



Evaluation of the Implementation of the AfDB's One Bank Approach

Summary Report - Technical Annexes

Corporate evaluations

September, 2025



Table of contents

Technical Annex 1: One Bank Approach Workstreams	4
Technical Annex 2: Evaluation Matrix	5
Technical Annex 3: Implementation Status of the One Bank Approach Workstreams	10
Technical Annex 4: List of Documents Consulted.....	18

Acronyms and Abbreviations

ADF	African Development Fund	OBA	One Bank Approach
ADKAR	Awareness, Desire, Knowledge, Ability, Reinforcement (Prosci change management model)	OpsCom	Operations Committee
AfDB	African Development Bank Group	PD	Presidential Directive
AHGC	Civil Society & Community Engagement Department	RMC	Regional Member Country
ATRS	Activity Time Recording System	PIU	Project Implementation Unit
AsDB	Asian Development Bank	PTCS	Corporate Services and People Development Department
ATRS	Activity Time Recording System	PTVP	People and Talent Vice Presidency
CAHR	Committee on Administration and Human Resources	RDVP	Regional Development, Integration and Business Delivery Complex
CPO	Country Program Officer	RISP	Regional Integration Strategy Paper
CSP	Country Strategy Paper	RMC	Regional Member Country
CSPE	Country Strategy and Program Evaluation	SLA	Service-Level Agreement
DAM	Delegation of Authority Matrix	SMCC	Senior Management Coordination Committee
DBDM	Development and Business Delivery Model	SO	Sovereign Operation
GCI	General Capital Increase	SCO	Staff Council Office
HQ	Headquarters	SNBT	Business Transformation Department
HR	Human Resources	SNDR	Development Impact and Results Department
ICT	Information and Communication Technology	SNPB	Programming and Budget Department
IDEV	Independent Development Evaluation	SNVP	Senior Vice President's Office
IRM	Independent Review Mechanism	SRAS	Strategic Resource Assessment Software
IDB	Inter-American Development Bank	SVP	Senior Vice President
IsDB	Islamic Development Bank	TCVP	Technology and Corporate Services Vice Presidency
KPI	Key Performance Indicator	ToC	Theory of Change
MDB	Multilateral Development Bank	WBG	World Bank Group
NSO	Non-Sovereign Operation		

Technical Annex 1: One Bank Approach Workstreams

Workstreams	Workstream scope	Actions
Workstream 1 – Business processes	Operational business processes and institutional and corporate business processes.	<ol style="list-style-type: none"> 1. A revised Delegation of Authority Matrix (DAM) and a new Presidential Directive (PD) on Operations Review and Approval Processes. 2. An updated Operations Manual (Volume 2), in particular the section on the quality assurance process, and the digitization of the Operations Manual, etc. 3. The Wakanda program, IT systems aligned.
Workstream 2 – People management	Reforms aimed at strengthening the performance culture to attract and retain talented staff.	<ol style="list-style-type: none"> 4. Clarifying reporting arrangements and functional home departments. 5. Rightsizing and strategic staffing analysis. 6. Organizational fine-tuning (changes to the organigram to increase efficiency and effectiveness). 7. Staff movements once the rightsizing analysis is completed. 8. Talent Councils to provide a stronger framework and accountabilities for career development and efforts to ensure technical excellence among staff.
Workstream 3 – Budget management	Reform of the Bank's approach to budgeting, moving to product-based budgeting founded on agreed coefficients, and providing training to support budget reforms.	<ol style="list-style-type: none"> 9. Establish budget coefficients for operational deliverables 10. Pilot use of budget coefficients in the 2021–2023 Rolling Annual Budget. 11. Fine-tuning the use of coefficients by drawing lessons from the 2021–2023 budget preparation. 12. Training, communication and upgrade of the ATRS and software for budget planning.
Workstream 4 – Tools for joint accountability	Setting KPIs for organization-wide goals and objectives; cascading the KPIs to individual complexes, organizational units, and individual managers and staff members; and monitoring and assessing performance on these KPIs.	<ol style="list-style-type: none"> 13. Refined KPIs. According to Management, top-level KPIs have been agreed for all operational complexes in 2019, and further refinements were planned to be made for 2020. 14. Annual Work Program. The largest part – sovereign operations (SOs) – are the easiest to plan. Non-sovereign operations (NSOs) and non-lending operations pose challenges. 15. SLAs. Standard templates for SLAs will be developed.
Workstream 5 – Change management and communication	More effective approaches to managing multiple changes, including better communication with internal stakeholders on all aspects of intended changes at all stages during planning and implementation.	<ol style="list-style-type: none"> 16. Development of a change management approach for the Bank. 17. Implementation of a change management approach and application to One Bank workstreams. 18. Communication. All senior managers are responsible for cascading the One Bank principles and working arrangements to Bank staff under them. Management plans to reiterate (through awareness-raising sessions) messages about the original objectives and roles and responsibilities during the process. 19. Stakeholder engagement. Participatory engagement of various stakeholders. For example, task teams were asked to delve into technical detail, where required, during their presentations to ensure that deliverables were aligned and mutually supportive but also driven by staff with the relevant expertise. 20. Risk management. Manage identified risks during OBA implementation: (i) failure to provide adequate resources to delivery units in 2020; (ii) late delivery of items on the critical path; (iii) resistance to change; (iv) challenges in implementing dual reporting. 21. Tracking progress and retaining flexibility. The SMCC, with the support of the front office of the Senior Vice President (SNVP), is tasked with regular monitoring of progress and the issues arising and, crucially, taking decisions to address bottlenecks or adjust course.

