AFRICAN DEVELOPMENT BANK GROUP

INFORMATION TECHNOLOGY STRATEGY 2013 – 2015

(REVISED)

CIMM DEPARTMENT

November 2012
Executive Summary

The Bank now, more than ever, relies on information technology to provide services and to maximize value. In addition to keeping data centres up and running – the “engine room” of decentralization – our IT organization must help the Bank Management drive that vision and see what is possible.

This IT Strategy 2013-2015 draws heavily on studies and reports from the last five years. Extensive consultations have repeatedly called for improvements in the way IT services are provided throughout the Bank. It is increasingly important that the Bank spends its financial resources on those IT initiatives that make the greatest contribution to its long-term objectives.

Our focus is now firmly on implementation and “closing the saying / doing gap”. Core building blocks have been defined that will deliver the necessary changes. Five major “Big Rock” programs will create a strong IT capability to meet the operational and strategic needs of the Bank well into the future.

A high-level road map and 90-day time-boxed delivery action plan has been defined. This provides immediate activities that will set us on our journey. New supporting governance, standards and an agile approach to delivery will provide the framework to enable us to respond to shifting circumstances as needs dictate.

The revitalization of CIMM is the first step in responding to this demand for change. This strategy describes the actions necessary to build a responsive, efficient and delivery-focused IT organization. This is the pre-requisite for all other improvements.

As the Bank’s Medium-Term Strategy has also noted, the main obstacle is that of delivery capacity and capability. We will overcome this by steadily increasing internal capacity while reforming our business processes. Implementation partners will “kick-start” our programs to enable us to deliver long-promised change while this happens.

This requires sufficient authority, control of resources and the full participation of the Bank’s executive management team. While the level of change is substantial, so are the benefits.

I would like to thank the President for his encouragement and support. It takes courage to change and change on this scale takes time. Unwavering commitment from the Board will see us through. Let us always keep our goal in sight.

David Wu
Director of CIMM
# Table of Contents

I. **Introduction** ................................................................................................................. 1  
   I.1 Taking Stock .................................................................................................................. 1  
   I.2 Looking Forward: Both Revolution & Evolution ......................................................... 2  
   I.3 Priorities of the Bank .................................................................................................... 2  
   I.4 IT Vision, Mission, Values & Behaviours ..................................................................... 3  

II. **IT Strategic Objectives & Framework** ................................................................. 4  
   II.1 IT Strategic Objectives 2013-2015 ............................................................................... 4  
   II.2 Changing CIMM’s “DNA” .......................................................................................... 4  
   II.3 Putting IT Together ..................................................................................................... 5  

III. **IT Strategy Objectives in Detail** ........................................................................ 6  
    III.1 Delivering the ITS Objectives ................................................................................ 6  
    III.2 The Big Rocks of Implementation ......................................................................... 6  
    III.3 Strategic Objectives In Detail .............................................................................. 8  

IV. **Implementation Plan** .......................................................................................... 13  
    IV.1 Organization for Change ....................................................................................... 13  
    IV.2 Governance & Guiding Principles ....................................................................... 14  
    IV.3 Portfolio, Program and Project Management (P3M) & Standards ..................... 16  
    IV.4 High Level Implementation Road Map ................................................................ 17  

V. **Success Factors & Risks** .................................................................................... 19  
   V.1 Critical Success Factors ............................................................................................ 19  
   V.2 Risks ......................................................................................................................... 19  

