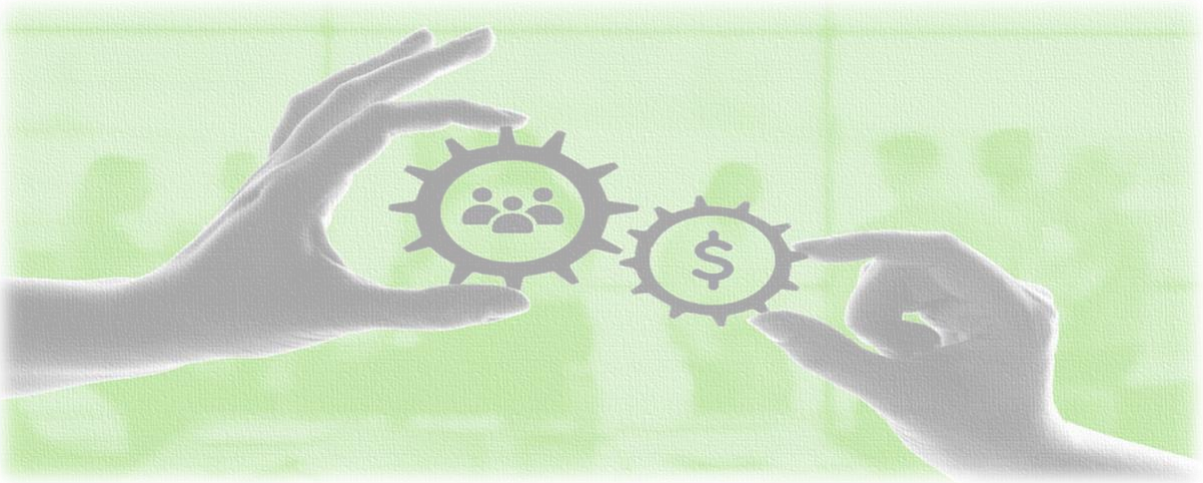
IDEV
Independent Development Evaluation
Évaluation indépendante du développement

Evaluation of the African Development Bank's Human Resource Management: Workforce Planning and Incentive Structure (HR2)



Inception Report: Abridged version

December 2023

AFRICAN DEVELOPMENT BANK GROUP

CONTENT

Content 2
Tables 3
Figures 4
List Abbreviations and Acronyms 5
1. Introduction 7
2. Theory of Change (TOC) 8
3. Evaluation Framework 13
4. Methodology: Data collection methods and tools 20
5. Organisation of the Evaluation 23
ANNEX 1. Job Trends In The African Banking Sector Report 26
ANNEX 2. Evolution of the bank's organizational structure from 2015 to 2022 29
ANNEX 3. Evaluation Matrix 32
ANNEX 4. Benchmark 45
ANNEX 5. Missions and Consultations 49
ANNEX 6. Evaluation Reference Group 58
ANNEX 7. List of references 59

TABLES

Table 1: Departments per Complex 18
Table 2: Ethical Considerations, Risks, and Safeguards 22
Table 3: Evaluation milestones 24
Table 4: Evaluation Matrix 32
Table 5: Benchmark comparators 46
Table 6: Benchmark Guiding Questions 47
Table 7: Focus Group Discussions Target Groups 50
Table 8: Guiding focus group questions - Board members 52
Table 9: Guiding focus group questions - Senior Management 52
Table 10: Guiding focus group questions - Management (Department/Division) Level 52
Table 11: Guiding focus group questions - General Staff 53
Table 12: Guiding focus group questions - HR Functions 53
Table 13: Semi-structured interviews target groups 53
Table 14: Target Individuals 54
Table 15: Guiding interview questions - Board members & Senior Management 56
Table 16: Guiding interview questions - Management (Department/Division) Level 56
Table 17: Guiding interview questions - General Staff 57
Table 18: Guiding interview questions - HR Functions 57
Table 19: Evaluation Reference Group 58

FIGURES

Figure 1: Workforce Planning TOC 10
Figure 2: Incentive Structure and Compensation TOC 12
Figure 3: Organisational Chart of 2015 29
Figure 4: Organisational chart of 2016 30
Figure 5: Organisational Chart of 2022 31

List Abbreviations and Acronyms

4IR	Fourth Industrial Revolution
ADER	Annual Development Effectiveness Review
ADF-15	Fifteenth Replenishment of the African Development Fund
AFAWA	Affirmative Finance Action for Women in Africa
AfDB	African Development Bank Group
AHVP	Agriculture, Human and Social Development Complex
AI	Artificial intelligence
AsDB	Asian Development Bank
ATRS	Activity Time and Recording System
BCRM	Compliance Review and Mediation
BOAD	West African Development Bank
CAHR	Committee on Administrative Affairs and Human Resource Policy
CHHR	Human Resource Department
DBDM	Development and Business Delivery Model
DG	Director General
ECVP	Economic Governance & Knowledge Management Complex
EIB	European Investment Bank
EL	Executive Level Staff
ERG	Evaluation Reference Group
FIFC	Financial Control
FIRM	Resource Mobilization and Partnerships
FIST	Syndication and Client Solutions
FITR	Treasury
FIVP	Finance Complex
GCI-VII	The Seventh General Capital Increase
GS	General Support Staff
HR	Human Resources
HR1	Evaluation of the African Development Bank Group's Management of Human Resource Management System with Focus on Recruitment, Retention, Career Development, and Performance Management
HR2	Evaluation of the African Development Bank's Human Resource Management: Rightsizing/Strategic Staffing and Incentive Structure
HRBP	Human Resource Business Partner
IaDB	Inter-American Development Bank
ICT	Information and Communication Technology
IDEV	Independent Development Evaluation
IFC	International Finance Corporation
IMF	International Monetary Fund
IRS	Internationally Recruited Staff
IsDB	Islamic Development Bank
LP	Local Professional Staff
LRS	Locally Recruited Staff
MDB	Multilateral Development Bank
PEVP	Electricity, Energy, Climate and Green Growth Complex
PGRF	Group Risk Management Function
PIVP	Private Sector, Infrastructure, and Industrialisation Complex

PL	Professional Staff, Internationally Recruited
PS	People Strategy
PTCS	HR Operations, Recruitment & Client Services
PTCW	Staff Welfare Services, Compensation & Employment Policy
PTSB	Staff Benefits Plan Administration Unit Retirement & Medical Plans
PTVP	People and Talent Management (formerly CHVP) Complex
RDGC	Regional Director General Central Africa
RDGE	Regional Director General Eastern Africa
RDGN	Regional Director General Northern Africa
RDGS	Regional Director General Southern Africa
RDGW	Regional Director General Western Africa
RDNG	Nigeria Country Office
RDVP	Regional Development, Integration and Business Delivery Complex
RMC	Regional Member Country
RMF	Result Measurement Framework
SCO	Staff Council
SDGs	Sustainable Development Goals
SMCC	Senior Management Coordination Committee
SNVP	Senior Vice-President's Complex
STEM	Science, Technology, Engineering, and Mathematics
STS	Short-Term Staff
TCF	Total Compensation Framework
TCVP	Technology and Corporate Services (formerly CHVP) Complex
TOC	Theory of Change
ToR	Terms of Reference
TYS	Ten-Year Strategy
UNDP	United Nations Development Programme
URBO	Units Reporting to the Board Complex
URPR	Units Reporting to the President Complex
WB	World Bank Group
YPP	Young Professionals Program

1. INTRODUCTION

1.1. IMPORTANCE OF WORKFORCE PLANNING & INCENTIVE STRUCTURE

In the international development sector, the effectiveness of organizations often hinges upon the alignment of strategic focus and human resources. Proper staffing, underpinned by a judicious selection process, ensures that organizations benefit from the necessary array of expertise to carry out their mandate. This is instrumental in translating overarching development objectives into actionable and impactful projects.

Workforce planning and incentive structures are pivotal components of a proficient human resources (HR) management system. Workforce planning ensures that the organization has the right people, with the necessary skills, in appropriate positions, at the right time. This alignment between staffing and organizational goals is essential for maximizing productivity and achieving desired outcomes.

On the other hand, a well-designed incentive structure complements workforce planning through the motivation and retention of skilled personnel. It acknowledges and rewards employees for their contributions and aligns their individual objectives with the organization's ambitions. The interplay between these two elements fosters a workforce that is both competent and dedicated, driving the organization towards its strategic objectives.

Furthermore, the incentive structures put in place serve a dual purpose. Firstly, they nurture a performance-driven culture, emphasizing the importance of accountability and the attainment of results. Linking rewards to tangible results not only bolsters the organization's credibility but also strengthens trust amongst donors and beneficiary communities. Secondly, these structures play a crucial role in attracting and retaining talent. Recognizing that development practitioners are motivated by both purpose and professional growth, well-calibrated incentives can act as powerful mechanisms to sustain engagement and dedication.

The ever-evolving landscape of global development, marked by shifts in political climates, economic dynamics, and emerging global challenges, necessitates a proactive approach to staffing. A strategically composed team ensures that an organization possesses the agility and resilience to adapt and respond to changing circumstances. While immediate project objectives are crucial, a forward-looking vision is equally imperative. Development organizations, in their pursuit of long-term impact, must recognize the value of workforce planning and robust incentive structures as these elements not only shape the immediate outcomes but also influence the sustained impact of development initiatives.

1.2. PURPOSE OF THE REPORT

This Inception Report (IR) outlines a detailed plan for the evaluation of the African Development Bank Group's (AfDB or "the Bank") approach to Workforce Planning and its Incentive Structure management. This evaluation is initiated by the Independent Development Evaluation (IDEV) and is a part of its 2022-2024 Work Programme, as approved by the Board of Directors ("the Board").

The evaluation follows on from the previous Human Resources Management Evaluation conducted by IDEV in 2017, which examined the Bank's Human Resources Management policy and strategic directions during the period 2012-2017, corresponding to the development and implementation of the Bank's People Strategy 2013-2017. Aligned with the Bank's People Strategy 2021-2025 (PS), this evaluation, referred to as HR2, concentrates on assessing the Bank's progress and adherence to its commitments concerning (i) workforce planning through a rightsizing exercise paired with a strategic staffing framework and (ii) a comprehensive incentive structure.

This abridged report details the evaluation framework, including its stakeholders, analysis, and data collection methods, concluding with findings and an overview of relevant annexes.

2. THEORY OF CHANGE (TOC)

2.1. TOC DESCRIPTION: WORKFORCE PLANNING

Goals, impact, and strategic context: The overarching objective of the African Development Bank (AfDB) is the sustainable and inclusive economic development and social progress in its regional member countries (RMCs), including a transition towards green growth. This objective is supported through the Ten-Year Strategy (TYS) 2013-2022, the High 5 priorities approved in 2015, and measured through the Results Measurement Framework 2016-2025 (RMF). Consequently, the Bank made several commitments under its Seventh General Capital Increase (CGI-VII) and the Fifteenth Replenishment of the African Development Fund (ADF-15), to improve its human resource (HR) functions and management, with the aim of increasing the Bank's ability to deliver on its development goals and objectives, while maintaining its cost-effectiveness. As a result, the Board approved the Bank's People Strategy 2021-2025 (PS), which brought together the relevant commitments and needs of the Bank. The People Strategy cascaded into a series of HR reforms, two of which are within the scope of this evaluation.

These HR reforms are also implemented in the context of a Cost-Containment Framework, a two-part approach to manage costs and ensure the Bank's long-term financial sustainability. The Bank is monitoring cost-saving measures through key indicators and report on them as part of the Bank's results framework, with the goal of improving the cost-to-income ratio (CIR) and ensuring financial sustainability. Implementation of HR reforms therefore must align staffing to outputs, controlling direct costs, and optimizing process efficiency within the proposed budget trajectory.

Outcomes level 2: HR reforms support the Bank's ambitions of reaching its strategic goals via three higher-level outcomes (outcomes 2), contributing to strengthening the Bank's capacity to deliver. These are (i) increasing the strategic alignment and operational focus of the Bank; (ii) improving the quality and development impact of operations; and (iii) increasing the effectiveness of the policy dialogue with Regional Member Countries (RMCs). All three aspects form part of strengthening the Bank's capacity to deliver on its commitments and the objectives of overarching strategies.

Outcomes level 1: A significant part of strengthening the Bank's capacity to deliver is ensured through the Bank's staff and organizational choices. Rightsizing and Strategic Staffing are shorter- and longer-term workforce planning and processes with the aim of ensuring the Bank has the right people, with the right skills, in the right positions, at the right time, to meet the Bank's business needs. On the one hand, this is achieved through continued attraction and retention, and allocation, of skilled staff. Additionally, by ensuring staff are based "closer to the clients"—i.e., increasing professional staff in operations—the Bank's workforce is more readily available to respond to the demands of its clients.

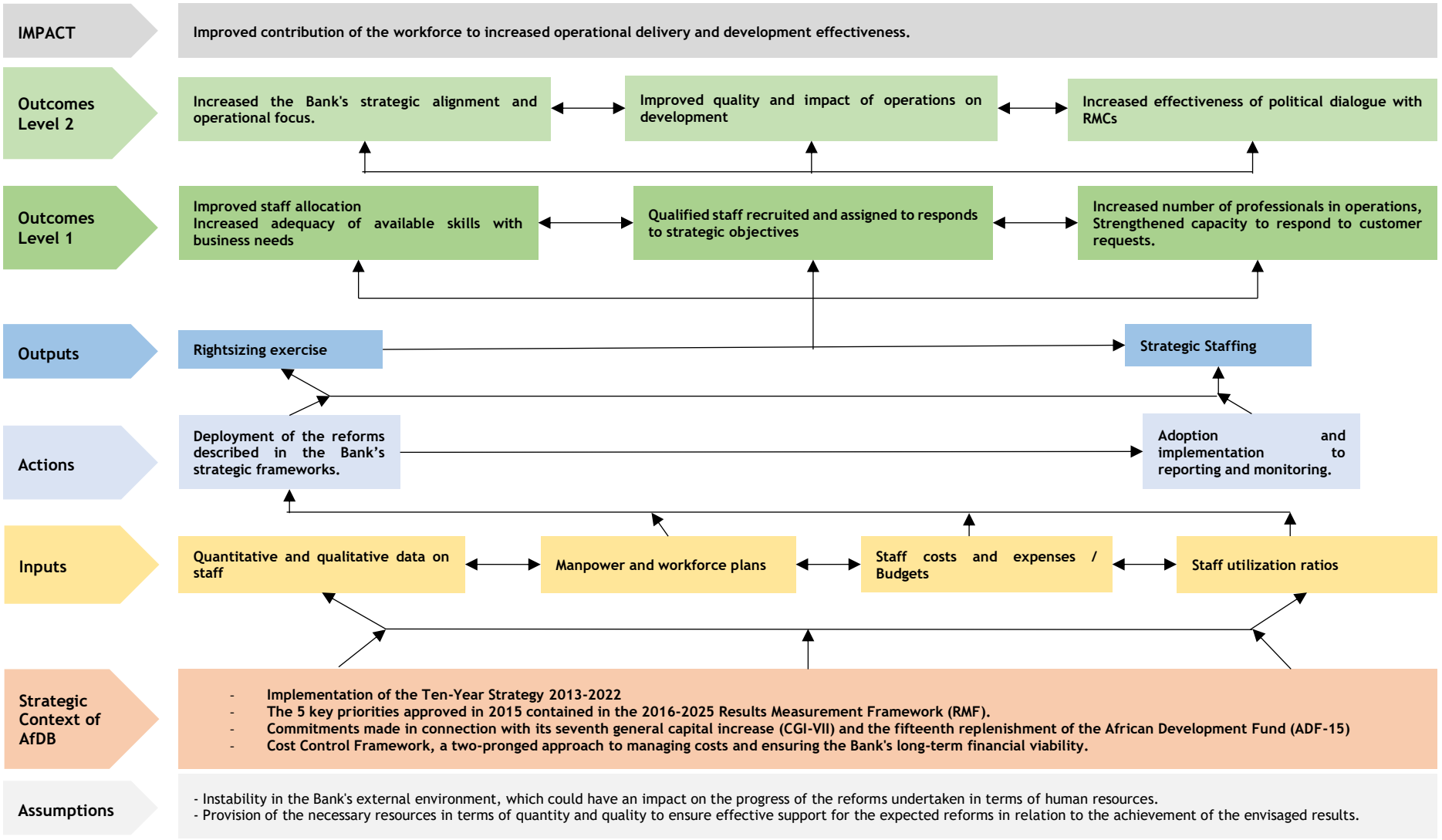
Outputs: The implementation of strategic processes describes the immediate effects of implementing the four forms of HR reforms: (i) the Rightsizing exercise, (ii) the Strategic Staffing Plan 2022-2026, (iii) the Total Compensation Framework 2021-2024, and (iv) the Implementation of other incentives. These outputs should ultimately yield the first-level outcomes described above.

Actions: The precise actions relate to the planned and performed activities as dictated by the strategic frameworks previously described. Actions refer to each of these relevant HR Reforms, from adoption and implementation, to reporting and oversight.