Technical Annex 2: Evaluation Matrix

Evaluation Questions	Evaluation Sub-Questions	Indicators / Assessment criteria	Methods and Sources
<p>1. To what extent are the five workstreams together, and the actions under each of them, aligned with (or add value to) the institutional context (strategies, organisational culture, etc.) of the AfDB? To what extent were they relevant, necessary, and sufficient in addressing the shortcomings identified by the DBDM evaluation?</p>	<p>1.1. How are the actions under the five workstreams and the five workstreams as a whole aligned to the AfDB institutional context (strategies, culture, etc.)?</p>	<ul style="list-style-type: none"> • Clarity of the design and logical linkages between the five workstreams and the actions under the five workstreams with AfDB strategies, policies and culture • Level of alignment between the design/scope of the five workstreams and the shortcoming identified by the DBDM and how realistic were the assumptions in five workstreams design logic • Analysis of the SMART aspect of the key performance indicators 	<ul style="list-style-type: none"> • Desk review of the design and logic linkage between recent Bank documents with the Bank's main strategies (decentralisation, HR, corporates, etc.) • Targeted consultations and interviews with: <ul style="list-style-type: none"> - Board members - Senior Management, Directors General, managers, country directors - Process owners (incl. procurement, project task managers, CPO, country economist, HR, etc.)
	<p>1.2. How do actions under the five workstreams add value to the AfDB institutional context (strategies, culture, etc.), while avoiding the duplication of effort?</p>		
	<p>1.3. To what extent are the five workstreams together with the actions under each of them relevant to ensuring a One Bank Approach? Are there critical actions/initiatives that have been omitted from the One Bank Approach?</p>		
	<p>1.4. To what extent were the actions identified under the five workstreams likely to address the recommendations of the DBDM evaluation?</p>		
<p>2. To what extent are the five workstreams coherent with other ongoing reform processes in the Bank, such as decentralisation, delegation of authority, and various HR reforms? In particular, how has the Bank adjusted its business processes to align with the ongoing decentralization of skills, staff, and responsibilities?</p>	<p>2.1. How well have actions under the proposed five workstreams been designed and implemented in synergy and in coherence with HR reforms processes ongoing (rightsizing and strategic staffing analysis, organisational finetuning, staff movements, and talent Boards...)?</p>	<ul style="list-style-type: none"> • Level of coherence and synergy with HR reform • Level of coherence and synergy with decentralisation reform as stipulated in the business process improvement workstream • Level of coherence and synergy with other reform processes taking place at the Bank • Extent of modification and adaptation of business processes to support the ongoing decentralisation of skills, staff, and responsibilities within the Bank. • Clarity and definition of roles and responsibilities between headquarters (HQ) and field level, as well as between 	<ul style="list-style-type: none"> • Desk review of Bank documents of the Bank's main strategies (decentralisation, HR, corporates, etc.) • Targeted consultations and interviews with: <ul style="list-style-type: none"> - Board members - Senior Management, regional managers, country directors - Process leads (incl. procurement, project task managers, CPO, country economist, HR, etc.) • Case Studies
	<p>2.2. How well do actions proposed under the five workstreams have been designed and implemented in synergy and in coherence with decentralisation efforts?</p>		

Evaluation Questions	Evaluation Sub-Questions	Indicators / Assessment criteria	Methods and Sources
	2.3. To what extent have the actions identified under the five workstreams been designed and implemented in coherence with other reform processes taking place at the Bank?	<p>operational and sectoral staff, as evidenced by organizational charts, job descriptions, and operational guidelines.</p> <ul style="list-style-type: none"> • Adequacy and alignment of skills and staff in field offices, including the presence of Task Managers, Sector Operation (SO)/Non-Sector Operation (NSO) expertise, and the overall ecosystem, to ensure effective implementation of the One Bank Approach. 	
3. To what extent have actions under the five workstreams been implemented in a timely manner as planned? If they were not implemented in a timely manner, what were the reasons? To what extent has the OBA implementation been cost efficient?	3.1. How well, with respect to plans, have the actions under the five workstreams been implemented?	<ul style="list-style-type: none"> • Level of execution of activities and reforms • Quality of action implementation • Feedback from stakeholders on how actions are being implemented 	<ul style="list-style-type: none"> • Desk review of Bank documents: “Delivering as One Bank” documents, monitoring actions plan, etc. • Targeted consultations and interviews with Bank staff (at HQ and country levels) in the fields of the five workstreams • Online survey: AfDB staff • Case Studies
	3.2. Have activities been delivered within the expected timeframe? What are the reasons for any perceived deviations?	<ul style="list-style-type: none"> • Percentage of actions that have been completed within the expected timeframe per workstream • Implementation progress on the One Bank activities • Degree to which the activities have been completed within the expected timeframes • Realistic timeframe and effort for reforms • Compilation and assessment of factors that have positively or negatively affected cost efficiency in the implementation of OBA activities, including an examination of internal and external influences, operational challenges, and strategic advantages. 	
	3.3. How clearly do staff understand and follow processes and procedures associated with delivering as One Bank?	<ul style="list-style-type: none"> • Degree to which staff are following established procedures for delivering as One Bank • Perception of Staff on whether the activities/processes/procedures under each workstream are clear • Measurement of staff awareness and comprehension of One Bank processes and procedures, as well as the 	