VI. **Annexes**  
    A1 Issues, Strengths & Challenges  
    A2 Environmental Trends & IT Drivers  
    A3 References
# Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
</tr>
<tr>
<td>AfDB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>BA</td>
<td>Business Analytics</td>
</tr>
<tr>
<td>BAU</td>
<td>Business As Usual</td>
</tr>
<tr>
<td>BI</td>
<td>Business Intelligence</td>
</tr>
<tr>
<td>CIMM</td>
<td>Information Management and Methods Department</td>
</tr>
<tr>
<td>COBIT</td>
<td>Control Objectives for Information and Related Technologies</td>
</tr>
<tr>
<td>COBS</td>
<td>Department of Corporate Strategy and Budget</td>
</tr>
<tr>
<td>CSF</td>
<td>Critical Success Factor</td>
</tr>
<tr>
<td>CSIP</td>
<td>Continuous Service Improvement Program</td>
</tr>
<tr>
<td>CSVP</td>
<td>Corporate Services Complex</td>
</tr>
<tr>
<td>CTB</td>
<td>Change The Bank</td>
</tr>
<tr>
<td>EA</td>
<td>Enterprise Architecture</td>
</tr>
<tr>
<td>ECON</td>
<td>Chief Economist Complex</td>
</tr>
<tr>
<td>EIM</td>
<td>Enterprise Information Management</td>
</tr>
<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
</tr>
<tr>
<td>FO</td>
<td>Field Office</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>ISACA</td>
<td>Information Systems Audit and Control Association</td>
</tr>
<tr>
<td>ISO 20000</td>
<td>International standard for IT Service Management</td>
</tr>
<tr>
<td>ITIL</td>
<td>IT Infrastructure Library (from OGC)</td>
</tr>
<tr>
<td>ITSM</td>
<td>IT Service Management</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>KRI</td>
<td>Key Result Indicator</td>
</tr>
<tr>
<td>LTS</td>
<td>Long-Term Strategy of the Bank</td>
</tr>
<tr>
<td>MSP</td>
<td>Managing Successful Programs (from OGC)</td>
</tr>
<tr>
<td>MTS</td>
<td>Medium-Term Strategy of the Bank</td>
</tr>
<tr>
<td>OGC</td>
<td>Office of Government Commerce (UK)</td>
</tr>
<tr>
<td>OLA</td>
<td>Operational Level Agreement</td>
</tr>
<tr>
<td>P3M</td>
<td>Portfolio, Program and Project Management</td>
</tr>
<tr>
<td>P3O</td>
<td>Portfolio, Program and Project Office</td>
</tr>
<tr>
<td>PMBOK</td>
<td>Project Management Body of Knowledge (from PMI)</td>
</tr>
<tr>
<td>PMI</td>
<td>Project Management Institute (USA)</td>
</tr>
<tr>
<td>PMP</td>
<td>Project Management Professional</td>
</tr>
<tr>
<td>PPPM</td>
<td>Portfolio, Program and Project Management</td>
</tr>
<tr>
<td>RMC</td>
<td>Regional Member Country</td>
</tr>
<tr>
<td>RRC</td>
<td>Regional Resource Centre</td>
</tr>
<tr>
<td>RTB</td>
<td>Run The Bank</td>
</tr>
<tr>
<td>SAP</td>
<td>An Enterprise Resource Planning (ERP) tool</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>TRA</td>
<td>Temporary Relocation Agency</td>
</tr>
<tr>
<td>UA</td>
<td>Unit of Account</td>
</tr>
</tbody>
</table>
Information Technology
Strategy
2013 – 2015

I Introduction

The disposition of IT today, how CIMM is looking forward to new opportunities in line with the Bank’s goals and a Vision & Mission to inspire staff to new levels of performance.

I.1 Taking Stock

Since the implementation and customization of SAP and the Bank’s temporary relocation to Tunis, the Bank has expanded in many areas, such as people, locations and products, with appropriate shifts in business focus and processes. Investment in IT now needs to be expanded to match the pace of the Bank’s growth, as the current infrastructure capacity and capability is struggling to meet the current and emerging needs of the organization.

Additionally, between 2006 and 2011 many audits and studies were conducted internally and externally to determine the root causes of various issues encountered with IT and to recommend improvements. Also, the Bank’s Medium-Term Strategy 2008–2012 noted that improvements in IT were critical to delivery of the Bank’s mission.

In response, a remedial Action Plan 2009 – 2011 was approved by the Board in 2009 (ref. ADB/BD/IF/2009/273 or ADF/BD/IF/2009/251) and implemented through 2011 with an investment program of UA 20.8M. The key focus was to stabilize the network, provide basic connectivity to the Field Offices, enhance the systems in place and automate manual processes. Furthermore, during the approval of the Action Plan, the Board requested management to develop & present an IT Strategy and this strategy is a response to the Board’s request.