Assumptions: This TOC relies on a series of assumptions, which will also be explored further during the evaluation, by responding to the evaluation questions which are related to the international evaluation criteria. Firstly, the assumption is that the Bank's external environment does not alter the internal chain of linkages (*relevance* and *coherence*). For example, the TOC assumes that other non-HR decisions do not adversely affect how HR reforms can influence the Bank's capacity to deliver its objectives. Second, the assumption is also that the strategic frameworks are internally valid (*effectiveness* and *impact*), for example that Workforce Planning leads to a successful reallocation of the workforce and increases of professional staff, as opposed to excessively disincentivizing professionals from working with the institution. Third, the TOC assumes that, upon agreement of the various HR reforms, the resources required to undertake the various processes were provided in a timely

and predictable manner. HR reforms are therefore undertaken without excessive delays, are within the resource-constraints of the Bank, and the implemented reforms are systemic and will continue to translate after the strategic documents end or are amended (*efficiency* and *sustainability*).

Figure 1: Workforce Planning TOC



Source: Evaluation team from Bank's documents 4EWD

2.2. THEORY OF CHANGE: INCENTIVE STRUCTURE

2.2.1. INCENTIVE STRUCTURE AND COMPENSATION TOC DESCRIPTION

The Bank's approach to incentives is largely covered by the People Strategy 2021-2025, in addition to other policies and documents, including the Benefits and Privileges for Staff Grades PL2 and Above. The Bank's intended process for implementing of its new incentive structure is derived from the TCF, resulting in the below TOC.

Goals, impact, and context: An incentive structure is a system of rewards or consequences that may include financial rewards, recognition, promotions, and other non-monetary incentives motivate employees to achieve their job and career objectives. A TCF is a set of policies and practices describing an organization's employee remuneration, based on a base salary, variable elements (bonuses and incentives) and other benefits or non-financial rewards. The Bank wishes to use these two mechanisms to attract and retain the best skills and talents, and to motivate and retain its employees over the long term to achieve the prescribed performance in terms of results. To this end, the Bank's 2021-2025 People Strategy has presented an Employee Value Proposition (EVP) focused on providing current and future staff with a competitive remuneration package. It is reflected in the ongoing reforms to staff remuneration and incentive structures.

Outcomes level 2: The planned human resources reforms are designed to build and deploy an attractive incentive structure and motivating remuneration. They should therefore enable the bank to achieve two high-level two results. These outcomes are (i) the development and deployment of an incentive plan; and (ii) staff motivated by a comprehensive remuneration system.

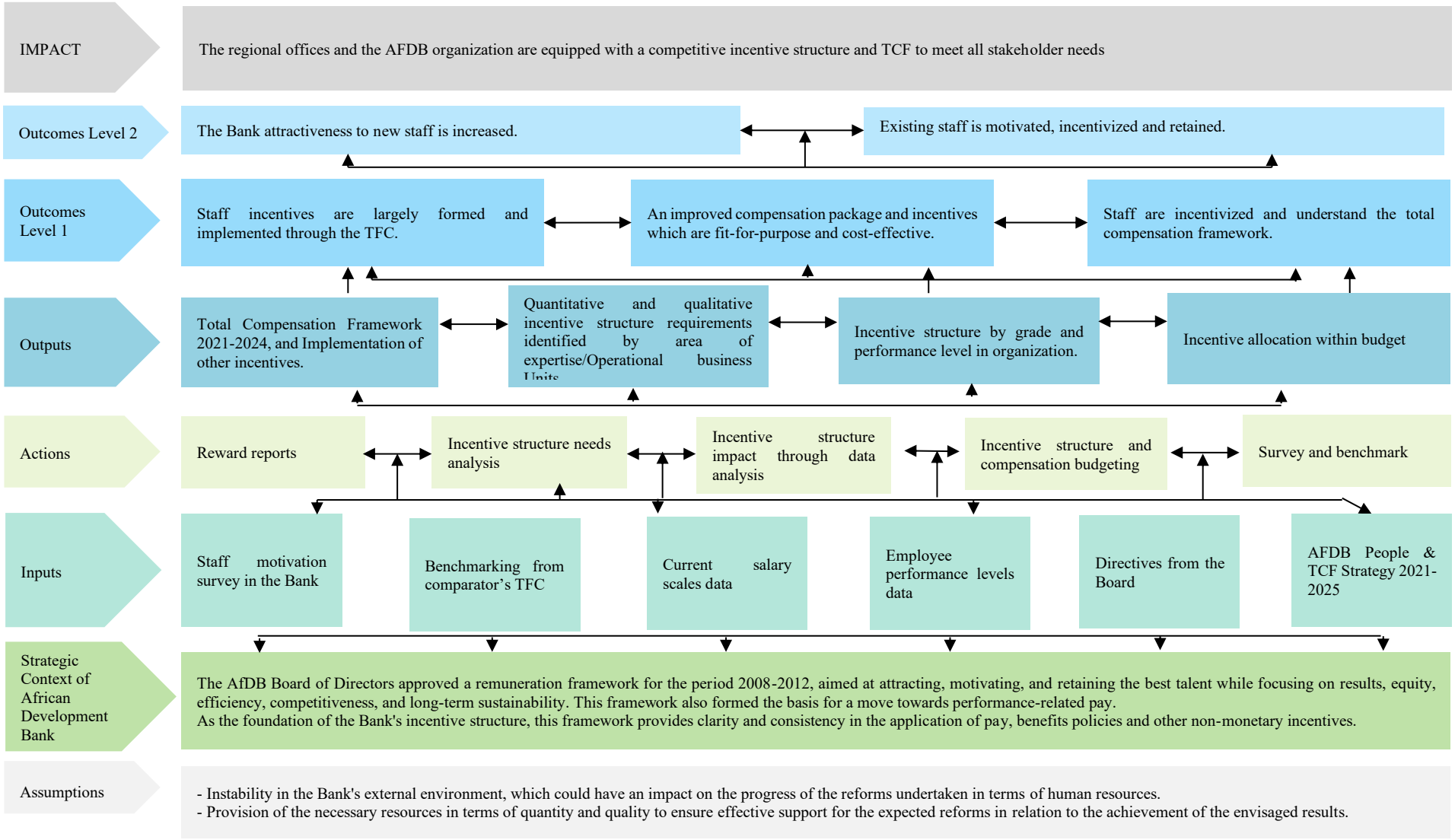
Outcomes level 1: Level 1 results are linked to the Bank's ability to motivate and retain its staff. Staff incentives are primarily related to reductions in the rate of staff with less than five years' service and increase in the number of employees and, ultimately, an improvement in the overall remuneration package and incentives, which are fit for purpose and cost-effective.

Outputs: The implementation of the strategic processes describes the immediate effects of the roll-out of the HR reforms relating to: (i) The Total Compensation Framework 2021-2024; and (ii) Implementation of other non-financial incentives.

Actions: The actions undertaken refer to those planned and carried out under the strategic frameworks following each of the human resources reforms in this area. These actions also include needs analysis activities regarding incentive structures and remuneration budgeting their respective frameworks. Monitoring and evaluation activities, in the form of periodic reporting, ensure that the reforms are implemented in line with the objectives and expected results.

Inputs: As part of the reforms aimed at putting in place a motivating and attractive incentive and remuneration structure, the AfDB uses various data. The data relate to staff expectations regarding rewards, benefits and any other information including the Bank's remuneration system. Data originates from results of staff satisfaction surveys. The 2017 evaluation of the Bank's HR policy sets out some of these expectations with expected performance levels. The Bank has also drawn on the results of various benchmarking exercises carried out with benchmark banking institutions, such as the Islamic Development Bank (IsDB), the World Bank (WB) and the West African Development Bank (BOAD). An analysis of these results now enables the bank to assess its position concerning these comparators regarding sources of staff motivation and incentives based on both salary scales and non-financial factors. The 2021-2025 People Strategy considers the Bank's desire to align itself with or move closer to its comparators regarding staff motivation, retention, and performance levels through a sufficiently attractive incentive structure.

Figure 2: Incentive Structure and Compensation TOC



Source: Evaluation team from Bank's documents

3. EVALUATION FRAMEWORK

3.1. PURPOSE AND OBJECTIVES

This evaluation serves two main purposes:

Accountability: The evaluation aims to assess the implementation of the workforce planning and incentive structure reforms as mandated by the GCI-VII and ADF-15 commitments.

Learning: The evaluation seeks to provide a formative analysis of the ongoing reforms to extract valuable lessons and recommendations for the Bank's governing bodies and management.

To achieve these purposes, the evaluation will focus on the following objectives:

i. Analyse the relevance of the Bank's approach to workforce planning and TCF: The extent to which their objectives and design respond to beneficiaries' and the institution's needs, policies, and priorities; the extent to which they are sensitive and responsive to the context; the quality of their design; and their continuous alignment with the Bank's objectives over time, as circumstances change.

ii. Evaluate the comprehensiveness and competitiveness of TCF currently in place, and the financial and institutional sustainability and ownership of the framework.[1]

iii. Assess the current performance of the ongoing reforms, the likelihood of their success and draw lessons to inform their effective implementation.

iv. Conduct a benchmark analysis with relevant comparator institutions (including multilateral, bilateral, not-for-profit, and private organizations) on the topics covered by the evaluation to identify best practices.

v. Provide insights and recommendations to guide the continued implementation and relevance of the workforce planning and incentive structure reforms.

3.2. SCOPE

The evaluation will focus on the two specific reforms previously identified:

i. **Workforce Planning**: The evaluation will examine the Bank's actions to address the commitments made under GCI-VII and the activities implemented in this context from Q4 2019 to Q2 2023. The assessment will encompass related efforts and reforms identified in association with rightsizing and the subsequent strategic staffing exercise.

ii. **Incentive Structure**: The evaluation will cover the period from Q4 2019 to Q2 2023, focusing on designing and implementing the Total Compensation Framework 2021-2024. An overview of the preceding TCF from 2008 (including revisions that occurred following the return to Abidjan Headquarters) will be provided for comparative purposes. The review will specifically consider the incentive structure's elements, monetary and non-monetary benefits, and their implementation. The examination of compensation will encompass Internationally and Locally Recruited Staff (IRS and LRS), which includes General Support (GS). Provisions regarding consultants will not be included in the scope of this review.

3.3. EVALUATION QUESTIONS

Within the scope detailed above, the evaluation will answer the following questions:

1. To what extent are the approaches to workforce planning and Incentive structure relevant to meeting the Bank's development objectives, and stakeholder demands?

[1] The institutional sustainability and ownership of the TCF will be assessed depending on data availability.

2. To what extent is the approach to workforce planning aligning with the Bank's current operating model, organizational needs, policies, and international best practices?
3. What are the results produced so far by the workforce planning vis-à-vis expectations and targets and the likelihood of increasing the Bank's capacity to deliver?
4. How relevant and coherent is the Bank's current incentive structure to effectively supporting the Bank's capacity to deliver?
5. To what extent has the implementation of the new total compensation framework achieved its expected results?
6. To what extent was the implementation of the workforce planning and incentive structure efficient?
7. What is the likelihood of the current incentive structure to be financially sustainable and ensure the Bank's effectiveness and attractiveness?
8. What lessons could be learned to ensure the workforce planning and incentive structure support the Bank's long-term development objectives?

In addition to these primary evaluation questions, the evaluation will include the sub-questions as listed below. The evaluation matrix in the annexes detail all questions of this evaluation.

i. How effective are the communication and change management strategies employed during the implementation of the incentive structure and workforce planning initiatives?
ii. How has the Bank's incentive structure and workforce planning impacted employee engagement, motivation, and overall job satisfaction?
iii. What is the relationship between the incentive structure and the Bank's diversity and inclusion goals? Has the incentive structure helped to promote diversity and inclusion within the organization?
iv. To what extent has the Bank's workforce planning considered potential future workforce needs, including emerging skill requirements, and changes in the labour market and client demands?
v. How are the Bank's recruitment and retention efforts likely to be affected by the new incentive structure and workforce planning initiatives?
vi. What are the comparative advantages or disadvantages of the Bank's current incentive structure and workforce planning approach when benchmarked against similar institutions or industry best practices?
vii. How adaptable and flexible are the incentive structure and workforce planning initiatives in response to potential changes in the Bank's strategic priorities, external factors, or unforeseen challenges?

As part of the inception phase, these questions have been reviewed, and agreed upon by the Evaluation Team, and additional sub-questions have been added to the Evaluation matrix for the purpose of comprehensively answer each evaluation question, alongside the precise judgement criteria, indicators (data requirements), and sources of information (data collection methods). See below for details.

3.4. APPROACH

The evaluation is formative, as implementation of both HR reforms are on-going. The formative approach will draw useful findings and lessons to inform the on-going implementation of the reforms. It will employ a theory-driven approach, using a comprehensive framework to examine the processes that contribute to realizing the Bank's strategic objectives in human resource management, with respect to workforce planning and incentive structure.

3.4.1. EVALUATION PHASES

The section below on data collection provides additional details on the various tools to be used and the data points needed. The evaluation process uses a phased approach, carrying out the following activities:

1. *Inception Phase:* In this phase, the Evaluation Team has refined the evaluation questions, developed a detailed evaluation plan, and established the precise data collection methods, tools, and instruments. The inception report was developed in consultation with the relevant internal stakeholders.
2. *Data Collection Phase:* The Evaluation Team will gather data using a combination of methods, such as document analysis, interviews, focus group discussions, surveys, and benchmarking, to collect quantitative and qualitative information as defined in this report.

   Relevant information includes AfDB's human resources management policies and procedures relevant to workforce planning and the incentive structure, data on staff, performance data, staffing and implementation of the compensation framework, including recruitment, retention, and exit data; data from comparators' incentive structures; performance of the human resources management team processes w.r.t workforce planning and the incentive structure; and the effectiveness of AfDB's human resources management system in these areas. The inception report outlines the methods for quantitative and qualitative data analysis, cleaning, and triangulation to ensure validity and reliability, that are undertaken during the data collection phase.
3. *Data Analysis Phase:* The Evaluation Team will analyse the collected data to identify patterns, trends, and significant findings that address the evaluation questions and goals. It will include the identification of strengths and weaknesses in the workforce planning and incentive structure in place or implemented, as well as identifying opportunities for improvement and best practices to be promoted.
4. *Reporting Phase:* Based on the analyses of the previous phase, findings will be documented through a technical report for the evaluation, which will be further synthesised into a summary report to the attention of the Board. The Evaluation Team will prepare a draft technical report presenting the key findings, main conclusions, lessons, and preliminary recommendations based on the evidence collected. The draft report will be shared with key stakeholders for feedback and comments before finalising the summary report at the consideration of the Board. The technical report will be synthesized into a summary report for the Board and Senior Management.
5. *Dissemination and Learning Phase:* The final report will be shared with the Bank's governing bodies, management, and relevant stakeholders. The Evaluation Team will also facilitate learning sessions and discussions to ensure that the lessons and recommendations are effectively integrated into the Bank's future human resource strategy and actions and external stakeholders.

3.4.2. ACTIVITIES

The specific activities of the evaluation are as follows:

i. Conduct a **diagnostic study** of the Bank's institutional environment concerning Human Resources Management (HRM) focusing on the adequacy of the incentive structures and the workforce plans and processes to sustain the Bank's agenda and deliver its objectives considering recent global evolution in work environments.

ii. **Review the progress** of the Bank against the planned reforms and examine if key issues raised (in previous evaluations, audits, and staff surveys) concerning staffing and incentive structures are addressed or being addressed.

iii. **Key informant interviews:** These interviews will be a crucial data collection technique for the evaluation, addressing most of the evaluation questions. Interviews will adhere to good practice standards, such as avoiding leading questions and employing appreciative inquiry. Field missions

and remote interviews will be utilized, as appropriate, to connect with a sample of Country and Regional Office staff. Most Bank interviews will occur at the Bank's headquarters in Abidjan and online through electronic means. Selected former staff and Board members who contributed to these reforms will also be interviewed, those related to the Committee on Administrative Affairs and Human Resource Policy Issues (CAHR) of the Board, and the former Corporate Services and Human Resources (CHVP) complex.

iv. Carry out a **benchmarking study** involving relevant comparator institutions (multilateral, bilateral, not-for-profit, and private) to assess the positioning, competitiveness and attractiveness of the Bank and capture lessons from the experiences of these institutions, particularly in the context of organisational transformation.

v. Carry out a series of **quantitative analyses** providing a comprehensive understanding of the Bank's staffing dynamics and compensation policies. The analyses will be split into two parts: **Part 1** focusing more on: staffing trends; the evolution of staff by type of contract, regions and complexes/departments, and an overview of the impact of strategic staffing and rightsizing activities. In addition it will replicate regular cross-sectional reports by People and Talent Management (PTVP, formerly CHVP) as time-series analyses including the evolution of staffing costs. **Part 2** of this report reviews the extent to which actual support to task managers are provided to the same extent and quality, as suggested and foreseen in the Bank's key rightsizing criteria and ratios and involve more detailed analyses. It will analyse the evolution of the Bank's costs related to salaries and benefits including a detailed salary progression analysis.

vi. **Provide strategic recommendations** to the Bank to help improve its HR policies, processes, and reforms, including workforce planning and incentive structure.[2]

3.5. Stakeholder Analysis and Organisational Structure

The Terms of Reference (ToR) of this evaluation were developed in close collaboration with relevant actors, most notably the Bank's HR Operations, Recruitment & Client Services (PTCS), Staff Welfare Services, Compensation & Employment Policy (PTCW), and Staff Benefits Plan Administration Unit Retirement & Medical Plans (PTSB).[3]

Based on a preliminary desk review and document review, the below list identifies of some of the relevant internal and external target groups to be consulted in depth during the data collection phase and to be consulted on different topics as per the detailed interview questions, benchmarking questions, and an online survey. These are the key groups:

1. ***Internal target groups:***

   a) *Members of the Boards of Directors:* To confirm the Board's understanding of the intention and expected outcomes of the various strategies and policies, how the Board maintains oversight, and any perceptions regarding their implementation. This should include the Chairperson and Vice Chairperson of the CAHR, including its other members and relevant staff. If possible, the former Chairperson will also be consulted.

   b) *Senior Management:* To obtain information concerning the strategic development, objectives, and implementation from Management's perspective, as workforce planning is as much a strategic exercise as it is an operational HR process, especially in combination with incentive structure reforms. This should include the Senior Vice President (SNVP) and the Vice President for PTVP, as well as senior representatives of the other Bank complexes[4], including the Secretary-General. Specific attention should also be awarded to the VP for Technology and Corporate Services (TCVP, formerly CHVP), Regional Development,

[2] It is assumed that Benchmarking data will be available to the evaluation team.