Evaluation Questions	Evaluation Sub-Questions	Indicators / Assessment criteria	Methods and Sources
		consistency of their application in daily operations, as evidenced by staff feedback, process audits, and compliance rates.	
4. To what extent have the five workstreams, and the actions under them, achieved their intended short-term and longer-term impacts? This refers specifically to promoting behaviour and organisational culture change, thereby increasing the Bank Group's capacity to deliver on its objectives as One Bank. What were the unintended results of the implementation of the five workstreams, if any?	<p>4.1. Did the actions implemented under the five workstreams enhance the business processes to deliver as One Bank?</p> <p>4.2. Did the actions implemented under the five workstreams enhance the capacities, readiness and willingness of Bank staff to deliver in an One Bank Approach framework? Have the actions led to behavioral change and cultural change?</p> <p>4.3. Did the actions implemented under the five workstreams help attract and retain talent?</p> <p>4.4. Did the actions implemented under the five workstreams enhance the Bank's approach to budgeting: moving from discretionary to product-based budgeting based on agreed coefficients?</p> <p>4.5. Did the actions implemented under the five workstreams help to refine the KPIs for Bank-wide goals and objectives which are then cascaded down to the Complexes, organizational units and down to staff?</p> <p>4.6. Did the actions implemented under the five workstreams improve the Bank's change management approaches and internal communication?</p>	<p>Staff demonstrate evidence of:</p> <ul style="list-style-type: none"> • Behaviour change • Collaboration and teamwork between headquarters and field offices and across sectors • A greater focus on quality, delivery and joint accountability • Streamlining processes • The One Bank Approach is perceptible in the design, the implementation and monitoring of new operational strategies (CSP, RISP, sector, etc.) • Effectiveness of Board-Management relations • State of Corporate Governance more generally in the Bank. <p>Recruitment and retention rates, employee satisfaction scores, and the perceived employer value proposition of the Bank post-implementation of the workstream actions.</p> <p>Progress in adopting product-based budgeting practices, including the establishment of agreed coefficients and the alignment of budget allocations with strategic</p>	<ul style="list-style-type: none"> • Targeted consultations and interviews with Bank staff (at HQ and country levels) • Key Informant Interviews with: <ul style="list-style-type: none"> ○ Senior Management, Board members ○ AfDB staff in HQ, regional hubs and a selected number of country offices ○ RMC officials ○ Partners and clients ○ Civil society department (AHGC) and the Independent Review Mechanism (IRM) • Case Studies • Review of Bank's new strategies, implementation and monitoring plans • Online survey: AfDB staff • Case Studies

Evaluation Questions	Evaluation Sub-Questions	Indicators / Assessment criteria	Methods and Sources
	4.7. Did the actions implemented under the five workstreams help the Bank to deliver integrated solutions (strategies, programs, projects, etc.) to its RMCs needs?	<p>priorities, as reflected in budget reports and financial planning documents.</p> <p>Clarity, relevance, and alignment of KPIs with the Bank's strategic objectives, and the extent to which these KPIs are understood and utilized at all levels of the organization, as determined by performance management data and feedback.</p>	<ul style="list-style-type: none"> • Targeted consultations and interviews with Bank staff (at HQ and country levels) • Review of Bank's new strategies, implementation and monitoring plans • Key Informant Interviews with RMCs, PIUs, development partners, civil society • Online survey: AfDB staff • Case Studies
	4.8. Did the actions implemented under the five workstreams lead to increased collaboration across the institution, enhanced exploitation of synergies, and a greater sense of teamwork?	<p>Enhancements in the effectiveness of change management practices and the quality of internal communication, as evidenced by employee adaptability, engagement in change initiatives, and feedback on communication effectiveness.</p>	
	4.9. Did the actions implemented under the five workstreams help the coordination of Bank's actions with other development partners?	<p>Measurable increases in cross-departmental collaboration, evidence of synergistic initiatives, and improvements in team dynamics and morale, as reported by staff surveys, project reviews, and collaboration metrics.</p> <p>Enhancements in the strategic alignment, joint planning, and collaborative execution of initiatives with development partners, as indicated by partnership agreements, joint project outcomes, and feedback from external stakeholders.</p>	
	4.10. Did any unanticipated (positive or negative) outcomes emerge from implementing the actions under each of the five workstreams?	<p>Number of unanticipated outcomes or consequences arising from implementing the actions under the five workstreams to deliver as One Bank</p> <p>Documentation and analysis of unexpected results, including beneficial impacts or</p>	

