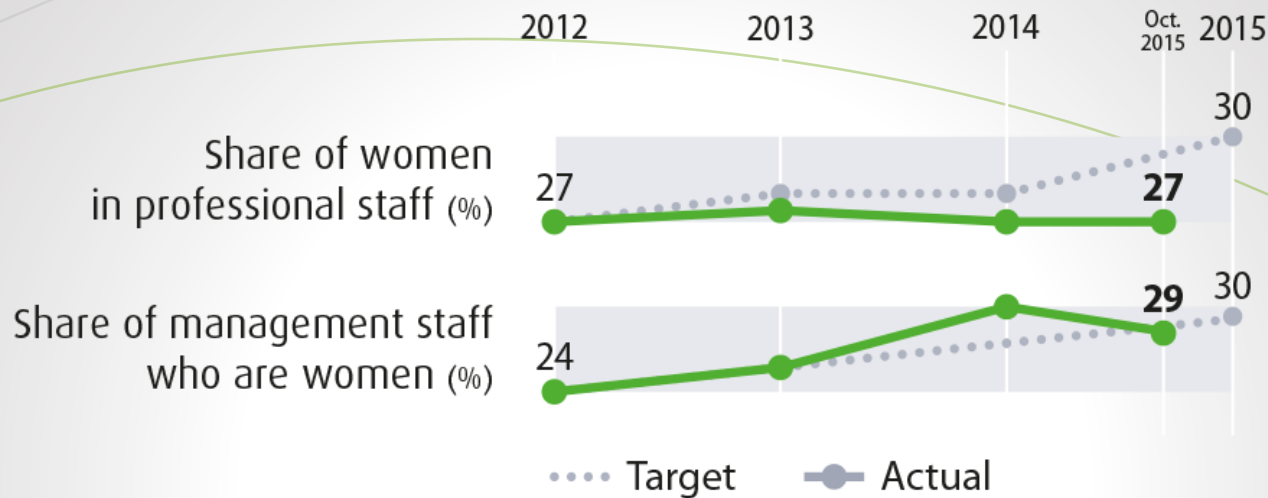
Outline

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3. **Increasing productivity**
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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
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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

A close-up portrait of a young boy with dark skin and short, dark hair, smiling broadly at the camera. He is wearing a blue jacket with orange and white striped sleeves. The background is a warm, orange-toned, slightly blurred outdoor setting. A green circular graphic element is visible in the top left corner, and thin green curved lines are overlaid on the image.

**Delivering on our
commitments!**