[3] Formerly covered by the Human Resources Department (CHHR), General Services and Procurement (CHGS), and Medical and Occupational Health Services Unit (CHMH).

[4] Vice Presidents of SNVP, AHVP, ECVP, FIVP, PEVP, PTVP, and PIVP.

Integration and Business Delivery (RDVP) and the Director Generals (DGs) of various regions.

c) *Management (department/division) level:* To obtain information concerning how involved this level of the organisation was in developing and designing HR reforms, the level of communication and support received in operationalising the reforms, and their view of implementation successes and lessons to date. This level also provides insights into how the reforms are perceived from those with a combined "user and employee" perspective. Target groups should include a random selection of Directors and Division Managers in various complexes and country offices of the Bank, including those departments responsible for strategic direction, business transformation and continuity, and auditing and recommendations follow-up. A specific focus is on the total compensation framework and how it is viewed, and if the intended retention and attraction principles are perceived as achieved.

d) *HR staff:* To understand the objectives, successes, and challenges in each phase of the HR reforms and change management processes. At a minimum, this will include relevant staff and line managers from PTCS, PTCW, and PTSB due to their relevance for workforce planning and staff compensations/rewards. It will also include those responsible for specific programs, such as Young Professionals (YPs) and Short-Term Staff (STS).

e) *Staff Council (SCO)*: This target group is mandated to safeguard the interests and aspirations of all Bank staff, to improve the cooperation and morale within the Bank, and promote healthy relations between Staff and Management. In this capacity, SCO representatives are crucial for understanding staff sentiments and to support the collection of staff's experiences across the Bank's regional and country offices. At HQ, SCO sits on valuable insights in terms of process, decision-making, and how staff perceive the various HR reforms.

f) *General staff*: This target group consisted of randomly selected representatives of the various types of staff employed by the Bank and included in this evaluation's scope.

These groups are Internationally Recruited Staff (IRS)—consisting of Professionals (PLs) graded from 1 to 8, including those enrolled in the Young Professionals Program (YPP)—and Locally Recruited Staff (LRS)—consisting of Local Professionals (LPs) graded from 4-6 and General Services (GS) staff graded from 8-3.

2. *External target groups*

The evaluation will provide insights and knowledge from lessons of key Bank comparators in the relevant areas of HR reforms. The specific comparators are further elaborated as part of Annex 4.

3.5.1. ORGANISATIONAL STRUCTURE

The AfDB has undergone several reorganisations in later years, the most significant one in recent years through the new Development and Business Delivery Model (DBDM), which created the current organisational structure of 71 departments divided between eleven complexes, with operational complexes largely focused on the High 5 priorities (see below).[5] Further to this restructuring, the two latter complexes, TCVP and PTVP, were the result of the latest organisational change of 2022, formalising the separation of HR and corporate services, previously maintained in a single complex (Corporate Services and Human Resources, CHVP).

[5] AfDB Organisational Structure, https://www.afdb.org/en/about-us/organisational-structure

Table 1: Departments per Complex

Complex	Number of departments
1. Units Reporting to the Board (URBO)	4
2. Units Reporting to the President (URPR)	12
3. Senior Vice President's Officer (SNVP)	11
4. Regional Development, Integration & Business Delivery (RDVP)	9[6]
5. Power, Energy, Climate and Green Growth (PEVP)	4
6. Agriculture, Human and Social Development (AHVP)	5
7. Private Sector, Infrastructure, and Industrialization (PIVP)	5
8. Economic Governance and Knowledge Management (EVCP)	6
9. Finance (FIVP)	5
10. Technology and Corporate Services (TCVP)	5
11. People & Talent Management (PTVP)	5[7]
TOTAL	**71**

Source: Evaluation team

3.6. IMPLICATIONS FOR THE EVALUATION

The Bank's workforce planning has undergone substantial changes over the past five years, making it imperative to employ a rigorous evaluation approach to gauge its efficacy and sustainability. Though a rightsizing exercise has been finalized, the strategic staffing plans remain in progress and are reiterated annually. The implications for the evaluation are its findings are to improve the strategic staffing exercises, including its direction and implementation. Therefore, considering the ongoing nature of workforce planning, the evaluation intends to be mainly formative to guide and enhance.

Given that three years have passed since 2020, this presents an opportunity to both address learning and accountability by evaluating the degree of implementation of the approved strategic staffing framework and ascertain the sustainability of the advancements made. Specifically, the assessment will gauge how recruitment for necessary positions has progressed and whether the combined workforce planning efforts have achieved the desired adjustments to enhance the Bank's human capital efficiency.

The evaluation adopts a comprehensive mixed-method approach, relying on the established TOCs developed in this Inception Report. Based on Data Collection and more in-depth understanding of each of these reforms, the TOCs may be subject to some changes. Quantitative metrics, such as vacancy rates and decentralization measures, will provide tangible data on the Bank's staffing situation. In contrast, qualitative techniques, including staff interviews and feedback, will shed light on the broader perceptions and practical implications of the initiatives, especially within the context of the One Bank Approach.

Trend analysis emerges as a crucial component of this evaluation. By examining the Bank's historical and operational evolution, insights into the efficiency of the workforce strategies implemented over time will be gathered. The Bank's cultural context will also be considered, as it plays a pivotal role in influencing staffing decisions.

The Evaluation Team plans to conduct in-depth analyses spanning longer durations, particularly focusing on staff evolution, movement forecasts, and patterns to understand the effects of rightsizing and the Strategic Staffing Plan 2022-2026. Data for these analyses will be extracted from PTVP Staff Overview Monthly Reports and PTVP's SAP database. Additionally, insights from exit interviews will be harnessed to comprehend how the Bank's incentives and workforce policies have swayed employees' decisions to depart.

[6] Six regional DGs—RDGC, RDGE, RDGS, RDGW, RDNG—and three departments
[7] Includes the Staff Council (SCO)

Considering all the above, the Evaluation team have identified some areas for consideration depending on data availability. These areas include:

1. **For Workforce planning**

i. **Strategic HR Insights:** The strategic staffing and compensation framework's comprehensiveness and realism will be assessed to ensure alignment with the Bank's HR workforce strategy.

ii. **Expertise Procurement and Clientele Needs:** Assessing whether the strategic exercise is effectively tailored to attract and secure the necessary expertise that aligns with the evolving demands of the Bank's clientele, ensuring the Bank remains responsive and adaptable to client needs.

iii. **Project Ecosystem and lifecycle assessment:** An examination of the Bank's resourcing approach will identify potential inefficiencies, particularly in the allocation of resources for project origination and implementation. Special attention will be given to the role of Task Managers throughout the project lifecycle, from origination to supervision, ensuring they receive adequate support for the Bank's core operations.

iv. **Talent Management:** Key elements such as the effectiveness of the talent councils and the potential utility of a 'job families' methodology to augment workforce planning efforts will be reviewed. While these concepts are largely handled by the HR1 Evaluation, they are highlighted here due to the importance of job families and skills analyses for workforce planning.

2. **For the Total Compensation Framework:**

v. **Adaptiveness of the TCF:** The Total Compensation Framework's responsiveness to changing conditions and challenges will be evaluated. The Bank's financial packages, especially for niche expertise, will be analysed in comparison to market standards.

vi. **Competitive Compensation Analysis:** The Bank's compensation structures will be compared to those of peer organizations to ensure competitiveness and alignment with the Bank's global stature.

vii. **Benefits and Expenses Alignment:** The trajectory of staff benefits, and managerial expenses will be juxtaposed against the Bank's strategic intents and operational efficiency.

viii. **Incentive and Job Satisfaction Correlation:** The evaluation will explore how compensation influences job satisfaction, organizational pride, and staff longevity, ensuring the balance between competitiveness and organizational loyalty. The HR2 Evaluation will ensure that the analyses are limited to addressing the questions of competitiveness of the incentive structure of the Bank.

ix. **Fairness in Rewards:** The perceived equity and fairness of the Total Compensation Framework will be assessed to ascertain if all employees feel equivalently valued and acknowledged for their inputs. An assessment will be made on any disparity of salary structures and its ramifications for employee satisfaction and the Bank's unity.

The HR2 evaluation aligns with several other concurrent Bank studies. Therefore, it will incorporate findings from these evaluations, with a focus on HR reforms in workforce planning. Past evaluations, such as the 2017 HR and 2019 DBDM studies, will serve as benchmarks for the HR2 analysis. Other evaluations, including the HR1 evaluation, the One Bank Approach, the Bank's Decentralization Programme, and the Comparative Study of Multilateral Banks' Operating Models, will further enrich the HR2 study's comprehensiveness.

In total, the evaluation aims to offer a holistic review of the Bank's workforce planning exercises by leveraging a diverse set of tools and methodologies. By focusing on a comprehensive mixed-method approach and integrating findings from related evaluations, the assessment intends to provide actionable insights for the Bank's future workforce planning. Accordingly, subsequent phases of the evaluation will assess the most recent developments and levels of involvement of the various actors and stakeholders. Finally, the evaluation team must obtain essential data on the levels of impact achieved and the criteria for success or failure of these initiatives. The evaluation team's goal is to deduce the

tangible outcomes of these initiatives and establish benchmarks for their success or areas of improvement.

4. METHODOLOGY: DATA COLLECTION METHODS AND TOOLS

The methodology adopted will follow the TOC models illustrated above, and endeavour to identify outcomes and the impacts of the activities and outputs built into the current strategies and schemes. Through e-surveys, semi-structured interviews, and focus group discussions, the Evaluation Team will collect qualitative data to, and findings as compared to the expectations of the TOC.

4.1. METHODS AND TOOLS

The methods adopted will include the following:

- **Semi-structured and focus group interviews** of key staff and stakeholders of AfDB country offices and regional hubs, including those effectuating the reforms and those affected by the reforms.
- **Benchmarking and semi-structured interviews** with key stakeholders relevant for country-specific comparison, including public and private sector comparators.
- **Online survey** to collect staff sentiments on the processes and systems related to workforce planning and incentive structures across several dimensions and salary grades.
- **Regression analysis** to identify factors influencing salary progression, such as performance ratings, years of experience, or education.
- **Quantitative analyses** comparing staffing forecasts, expectations, and projections used for determining key metrics and guiding targets of the rightsizing and strategic staffing activities, with actual staffing trajectories and relative to comparators.

The below briefly summarises some of the methods:

4.1.1. SEMI-STRUCTURED INTERVIEWS

Interviews would be semi-structured conversations between an interviewer and a respondent ('interviewee'), in which questions will be asked to obtain information. The team conducted 20 face-to-face and online interviews in English and French during the inception phase. The stakeholder groups to be interviewed in the data collection phase should represent various target groups, including multiple complexes, hierarchical levels, job positions, and families. Each meeting is expected to last from 1 to 1.5 hours and could vary based on circumstances.

At a minimum, semi-structured interviews should be held by a lead facilitator and the assistant facilitator. The roles of the team members during interviews should be as follows:

- *Lead facilitator:* Guides and directs discussions to ensure comprehensive coverage of topics while maintaining a conducive environment for open and transparent voicing of opinions.
- *Assistant facilitator:* Notetaking and more passive observer, except when posing follow-up questions as necessary.

The guiding interview topics and questions have been included in the annexes of this report. A discussion topic guide will be developed and shared with interviewees in advance, providing an overview of the HR2 Evaluation, how it differs from the HR1 Evaluation, and the various topics to be discussed. The guide should be available in English and French.

4.1.2. FOCUS GROUPS

The evaluation team will conduct focus group discussions with Bank staff, targeting a diverse and inclusive sample. At a minimum, the discussions should be directed by a lead facilitator and an assistant facilitator, with similar roles as for semi-structured interviews. The discussions are expected to last 2 to 2.5 hours and will not exceed 8 participants (excluding facilitators) to give room for everyone's opinion.

A discussion and topic guide has been developed and will be shared with participants before the discussions. The guide will be available in English and French.

4.1.3. BENCHMARKING

The benchmarking exercise will compare the AfDB's compensation and staffing strategies with similar institutions and industry best practices. The choice of comparators is crucial for fairness and transparency, which is summarised in ANNEX 4. For Internationally Recruited Staff (IRS), five key comparators include global international organizations like the International Monetary Fund (IMF) and World Bank Group (WB), and others. For Locally Recruited Staff (LRS), seven comparators are proposed, the two international comparators as above, though supplemented by regional or national comparators which includes private sector comparators.

The benchmarking exercise is designed to address workforce planning, corporate restructuring, criteria for determining workforce needs, the balance between IRS and LRS, incentives (monetary and non-monetary), attraction and retention strategies for employees, workforce well-being, cost-sustainability, and the impact of HR reforms on staff perceptions. The questions provided in ANNEX 4 will serve as a basis for comparing the Bank with target comparator organizations.

4.1.4. ONLINE SURVEY

The evaluation aims to understand the staff's perception of organizational changes and incentives through an online survey, distinguishing between views of various groups of stakeholders, while ensuring the anonymity of the respondents. This survey will collect valuable insights into how employees perceive and have reacted to workforce reforms and the changes in the TCF.

These sentiments and perceptions are crucial for assessing the effectiveness of the HR reforms. By conducting an online survey, the evaluation will gauge staff's reception or rejection of organizational changes, their views, and any concerns they may have. This feedback is essential for making informed decisions and refining HR strategies to better align with staff needs and expectations.

The online survey is developed in collaboration with the HR1 Evaluation team, to mitigate response fatigue and confusion. While the precise questions and response formats are subject to finalization, the survey will be designed to gather feedback on various aspects of workforce planning and incentives, helping to provide a comprehensive understanding of staff sentiments. However, due to the efforts of coordination, the precise questions and the format of responses will be subject to revision and finalisation after the approval of this Inception report.

4.1.5. QUANTITATIVE ANALYSIS OF STAFF

Various analyses have been conducted relative to the evolution of staff composition at the Bank from 2015 to 2023, though largely focusing on the scope of the evaluation (2019-2023). It gives a foundational understanding of the trends and growth rates of staff over this period. For deeper and more comprehensive analysis during the data collection phase, the evaluation team will explore additional key areas:

- **Comparative Analysis Across Staff Categories**: An in-depth analysis comparing whether specific categories experienced higher or lower growth rates. Factors such as strategic staffing exercises, any recruitment freezes, or shifts in organizational priorities could explain such patterns.
- **Impact of Organizational Changes**: Analysing staff changes relative to the timing of organisational changes can provide insights into their effectiveness.
- **Long-term vs. Short-term Contracts**: The analysis distinguishes between Operations and Non-Operations staff, based on contract types, organisational home (Complex/Department/Division), and geographical posting. Further exploration can reveal how contract duration and the use of contingent staff may have resulted from rightsizing, strategic staffing activities more widely, or any recruitment freezes.

- **Assessment of Workforce Planning Impact**: The Bank's progress in workforce planning relies on matching staff numbers with skills. By collecting data on progress in meeting the Bank's needs, especially in areas of expertise, is crucial. The evaluation will assess various departments' staffing needs analyses to assess their usefulness for Bank-wide workforce planning, and the extent to which it has led to staffing changes.
- **Analysis of Activity Time and Recording System (ATRS) data** in conjunction with the availability and efficiency of resource allocation to the project cycle and support provided to Task Managers by the Bank's ecosystem.

In the data collection phase, the evaluation team will need access to historical HR records, interview key personnel involved in recruitment and staffing decisions, and collect data on attrition rates, recruitment data, and the impact of organizational changes on staff numbers. The evaluation team will need a nuanced understanding of how the Bank's staff headcount and composition have evolved over the years to assess the effectiveness of its HR strategies and policies.

4.1.6. ANALYSES OF COMPENSATION

In conjunction with rightsizing initiatives and strategic staffing plans, the study will appraise the long-term viability of AfDB's compensation and total compensation.

Regression analysis will be used to understand how compensation changes over time at the Bank and what influences it. Factors such as performance ratings, experience, and education will be studied to gain insights into compensation dynamics. Detailed historical data on salaries, performance, experience, and education for individual employees will be collected, adhering to privacy standards. The analysis will offer data-driven perspectives on the fairness and effectiveness of compensation policies.