Evaluation Questions	Evaluation Sub-Questions	Indicators / Assessment criteria	Methods and Sources
		challenges that were not initially foreseen, as evidenced by project reports, stakeholder feedback, and post-implementation reviews.	
5. What are the main factors that facilitated or impeded the implementation of (the actions under) the five workstreams and achievement of the intended results? What were the missed opportunities, if any?	5.1. What were the enabling factors behind implementing (and achieving results) the actions under each of the five workstreams?	Enabling factors: policies, champions, capacity, resources, IT infrastructure/systems (SAP, Operations Management System – OMS etc), peer pressure, other institutional factors.	<ul style="list-style-type: none"> • Desk review of Bank documents • Targeted consultations and interviews with Bank staff (at HQ and country levels) • Online survey: AfDB staff • Case Studies
	5.2. What were the challenges encountered in implementing the actions under each of the five workstreams?	Hindering factors: policies, champions, capacity, resources, peer pressure, other institutional factors	
6. What are the key lessons to be derived from attempts at improving the delivery of the AfDB's One Bank Approach? What can the AfDB learn from the One Bank approaches of other MDBs?	Not applicable	<p>Lessons emerging from the data</p> <p>Comprehensive synthesis of insights, best practices, and cautionary examples derived from the implementation of the One Bank Approach, as evidenced by reflective analyses, process evaluations, and stakeholder debriefings.</p>	<ul style="list-style-type: none"> • Desk review of Bank documents • Targeted consultations and interviews with Bank staff (at HQ and country levels) • Online survey: AfDB staff • Key Informant Interviews with PIUs and RMCs • Case Studies • Document review • Interviews with senior management and key operational staff of AfDB and institutions • Interviews with key Board members (e.g., The Committees on Operations)

Technical Annex 3: Implementation Status of the One Bank Approach Workstreams

Action	Planned timeline ^{III}	Progress as at mid-2021	Progress as at year-end 2024 (unless stated otherwise)
1. Business Processes			
One Bank DAM and associated PD	<ul style="list-style-type: none"> • Initial plan: 2020 Q2 • Updated plan: 2021 Q3 	Ongoing: DAM slated for SMCC review in July 2021 and PDs cleared by the SVP for OpsCom review (source: <i>2021 OBA Progress Report</i>).	Completed (late): One Bank DAM cleared by SMCC in late 2021 and signed by the President in March 2022 (source: SNBT/SNDI).
Updated Operations Manual	<ul style="list-style-type: none"> • Initial plan: 2020 Q2 • Updated plan: 2021 Q4 	Ongoing: First drafts of SO and NSO Business Process Manuals (respectively, volumes II and III of the AfDB Operation Manual) have been completed. Operation Manuals were set to be finalized after the President's approval of the One Bank DAM and PDs. (source: <i>2021 OBA Progress Report</i>).	Completed (late): Operations Manual Vol II was updated in May 2023 and a final document was published in December 2023. Volume III of the Manual was revised in February 2022. (source: SNSP, SNDR).
Wakanda program and ICT platforms upgrade	<ul style="list-style-type: none"> • Initial plan: June 2020 • Updated plan: 2023 Q4 	Ongoing: Launched in 2019, the Wakanda program predates the OBA and comprises two components: business process reengineering (in SO, NSO, HR, consultant management, mission travel, and budget and work synchronization) and IT implementation (upgrading SAP and aligning systems). By year-end 2020, major achievements as part of Wakanda Phase I (2019–2021) include the successful switch from SAP ECC6 to S/4 Hana, the migration to BW/Hana, and the introduction of budget management (FM BCS and Business Process Continuity) and SAP security management systems (Governance Risk and Compliance). Implementation of streamlined business processes and of the robust IT platforms were still ongoing under Wakanda Phase II (Source: SNVP/SNBT April 2023 <i>Overview and Update on Wakanda</i> , SNBT/SNDI, SNDR, 2021 OBA Progress Report).	<p>Ongoing (late): progress on the Wakanda program continued after 2020 under a Phase II (2021 – onwards).</p> <p>Important milestones in business process reengineering include the following updates according to Wakanda domain:</p> <p>Sovereign and non-sovereign operations: The focus was on a simplified overall process by eliminating redundant review gates, improved client transparency, and reactivity-enhancing automation to manage projects. A central repository for resource documents and templates for SO and NSO are available. The Operations Workplace in SAP has been designed to provide end-to-end tracking of all project management activities. The first release of the Operations Workplace, which was deployed in Q1 2024, delivers business functionalities related to the processing of programming documents and project life cycle processes from project origination to Board submission. The system is operational for all Bank programming documents following comprehensive training sessions for relevant staff to ensure smooth and seamless utilization of the system. The second release, which is ongoing, will deliver a client portal and further digitize processes related to project implementation.</p> <p>Mission travel: The objective was to optimize administrative processes associated with mission travel arrangements. A key achievement is the rollout of the integrated end-to-end business</p>

			<p>travel management system, SAP Concur, which simplifies travel booking, expense management and reporting. Currently, all Bank travel missions are processed through the system, which has advanced reporting capabilities for informed decision-making.</p> <p>Consultant recruitment: The aim was to optimize the consultant hiring process and improve oversight, quality control, and contract compliance. SAP Fieldglass, the new consultant management system, has been developed to streamline and automate the end-to-end consultant services procurement process. Key advantages of SAP Fieldglass include improved process automation, better oversight, intuitive reporting dashboards, and strengthened quality control and compliance. The system was deployed early 2025 and gradual user access across the Bank has begun.</p> <p>Human resources: The focus was to streamline the management of contract renewals, probation periods, and staff confirmations, while optimizing recruitment to quickly source candidates and enhance the interview and onboarding processes. New functions implemented in SAP SuccessFactors to support the recruitment and onboarding processes and enhance the management of employee data. The new features comprise the automation of the recruitment process from vacancy announcements to staff onboarding, including interview functions. The rollout of simplified contract renewal and probation processes for HR management is also underway.</p> <p>Work program and budget: A special initiative budget request system has been deployed for more effective prioritization of special initiatives and complex level budget planning has been formalized.</p> <p>Trust Fund management: Comprehensive review of processes covering the end-to-end management of trust funds completed.</p> <p>At the end of 2024, implementation was still ongoing.</p> <p>(Source: SNVP/SNBT April 2023 <i>Overview and Update on Wakanda</i>, SNBT/SNDI, SNDR; consultation with SNBT.2 in May 2024).</p>
--	--	--	---