Some of the key achievements in the action plan implemented 2009 – 2011 included the following:

i) **Thirty three (33) projects in the following domains**: IT infrastructure improvement, decentralization, business process improvement, human resources management, financial management and knowledge management have been implemented in the Action Plan.

ii) **Connectivity platform**. All obsolete network equipment has been replaced. Reliability of network services has improved with reduced network outages. 30 active Field Offices are connected on the Bank’s VSAT network with access to most of the Bank’s applications.

iii) **Business Applications**. Some manual processes have been automated, while new functionality has been introduced which supports new financial products offered by the Bank. The reporting of loans and grants has been enhanced, improving financial management and risk mitigation.

iv) **Web Interfaces**. Initiatives have been completed such as e-Board, a web system for international price comparison, a knowledge and virtual resource centre in the Bank library and a micro-economic data dissemination platform on Regional Member Countries.

v) **New capabilities**. Implementation of a technical upgrade of SAP (functional upgrade in pipeline), an automated system to support document management for the Rolling Agenda of the Board, and an enhancement of HR management systems.
I.2 Looking Forward: Both Revolution & Evolution

This IT strategy lays out various changes CIMM will make to help the business deliver results. Firm implementation from the start will provide the “revolutionary” change that is needed to kick-start CIMM.

In the future CIMM wishes to be more proactive. There are several opportunities that may present themselves for CIMM to leverage new capabilities and methods.

- Align the IT delivery capacity along the Bank’s LTS
- Enable organizational effectiveness through efficient use of IT systems
- Provide an effective support to the decentralization strategy
- Maintain financial soundness and business continuity
- Achieve lower total cost of ownership even while building capacity via “economies of skills”

This will depend on CIMM’s ability to reorganize and build capacity in the right skill areas. To this end, it is highly recommended that this IT Strategy be refreshed at mid-term after 18 months following completion of the CIMM IT Revitalization program.

This is expected to be in approximately 18 months’ time, since by then CIMM will have achieved its restructuring and evolved to a customer-centric partnership as well as having delivered key elements of the AfDB Backbone program.

The refresh of the IT Strategy at approximately the half-way point gives the opportunity to conduct a healthy “Lessons Learned” exercise and checkpoint to confirm that IT can “Walk the walk” and not just “Talk the talk”.

I.3 Priorities of the Bank

The new draft Long-Term Strategy (LTS) of the Bank identifies two main aims:

i) **Become** more than a source of finance
ii) **Improve** the quality of growth

To achieve these aims the LTS refers to some specific strategic objectives:

i) Becoming a Catalyst
ii) Becoming the Advisor
iii) Becoming the Knowledge Broker for Africa
iv) Improving Inclusive Growth
v) Improving Green Growth

These objectives themselves give rise to three cross-cutting themes:

i) Agility & Results
ii) Culture Change
iii) Business Process Reengineering

These three elements and the relationships between them can be summarised as in the following diagram.

These long-term Aims, Goals and Themes directly influence the direction of this IT strategy, the objectives of which are mapped to each element in the next section, showing how all the elements link together to form a cohesive whole.
I.4 IT Vision, Mission, Values & Behaviours

If there isn’t a constant focus on Mission and Vision it’s much too easy to get mired in the day to day routine. Activities become aimless, repetitive, and boring.

Revitalizing a team to perform differently will be much more difficult if there is nothing for it to aspire to. Aspiration must also be in real-world terms that are meaningful and not “IT for IT’s sake”.

“Our Mission is what we do best every day and our Vision is what the future looks like to do the Mission very well. Our Values underpin the way we want to perform every action.”

The Vision and Mission for IT presented below are build on the Bank’s aims for the Long-Term Strategy and they encapsulate the key attributes that CIMM clients expect CIMM to be able to provide.

**Values**

**Excellence**
Quest for the highest level of performance through continuous improvement of our skills and business practices

**Team Spirit**
Working together in a spirit of creativity and mutual respect to achieve common objectives

**Integrity**
Observing the highest standards of ethics, honesty and accountability at all times

**Professionalism**
Delivering the best quality service to our clients with utmost rigour and efficiency

**Transparency**
Acting with clarity, equity and objectivity in designing, interpreting and applying Bank policies and procedures

---

**Vision**

To deliver reliable and innovative IT Services and solutions needed to fulfill the Bank’s mission anytime, anywhere, on target, on time and on budget.