The evaluation will review analyses of staff exits and exit interviews to identify the primary reasons for departures and gauge the attractiveness of the Bank's compensation offers. This assessment will consider instances where Bank recruitment offers are declined by potential candidates.

The power of regression analysis will be harnessed to delve into the specific factors impacting employees' salaries. This method will measure the influence of performance ratings, tenure, and educational qualifications on compensation. For this, comprehensive data from the Bank's records will be obtained, ensuring anonymity and privacy. By deciphering these patterns, decisions related to incentives and retention can be better informed.

To further this analysis, the team will randomly select staff members with over a decade of service to understand salary progression mechanisms. This effort aims to scrutinize the effects of various salary adjustments and their consistency with the AfDB's HR goals. This assessment will cover both tangible and intangible staff benefits, such as tax exemptions and varying diplomatic statuses.

4.2. RISKS AND ASSUMPTIONS

The progress and approach in finalising the inception report is an integral part of the assessment process and contributes to the immediate management of risks and obtaining clarity where assumptions are misaligned with the Terms of Reference (ToR) or in how the AfDB is currently addressing the matter.

The table below contains some critical considerations throughout this project to prevent harm. The risk assessment will be an ongoing process.

Table 2: Ethical Considerations, Risks, and Safeguards

PHASES	ETHICAL ISSUES	RISKS	SAFEGUARDS
Inception	Transparency	Impact on Trust	Feedback & Interventions where required
	Responsiveness	Delay in project	Frequent meetings via Zoom or Microsoft Team platforms and continuous email engagement to ensure commitments are met
	Taking Responsibility	Not meeting evaluation purpose	

PHASES	ETHICAL ISSUES	RISKS	SAFEGUARDS
	Political & Social factors	Impact on the Safety of Participants	Internal review of the risk. Engagement and feedback from clients to manage the risk
	Transparency	Poor communication that will impact expectations, processes, and findings	Frequent meetings via Zoom or Microsoft Team platforms and continuous email engagement to ensure transparency
	Independence	Manipulation of information review/feedback processes	Open communication with the client
Data collection	Credibility and Accuracy	Inaccurate information	Continuous review of collected data and analysis. Ensure traceability or changes and quality assurance and, where needed, engagement with the client
	Meaningful engagement and fair treatment	Shortcomings in the Evaluation Process	Ongoing engagement with client and review of feedback
	Protection and privacy of personal information	Impact on vulnerable individuals or groups	Continuous assessment by parties bound by the contract
	Secure and safe data collection, storage, and use, with careful management of data leakage or breaches of confidentiality.	Impact on Trust and legal implications	Regular updates by parties bound to the contract
Data analysis	Data management	Limit access to important information	Continuous review within the company and, where needed, engagement with the client
		Disrespectful towards stakeholders	Feedback from clients during frequent reviews
		Impact on Integrity	Internal review and review from the client during the data analysis process
Reporting	Fair representation of different perspectives and voices	Incomplete presentation of information	Work collaboratively, respecting the knowledge and experience of participants and stakeholders. Ongoing engagement with the client

Source: Evaluation team

4.3. Quality Assurance

A rigorous Quality Assurance process will be in place for this evaluation. Each evaluation phase undergoes a three-step assurance process. First, each product is reviewed by a team of internal peer reviewers, alongside IDEV management. Second, they are reviewed by an external peer reviewer, and third, a consultation is undertaken with an Evaluation Reference Group (ERG; see Annex 7). The ERG will review three key milestones: (i) the inception report, (ii) the technical report, and (iv) the summary report. IDEV, assisted by KWL, ensures each report will achieve the objectives outlined in the TOR.

5. Organisation of the Evaluation

An IDEV team will oversee the overall conduct of the evaluation with the KWL consultant team to assist with the technical phase of the evaluation.

5.1. IDEV Team

The IDEV team comprises Mirianaud Oswald Agbadome, Principal Evaluation Officer and Team Leader, Boubacar Ly, Senior Evaluation Officer, and Christoffer Claussen, Young Professional/Evaluation Officer.

The internal peer-reviewers include Akua A Arthur-Kissi (Principal Evaluation Officer, IDEV2), and Andrew Ajuang Anguko (Chief Quality & Methods Advisor, IDEV0).

Knowledge management, communication, dissemination, and stakeholder engagement will be led by the Knowledge Management (IDEV3) team, comprising Maria Roselynn Muzaaki (Knowledge

Management Consultant, IDEV3), Aminata Kouma (Knowledge Management Assistant, IDEV3), and Elena Tourino Lorenzo, Communications Consultant, IDEV3.

The evaluation will be under the overall guidance of Karen Rot-Munstermann, Evaluator General of IDEV and the supervision of Madhusoodhanan Mampuzhasseril (Division Manager, IDEV2). The Task Managers will supervise the work of consultants and other team members and provide timely and quality input.

The task managers' responsibilities include organizing the team's work through effective communication and feedback mechanisms with stakeholders within and outside the Bank.

5.2. Communication and Dissemination Strategy

To ensure the maximum utility of evaluation lessons, a detailed stakeholder engagement, knowledge management and communication plan will be designed and implemented, ensuring that the evaluation's findings, lessons, and recommendations are appropriately packaged for optimal use by each stakeholder group. The Dissemination and Communication Plan will ensure that the stakeholders' knowledge needs are met throughout the evaluation process (from the preparatory, and inception phases to dissemination).

5.3. Consultant Team

The Consultant team comprises Raquel Ribeiro as Project Manager; Miguel Peixoto as Internal Team Leader; Mertz Aucamp as Operations Team Leader, Stuart Morgan as Evaluation Expert; Patrice Kié as HR Expert; Aisha Wadee as Incentives & Compensation Expert; Manuela Maia as Quantitative Data Analysis Expert and Carla Rodrigues as Researcher Expert.

5.4. Timeline

According to the document Concept Note HR2 Evaluation, these are the milestones of the main tasks and deliveries:

Table 3: Evaluation milestones

MILESTONES	COMPLETION DATE
Finalization of Concept Note	August 2023 (Completed)
Draft Inception report	October 2023
Benchmarking missions	November – December 2023
Data collection	November 2023 – January 2024
Benchmarking report	January 2024
Presentation of preliminary findings	February 2024
Draft Technical report	February 2024
Final Technical report	March 2024
Capitalization workshop	March 2024
Draft Summary report	February 2024
CODE Summary report	March 2024

Source: Evaluation team

ANNEXES

ANNEX 1. JOB TRENDS IN THE AFRICAN BANKING SECTOR REPORT

Development banks in Africa are vital in promoting inclusive and sustainable development. Their mandate to provide long-term financing, technical assistance, and advisory services positions them as crucial in achieving the United Nations UN Sustainable Development Goals (UN/SDGs) and Africa's Agenda 2063. The development bank industry has undergone significant changes due to technological advancements, globalisation, and the need for infrastructure investments. These changes have led to new labour trends, including the impact of digital technology, which has the potential to revolutionise work dynamics and bring about profound changes in people's lives. However, the industry also faces various opportunities and challenges, such as the need for digitalization, sustainability practices, gender diversity and inclusion, and expertise in emerging markets and international development. Understanding and navigating these trends is essential for development banks to contribute effectively to Africa's sustainable development goals.

In summary, development banks in Africa are instrumental in fostering inclusive and sustainable development. The industry has experienced transformative shifts due to technology and globalization, resulting in new labour trends. This report focuses on digitalization, sustainability, gender diversity and inclusion, and expertise in emerging markets and international development within the development bank industry in Africa. It explores the opportunities and challenges associated with these trends and highlights the importance of effectively harnessing them to achieve the continent's aspirations for sustainable development.

THE ROLE OF MULTILATERAL DEVELOPMENT BANKS

The global financial crisis 2008 brought about a shift in perceptions regarding the role of multilateral development banks (MDBs), including a greater emphasis on their proactive role in addressing economic and social development challenges. The crisis highlighted the need for MDBs to provide risk management and mitigation products to mitigate the impact of future financial crises, particularly in less economically developed countries. Governments facing budget imbalances and debt levels turned to MDBs as alternative sources of investment, increasing pressure on MDBs to promote global economic growth and stability. Despite the private sector surpassing MDBs in financing amounts, MDBs continue to play a crucial role in financing smaller countries with limited access to financial markets, targeting investments in priority areas for their member states.

The report emphasizes the importance of MDBs adapting to meet changing client needs, providing innovative risk mitigation products, capacity-building initiatives, and technical assistance to facilitate private sector investment in emerging markets and foster sustainable economic growth.

The African Development Bank has shown remarkable speed and resilience in responding to the financial and economic pressures faced by the African continent, contributing to a strong rebound in GDP growth in 2021. The report highlights the Bank's commitment to the prosperity of the African people and the significance of collaborative and strategic action during times of crisis. MDBs can potentially drive positive change and innovation in the development finance landscape by embracing new collaboration models and focusing on value-added activities that complement private sector investment. Regional and global coordination in areas such as tax and competition policy can further extend the influence of MDBs. The report aims to support the African Development Bank in remaining at the forefront of work trends shaping the banking sector in Africa, enabling the Bank to continue driving Africa's future development.

TRENDS IN THE AFRICAN REGION

Studies and reports have highlighted the importance of preparing for future work in Africa, especially considering the Fourth Industrial Revolution (4IR) and the potential of technology. The region's growing mobile phone market and entrepreneurial spirit provide opportunities for leveraging 4IR technologies. However, employers still face challenges in finding a skilled workforce capable of adapting to and utilizing these technologies. To address this, educators must focus on developing

future-ready curricula emphasising critical thinking, creativity, emotional intelligence, and digital and STEM skills. This approach helps prepare individuals for the changing job market and tackles the issue of youth unemployment, which is particularly high in Africa. It is crucial to allocate sufficient resources to education and training programs that equip individuals with practical skills relevant to the job market. The African banking sector, like other industries, needs to embrace these changes and collaborate across sectors to seize the opportunities and ensure a prosperous future for the continent.

NEW TECHNOLOGIES AND THE FOURTH INDUSTRIAL REVOLUTION

The Fourth Industrial Revolution (4IR) represents a fusion of various technologies, including Artificial Intelligence (AI), robotics, Internet of Things (IoT), blockchain, and others, leading to transformative changes in how we work and interact with the world.

In Africa, there is a growing emphasis on digitalization within MDBs, with investments in technology and digital platforms to enhance efficiency and create new opportunities. Digital technology adoption in Africa has the potential to bridge the skills gap, boost productivity, and create better jobs for all workers, including those with limited education. The demand for professionals with digital, STEM, and traditional expertise is expected to increase, particularly in areas like data analysis, computer science, and engineering. Online talent platforms can also significantly transition individuals to formal employment and improve workforce participation. The African Development Bank recognizes the importance of digitalization and is actively supporting practical programs to digitize sectors such as agriculture, health, education, and governance. These sectors can improve productivity, access, and service delivery by leveraging digital technologies. However, there is a need to address the digital infrastructure investment disparity across Africa to fully realize the potential of funded projects. The African Development Bank and other entities are working to bridge the digital divide, attract private-sector investment, and pioneer ICT infrastructure through public-private partnerships. The African development bank industry drives inclusive growth, economic development, and social progress by promoting digitalisation and technology adoption. The Bank is adopting digitalization and training its workforce to stay competitive, ensuring they have the necessary skills and can integrate innovations into daily operations.

SUSTAINABILITY

The increasing focus on sustainability and sustainable development presents an opportunity for the job market in Africa to align with sustainability-related positions. Embracing an ecologically sustainable economic model mitigates the negative impact of economic growth on the environment and creates millions of new jobs globally. Africa can benefit from this transition by generating additional jobs in sectors such as clean energy generation, energy efficiency, pollution control, and natural resource management. Sustainable practices can create new employment opportunities in renewable energy, sustainable agriculture, ecotourism, green transportation, and sustainable infrastructure.

Multilateral development banks, including the AfDB, are crucial in promoting a greener and more equitable future for the continent. These banks are shifting towards a holistic approach that considers the long-term impact of their investments and aligns with the SDGs. Despite the challenges posed by the COVID-19 pandemic, the AfDB remains committed to working towards a sustainable future and leveraging its resources and expertise to build a more equitable and resilient world.

The Bank funds projects aligned with green growth priorities, and it has established specific funds like the Sustainable Energy Fund for Africa to finance renewable energy projects. The AfDB also prioritizes climate risk management and adaptation, ensuring that investments are climate-proof and contribute to low-carbon economies. By incorporating sustainability and green growth into its activities and financing mechanisms, the AfDB is driving the creation of decent and inclusive job opportunities in Africa. The Bank must reflect its commitment to sustainability in its organisational structure by incorporating professional roles and training that align with sustainability principles, such as renewable energy experts, green growth experts, and climate change resilience experts. This strengthens the

Bank's capacity to analyse, finance, monitor, and advise on projects promoting sustainable development in member countries.

GENDER DIVERSITY

Gender diversity is gaining recognition as a crucial issue in the global workforce, including Africa, where it can have transformative effects on the job market and society. African women play a significant role in the continent's economy but face constraints that limit their potential. Promoting gender diversity and empowering women can improve organisational performance, innovation, and financial returns. It fosters inclusive work environments, attracts top talent, and contributes to positive social outcomes. Despite progress, gender inequality in Africa remains high. Development banks, including the AfDB, prioritize gender diversity and have implemented initiatives to promote gender equality internally and in funded projects. The AfDB utilizes tools like the Gender Marker System and the Gender Equality Index to guide its gender mainstreaming efforts. The bank has also launched the Affirmative Finance Action for Women in Africa (AFAWA) program[8] to bridge the financing gap for women entrepreneurs. Achieving gender diversity requires collaboration among stakeholders and implementing policies and practices that support equality. The emphasis on gender diversity has created new job opportunities in the development bank industry, including roles focused on gender analysis and programme management. The AfDB is committed to advancing gender diversity in its actions, initiatives, and talent retention policies.

EMERGING MARKETS

Africa's diverse and emerging markets have increased demand for banking professionals with expertise in emerging markets and international development. Development banks, such as the Islamic Development Bank (IsDB) and the European Investment Bank (EIB), require individuals with deep knowledge of member countries' political, cultural, and economic contexts. The IsDB focuses on financing development projects in member countries, while the EIB's lending operations in Africa concentrate on infrastructure, energy, and private-sector development. These institutions seek professionals proficient in emerging markets, cross-cultural communication, international project management, and foreign language skills. The development bank industry in Africa offers new job opportunities for individuals with local knowledge, cultural understanding, and language skills to contribute to sustainable and locally driven development models.

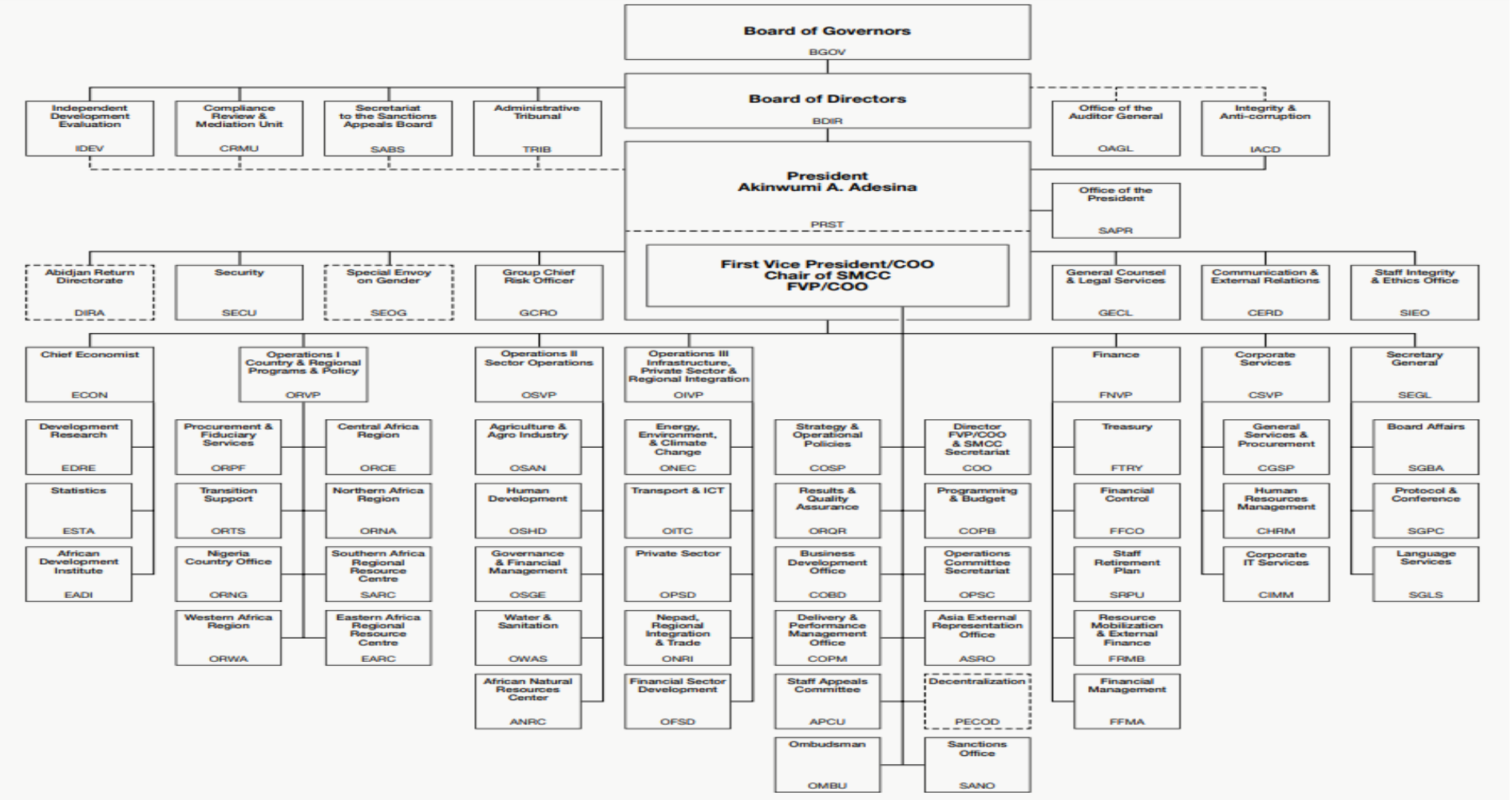
CONCLUSION

The overarching words permeating this report can be summarised as “change” and “adapt”. The job market, including the development banking sector, is currently characterised by a rapidly changing landscape driven by technological advancements, demographic shifts, and changing attitudes towards work. Automation, sustainability, gender diversity, and digitalization, among others, are key trends shaping the sector. Companies seek diverse, innovative, technologically literate professionals who can work effectively in a fast-paced and ever-changing environment. The more organisations prioritise the satisfaction of the trends shaping the market, the more they will be adapted to face future challenges.