2. People Management			
Reporting arrangements (staff letters and realignment in SAP)	<ul style="list-style-type: none"> Initial plan: 2020 Q1 Updated plan: 2021 Q4 	<p>Ongoing: The One Bank structure requires all sector and technical staff to be attached to a home functional department, even if they are assigned to a country or a regional office. To clarify this organization, all concerned staff received a letter from the HR department, in April 2020, clarifying their home functional department and reporting arrangements (source: <i>2021 OBA Progress Report</i>).</p>	<p>Ongoing (late): Clarifications regarding staff performance evaluation process, as well as alignments in SAP, were initiated. The HR Operations, Recruitment, & Client Services Department (PTCS) reported that reforms were still ongoing in June 2024 (source: <i>2021 OBA Progress Report</i>, PTCS).</p>
Rightsizing and strategic staffing	<ul style="list-style-type: none"> Initial plan: 2020 Q1 Updated plan: 2021 Q4 	<p>Ongoing: Rightsizing aims to ensure that the right skills and the right number of staff are in the right place. This exercise began in November 2019 with sectoral staff reassigned to their professional complexes. Over the course of 2020, the Bank undertook an initial staffing review, leading to the Board's adoption of a strategic framework for rightsizing in December 2020. This initial framework identified a need to recruit an additional 200 professional staff in operations across the Bank (source: <i>Second, Third, and Fifth Progress Reports on GCI-VII Commitments, 2021 OBA Progress Report</i>).</p>	<p>Ongoing (late): Further analysis conducted in 2021, notably following recent audit recommendations, led to the presentation of another policy note outlining key concepts and approach to strategic staffing to SMCC and Committee on Administration and Human Resources (CAHR) (a standing Committee of the Board of Directors), in November and December 2021. Subsequently, all complexes embarked on the preparation of 2021–2026 five-year strategic staffing plans. Updates on staffing plans were presented to the Board, notably during a “Tea session” in December 2023. After approval by the President, implementation of strategic staffing cycle is expected to begin in 2025. As noted in the ADB HR2 evaluation, as of December 2024, more than three years after the strategic framework, the Strategic Staffing initiative, was developed, it has not yet been implemented. While initial staffing analysis planned by the OBA can be considered as completed, the Bank's approach to strategic staffing is, in essence, “long-term, continuous, and dynamic,” requiring regular updates to meet evolving needs and changing contexts (source: <i>Second, Third, and Fifth Progress Reports on GCI-VII Commitments, 2021 OBA Progress Report</i>).</p>
Organizational fine-tuning	<ul style="list-style-type: none"> Initial plan: 2020 Q2 Updated plan: 2021 Q4 Completed: 2022 Q3 	<p>Ongoing: organizational fine-tuning under consideration by the Board of Directors (source: <i>2021 OBA Progress Report</i>).</p>	<p>Completed (late): A new organizational structure was approved by the Board of Directors in September 2021, published in May 2022, and fully established by 2022 Q3. The most significant change involves creating a People and Talent Vice Presidency (PTVP) complex, with residual activities of the Corporate and Human Resources Vice Presidency now named the Technology and Corporate Service Vice Presidency (TCVP) (Source: <i>Fourth Progress Report on GCI-VII Commitments</i>).</p>

<p>Staff movements</p>	<ul style="list-style-type: none"> • Initial plan: First new wave as of 2020 Q3 and additional waves annually • Updated plan: 2021 Q1 onwards • Completed: continuous 	<p>Continuous: expected to be rolled out on a “semi-continuous” basis (staff movements follow evolving priorities and operational contexts and must thus be reassessed regularly) once the rightsizing analysis is completed (source: <i>2021 OBA Progress Report</i>).</p>	<p>Launched and continuous: regarding the decentralization of staff, data show that the proportion of operational staff based in regional and country offices rose from 50 percent in 2020 to 55 percent in 2023. While this evolution reflects progress in staffing field offices, achievements remain well below targets (76 percent for 2023). This is partly due to the 2020 recruitment freeze, as well as hiring and staff relocation restrictions during the COVID-19 period. In parallel, a PD was issued in February 2025 establishing a staff mobility program applicable to all staff members (source: Annual Development Effectiveness Review, <i>AfDB Decentralization Evaluation, PD 01/2025 concerning the Staff Mobility Program</i>).</p>
<p>Talent Boards (now Talent Councils)</p>	<ul style="list-style-type: none"> • Initial plan: no information • Updated plan: 2021 Q3 	<p>Ongoing: The objective of Talent Councils is to support Bank staff members’ career development within identified job families. The reform was officially launched in May 2021 with the issuance of a PD on the Establishment and Role of Talent Councils and Job Family Committees (source: <i>2021 OBA Progress Report</i>).</p>	<p>Ongoing (late): By 2023, the Bank completed the pilot phase with six pilot job families (defining job families, identifying job streams, assigning staff to job families, designing career paths, and writing job profiles). As at mid-June 2024, however, the reform was still reported as ongoing and by December 2024, only a limited number of Talent Councils had completed the definition of job profiles and career paths (source: <i>Fifth Progress Report on GCI-VII Commitments, 2021 OBA Progress Report, AfDB HR1 and HR2 Evaluations, PTCS</i>).</p>
<p>3. Budget Management</p>			
<p>Establish budget coefficients for operational deliverables</p>	<ul style="list-style-type: none"> • Initial plan: 2020 • Updated plan: 2020 • Completed: 2020 (on time) 	<p>Completed (on time): Budget coefficients are standard costs (based on staff-weeks) for key deliverables through the operations cycle (e.g., supervision missions, Project Completion Reports, etc.). Work on establishing budget coefficients for operations deliverables was completed by mid-2020 (source: <i>2021 OBA Progress Report</i>).</p>	<p><i>Same as previous assessment.</i></p>
<p>Pilot use of budget coefficients in the 2021–2023 Rolling Annual Budget</p>	<ul style="list-style-type: none"> • Initial plan: 2020 • Updated plan: 2020 • Completed: 2020 (on time) 	<p>Completed (on time): During the second half of 2020, budget coefficients for selected operational deliverables were generated, validated, and used in the 2021 annual work program and budget preparation exercise (source: <i>2021 OBA Progress Report</i>).</p>	<p><i>Same as previous assessment.</i></p>
<p>Fine-tuning the use of coefficients by drawing lesson from the 2021–</p>	<ul style="list-style-type: none"> • Initial plan: 2021 	<p>Not launched: action to be launched after implementation of the 2021 budget. (source: <i>2021 OBA Progress Report</i>).</p>	<p>Completed (on time): After piloting in the 2021 Budget, coefficients were revised and updated for use in allocating resources for the 2022 budget year. Budget coefficients are now</p>