- CIMM is a Business Solution Partner that is user-centric, business-oriented, innovation-focused, and standard compliant. We strive to provide efficient, effective and modern IT infrastructure and application services to support, optimize and transform Bank’s business process for developing Africa.
- Our strengths and competencies are technology, innovation and continuous learning.
- CIMM – a place where staff ...“trust the people they work for, have pride in what they do, and enjoy the people they work with...”
Behaviours

IT internal behaviours

✓ Be challenging in an open and constructive way
✓ Deal with issues within the team, and as a team
✓ Focus on the big picture, delivering the business objectives
✓ Be candid with ourselves and each other

IT external behaviours

✓ Present a united front
✓ Act as “1 team”, support each other
✓ Encourage and champion wider engagement
✓ Actively listen to truly understand the business need

II IT Strategic Objectives & Framework

Introduces the IT Strategic Objectives and a framework to rewrite CIMM’s “DNA”, bringing all the elements together to show the flow from concept to practical delivery.

II.1 IT Strategic Objectives 2013-2015

Derived from CIMM’s current position and the Bank’s key Themes, these objectives are a combination of internally focused goals that provide a solid foundation and others that more directly add value.

Critical is changing CIMM itself in terms of behaviours and capacity. Currently CIMM is so constrained that it cannot deliver even small projects in a complete, timely and professional manner due to the following constraints: large IT projects portfolio, lack of skills and increased complexity of user requirements.

II.2 Changing CIMM’s “DNA”

To provide an improved focus on key areas of IT, the fundamental composition of CIMM, its “DNA”, needs to be rewritten. The model has a layered, three-phase approach in providing the services necessary to achieve the Bank’s objectives. The aim is to provide clarity of, and focus on, the key objectives within each layer. Each layer builds upon the last, providing a modular set of services that adds further value to the Bank at each subsequent level.

<table>
<thead>
<tr>
<th>LTS Themes</th>
<th>IT Strategic Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agility &amp; Results</td>
<td>Stabilize &amp; improve IT infrastructure to ensure connectivity and accessibility of IT Services</td>
</tr>
<tr>
<td></td>
<td>Build IT systems and processes to support decentralization</td>
</tr>
<tr>
<td></td>
<td>Provide flexible access to information, anywhere, anytime for staff and clients in order to “deliver as one Bank”</td>
</tr>
<tr>
<td>Culture Change</td>
<td>Improve IT governance, management process and management maturity</td>
</tr>
<tr>
<td></td>
<td>Improve accountability with greater transparency, openness and focus on delivery</td>
</tr>
<tr>
<td>Business Process Reengineering</td>
<td>Improve Banks’ resource Management and associated business process to improve business efficiency and controls</td>
</tr>
<tr>
<td></td>
<td>Develop platforms that support the Bank’s knowledge Management objectives</td>
</tr>
<tr>
<td></td>
<td>Greening the Bank through IT</td>
</tr>
</tbody>
</table>

- **Rewriting the DNA of the IT organization:**
- **Connect** (throughout Africa, decentralization)
  - Critical Enterprise Services, AfDB Backbone
- **Partner** (with the business)
  - Business Solutions Partnership, AfDB Anywh
- **Innovate** (Catalyst, Advisor, Knowledge Br:
  - Knowledge Hub for Africa
The way that IT is executed will be based upon this framework for three specialisms:

i) **Operational Excellence**
ii) **Partnership with the Business**
iii) **Innovation & Transformation**

Each layer needs major programs of work to deliver the benefits and operationalize the results. The outcomes of these programs are those that will enable the IT organization to **Connect to, Partner with and Innovate for** the business.

### II.3 Putting IT Together

Gathering each component together, the relationship between the major elements can be shown:

- **The Bank’s Long-Term Strategy,**
- **The IT Strategic Objectives,**
- **The Big Rock programs intended to achieve those objectives.**

Adding the “Big Rock” programs into the conceptual framework that forms the new DNA of CIMM, the path can be followed from conceptualization right through to the practical delivery of the desired outcomes.