[8] AfDB, AFAWA (Affirmative Finance Action for Women in Africa), https://www.afdb.org/en/topics-and-sectors/initiatives-partnerships/afawa-affirmative-finance-action-women-africa

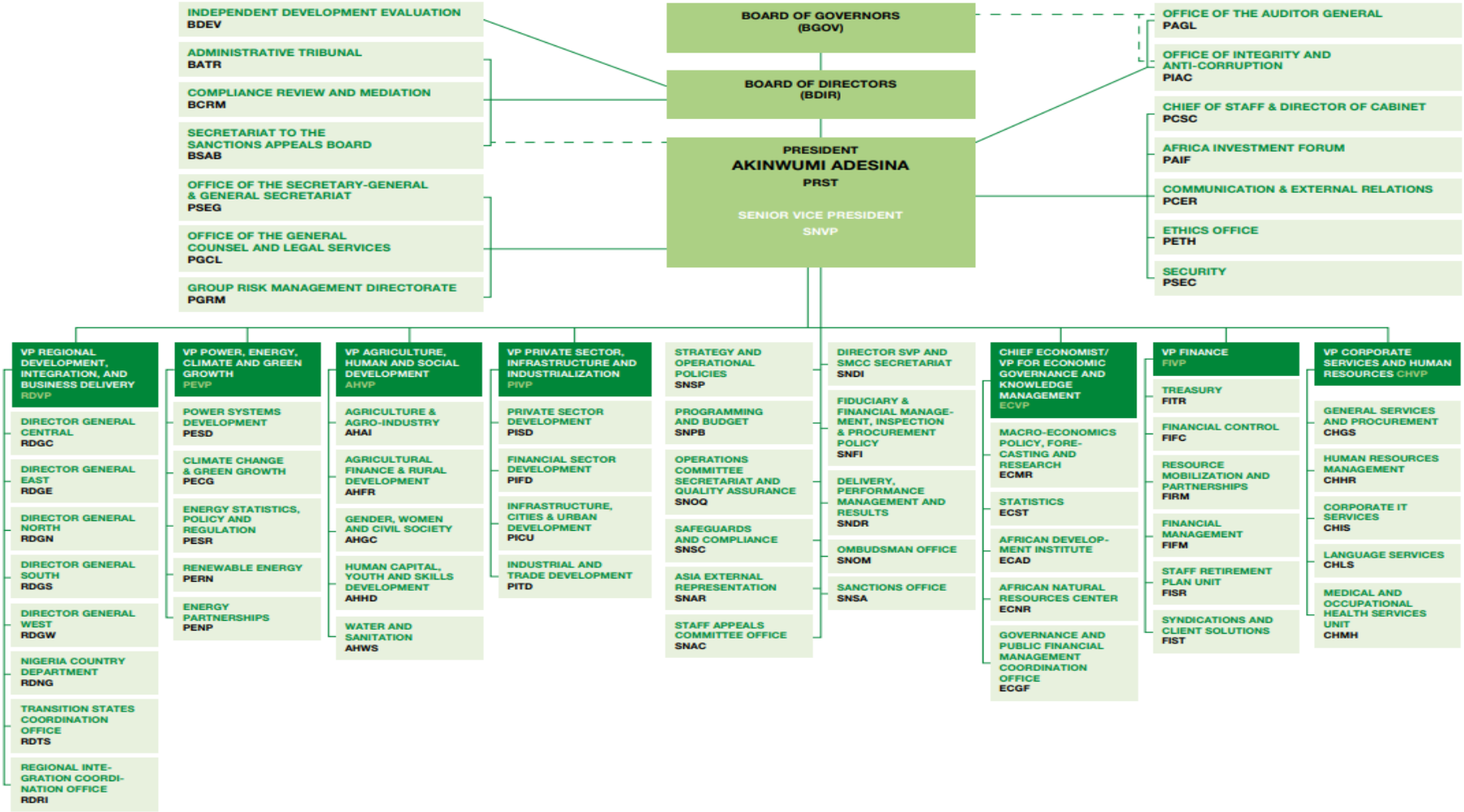
ANNEX 2. EVOLUTION OF THE BANK'S ORGANIZATIONAL STRUCTURE FROM 2015 TO 2022

Figure 3: Organisational Chart of 2015



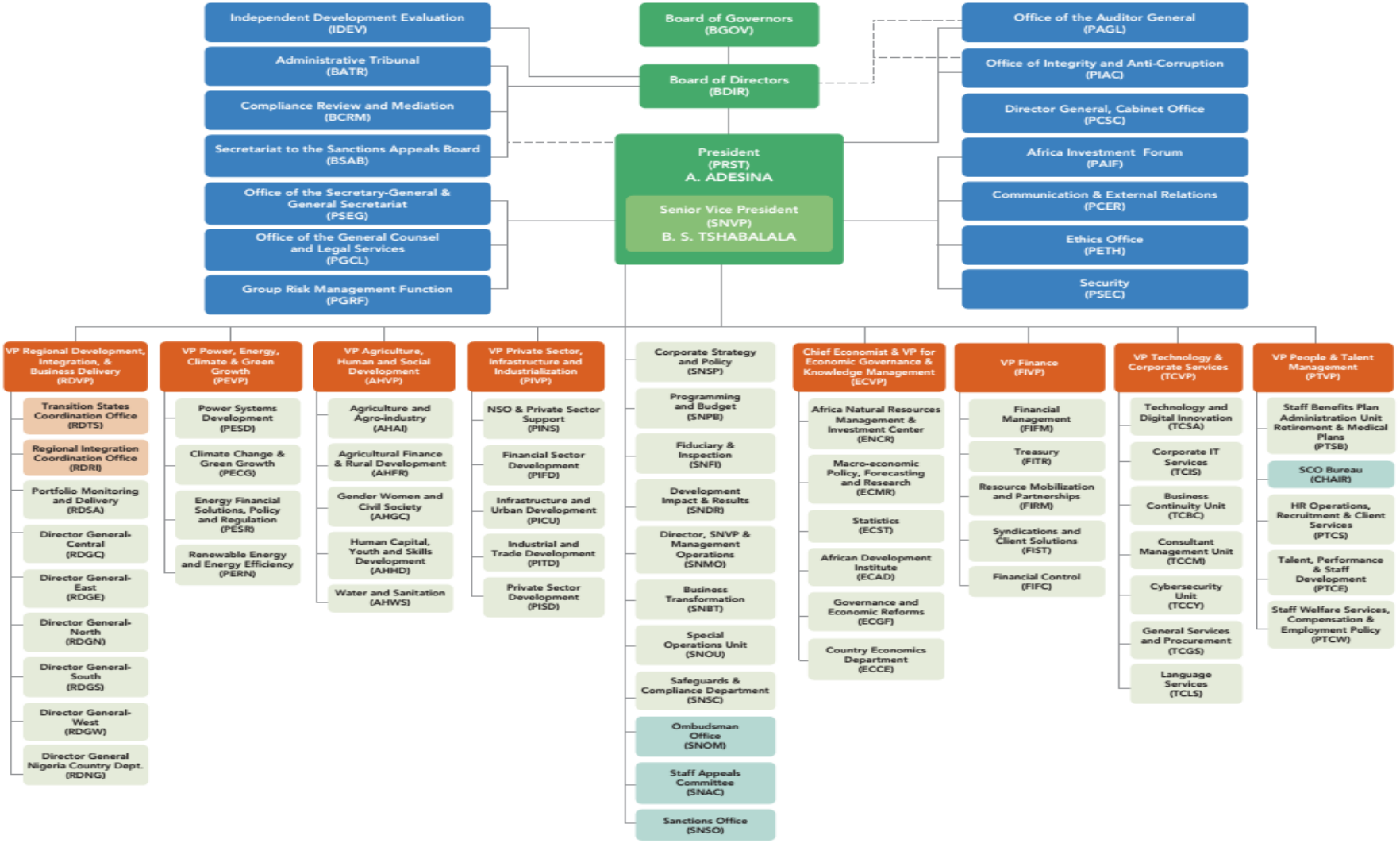
Source: AfDB Annual Report 2015 Appendix I-1

Figure 4: Organisational chart of 2016



Source: AfDB Annual Report 2016 Appendix 6

Figure 5: Organisational Chart of 2022



Source: AfDB Annual Report 2022 Appendix 7

ANNEX 3. EVALUATION MATRIX

Table 4: Evaluation Matrix

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
	WORKFORCE PLANNING			
RELEVANCE **To what extent are the approaches to workforce planning and Incentive structure relevant to the Bank's development objectives, and stakeholder demands?**	**Q-1.1.** To what extent does the workforce planning approach respond to the Bank's strategic priorities, policies, the commitments to its shareholders and staff needs?	JC.1. Bank stakeholders find that workforce planning responds to the strategic priorities, commitments and staff needs, and agree on its objectives.	- Focus group discussions on importance of workforce planning for Bank objectives. - Responses to interview questions on importance of workforce planning for Bank objectives - Online survey responses on importance of workforce planning for Bank objectives	- Focus group discussions and semi-structured interviews with Board, Senior Management, and Management (Department/Division) Level - Online survey results
	Q-1.2. To what extent does the design of the workforce planning respond to the current context of the Bank and address its needs and the one of its stakeholders?	JC.2. The strategic Staffing Plan 2022-2026, and annual reports/decisions thereof, includes and describes which contextual factors and stakeholder demands have been considered. JC.3. The strategic Staffing Plan 2022-2026, and annual reports/decisions thereof, includes contingencies and flexible ranges that allow for short-term adjustments.	- Existence of stakeholder analysis and the outcome of its consideration in Bank documents - Existence of contingencies in budgetary and staff planning and decision documents	- Strategic Staffing Plan 2022-2026 - Board staffing decision documents and Work Programme documents - Focus group discussions with Management (Department/Division) Level informants at HQ/Country level, and HR function informants. - Semi-structured interviews with Management (Department/Division) Level informants at

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
				HQ/Country level, and HR function informants
	Q-1.3. To what extent is the approach to workforce planning aligning with the Bank's current operating model, organizational needs, policies, and international best practices?	JC.4. The Bank's workforce planning aligns with the operating model. JC.5. The Bank's workforce planning aligns with its organizational needs. JC.6. The Bank's workforce planning does not conflict with its other policies. JC.7. The Bank's workforce planning functions well when compared to comparators.	- Workforce planning tools and processes match with the organisational structure - Workforce planning tools allow Bank Management-level staff to assess departmental needs. - Results from policy-review of Strategic Staffing and Rightsizing documents vs other prominent Bank reforms and policies - Results of benchmarking	- Focus group discussions. - Semi-structured interviews with Management-level staff and HR - Review of and benchmarking of rightsizing and strategic staffing best practices - Benchmarking exercise
	Q-1.4. To what extent has the Bank's workforce planning considered potential future workforce needs, including emerging skill requirements, and changes in the labour market and client demands?	JC.8. Strategic Staffing Plan, and planning tools at departmental levels, allow planning for skillsets and workforce levels, including projections of future needs, and these aspects are used by Managers and Directors.	- Existence of department-level work programming and workforce projections, and used, by Managers and Directors - Evidence of workforce planning tools leading to closing skills gap at departmental levels	- Department-level staffing plans/proposals templates - Actual/real Department-level staffing plans/proposals - Focus group discussions with Management (Department/Division) Level informants at HQ/Country level, and HR function informants. - Semi-structured interviews with Management (Department/Division)

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
				Level informants at HQ/Country level, and HR function informants
	INCENTIVE STRUCTURE			
	Q-2.1. To what extent is the current incentive structure relevant to the Bank's needs, the commitments to its shareholders and staff needs?	**JC.5** Incentive structure is implemented within Cost Containment Framework and Budgetary limits **JC.6** Recognisable/predictable outcomes of the IS. **JC.7** Monitoring plans and reporting documents. **JC.8** Staff remain satisfied with the full compensation package which satisfies their needs.	- Metrics of Cost Containment Framework - Budget results - Cost of the scheme. - Staff satisfaction.	- Consultations. - Online survey. - Interviews. - Focus groups. - Review of and benchmarking with other MDBs' strategy documents. - Desk review of documents.
	Q-2.2. To what extent does the design of the incentive structure respond to the current context of the Bank and address its needs and the one of its stakeholders?	Incentives' structure policies, frameworks, and commitments are designed to respond to **JC.9** the current challenges of the Bank's Senior Management	- Performance improvement - Staff feedback/satisfaction. - Stakeholders' views.	- Consultations. - Review of and benchmarking with other MDBs' strategy documents - Desk review of documents.

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
		JC.10 the challenges of the Bank's Directors and Division Managers **JC.11** The Bank's clients **JC.12** The Bank's development partners.		
	Q-2.3. What is the likelihood of the current incentive structure to remain relevant and adapt over time?	**JC.13** The incentive structure design allows for timely adjustments to salary within budgetary limits. **JC.14** The TCF has been implemented as intended.	- Budgetary limits data. - Salary adjustments. - Staff costs (current and projected). - The TCF progress reports and stakeholder sentiments align with the TCF objectives and timelines. - Staff feedback/satisfaction. - Stakeholders' views.	- Consultations. - Online survey. - Interviews. - Focus groups. - Review of and benchmarking with other MDBs' strategy documents. - Desk review of Board documents. - Staff satisfaction surveys, if applicable.
	Q-2.4. Is the incentive structure as designed likely to generate an attractive employee value proposition to attract and retain the right calibre of staff?	**JC.15** Employee Engagement Index **JC.16** The Bank improves its ability to attract and retain.	- Rejection rate of recruitment offers, by job function. - Staff tenure data. - Staff exit. - Employee Engagement Index	- Online survey outcome. - Interviews outcome. - Focus group outcome. - Review of and benchmarking with other MDBs' strategy documents. - Staff exit analysis. - Recruitment data analysis.
COHERENCE **To what extent is the approach to workforce planning aligning with the**	**WORKFORCE PLANNING**			
	Q-3.1. To what extent is the current approach to workforce planning aligned with the	**JC.18** The objectives and targets of Strategic Staffing and Rightsizing conforms with		- Document reviews. - Interviews.

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
Bank's current operating model, organizational needs, policies, and international best practices?	Bank strategic framework (TYS, People Strategy 2021-2025 and other policies and strategies)?	the objectives and targets of the TCF, TYS, People Strategy, One Bank Approach, Decentralisation, and Cost Containment Framework.	- Strategic Staffing and Rightsizing objectives and targets. - Objectives and targets of TYS, People Strategy, One Bank Approach, Decentralisation, and Cost Containment Framework	- Focus group discussions. - Review of TCF.
	Q-3.2. To what extent is the Bank's approach to workforce planning comparable with those of the comparator institutions?	**JC.19** The quality of benchmarking based on optimal use of tools and techniques for workforce planning, in supporting the different comparators' objectives	- Comparison of Bank and comparators' workforce planning approach.	- Benchmarking.
	Q-3.3. To what extent does the workforce planning integrate the best international human resources management practices?	**JC.20** The Bank's workforce planning processes and tools incorporate the best and most innovative practices compared to its comparators.	- Comparison of Bank and comparators' workforce planning tools.	- Benchmarking.
COHERENCE **How relevant and coherent is the Bank's current incentive structure to effectively support the Bank's capacity to deliver?**	**INCENTIVE STRUCTURE**			
	Q-4.1. To what extent does the TCF integrate the best international human resources management practices?	**JC.21** TCF remuneration elements and methodologies compared with innovations and international best practices in compensation.	- TCF remuneration elements and methodology list - Comparators remuneration elements and methodology list. - Employee Engagement Index. - Bank Time to fill vacancies. - Comparators' time to fill vacancies.	- Online survey. - Interviews with HR staff. - Employee survey results - Benchmark institutions.
	Q-4.2. To what extent does the incentive structure integrate	**JC.22** Other benefits elements and methodologies compared	- Benefits elements and methodology list	- Online survey.