2023 budget preparation	<ul style="list-style-type: none"> • Updated plan: 2021 Q3 • Completed: 2021 (on time) 		reviewed annually based on data from the ATRS to recalibrate and improve the budgeting process (source: <i>Third and Fourth Progress Reports on GCI-VII Commitments</i>)
Enhance change management, communication and training in support of budget reforms	<ul style="list-style-type: none"> • Initial plan: no information • Updated plan: continuous • Completed: continuous 	Launched and continuous: To support the implementation of budget coefficients, the Programming and Budget Department (SNPB) held several discussions on coefficients across all complexes and regional offices and developed a change management plan. This plan includes a series of training sessions at different levels as part of the budget preparation process (e.g., on the use of the ATRS system, see below). Online training courses are also available, covering various aspects of the budget process (source: <i>2021 OBA Progress Report</i> , SNPB).	Same as previous assessment.
Upgrading ATRS, SRAS, and SAP for budget planning and reporting	<ul style="list-style-type: none"> • Initial plan: no information • Updated plan: “ongoing” • Completed: continuous 	Launched and continuous: According to SNPB, RDVP, the ATRS and SRAS systems are continuously enhanced to better support and provide relevant data for the coefficient approach to budgeting. Upgrades are accompanied by regular training for staff to improve use of the system. The 2021 OBA Progress Report marks progress in this action as “satisfactorily progressing as planned” (Source: <i>2021 OBA Progress Report</i> , SNPB, RDVP).	Launched and continuous: In addition, ATRS compliance reached 92 percent at year-end 2022. In 2024, work was ongoing to extend the use of ATRS by including time recording for individual consultants. By the end of January 2025, ATRS expanded its use to consultants paid from the administrative budget. (source: <i>Second and Fifth Progress Reports on GCI-VII Commitments</i> , SNPB, RDVP, e-mail communication from ATRS on 27 January 2025).
4. Tools for Joint Accountability			
Refining and cascading Bank-wide KPIs	<ul style="list-style-type: none"> • Initial plan: “under way” • Updated plan: 2021 Q3 	Ongoing: In 2019, Senior Management adopted a set of top-level KPIs to track the operational performance of the five sectoral complexes (e.g., share of non-performing loans, share of timely Project Completion Reports, etc.). Additional top-level KPIs, focusing both on delivery and quality, have been rolled out effectively in 2020 (source: <i>2021 OBA Progress Report</i> , <i>Second Progress Report on GCI-VII Commitments</i> , <i>Delivery as One Bank</i> , SNDR, RDVP).	Completed (on time): KPIs were further refined in 2021 (e.g., percent of operations supervised on time, percent of public sector operations categorized for gender, etc.). These KPIs are now systematically cascaded to sector complexes and regional BDUs. They also form the basis for Executive Performance Agreements for VPs and Directors (source: <i>Second and Fourth Progress Reports on GCI-VII Commitments</i> , <i>Delivery as One Bank</i> , SNDR, RDVP).