Combining these elements together shows how each practical delivery provides a layered foundation upon which the next can be built.
It is worth stressing again here that the CIMM IT Revitalization Big Rock program is the prerequisite to achieving everything else. Within the Program, the department need to change the way it does business and deliver IT projects on time and within budget. To achieve this, the department requires staff commitment, willingness to change and ability to work in effective teams.

### III IT Strategic Objectives in Detail

How the IT Strategic Objectives relate to the “Big Rock” implementation programs and the detailed objectives each aims to achieve.

#### III.1 Delivering the ITS Objectives

The eight IT Strategic Objectives are further elaborated in this section, providing details on the goals that each aim to achieve. Where synergies exist, and it is considered appropriate, objectives have been grouped together.

In order to deliver the desired outcomes, some major change initiatives will be needed. Each group of objectives is therefore mapped to a strategic program of work called “Big Rock Program” that will realise the benefits to the Bank; further detailing how those objectives can be operationally realized.

The big rocks build on work previously performed in identifying key opportunities to build the IT capability of the Bank.

This table shows how these “Big Rock” programs map to each IT Strategic Objective.

<table>
<thead>
<tr>
<th>IT Strategic Objectives</th>
<th>Big Rock Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Improve IT governance, management process and management maturity</td>
<td>1. CIMM IT Revitalization</td>
</tr>
<tr>
<td>ii. Improve accountability with greater transparency, openness and focus on delivery</td>
<td>2. Business Solutions Partnership</td>
</tr>
<tr>
<td>iii. Improve the Bank’s resource management and associated business processes</td>
<td></td>
</tr>
<tr>
<td>iv. Stabilize &amp; Improve IT infrastructure and connectivity</td>
<td>3. AfDB Backbone</td>
</tr>
<tr>
<td>v. Build IT systems and processes to support decentralization</td>
<td></td>
</tr>
<tr>
<td>vi. Greening the Bank through IT</td>
<td></td>
</tr>
<tr>
<td>vii. Provide flexible access to information, anywhere, anytime for customers in order to “deliver as one Bank”</td>
<td>4. AfDB Anywhere</td>
</tr>
<tr>
<td>viii. Develop platform(s) that support the Bank’s Knowledge Management aims</td>
<td>5. Knowledge Hub for Africa</td>
</tr>
</tbody>
</table>

These Big Rock building blocks are then summarised in the following section.

#### III.2 The Big Rocks of Implementation

A new layered framework for delivery of IT services has been described. In order to demonstrate these capabilities, it is necessary to define what each layer comprises in terms of operations, services and how these will be delivered.

- Demonstrating **Operational Excellence** will consist of the provision of Critical Enterprise Services;
- **Partnership with the Business** will comprise the provision of business applications and new IT solutions;
- **Innovation & Transformation** will comprise the provision of external value-added services from the Bank for its customers as well as the internal revitalization of the IT organization to a more agile posture.

Each of these operational service layers will be delivered through the execution of a set of strategic programs (Big Rocks). These Big Rock programs are as follows:
CIMM IT Revitalization. This provides a refreshed IT organization that is structured to enable the benefits promised by the other programs. A new IT business engagement model with a new organization structure designed to be more efficient, with new approaches to IT governance, standard and processes. This is the fundamental catalyst for change and is a prerequisite for all other Big Rocks.

Business Solutions Partnership. This builds upon the revitalization of CIMM to provide a new operating model that is more closely aligned with the business. It includes simplified and standardised business processes that recognize and involve the customer directly; making process-led decisions for application solutions; implementation of industry standards for Portfolio, Program, Project and IT Service Management according to a well-defined enterprise architecture; and using measures and metrics to demonstrate improvements and business value.

This program will also review, understand and consolidate the Bank’s current applications to either incorporate these within an Enterprise Architecture Blueprint or put in place actions to decommission them from the business.

AfDB Backbone. This infrastructure management program provides the foundation for all the Critical Enterprise Services employed globally by the IT organization. All work on physical infrastructure, such as network and telecommunications, is implemented here. Within this program, the Bank will connect Tunis, Abidjan, Nairobi and Pretoria data centres with high speed fibre optic backbone to ensure connectivity, redundancy and availability of IT systems and services.

AfDB Anywhere. This program builds upon the AfDB Backbone to provide access to the appropriate business applications and IT solutions, at any time, at any location, from any platform. This includes the efficient processing and storage of the Bank’s information resources.