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
	the best international human resources management practices?	with innovations and international best practices in compensation.	- Comparators benefits elements and methodology list. - Employee Engagement Index. - Bank Time to fill vacancies. - Comparators' time to fill vacancies.	- Interviews with HR staff. - Employee survey results - Benchmark institutions.
	Q-4.3. To what extent is the Bank's incentive structure comparable with those of the comparator institutions?	**JC.23** Level of conformity across Bank and comparator institutions.	- TCF remuneration elements and methodology list. - Comparators remuneration elements and methodology list. - Bank Time to fill vacancies. - Comparators' time to fill vacancies. - Employee survey results from Benchmark institutions.	- Online survey. - Interviews with HR staff. - Employee survey results - Benchmark institutions.
	Q-4.4. What are the comparative advantages or disadvantages of the Bank's current incentive structure when benchmarked against similar institutions or industry best practices and inclusion goals? Has the incentive structure helped to promote diversity and inclusion within the organization?	**JC.24** Diversity and inclusion targets and progress of the Bank versus comparators.	- Progress on diversity and inclusion goals of the Bank - Progress on diversity and inclusion goals of comparators.	- Online survey. - Interviews with HR staff. - Employee survey results - Benchmarking.
EFFECTIVENESS	**WORKFORCE PLANNING**			

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
What are the results produced so far by the workforce planning vis-à-vis expectations and targets and the likelihood of increasing the Bank's capacity to deliver?	**Q-5.1.** To what extent has progress been made against workforce planning plans?	**JC.26** A platform and system for effective staff planning across the Bank exists. **JC.27** The system provides Senior Management visibility of all staff plans across the Bank. **JC.28** Key metrics and ratios for monitoring performance against budget and targets exist, and progress exists. **JC.29** Structured corporate approach agreed with all stakeholders (including the Board) **JC.30** Staffing resources are corporately assigned across the Bank. **JC.31** All plans adhere to set standards and limits. **JC.32** Complexes and Business Units provide clear recommendations. **JC.33** Senior Management Directives establishes standards and expectation on commitments for meeting goals.	- Progress on staff planning platform. - Staff planning platform usage. - Results matrix existence and monitoring - Results matrix indicators - Board and Senior Management Coordination Committee (SMCC) discussions qualitative analysis - Complex level staffing plans and proposals - Complex compliance to staff planning standards and limits	- Interviews with senior managers - Interviews with Directors and Division Managers - Board papers - SMCC reports on staffing plans. - Interviews with retired Senior Vice President & maybe retired Directors (TBC) - Final Staffing plans - Strategic staffing progress reports
	Q-5.2. To what extent has the implementation of the workforce planning achieved its expected results?	**JC.34** The levels of improvements of key indicators relevant to staffing	- Results of performance evaluations. - Number of vacancies filled. - Rate of vacancies filled.	- Online survey. - Face-to-face interviews. - Review of periodic activity reports. - Review of HR reports.

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
			- Rate of new skills attracted to the Bank.	- Review of competency frameworks.
	Q-5.3. Have human resources management programs, and reforms improved performance among the Bank's staff?	**JC.35** Opinions gathered through the results of the satisfaction surveys carried out among the Bank's staff have improved. **JC.36** Productivity levels Bank-wide have improved	- Staff survey results 2019-2023 - Bank-wide Result Measurement Framework (RMF) indicators on productivity and performance	- Online survey. - Face-to-face interviews. - ADER reports. - Strategic Staffing progress reports.
	Q-5.4. To what extent have the COVID pandemic and other factors influenced the workforce planning processes and the achievement of the expected results?	**JC.37** Progress delays that are attributable to COVID-19	- Number and severity of delays in action plan implementation - Progress reports references to pandemic as cause - Staff and sentiments on COVID-19 impact.	- Online survey. - Interviews with HR and Management-level staff. - Strategic Staffing progress reports. - ADER Reports
	Q-5.5. To what extent does workforce planning have a positive impact on employee commitment, motivation, retention, and general satisfaction?	**JC.38** Staff satisfaction, as measured through staff surveys, have improved across commitment-, motivation-, and general satisfaction indicators. **JC.39** Staff turnover has reduced, and staff tenure is increasing.	- Staff survey results on commitment, motivation, general satisfaction - Staff turnover - Staff tenure	- Online survey. - Staff survey results 2019-2022 - HR reports
EFFECTIVENESS **To what extent has the implementation of the new total compensation framework achieved its expected results?**	**INCENTIVE STRUCTURE**			
	Q-6.1. To what extent has progress been made against the total new compensation framework's plans?	**JC.40** TCF recommendations for IRS have been implemented. **JC.41** TCF recommendations for LRS have been implemented.	- TCF implementation progress—IRS - TCF implementation progress—LRS	- Interviews with senior managers. - Interviews with HR managers - Payroll data and salary adjustments analyses

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
		JC.42 TCF budgetary limits are respected. **JC.43** Current and prospective Bank staff view the TCF as competitive.	- Staff salary progression correlates with performance. - Staff salary progression correlates with inflation levels, across Bank. - Employee satisfaction levels have remained/improved. - Turnover rate. - Recruitment offers rejection rates. - Progress on diversity and inclusion goals of the Bank	- Staff benefits documents. - HR staffing and recruitment reports - Employee Survey Results - Interviews with retired Senior Vice President & maybe retired Directors (TBC).
	Q-6.2. To what extent has the implementation of the incentives structure has achieved its expected results?	**JC.44** Changes in benefits have been implemented and are available to staff. **JC.43** Current and prospective Bank staff view the full incentive structure as competitive.		
	Q-6.3. Do current staff incentive practices (remuneration system, rewards, etc.) support the Bank's objectives in terms of attractiveness, retention, satisfaction of the staff, etc?	**JC.44** The Bank's retention rates and staff tenure increase, and rejection rates decrease. **JC.45** Staff salary progression conforms with individuals' performance and countries' inflation levels. **JC.46** The Bank's diversity and inclusion targets and progress of the Bank versus comparators		
	Q-6.4. What is the relationship between the incentive structure and the Bank's diversity and inclusion goals? Has the incentive structure helped to promote diversity and inclusion within the organization?			
EFFICIENCY **To what extent was the implementation of the**	**WORKFORCE PLANNING**			
	Q-7.1. To what extent is the Bank well-organized to deliver its workforce planning?	**JC.47** Clear delineation of departmental responsibilities	- Cost of staff recruitment and redeployment.	- Online survey.

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
workforce planning and incentive structure efficient?		**JC.48** Functioning ICT tools and archives for staff planning. **JC.49** Cost of staff recruitment and redeployment have reduced	- Functioning ICT tools list - DAM for workforce planning - Existence and use of workflow maps - HR Budget documents -	- Interviews and focus group discussions with Management-level. - Interviews and focus group discussions with HR. - Review of HR recruitment reports - Review of budget reports. - Review of ICT tools relating to strategic staffing and recruitment. -
	Q-7.2. How well are the Bank's institutional arrangements, human resources, and business processes supporting the implementation of the workforce planning?	**JC.49** Managers and Directors are satisfied with the staff planning processes. **JC.50** HR has budget and resources to implement staff planning. **JC.51** ICT tools and archives for staff planning are functional		
	Q-7.3. How effective are the communication and change management strategies employed during the implementation of the workforce planning initiatives?	**JC.52** A communication plan exists and was implemented fully (preferably exceeded) for engaging stakeholders and drive change in workforce planning. **JC.52** Staff understand the objectives and justification for strategic staffing and rightsizing activities.	- Communication plan progress - Staff understanding and knowledge about strategic staffing and rightsizing	- Online survey. - Interviews with HR. - Interviews and focus group discussions with staff.
	Q-7.4. To what extent has the implementation of workforce planning according to financial projections been effective?	**JC.53** The appropriateness and adherence to budgets and financial resources allocated or deployed for staffing. **JC.54** Proven validity and usefulness of the rightsizing coefficients	- Staff costs overall, and by complex - Workforce planning projections - Correlation between obtainment of ratios and departmental performance	- Budget documents and review of staff costs. - Strategic Staffing Plan 2022-2026, subsequent plans, and complex plans

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
				- Detailed department-level staffing data and analysis
	INCENTIVE STRUCTURE			
	Q-8.1. To what extent is the Bank well-organized to deliver the incentive structure?	**JC.55** Clear delineation of departmental responsibilities **JC.56** Functioning ICT tools and archives for payroll and benefits.	- Staff survey results on commitment, motivation, general satisfaction - Staff turnover - Staff tenure.	- Interviews with staff. - Interviews with HR Managers. - Benchmarking comparison - Staff survey 2019-2023 - Performance data - Bank budget planning and execution review
	Q-8.2. How well are the Bank's institutional arrangements, human resources, and business processes supporting the implementation of the incentive structure?	**JC.55** Staff find information about compensation and benefits easily available. **JC.56** Staff understand and can reasonably foresee salary and benefit progress given different scenarios. **JC.57** HR staff experience few or insignificant bottlenecks in implementation of incentives	- Employee Engagement Index - Turnover rate. - Performance reviews. - Focus group discussion results. - HR interview results	
	Q-8.3. To what extent has the implementation of incentive structure according to financial projections been effective?	**JC.58** Staff costs remain within budgetary limits and strategic staffing projections	- Bank staff costs, including benefits. - Projections of TCF and Strategic Staffing documents	
	Q-8.4. To what extent has the implementation of the two reforms been adequately monitored to measure the risks	**JC.60** Reports and updates are provided to Management and the Board, for TCF and Strategic Staffing	- Board and SMCC discussions qualitative analysis	- Board paper reviews - SMCC discussion reviews

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
	and limitations in terms of strategic staffing and incentive pay policy?	simultaneously, to effectively maintain linkages		- Interviews and focus group discussions with Senior Management and the Board
	Q-8.5. How effective are the communication and change management strategies employed during the implementation of the TCF?	**JC.52** A communication plan exists and was implemented fully (preferably exceeded) for engaging stakeholders and drive change in incentives. **JC.52** Staff understand the objectives and justification for TCF changes.	- Communication plan progress - Staff understanding and knowledge about TCF, including changes	- Online survey. - Interviews with HR. - Interviews and focus group discussions with staff.
Criteria	**Questions**	**Judgement criteria**	**Indicators**	**Methods and sources**
SUSTAINABILITY **What is the likelihood of the current incentive structure and workforce planning to be sustainable and ensure the Bank's effectiveness and attractiveness?**	**Q-9.1.** To what extent are the outcomes and measures taken in the context of the workforce planning sustainable?	**JC.61** Identifiable/expected outcomes benefits of the workforce planning, are integrated, and adhered to by all complexes. **JC.62** Likelihood of the persistence of the identified/expected benefits.	- Compliance levels by complex - Use of contingent staff over the past 3 years - Vacancy rate by 2023 - Projected vacancy rate by 2026	- Interviews with senior managers - Interviews with HR staff - Strategic staffing compliance reviews - RMF 2016-2025 progress reports - Progress reports of GCI/ADF - Interviews with senior managers. - Interviews with HR staff. - Desk review of documents, including from comparators
	Q-9.2. To what extent are the outcomes and measures taken in the context of the incentive structure sustainable?	**JC.63** Outcomes of the incentive structure align are likely to align with budgetary limits and projects.	- Projections for future Bank staff costs. - Projections for future recruitment offer rejection rates	
	Q-9.3. To what extent is the total compensation framework of the Bank financially sustainable?	**JC.64** Likelihood of the compliance with budgetary limits and the Cost Containment Framework	- Future projections and costs.	
	Q-9.4. What short- and long-term measures are in place to	**JC.66** Existence of plans or monitoring activities.	- Future projections and co	

Criteria	Questions	Judgement criteria	Indicators	Methods and sources
	ensure the monitoring and continued benefits of staff incentives? How will these measures enable the Bank to benefit in the long term?	**JC.67** Existence of reporting documents	- Compliance levels by complex	

Source: Evaluation team

ANNEX 4. BENCHMARK

METHODOLOGY

As part of the preliminary document review, the Bank conducts compensation reviews against its comparators to ensure that compensation remains competitive through a comprehensive salary and benefits provisions benchmark. The objective of this exercise is to compare the Bank's HR incentive structure against those implemented in peer institutions, of how the types of systems and practices in place and the performance of the Bank's HR function compares to these organisations. This allows the Bank to develop a better understanding as to how the Bank can improve its attraction, motivation, and retention of staff. The comparators were selected based on:

i) **Comparability in terms of structure, mandate, and scope**: defined the population of the possible comparator organisations, which was limited to organisations in the development community. Whilst this population may be less likely to provide highly innovative practices, they are the most likely to provide applicable lessons to the Bank both in terms of what HR policies may be relevant and how to implement them. However, within this population, the evaluation team sought to ensure a certain level of diversity to not only select the 'historical comparators' of the Bank, with which the Bank already has close interactions and cooperation.

ii) **With sound HR management policies**: The evaluation team looked at recent reform processes considered both HR management reforms and other corporate reforms.

iii) **Having undergone similar reform processes**: the evaluation team conducted reviews of recent institutional and corporate reform processes. The reform processes considered included both: i) HR management reforms; and ii) other corporate reforms, notably decentralisation. Equal weighting was given to each when applying the binary scale.

iv) **Presence on the African continent** was also considered when assessing the overall comparability of organisations. Whilst institutions with a regional focus are more comparable to the Bank, it was not applied as an exclusionary criterion.

Given the specific context regarding the AfDB and the relatively unique nature of the labour market for IFIs, choosing the right comparators is extremely important to achieve transparency, fairness, and equitable analysis for both groups: Global Market (IRS) and National Market (LRS). According to the TCF, the Bank must pick five (5) comparators for IRS and seven (7) for LRS. The suggestion for this evaluation is as follows:

Table 5: Benchmark comparators

For Internationally Recruited Staff (IRS), the five (5) comparators are:	For Locally Recruited Staff (LRS), the seven (7) comparators are:
1. Global International Organisations: 1.1. International Monetary Fund (IMF) (Washington D.C., United States); and 1.2. World Bank Group (Washington D.C., United States). 2. Development Banks: 2.1. Asian Development Bank (Manila, Philippines). 2.2. European Bank for Reconstruction and Development (London, United Kingdom); and 2.3. Inter-American Development Bank (Washington D.C., United States). 2.4. United Nations Development Programme (UNDP)	1. Global International Organisations: 1.1. International Monetary Fund (IMF) (Washington D.C., United States); and 1.2. World Bank Group (Washington D.C., United States). 1.3. United Nations Development Programme (UNDP) 2. Regional Development Banks or Other Regional Organisations 2.1. Development Bank of Southern Africa (Johannesburg, South Africa). 2.2. East African Development Bank (Nairobi, Kenya); and 2.3. West African Development Bank (BOAD; Lomé, Togo). 3. Other African Companies and Organisations 3.1. Ecobank (Lomé, Togo); and 3.2. Standard Bank (Johannesburg, South Africa).

Source: Evaluation team

For this evaluation, it is suggested to include some of the prominent comparators explicitly mentioned in the TCF. This includes the Asian Development Bank (AsDB), European Bank for Reconstruction and Development (EBRD), Inter-American Development Bank (IaDB), and World Bank (WB), and the International Monetary Fund (IMF). While the 2021-2024 TCF recommended expanding the list of IRS comparators from five to ten organisations, this benchmarking exercise intends to limit the number to six.

For LRS staff, the TCF targets that the Bank remains above (or at) the 75th percentile of salaries, based on ten national comparators. For the benchmarking exercise for LRS, we propose to include seven comparators, including IMF and World Bank as international comparators for how they remunerate local staff, supplemented by six additional comparators representing regional or national comparators: Development Bank of Southern Africa, East African Development Bank, Ecobank, Standard Bank, and the West African Development Bank. The preference for whether to be consulted virtually or physically largely depends on their relative importance as comparators and their presence in countries to be visited during the data collection phase.

BENCHMARK QUESTIONS

The benchmarking exercise has been identified as part of the design of this evaluation to serve as a key source of information on how well the AfDB compares with similar institutions and what can be learned from their experience to improve AfDB's processes, practices, and challenges in human resource management. Due to the sensitive and confidential nature of HR issues, face-to-face interviews are preferred at comparator organisations' headquarters. However, data collection

will still rely on virtual meetings for non-sensitive issues and where physical consultations are not practically feasible.

As presented in this inception report, the benchmarking exercise will answer the sub-question, "What are the comparative advantages or disadvantages of the Bank's current incentive structure and workforce planning approach when benchmarked against similar institutions or industry best practices?"

To answer this question, the Benchmarking exercise will cover the following areas:

- Comparators' approach to workforce planning and experiences with significant corporate restructuring exercises
- Processes and criteria for determining workforce /resource needs across multiple dimensions, such as headquarters versus branches, operations versus support, and management versus officers, across various forms of organisational structures.
- Balance between opportunities and conditions of IRS versus LRS.
- Organisations' approaches to incentives, both monetary and non-monetary.
- How comparators attract, motivate, and retain employees, including considering future workforce needs, emerging skill requirements, and labour market changes.
- How comparators promote employee well-being and satisfaction.
- How competitiveness is maintained alongside cost-sustainability; and
- Results and impact of comparators HR reforms, including staff perceptions.