Annual work program	<ul style="list-style-type: none"> Initial plan: no data Updated plan: 2021 Q3 	<p>Ongoing: An Annual Work Planning Week was held in February 2021, providing a forum for shared understanding of the Bank's priorities and joint planning of activities between Sectors and Regions (source: <i>2021 OBA Progress Report</i>, SNDR, RDVP).</p>	<p>Completed (on time): Work program consultations are now held annually for sectors and regions to discuss common work programs. Quarterly work program review meetings are also held more regularly to review progress on delivery (source: <i>2021 OBA Progress Report</i>, SNDR, RDVP).</p>
SLAs	<ul style="list-style-type: none"> Initial plan: 2020 Q2 Updated plan: 2020 Q4 	<p>Completed (on time): SLA are agreements between departments of the Bank and BDUs, supporting shared accountability and delivery as One Bank. Templates for Annual Work Program Agreements were developed in 2020 Q4 [2]. They formalize agreements made during the annual work consultations (source: <i>2021 OBA Progress Report</i>).</p>	<p><i>Same as previous assessment.</i></p>
5. Change Management and Communication			
Development of a change management approach for the Bank	<ul style="list-style-type: none"> Initial: no information Updated: 2020 Q4 	<p>Completed (on time): approach developed in 2020 Q4. It rests on three pillars:</p> <ul style="list-style-type: none"> Standardizing change management methodology, tools and processes (supported by the "Prosci" approach). Developing change management skills through staff trainings programs. Fostering ownership of change management through a Change Agents' Network (Source: <i>2021 OBA Progress Report</i>, June 2020 <i>AfDB Change Management Approach Toward more Effective Management of the People Side of Change</i>, SNDI/SNBT) 	<p><i>Same as previous assessment.</i></p>
Implementation of a change management approach and application to One Bank workstreams	<ul style="list-style-type: none"> Initial plan: no information Updated plan: 2020 Q4 	<p>Launched and continuous: the Bank launched the implementation of its change management approach on a continuous basis. Notable early achievements include:</p> <ul style="list-style-type: none"> In 2020, the Bank adopted standard change management methodologies, tools and processes (e.g., Prosci ADKAR model, licensed Prosci tools such as Proxima, etc.). A Change Agents' Network was created in 2020 with over 120 agents, as well as a Change Management Community of Practice. 	<p>Launched and continuous: the Bank pursued efforts to accompany change. Key milestones include:</p> <ul style="list-style-type: none"> As at mid-2024, 1,327 staff participated in 77 change management competency-building training courses. Ninety-six staff have also participated in Delivering Project Results Workshops. The "Change Management Community of Practice" counted 300 members in June 2024. (source: SNDI/SNBT)

		<ul style="list-style-type: none"> In 2020, 58 staff received training on change management and support to develop a change management strategy for their workstreams. (source: <i>2021 OBA Progress Report, SNDI/SNBT</i>) 	
Communication	<ul style="list-style-type: none"> Initial plan: “under way and continuous” Updated plan: <i>same</i> 	<p>Launched and continuous: A change management approach was developed in 2020 (see above). The Communication and External Relations Department was expected to launch communications with the finalization of reforms. Communication on change management is also disseminated through training sessions and change champions and agents (see section on implementation, above) (source: <i>2021 OBA Progress Report, SNDI/SNBT</i>).</p>	<i>Same as previous assessment.</i>
Stakeholder engagement	<ul style="list-style-type: none"> Initial plan: “under way and continuous” Updated plan: <i>same</i> 	<p>Launched and continuous: see section on the implementation of a change management approach, above.</p>	<i>Same as previous assessment.</i>
Risk management	<ul style="list-style-type: none"> Initial plan: “under way and continuous” Updated plan: <i>same</i> 	<p>Launched and continuous: A series of risks to the implementation of the OBA were identified with the conception of the approach. The 2021 OBA Progress Report presents some key implementation risks, such as the failure to adequately resource delivery units, resistance to change, or late delivery of guidance documents and ICT platforms. The Progress Report also presents the implementation status of each OBA action, identifying areas of concern, as well as stakeholders involved with implementing the action (source: <i>2021 OBA Progress Report</i>).</p>	<i>Same as previous assessment.</i>
Tracking progress	<ul style="list-style-type: none"> Initial plan: “under way and continuous” Updated plan: <i>same</i> 	<p>Launched and continuous: The Evaluation found evidence of reporting to the Board of Directors on OBA implementation (see, e.g., the <i>2021 Management’s Report on Progress Implementing the One Bank Approach</i>). Monitoring of OBA progress was also found in parallel evaluations (e.g., <i>AfDB Decentralization Evaluation</i>) and reports, such as <i>Progress Reports on GCI-VII commitments (e.g., action 22)</i>. The implementation of the Delivery as</p>	<p>Launched and continuous: implementation of the Delivery as One Bank Dashboard, initially planned for late 2021, was ultimately aborted. According to SNBT, after the Mid-2021 OBA Progress Report, Board Members decided during a technical meeting that it “[was not expecting further] reporting on the One Bank Approach as its implementation was a Management activity.” OBA achievements continue to be monitored through parallel mechanisms, and most notably through GCI-VII</p>

		<p>One Bank Dashboard, initially planned for late 2021, was aborted. According to SNBT, after the Mid-2021 OBA Progress Report, Board members decided during a technical meeting that it “[was not expecting further] reporting on the One Bank Approach as its implementation was a Management activity” (source: <i>2021 OBA Progress Report, Progress Reports on GCI-VII commitments</i>).</p>	<p>commitment implementation reports (source: SNBT, <i>Progress Reports on GCI-VII commitments</i>).</p>
--	--	---	--

^[1] Initial plans are described in *Delivering as One Bank – Strengthening Accountabilities for Delivering Quality and Development Impact in a Matrix Organization* (2020). Updated plans are presented in *Management’s Report on Progress Implementing the One Bank Approach* (2021) (or “2021 OBA Progress Report”).

^[2] The concept of “Service-Level Agreement” is only used in the original 2020 *Delivery as One Bank* Document. Following documents, such as the *2021 OBA Progress Report* or the *2021 Rules of the Game*, refer to “Work Program agreements”.