Knowledge Hub for Africa. This builds upon the other two programs to provide an enabling environment for capturing, processing and sharing of the Bank’s information assets with both internal and external customers in an efficient, reliable, timely and controlled manner.

The Big Rocks as Building Blocks

The first and biggest Big Rock is the CIMM IT Revitalization. This is the prerequisite for all other Big Rocks and as such it is shown as the foundation of all the others.

Next is the Business Solutions Partnership. This directly supports the three remaining Big Rocks as it provides the foundations for business-focused, process-driven and principles-based working methods and standards.

The three other Big Rocks completely depend on the first two as they work under the new organization and methods to achieve their goals.
III.3  Strategic Objectives In Detail

i)  **ITS Objective #1:** Improve IT governance, management process and management maturity.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Detailed Goals</th>
</tr>
</thead>
</table>
| Improve service delivery to the business           | ➢  Develop repeatable IT deployment models for common solutions.  
➤  Improve program initiation, planning, estimating and procurement and create appropriate separation between resources working on BAU and on projects.  
➤  Introduce a range of performance measures to monitor & continuously improve service delivery to the business. |
| Revitalize the structure of IT to establish a world-class organization | ➢  Design an IT organization, business engagement model and managerial hierarchy that aligns to business needs.  
➤  Build capacity to the required levels:  
  ▪  Conduct Skills Assessments to identify talent & training needs.  
  ▪  Provide fast track and comprehensive induction processes for all new recruits and deploy continuous training to ensure IT staff are equipped with the right skills for their role.  
  ▪  Ensure that staff objectives include elements of self-development which demonstrably build skills through taking on challenging work activities. |
| Evolve into a process- and standards-based organization | ➢  Evolve the current PMO into a P3O operating best practice governance of the overall IT portfolio consisting of programs, projects and BAU activities.  
➤  Implement IT Service Management for BAU activities with a well-defined Service Catalogue for the business and achieve ISO 20000 compliance for selected services.  
➤  Create a Design Authority for IT change management to ensure compliance to architectural principles. |
| Change the culture of the organization             | ➢  Culture flows from structure; adopt a new approach of cross-division performance measures for virtual teams.  
➤  Provide regular training to drive cultural attitudes and reinforce key messages and behaviours that are expected.  
➤  Adopt a zero tolerance approach to undesirable behaviours backed up by metrics, performance measures and rehabilitation plans (involving HR). |
ii) **ITS Objective #2**: Improve accountability with greater transparency, openness and focus on delivery.

**ITS Objective #3**: Improve the Bank’s resource management and associated business processes.

*Objectives #2 and #3 are grouped as they have related outcomes*

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Detailed Goals</th>
</tr>
</thead>
</table>
| Have access to the right tools & information at the right time | ➢ Establish Business Processes and underpinning applications aligned to roles and responsibilities within the Bank Group (e.g. Delegation of Authority).  
 ➢ Implement functional upgrades to SAP as previously identified.  
 ➢ Improve fiduciary and financial management. |
| Holistic, enterprise-wide quality management | ➢ Higher level of maturity in managing by processes, where everything has a process.  
 ➢ Establish a metrics and measures dashboard, using KPIs and KRIIs to drive improved performance.  
 ➢ Establish effective technology risk management. |
| Operational Excellence (Faster Business Delivery) | ➢ Assemble business best fit solutions, providing incremental improvements to clients via dedicated resources.  
 ➢ Deliver with a business pace, shorten the improvement loop via more frequent, incremental delivery.  
 ➢ Adopt a performance driven culture, ensuring we have the right skills as well as the right tools.  
 ➢ Charter with the business complexes so they better understand IT and the mutual obligations each has to the other. |
| “Working smarter not harder” | ➢ Establish a business planning process to align resource allocation with strategy execution and operational priorities (demand / supply pipeline management).  
 ➢ Review and reengineer business processes, integrating and automating to lower the costs of doing business.  
 ➢ Avoid proprietary solutions adopting standards-based solutions (i.e. “buy not build”; “the right tool for the job”). |
| Knowledge Leadership | ➢ Enhance Enterprise Information Management (EIM) systems to increase access, value and integrity.  
 ➢ Establish an analytical and reporting platform to support our metrics and measures.  
 ➢ Productize components and solutions to provide African off-the-shelf products. |
ii) **ITS Objective #4**: Stabilize and improve IT infrastructure and connectivity.