The questions below will be used to guide interviews within the various comparators:

Table 6: Benchmark Guiding Questions

TOPIC	GUIDING QUESTIONS
Workforce restructuring	1. What strategies does your organisation use to plan its workforce requirements? 2. What have been your organisation's biggest workforce restructuring exercises in the last three years? 3. What has been the impact of these exercises on your organisation and what lessons have been learned? 4. What were the motivations behind these restructuring exercises? 5. What role did HR and other departments play in these exercises, and how did they ensure their success? 6. How were the strategic and policies of your organisation affected by the Covid-19 pandemic?
Tools, Processes, and criteria for determining workforce-/resource-need	1. What operational workforce planning tools does your organization have, and how do you consider their effectiveness? 2. What processes and criteria do you use to determine staffing and resource requirements? 3. What data and indicators do you use to inform your decision-making process? 4. How do you ensure that your workforce reflects the diversity of your customers and/or stakeholders? 5. How do you adapt workforce planning to be changing market conditions, emerging trends, and skills requirements?

	6. What role does technology play in your workforce planning processes?
Internationally recruited staff versus locally recruited staff	1. How does your organisation balance need and preferences for internationally recruited staff versus locally recruited staff? 2. What incentives or benefits do you offer to attract and retain (i) international or (ii) local talent? 3. How do you ensure a fair and equitable compensation structure for all employees, regardless of country of origin or other dimensions of difference? 4. How do you address cultural or language barriers that may arise with diverse workforces? (For example, during recruitment, career development, and promotions) 5. What processes do you have to ensure compliance with local labour laws and regulations and international labour standards, if any?
Incentives, both monetary and non-monetary	1. What incentives does your organisation offer to motivate and reward all employees? 2. How does your organisation determine appropriate levels of pay and benefits for different roles, types, and levels of employment? 3. How do non-monetary incentives differ between internationally and locally recruited staff? 4. How do you evaluate the effectiveness of your organisation's incentive program and make any necessary adjustments? 5. How do you communicate incentive structures to employees and ensure transparency and fairness?
Attracting and retaining employees, future workforce, and labour market changes	1. How does your organisation attract and recruit the best talent? 2. What strategies do you use to retain top performers? 3. What training and development programs do you offer to support employee growth and career development? 4. How do you measure employee engagement and job satisfaction, and what actions do you take to address any issues?
Employee well-being and satisfaction	1. How do you support employees' mental and physical health through wellness programs or health insurance benefits? 2. What work-life balance initiatives does your organisation offer to meet employees' needs outside of work? 3. How do you create a positive work environment that fosters collaboration, communication, and mutual respect between employees? 4. How do you formally or informally encourage and promote diversity and inclusion within the organisation?
Competitiveness versus cost-sustainability	1. How does your organisation reconcile the need to remain competitive with cost management? 2. How do you monitor and evaluate operational costs concerning competitiveness? 3. How do you ensure that your remuneration program remains competitive with those offered by other organisations in your sector? 4. How do you measure the return on investment of human resources programs and initiatives?

HR reforms, including staff perceptions	1. What HR reforms has your organisation implemented more generally in recent years, and what factors have driven these changes? 2. How have these HR reforms impacted the organisation's overall performance, productivity, and employee satisfaction? 3. What feedback do employees have on the changes within the organisation in terms of their concerns or expectations? 4. How have these reforms affected the organisation's ability to attract and retain the best talent? 5. What lessons has your organisation learned from its HR reforms, and how have you applied them to future initiatives?

Source: Evaluation team

ANNEX 5. MISSIONS AND CONSULTATIONS

FIELD MISSIONS

Field missions will be crucial to collect all additional information and data during the data collection phase. It will also facilitate the intimate settings required for detailed semi-structured interviews and focus group discussions.

The evaluation team will conduct a two-week physical data collection mission in Côte d'Ivoire (HQ and RDGW Regional Hub) and later four physical missions to regional offices: Kenya (RDGE Regional Hub), South Africa (RDGS Regional Hub) and Tunisia (RDGN Regional Hub) and three country offices (Burundi, Mozambique, Nigeria, and Togo). Furthermore, the team will conduct data collection missions virtually for Tunisia, the Democratic Republic of the Congo and Liberia.

The field missions will aim to collect information from key stakeholders at these offices, with a pre-arranged, fully booked and confirmed agenda. The missions will also benefit the Benchmarking exercise, which allows combining some of the AfDB visits with key comparators.

The countries for field missions were selected to ensure a representative sample across the following criteria:

i. **Regional**: A representative spread across the various regions of Bank operations: one RDGC country, two RDGE countries, two RDGS countries, four RDGW countries (including Nigeria RDNG Office), and a single RDGN country.

ii. **Income level**: A representative spread across the three most appropriate income levels of RMCs: one Upper-Middle income class, four Lower-Middle income class, and five low-income classes.

iii. **Office type**: The sample should ensure adequate insight into how regional hubs operate versus field/country offices. A representative spread of four regional hubs versus six country offices has been chosen.

iv. **Language**: To ensure that the sample captures potential differences that may occur in countries with different languages, the sample attempts to encompass all languages: anglophone, francophone, and lusophone.

v. **Transition level**: Countries were also selected to ensure that their level of fragility/transition is accounted, based on the Fragile state index published by the Fund for peace. The sample was justified by focusing on regional hubs, which reasonably would

require less fragile environments. In addition, as part of the criteria, the sample suggests including two countries whose offices were established based on being transitional states (Burundi and Liberia).

vi. **Portfolio size**: Based on projects with completion dates in 2023 onwards, the sample attempts to—while accounting for all the other criteria as well—represent all levels of Bank engagements, with a range of portfolio sizes.

vii. **Physical/virtual**: The sample is also categorized by whether the field mission will be held virtually or physically. This aspect may be subject to some bias, as it also considers where organisations covered by the benchmarking exercise are located, allowing for physical meetings with some of the comparators.

FOCUS GROUP DISCUSSIONS

The proposed composition of interviewees will ensure diversity along organisational structures (headquarters and regional offices), hierarchical levels, job categories, job families and backgrounds, and representation of the groups of IRS and LRS, and GS.

TARGET GROUPS

During the data collection phase, the evaluation team will therefore organise and conduct seven focus groups with the following proposed composition of participants:

Table 7: Focus Group Discussions Target Groups

Target Groups	Composition [9]	Core topics addressed
Board members (1 focus group)	- Chairperson of CAHR: Executive Director - Vice-Chairperson of CAHR - Members of CAHR - Previous chair of CAHR	The Board's understanding of the intention and expected outcomes of the various strategies and policies, how the Board maintains oversight, as well as any perceptions regarding their implementation.
Senior Management Team (1 focus group)	- TCVP (Technology and Corporate Services) - RDVP (Regional Development, Integration and Business Delivery) - FIVP (Finance) - PEVP (Power, Energy, Climate and Green Growth) - AHVP (Agriculture, Human and Social Development) - PIVP (Private Sector, Infrastructure, and Industrialization) - Secretary General (PSEG) - DG Cabinet of the President (PCSC) - PCGL (General Counsel and Legal Services Department) - PGRF (Group Risk Management Function)	The strategic development, objectives, and implementation of the HR reforms from the Management's perspective, as workforce planning, is as much a strategic exercise as an operational HR process, especially in combination with incentive structure reforms.
	- Group 1: • SNSP (Corporate Strategy and Policy)	How involved this level of the Bank was in developing and designing HR

[9] The composition of each Focus group is subject to change depending on participants' availability.

Management (Department/ Division) Level (3 focus groups)	• SNOM (Ombudsman's Office) • SNAC (Staff Appeals Committee) • SNBT (Business Transformation) • SNSC (Safeguards and Compliance) • SNDR (Development Impact and Results) • SNFI (Fiduciary and Inspection) • SNPB (Programming and Budget)	reforms, the level of communication and support received in operationalising the reforms, and their view of implementation successes and lessons to date. This level also provides insights into how the reforms are perceived from those with a combined "user and employee" perspective.
	- Group 2: • RDTS (Transition States Coordination Office) • RDSA (Portfolio Monitoring and Delivery) • PECG (Climate Change and Green Growth) • PERN (Renewable Energy and Energy Efficiency) • AHAI (Agriculture) • AHGC (Gender, Women and Civil Society) • PINS (NSO and Private Sector Support) • PICU (Infrastructure and Urban Development)	
	- Group 3: • ECNR (African Natural Resource Centre) • ECCE (Country Economics Dept) • FIRM (Resource Mobilisation and Partnerships) • FIFC (Financial Control) • TCIS (Corporate IT Services) • TCGS (General Services and Procurement) • PGCL (General Counsel and Legal Services) • PCER (Communication and External Relations) • PGRF (Group Risk Management Function)	
General Staff (3 focus groups)	- Group 1: IRS #1 • Six to eight randomly selected staff, salary grade PL 3 to 8	The discussion will be approached principally from the perspective of Bank staff stakeholders for the Bank's workforce planning and incentive structure implementation. It will focus on assessing the quality and efficiency by documenting their personal views.
	- Group 2: IRS #2 • Six to eight randomly selected staff, salary grade PL 3 to 8	
	- Group 3: LRS • Three to four randomly selected staff, salary grade LP4 to 6 • Three to four randomly selected staff, salary grade GS8 to 3	
HR functions (1 focus group)	- SCO (Staff Council and Representatives) - PTCS (HR ops, recruitment, and client services) - PTCW (Staff Welfare Services, Compensation and Employment Policy)	The intentions, successes, and challenges in each HR reform phase and change management process. The session will emphasise workforce planning, the new incentive structure, HR tools, resources, and influence.

	- PTCE (Talent, Performance, and Staff Development) - PTSB (Staff Benefits Plan, Administration Unit, Retirement and Medical Plans) - SNOM (Ombudsman) - PETH (Ethics Office)	
Young Professionals (1 focus group)	- Two YP representatives for 2023/24 - Two former YP representatives for 2022/23 - Three to four randomly selected YPs from the current cohort	However, discussions will be approached similarly to IRS general staff, focusing on the additional benefits and recent policy changes.

Source: Evaluation team

QUESTIONS

Table 8: Guiding focus group questions - Board members

TOPIC	GUIDING QUESTIONS
Workforce Planning and Incentive Structure	1. How important are the Bank reforms of Rightsizing, Strategic Staffing, and the Total Compensation Framework, for the Bank's ability to achieve its development objectives? 2. How do you see the workforce planning and incentive structure significantly contributing to the deployment of the Bank's strategic priorities (ten-year strategy, High 5s, DBDM, the One Bank Approach) and the commitment to its various stakeholders? 3. How do you perceive the impact of the Covid-19 pandemic's impact on implementing human resources strategies and policies? 4. What are the Bank's main challenges, and how do they relate to the human resources strategy?

Table 9: Guiding focus group questions - Senior Management

TOPIC	GUIDING QUESTIONS
Workforce Planning and Incentive Structure	1. Do the reforms support the Bank's overall objectives, and are they consistent with its culture and values? 2. What are the strengths of the Bank's rightsizing policies and practices, strategic staffing, and total rewards framework? What could be improved? 3. How are diversity, equity and inclusion considerations factored into the Bank's incentive structure and workforce planning process?

Table 10: Guiding focus group questions - Management (Department/Division) Level

TOPIC	GUIDING QUESTIONS
Workforce Planning and Incentive Structure	1. Do the reforms support the Bank's overall objectives, and are they consistent with its culture and values? 2. What are the strengths of the Bank's rightsizing policies and practices, strategic staffing, and total compensation framework? What could be improved? 3. How are diversity, equity and inclusion considerations factored into the Bank's incentive structure and workforce planning process?

Table 11: Guiding focus group questions - General Staff

TOPIC	GUIDING QUESTIONS
Perception of the HR reforms and strategies/policies	1. Is each of these terms clear to you? What do (i) Rightsizing, (ii) strategic staffing, and (iii) the Total Compensation Framework mean to you? 2. Have employees seen a change in the Bank's success Through the People Strategy, Rightsizing, Strategic Staffing and Total Rewards Framework? What is your personal analysis?
Satisfaction	3. How do you perceive the HR function's support for workforce planning and improving the Bank's incentive structure? 4. What impact have these reforms had on staff motivation and commitment?
Implementation and success	5. What analysis and comments do you have on the main successes already achieved in implementing each reform?
Alignment and combined objectives	6. To what extent do the policies align with your respective areas of responsibility? In what cases can they lead you in different directions?
Additional: Young Professionals	7. How do you perceive the Bank's approach towards compensation and incentives, especially related to YPs? 8. How do you perceive the Bank's approach to workforce planning and skills needs, especially related to YPs?
Additional: Short-Term Staff	9. What are the main aspects that distinguish STS from ordinary staff or other categories of staff? 10. How do you perceive the Bank's approach to workforce planning and incentives, particularly regarding STS? 11. What could be improved concerning STS staff within the Bank?

Table 12: Guiding focus group questions - HR Functions

TOPIC	GUIDING QUESTIONS
Workforce Planning and Incentive Structure	1. How do you see the workforce planning and incentive structure significantly contributing to the deployment of the Bank's strategic priorities (ten-year strategy, High 5s, DBDM, the One Bank Approach) and the commitment to its various stakeholders? 2. How do you perceive the impact of the Covid-19 pandemic's impact on implementing human resources strategies and policies? 3. What are some of the challenges faced that stem from the Bank's strategies? Are these internal factors, such as lack of resources or support, or external factors?

SEMI-STRUCTURED INTERVIEWS

Table 13: Semi-structured interviews target groups

Target Groups	Sample	Test Group	Interview Groups
Board Members	2 - 3	Chairperson, Vice-Chairperson, and former Chairs of the CAHR	Executive Board

Senior Management	2 - 6	Sample of Senior Executives relevant for the design, development, implementation, and monitoring of the HR reforms	Senior VPs VPs DGs Country Managers Secretary-General General Counsel
Management (Departments/ Division) Level	2 - 6	Sample of Directors (EL 3-4) and Division Managers (PL 1-2) relevant for the design, development, implementation, and monitoring of the HR reforms	Director Finance Director of Strategy and Operational Director Quality Assurance Director of Procurement
General Staff	2 - 6	Sample of all job groups/categories PL3-8/LP3-8/GS3-8/STS8-3 staff	Chief Officer Principal Officer Senior Officer Officer Consultants
VP People & Talent Management	1	Head of People – all HR scopes and matters	Executive Board VPs
HR Divisions	2 - 3	Divisions covering all HR directives, operations, policies	HR Operations Talent/ Performance/ Development Staff Services
HRBP	2 - 6	Sample of HRBPs relevant for the HR reforms	HRBP HQ HRBP Regions
HR Technical/ Support	2 - 6	Sample of the Bank's HR staff with responsibilities towards the HR reforms	Staff On boarding Recruitment Administration Staff Compensation Staff Benefits
Staff Council	8 - 10	Heads of Staff Council and Regional Delegates, including Chairperson of key SCO committees	HR Operations SCO involvement HQ and Country offices

INDICATIVE TARGET INDIVIDUALS

Table 14: Target Individuals

Stakeholder	Role	Position*
Board level	Oversight	Executive Director, BDIR.17
		Executive Director, BDIR.4
		Senior Adviser, Norwegian MFA
Senior Management	SVP	Senior Vice President, SNVP
	Implementer	Ag. Vice President, PTVP

		Minister of Transport and Communication, Republic of Mozambique
		Vice President, RDVP
		Director General, RDGC
		Director General, RDGE
		Director General, RDGN
		Director General, RDGS
		Director General, RDNG
	Strategic	Vice President, TCVP
Management	Implementer	Division Manager, PTCE.1
		Division Manager, PTCE
		Acting Director, PTCS
		Country Manager, COLR
		Country Manager, COMZ
		Country Manager, COBI
		Country Manager, COTG
	Strategic	Director, SNBP
		Director, SNBT
	Oversight	Auditor General, PAGL
		Division Manager, PAGL.2
HR staff	Implementer	Lead HR Business Partner, PTCS.1
		Senior Engagement and Culture Officer, PTCS
		Performance Management Assistant, PTCE1
		Lead Strategic & Talent Management Officer, PTCE.2
		Chief Total Rewards Officer, PTCW.1
		Onboarding Assistant, PTCS.1
		Employee Welfare Officer, PTCW.2
		HR Officer, PTCW.1
		Succession & Career Planning Coordinator, PTCE.2
		Outreach & Selection Officer, PTCS.1
		Division Manager, PTCE.1
		Workforce Planning, PTCE.2
		Chief Policy Officer, PTCW.1
		HR Strategy & Delivery Officer, PTCS
		Medical Officer, PTCW.2
		Learning & Development Officer, PTCE.2
		Talent Management Officer, PTCE.2
		Young Professional (YP) Coordination Team, PTVP
Staff representatives (SCO)	Oversight	President of the Staff Council, SCOU.0
		Principal Gender Business Development Officer, AHGC.1
		Principal SCO Secretary General, SCOU.0
		Principal Fragility and Resilience Officer, RDTS
		Principal Agricultural Development Expert, AHAI.3
		Operations Program Coordinator, PICU.0
		Administrative and Finance Assistant, COCD

		Information Technology Officer, TCIS.2
		Secretary to Country Manager, CORW
		Macroeconomist, ECCE.17
		Chief Regional Security and Safety Officer, PSEC

QUESTIONS

Table 15: Guiding interview questions - Board members & Senior Management

TOPIC	GUIDING QUESTIONS
Knowledge and Perception of HR Reforms and Strategies/Policies	1. How familiar are you with the Bank's people strategy, strategic staffing plan and total rewards framework, and how important do you think they are to the Bank's success? 2. How has the Covid-19 pandemic affected the implementation of strategies and policies? 3. How has the implementation of the strategic staffing and total compensation framework been sufficiently communicated within the Bank?
Policy Design, Development, and Oversight	4. How were the Bank's personnel strategy, strategic recruitment plan and total compensation framework developed? To what extent were employees involved? 5. What role did the Board of Directors or senior management play in designing and developing the Bank's human resources policies? How do they ensure control and alignment with the Bank's strategic direction? 6. What processes or mechanisms are in place to gather feedback on the effectiveness and impact of the Bank's human resources policies? 7. What criteria and indicators do you use to measure the implementation of the strategic staffing and compensation framework?
Perception of Implementation	8. How satisfied are you with the implementation of the People Strategy, the Strategic Staffing Plan, and the Total Compensation Framework?
Alignment and combined objectives	9. To what extent do the policies align with your respective areas of responsibility? In which cases do they pull you in different directions? 10. To what extent do the staff strategy, strategic staffing plan and total compensation framework align? 11. Do these policies support the Bank's overall objectives, and are they consistent with the Bank's corporate culture and development objectives?
Recommendations	12. Based on your experience, what are some of the strengths of the Bank's People Strategy, Strategic Staffing Plan, and Total Compensation Framework? 13. What areas could be improved to make them more effective? Are there any specific areas where the policies could be improved or expanded? 14. What recommendations do you have for improving communication and training around these policies?

