AN INCREASINGLY EFFICIENT AND EFFECTIVE ORGANIZATION

Transforming the Bank Group from Good to Great

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AFRICAN DEVELOPMENT FUND

Cape Verde - September 2012

ADF-12 MTR
Outline

1. Context and Key Messages
2. Progress at ADF-12 Mid-Term-12
3. Looking Ahead
Context and Key Messages
The measure of the Bank Group’s effectiveness is the impact it has on the ground: Results, Results and Results.

Deputies have requested Management to regularly report on what is being done to improve effectiveness and efficiency.

For the ADF-12 cycle, Deputies requested Management to pursue actions on:
- Decentralization
- Human resource management
- Communication and information disclosure
- Institutional integrity and stakeholder engagement
- Fiduciary, environmental and social safeguards
Key Messages

Management has followed up on all required actions to improve institutional capacity, efficiency and effectiveness.

The Bank Group has demonstrated resilience and responsiveness against a background of diverse challenges in its operating context.

Bottom Line: The institutional has the capacity to deliver

Going forward Management will be paying attention to:

- Staff recruitment and retention
- Budget utilization
- Disbursement and procurement processes
Progress at ADF-12 Mid-Term
## Decentralization

### Field Presence
- 34 RMCs, up from 22 in 2009
  - including 10 Fragile States and 2 pilot Regional Resource Centers

### Field Staffing
- 30% staff now based in field offices
  - up from 15% in 2008

### Delegation of Authority
- Revised DAM
  - move decision making closer to clients

### IT platform
- Inter-office connectivity and collaboration
  - 2013-2015 IT Strategy under formulation
Human Resource Management

- Increased staff complement
  - Up by 1/3 between 2008 and 2011

- Restructured and decentralized HR function
  - To facilitate better skills management

- Increased focus on people management
  - Focus on career development and talent management

Attrition mainly at PL5 level and not a generic institutional issue.
Transparency, integrity, accountability and Safeguards

- Communication, disclosure and engagement
- Strong platform for institutional integrity
- Best practice environmental and social safeguards
- Greater capacity for fiduciary safeguards
Agility and efficiency

**Benchmarks**
- Operating in an uncertain environment
- Responding to crises

**Evidence**
- Client Survey

**Streamlined operations review processes**
- Faster procurement and disbursement processes
- Flexibility and responsiveness with UA budgeting

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Looking Ahead
Consolidate and deepen efforts to make the Bank Group a more **effective** and **efficient** organization.

- **Further streamline operation processes**
- **Align HRM with Long Term Strategy**
- **Place and impact of Trust funds**
- **Service level standards**
- **Enabling IT platform**
- **Performance monitoring system**

**Advancing the reform agenda**
Key areas of Focus

Budget
- Improve Utilization
- Recruitment and retention
- More efficiency

Staff vacancy and premature attrition

Procurement and disbursements
Thank you