**ITS Objective #5**: Build IT systems and processes to support Decentralization.

**ITS Objective #6**: Greening the Bank through the use of IT.

**Objectives #4, #5 and #6 are grouped as they have related outcomes**

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Detailed Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide AfDB’s digital superhighway</td>
<td>✓ Unify communications providing free voice calls to and from all Field Offices and enhanced video conferencing facilities.</td>
</tr>
<tr>
<td></td>
<td>✓ Implement standard technology packages to Field Offices to ensure they support rapid deployment, including access to any AfDB decentralization tools and applications (such as Sharepoint &amp; the AfDB Anywhere business platform).</td>
</tr>
<tr>
<td></td>
<td>✓ Review and reengineer network and infrastructure business processes, integrate and automate to hasten and lower the costs of doing business.</td>
</tr>
<tr>
<td>Improve resilience with enhanced data centre capability</td>
<td>✓ Establish an infrastructure that is reliable, scalable and secure between three proposed sites (MPLS backbone between Tunis, Abidjan and Pretoria).</td>
</tr>
<tr>
<td></td>
<td>✓ Implement more efficient service-based solutions for backup and archiving of files and email.</td>
</tr>
<tr>
<td></td>
<td>✓ Implement effective technology risk management on the principle: “Plan for the most likely and be prepared for the worst”.</td>
</tr>
<tr>
<td>Focus on delivering quality services (connectivity, reliability, integrity, security)</td>
<td>✓ Implement rigorous monitoring to facilitate issue detection, root cause analysis, trend analysis and resolution of every failure.</td>
</tr>
<tr>
<td></td>
<td>✓ Identify and eliminate all single points of failure (SPOF).</td>
</tr>
<tr>
<td></td>
<td>✓ Adopt IT Service Management processes to achieve ISO 20000 compliance for critical enterprise services.</td>
</tr>
<tr>
<td>Influence the technology vision &amp; direction in Africa</td>
<td>✓ Improve connectivity and bandwidth to facilitate wider access to, and greater use of, the Bank’s information assets.</td>
</tr>
<tr>
<td></td>
<td>✓ Enhance information access and dissemination by facilitating remote access from multiple devices, including mobile.</td>
</tr>
<tr>
<td></td>
<td>✓ Adopt implementation options based on considerations of not only cost / performance but also environmental and green concerns with an emphasis on sustainability, (e.g. Business Process Outsourcing solutions).</td>
</tr>
</tbody>
</table>
iv) **ITS Objective #7**: Provide flexible access to information, anywhere, anytime for customers in order to “deliver as one Bank”.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Detailed Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be the first place to go for quick information</td>
<td>➢ Secure accessibility of business applications (defined to an IT Service Catalogue) for the Bank Group.</td>
</tr>
<tr>
<td></td>
<td>➢ Thorough design of portal and definition of roles to create a light touch seamless experience for users.</td>
</tr>
<tr>
<td></td>
<td>➢ Establish the business operating platforms: a single sign on portal where all staff carry out AfDB business.</td>
</tr>
<tr>
<td>All organizations within the AfDB structure adopt common tools and processes</td>
<td>➢ Full integration – consolidate application use to single solutions defined by the Business Solutions Partnership (BSP) program and ensure they are common across the Bank Group structure (exceptions must be approved).</td>
</tr>
<tr>
<td></td>
<td>➢ Process-enabled business selection – Roles aligned to applications to support defined business processes and provide the appropriate access. Application assigned to step in process that your role needs you to execute.</td>
</tr>
<tr>
<td>All future openings of FOs and/or development of new applications are aligned to roles and available for use across the bank</td>
<td>➢ Opening more Field Offices.</td>
</tr>
<tr>
<td></td>
<td>➢ Processes are streamlined and managed.</td>
</tr>
<tr>
<td></td>
<td>➢ Ensure that all future FO openings follow templates and are equipped with the necessary access and tools to start operating as soon as possible.</td>
</tr>
<tr>
<td>SSO portal and consolidation of access via portal to assist network performance management and resilience</td>
<td>➢ Access to secure collaboration tools to enforce data storage and security policies.</td>
</tr>
<tr>
<td>Internal AfDB clients having access to all services in one place</td>
<td>➢ Extend the value of decentralization to AfDB’s clients to strengthen strategic engagement by ease of collaboration and access to AfDB’s products and services.</td>
</tr>
</tbody>
</table>
v) **ITS Objective #8:** Develop platform(s) that support the Bank’s Knowledge Management aims.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Detailed Goals</th>
</tr>
</thead>
</table>
| Development of Africa                 | ➢ Develop effective solutions and products to support AfDB’s operations and Knowledge Management.  
|                                       | ➢ Focussed on Corporate Strategy.                                               |
|                                       | ➢ Not Political: Macroeconomic; Developmental source.                          |
| External focus: First port of call for our speciality | ➢ Client-focused website with the “right” information for the “right” people, and client “self service”.  
|                                       | ➢ Easy and friendly access to economical, statistical knowledge base.          |
|                                       | ➢ Report good information (that people can trust).                            |
| Premier Knowledge Centre              | ➢ Enhance Enterprise Information Management (EIM) systems to increase access, value and integrity  
|                                       | ➢ Establish and support knowledge networks with an African agenda (Think Tanks). |
|                                       | ➢ Focus on real regional problems.                                            |
IV Implementation Plan