Table 16: Guiding interview questions - Management (Department/Division) Level

TOPIC	GUIDING QUESTIONS
Satisfaction from an "Implementer's" Perspective	1. How does the HR department contribute to strengthening the Bank's competitiveness as an employer? Do you think the HR department contributes to making the Bank an employer of choice? 2. How satisfied are you with the implementation of the People Strategy, the Strategic Staffing Plan, and the Total Compensation Framework?

Recommendations	3. Based on your experience, what are some of the strengths of the Bank's People Strategy, Strategic Staffing Plan, and Total Compensation Framework? 4. What areas could be improved to make them more effective? Are there any specific areas where the policies could be improved or expanded? 5. What recommendations do you have for improving communication and training around these policies?

Table 17: Guiding interview questions - General Staff

TOPIC	GUIDING QUESTIONS
Policy Design, Development, and Oversight	1. What processes or mechanisms are in place to seek your views on the effectiveness and impact of the Bank's human resources policies? Have any suggestions for improvement been identified and implemented? 2. As an employee, how satisfied are you with the Bank's human resources strategy, strategic staffing plan and total compensation framework? 3. What impact do these policies have on your motivation and commitment at work? 4. How satisfied are you with the support provided by the Human Resources Department in terms of remuneration and benefits? 5. How does the HR department contribute to strengthening the Bank's competitiveness as an employer? Do you think HR contributes to making the Bank an employer of choice? 6. What suggestions would you make for effective support for staffing plan and total compensation framework? 7. What are your general feelings about the various reforms underway? (Rightsizing, strategic staffing, TFC, incentive structure…)
Recommendations	8. Based on your experience, what are some of the strengths of the Bank's People Strategy, Strategic Staffing Plan, and Total Compensation Framework? 9. What areas could be improved to make them more effective? Are there any specific areas where the policies could be improved or expanded? 10. What recommendations do you have for improving communication and training around these policies?

Table 18: Guiding interview questions - HR Functions

TOPIC	GUIDING QUESTIONS
Satisfaction from an "Implementer's" Perspective	1. How satisfied are you with the implementation of the People Strategy, the Strategic Staffing Plan, and the Total Compensation Framework? 2. What impact have these policies had on your engagement with staff? How have these reforms been received by staff more generally? 3. What have been the main successes in implementing each of the reforms?

	4. What issues have you encountered in implementing these policies? 5. What resources, tools and instruments do you need to implement these policies effectively, and do you receive the necessary support from management? What might be missing? 6. What suggestions or initiatives would you make to resolve the difficulties encountered during the various implementation processes?
Satisfaction from a "Regular Employee's" Perspective	7. Do you think the HR department provides adequate assistance and advice to facilitate opportunities? 8. How does the HR department contribute to strengthening the Bank's competitiveness as an employer?
Recommendations	9. Based on your experience, what are some of the strengths of the Bank's People Strategy, Strategic Staffing Plan, and Total Compensation Framework? 10. What areas could be improved to make them more effective? Are there any specific areas where the policies could be improved or expanded? 11. What recommendations do you have for improving communication and training around these policies?

ANNEX 6. EVALUATION REFERENCE GROUP

Table 19: Evaluation Reference Group

S/N	NAME OF COMPLEX/DEPARTMENT	NAME OF ERG MEMBER
1	People and Talent Management (PTVP)	Taurai Musakaruka, Chief HRBP, PTCS1
2		Olukanyinsola Tanidabi Oyewole, Senior HR Strategy and Delivery Officer, PTCS
3		Jessica Kitakule-Mukungu, Division Manager, PTCE
4		Kelly Mbokeli, Acting Division Manager, PTCE2
5		Odoma Abalaka Ogbadu, Chief Total Rewards Officer, PTCW1
		Terence Atta-Sonno, Lead HRBP, PTCS1
6		
7	Staff Council (SCO)	Foster Nicholas Ofosu, SCO President, SCO
8		Jerome Berndt, Principal Fragility and Resilience Officer, RDTS/SCO representative, SCO
9	Regional Development, Integration and Business Delivery (RDVP)	Gertrude Phiri, Lead Specialist Budget Results and Business, RDSA
10	Southern Africa Region (RDGS)	Helio Bertachini Neto, Principal Monitoring and Evaluation Officer, SNDR/RDGS
11	West Africa Region (RDGW)	Bruno Boedts, Operations Manager, RDGW.4
12	Development Impact and Results (SNDR)	Olivier Shingiro, Division Manager, SNDR1
13		Btissam Benkerroum, Principal Quality, Results and Monitoring Officer, SNDR3
14		Amira Mosad Elmissiry, Chief Accountability Officer, SNDR1

15		Penelope Jackson, Division Manager, SNDR3
16		Charles Mulingi, Principal Results Specialist, SNDR1
17	Business Transformation (SNBT)	Felicia Avwontom, Division Manager, SNBT1
18	Programming and Budget (SNPB)	Emmanuel Kwadzo Boafor, Chief Program and Budget Officer, SNPB
19	Agriculture, Human and Social Development (AHVP)	Tom Mboya Owiyo, Lead Adviser to VP, AHSA
20	Economic Governance and Knowledge Management (ECVP)	Ann Sow Dao, Chief Capacity Development Officer, ECAD3
21		Ferdinand Bakoup, Ag. Dir, ECCE (represented by Kaouther Abderrahim-Ben Salah, ECCE1)
22	Finance (FIVP)	Densil Magume, Adviser to the VP, FISA
23	Power, Energy, Climate Change, and Green Growth (PEVP)	Caroline Mwangi Makenzi, Principal Program Coordinator, PESA
24	Private Sector, Infrastructure, and Industrialization (PIVP)	El Hadj Mamadou Bah, Chief Policy Economist, PISA
25	NSO & Private Sector Support (PINS)	Cheick Mohamed Lemine, Chief Portfolio Management Officer, PINS2
26	Office of the General Counsel and Legal Services (PGCL)	Henry Nampandu, Principal Legal Counsel, PGCL4
27		Caterina Mattioli, Senior Legal Counsel, PGCL2

ANNEX 7. LIST OF REFERENCES

1. 3ie Impact evaluation review – "How to build a theory of change in impact evaluation", by Dr Howard WHITE, Retrieved on May 2023, from http://3ieiimpact.org/
2. Abend, L. (2023, January 19). Why 2023 Could Finally Be the Year of the 4-Day Workweek. TIME. Retrieved April 3, 2023, from https://time.com/6248369/4-day-work-week-2023/
3. African Development Bank Group, IDEV. (2022). Terms of Reference, Evaluation of the African Development Bank's Human Resource Management: Right Sizing and Incentive Structure (HR2)
4. African Development Bank Group. (2013). The High 5s for Transforming Africa, Cote d'Ivoire. Retrieved May 27, 2023, from https://www.afdb.org/en/high5s
5. African Development Bank Group. (2020). People Development Strategy 2021-2025, Cote d'Ivoire. Retrieved May 27, 2023, from https://www.afdb.org/en/news-and-events/press-releases/african-development-bank-board-approves-people-strategy-2021-2025-39565
6. African Development Bank Group. The African Development Bank's Human Resource Management Policy and Strategic Directions 2107, Retrieved May 2023, from African Development Bank Group. https://idev.afdb.org/en/document/african-development-banks-human-resource-management-policy-and-strategic-directions
7. African Development Bank. (2022, July 19). African Development Bank Group - Annual Report 2021: Highlights. Retrieved April 18, 2023, from https://www.afdb.org/en/documents/african-development-bank-group-annual-report-2021-highlights
8. African Development Bank. Digital connectivity and infrastructure. Retrieved April 26, 2023, from https://www.afdb.org/en/topics-and-sectors/sectors/information-communication-technology/digital-connectivity-and-infrastructure

9. Bacher, S. (2023, January 10). What's The Future of Remote Work In 2023? Forbes. Retrieved April 3, 2023, from https://www.forbes.com/sites/theyec/2023/01/10/whats-the-future-of-remote-work-in-2023/?sh=6c2868905864

10. Evaluation framework and guide, Retrieved June 2023, from https://www.betterevaluation.org/

11. Black Sea Trade and Development Bank. (2021, June 1). Long-Term Strategic Framework 2021-2030 - Realizing the Bank's Potential. Retrieved April 18, 2023, from https://www.bstdb.org/BSTDB_LTSF_2021_2030.pdf

12. Blue, A. (2023, August 18). The outlook for 2023 is uncertain, but here's what we know about the global labour market. Retrieved March 31, 2023, from https://www.weforum.org/agenda/2023/01/the-outlook-for-2023-is-uncertain-but-here-s-what-we-know-about-the-global-labour-market-davos23/

13. Botha, S., De Corbier, M., Lawrence, C., Lillo, Y., Martinez, I., Muller, K., Roberts, O., Ringler, C., Speedman, C., Wang, L., & Xu, J. (2023). World of Work Trends Report 2023. Top Employers Institute. https://www.top-employers.com/en/insights/culture/world-of-work-trends-report-2023/

14. Cozzi, L., Wetzel, D., Chen, O., Acker, A., Bodláková, J., Monschauer, Y., Moorhouse, J., Baroni, M., Munro, D., & Dos Santos, M. (2022). World Energy Employment Report. International Energy Agency. https://www.iea.org/reports/world-energy-employment

15. Cumming, A. (2023, January 9). The multi-generational workplace and inclusivity: What businesses must know in 2023. Business Leader. Retrieved April 3, 2023, from https://www.businessleader.co.uk/what-businesses-must-know-2023/ Dennison, K. (2023, January 9). What To Expect from The Job Market In 2023. Forbes. Retrieved March 31, 2023, from https://www.forbes.com/sites/karadennison/2023/01/09/what-to-expect-from-the-job-market-in-2023/?sh=7fec4b561c96

16. Dua, T. (2023, January 24). Cybersecurity jobs are on the rise amid tech layoffs because 'hackers don't stop'. Retrieved March 31, 2023, from https://www.linkedin.com/pulse/amid-tech-layoffs-cybersecurity-jobs-rise-because-hackers-tanya-dua/

17. Evaluation Cooperation Group's Big Book. (2012). The Development Committee Task Force on MDBs, The Evaluation Cooperation Group (ECG), Washington. Retrieved May 27, 2023, from https://www.ecgnet.org/content/about-evaluation-cooperation-group

18. Hall, J. (2023, February 24). Why Upskilling and Reskilling Are Essential In 2023. Forbes. Retrieved March 31, 2023, from https://www.forbes.com/sites/johnhall/2023/02/24/why-upskilling-and-reskilling-are-essential-in-2023/?sh=726d87e84088

19. e-HRM - 2011, April 2021, Introduction to total rewards and compensation. https://ehrminc.blogspot.com/2011/04/introduction-to-total-rewards.html

20. Hunt, V., Layton, D., & Prince, S. (2015, January 1). Why diversity matters. McKinsey & Company. Retrieved April 3, 2023, from https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters

21. Jolly, J., & Hurst, L. (2023, February 23). Four-day week: Which countries have embraced it, and how's it going so far? Euronews. Retrieved April 3, 2023, from https://www.euronews.com/next/2023/02/23/the-four-day-week-which-countries-have-embraced-it-and-how-s-it-going-so-far

22. Kapoor, K., Sawada, Y., Latortue, A., & Cabral, M. (2018, April 23). The Future of Work - Regional Perspectives. Retrieved April 26, 2023, from https://www.afdb.org/fr/documents/document/the-future-of-work-regional-perspectives-101420

23. Kedem, S. (2023, February 22). Women gain ground in African boardrooms. Retrieved April 26, 2023, from https://african.business/2023/02/trade-investment/women-gain-ground-in-african-boardrooms

24. Kelly, S. (2023, March 19). The way we work is about to change. CNN Business. Retrieved April 4, 2023, from https://edition.cnn.com/2023/03/19/tech/ai-change-how-we-work/index.html

25. Kharmandarian, K., & Zilliox, A. (2023, February 24). Future of Work: Will AI Change the Workplace Forever? Natixis. Retrieved April 4, 2023, from https://www.im.natixis.com/intl/portfolio-construction/future-of-work-will-ai-change-the-workplace-forever

26. Manyika, J., & Sneader, K. (2018, June 1). AI, automation, and the future of work: Ten things to solve. Retrieved April 3, 2023, from https://www.mckinsey.com/featured-insights/future-of-work/ai-automation-and-the-future-of-work-ten-things-to-solve-for

27. McKinsey & Company (2022, August 17). What is diversity, equity, and inclusion? Retrieved April 3, 2023, from https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-diversity-equity-and-inclusion

28. Mizrahi, S., Fraser-Moleketi, G., Kouakou, M., Kim, Y. S., & Nabalamba, A. (n.d.). Empowering African Women: An Agenda for Action - AFRICA GENDER EQUALITY INDEX 2015. Retrieved April 26, 2023, from https://www.afdb.org/en/topics-and-sectors/topics/quality-assurance-results/gender-equality-index

29. Morgan, S. (2021, November 9). Cybersecurity Jobs Report: 3.5 million Openings In 2025. Cybercrime Magazine. Retrieved March 31, 2023, from https://cybersecurityventures.com/jobs/

30. Naurin T. (2014). The aligned organisation, McKinsey and Company, Paris, France. Retrieved May 27, 2023, from https://www.mckinsey.com/capabilities/operations/our-insights/the-aligned-organization

31. Nkosi, Z. (2019, March 15). The Role of Gender Diversity in Securing the Future of African Businesses. Mercer Africa. Retrieved April 26, 2023, from https://www.africa.mercer.com/newsroom/the-role-of-gender-diversity-in-securing-the-future-of-african-businesses.html

32. Pasquali, M. (2023, February 21). E-commerce worldwide - statistics & facts. Statista. Retrieved March 31, 2023, from https://www.statista.com/topics/871/online-shopping/#topicOverview

33. Scarpetta, S., & Pearson, M. (2021, January 1). What happened to jobs at high risk of automation? Retrieved April 4, 2023, from https://www.oecd.org/future-of-work/reports-and-data/what-happened-to-jobs-at-high-risk-of-automation-2021.pdf

34. Schwab, K. (2016, January 14). The Fourth Industrial Revolution: What it means, how to respond. Retrieved April 26, 2023, from https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond

35. Talmage-Rostron, M. (2023, March 20). Is Ecommerce a Good Career Path (2023) - Yes, But Why? Nexford. Retrieved March 31, 2023, from https://www.nexford.org/insights/top-tips-for-a-successful-e-commerce-career

36. Wigert, B. (2022). The Future of Hybrid Work: 5 Key Questions Answered with Data. Gallup. https://www.gartner.com/en/articles/9-future-of-work-trends-for-2023

37. World Economic Forum. (2017, May 3). The Future of Jobs and Skills in Africa Preparing the Region for the Fourth Industrial Revolution. Retrieved April 26, 2023, from https://www.weforum.org/reports/the-future-of-jobs-and-skills-in-africa-preparing-the-region-for-the-fourth-industrial-revolution

38. World Employment and Social Outlook: Trends 2023. Geneva: International Labour Office, 2023. https://www.ilo.org/global/research/global-reports/weso/WCMS_865332/lang--en/index.htm

39. World Food Programme. (June 2023). Decentralization Evaluation Inception Report. Corporate Offices: World Food Programme

40. Yedder, A. B., Yedder, O. B., Ford, N., Dillon, S., & Besugo, P. (2022). The African Digital Banking Transformation Report 2022. Retrieved April 26, 2023, from https://african.business/in-focus/african-digital-banking-report-2022

41. Zahidi, S., Ratcheva, V., Hingel, G., & Brown, S. (2020). The Future of Jobs Report 2020. World Economic Forum. https://www.weforum.org/reports/the-future-of-jobs-report-2020/