Technical Annex 4: List of Documents Consulted

- AfDB (2016), Chad – Country Strategy Paper (CSP) 2015–2020.
- AfDB (2019), Independent Evaluation of the Implementation of the Development and Business Delivery Model of AfDB.
- AfDB (2020), AfDB Change Management Approach – Toward more Effective Management of the People Side of Change (June 2020).
- AfDB (2020), Annual Development Effectiveness Review 2020.
- AfDB (2020), Delivering as One Bank – Strengthening Accountabilities for Delivering Quality and Development Impact in a Matrix Organization.
- AfDB (2020), Revised Memorandum Right-Sizing and Strategic staffing review Revised (December 2020).
- AfDB (2021), 2020 Retrospective Review Report on Bank Group Budgets and Work Program Performance.
- AfDB (2021), Annual Development Effectiveness Review 2021.
- AfDB (2021), Management’s Report on Progress Implementing the One Bank Approach.
- AfDB (2021), Rules of the Game: Operationalization of One Bank Approach through Enhanced Collaboration between Regions and Sector Departments.
- AfDB (2021), Second Progress Report on the implementation of GCI-VII.
- AfDB (2021), Togo – Country Strategy Paper (CSP) 2021–2026.
- AfDB (2021), Total Compensation Framework 2021–2024.
- AfDB (2022), 2021 Retrospective Review Report on Bank Group Budgets and Work Program Performance.
- AfDB (2022), Annual Development Effectiveness Review 2022.
- AfDB (2022), ATRS Improvement Report (July 2022).
- AfDB (2022), Non-Sovereign Operations Business Manual.
- AfDB (2022), Presidential Directive N° 03/2022 Promulgating the Updated DBDM-Compliant Delegation of Authority Matrix (March 2022).
- AfDB (2022), RDVP Strategic Staffing Proposal 2022–2026 (June 2022).
- AfDB (2022), Sovereign Operations Business Manual.
- AfDB (2022), Third Progress Report on the implementation of GCI-VII.
- AfDB (2022), Uganda – Country Strategy Paper (CSP) 2022–2026.
- AfDB (2023), 2022 Retrospective Review Report on Bank Group Budgets and Work Program Performance.
- AfDB (2023), Annual Development Effectiveness Review 2023.
- AfDB (2023), Cameroun – Country Strategy Paper (CSP) 2023–2028.
- AfDB (2023), Eswatini: Validation of the Mid-Term Review of the Country Strategy Paper (2020–2024).
- AfDB (2023), Fourth Progress Report on the implementation of GCI-VII.
- AfDB (2023), Mozambique – Country Strategy Paper (CSP) 2023–2028.
- AfDB (2023), Overview and Update on Wakanda (April 2023).

- AfDB (2023), Report on the Sixteenth General Replenishment of the Resources of the African Development Fund (ADF-16).
- AfDB (2023), South Africa – Combined Country Strategy Paper 2023–2028 And Country Portfolio Performance Review 2023
- AfDB (2023), Tanzania: Mid-Term Evaluation of the AfDB Country Strategy and Program (2021–2025).
- AfDB (2024), 2023 Retrospective Review Report on Bank Group Budgets and Work Program Performance.
- AfDB (2024), Annual Development Effectiveness Review 2024.
- AfDB (2024), Comparative Study of Multilateral Development Bank Operating Models.
- AfDB (2024), Fifth Progress Report on the implementation of GCI-VII.
- AfDB (2024), Kenya – Country Strategy Paper (CSP) 2024–2028.
- AfDB (2024), Presidential Directive N° 03/2023 Promulgating the 2023 Updated One Bank Delegation of Authority Matrix (February 2025).
- AfDB (2024), The Ten-Year Strategy 2024–2033.
- AfDB (2025), Evaluation of the African Development Bank’s Decentralization (2015–2024).
- AfDB (2025), Presidential Directive N° 01/2025 concerning the Staff Mobility Program (February 2025).
- AfDB (2025), Annual Development Effectiveness Review 2025.
- AfDB (2025), Sixth Progress Report on the implementation of GCI-VII.
- AfDB (2025), Tunisia – Country Strategy Paper (CSP) 2024–2029.
- AfDB (not dated), Change Agents’ Terms of Reference.
- AfDB (not dated), Change Agents’ Work Program Outline.
- AfDB (ongoing), Evaluation of the implementation of the African Development Bank’s Human Resource Management System: Workforce Planning and Incentive Structure (HR2 Evaluation).
- AfDB (ongoing), Evaluation of the implementation of the African Development Bank’s Human Resource Management System: Recruitment, Retention, Career Development, and Performance Management (HR 1 Evaluation).
- AsDB (2018), Strategy 2030 Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific.
- AsDB (2022), One ADB: An Evaluation of ADB’s Approach to Delivering Strategy 2030.
- IADB (2013), Inter-American Development Mid-Term Evaluation of IDB-9 Commitments.
- IADB (2024), IDB Group Institutional Strategy: Transforming for Scale and Impact.
- IDEV (2024), Kenya: Evaluation of the AfDB’s Country Strategy and Program (2014–2023).
- IsDB Group (2019), Corporate Evaluation of IsDB Group Synergy.
- IsDB Group (2023), IsDB Strategic Realignment 2023–2025 – Information Report.
- MOPAN (2023), Assessment of the World Bank (IDA/IBRD).
- WBG (2013), The World Bank Group strategy.
- WBG (2024), From Vision to Impact – Implementing the World Bank Group Evolution.