A new organization and governance approach with a high-level road map, a 90-day activity plan, some immediate actions that need to be performed and a suggested review point.

IV.1 Organization for Change

The resource levels of CIMM have grown by 5% during a time when the population of the Bank has almost doubled. In the same period IT service requests have more than quadrupled and become more complex. CIMM resources must be expanded to meet these increased demands. The suggested CIMM organization model presented here proposes a new structure of five Divisions to meet this expansion and to increase service delivery capability.

The structure reflects a separation of “Run The Bank” (RTB) and “Change The Bank” (CTB) activities and provides a new focus on the services considered critical by the Bank along with well-defined supporting areas.

Proposed CIMM organization structure

Global Network & Telecom Services. Provision of the physical network and communications infrastructure is separated out because a stable and reliable digital backbone is the single most important infrastructure component. Deep technical expertise to provide 2nd and 3rd level support for the infrastructure is contained here.

Global Data Centers & Decentralization. A dedicated focus on the utilization and management of the Bank’s IT services to support decentralization. A clear separation between the provision of the physical IT infrastructure and the provision of services to HQ, the BCP sites, the RRCs and the FOs. This enables each group to concentrate on their key area without distraction. 1st and 2nd level support for IT services is available here, allowing for a decentralized model itself with a deep focus on this key goal of the Bank. 20 new positions are requested in the strategy to support ADB data centres and decentralization in Abidjan (5), Pretoria (5), Regional Resource Centre in Nairobi (4) and other FOs such as Nigeria, Senegal, etc (6).

Client Services. Provides the Service Desk with 1st and 2nd level support for all systems. It also includes the management of IT assets and operational production controls such as service operating procedures.

Corporate Application Services. Provides production support and specialist expertise in the application systems used by the Bank. It will assist in the development of new capabilities by providing resources to work in virtual, cross-functional teams, as defined under the new business change management procedures. It also provides deep application expertise to 2nd and 3rd levels of support.
Business Solutions & Program Management. This is the area of greatest change and provides the essential link between CIMM and its customers in the business. Business Analysts will work directly with business partners, helping define business solutions to architectural & methodological standards. Integral to this approach is the direct participation of representatives from the business.

All work will be performed by virtual cross-functional teams under the direction of Program Management. Every project will be brought under a Big Rock program and be professionally managed under the new Business Change Management process.

A Knowledge Management team will provide business intelligence and analytics to support decision making and provide key input into programs that will make use of unstructured corporate resources, e.g. Knowledge Hub for Africa.

IV.2 Governance & Guiding Principles

Governance of IT must change to support the new approach. The ISSC should evolve to adopt an agile stance, adapting its command and control position to one of direct involvement as key stakeholders, shared responsibility and empowerment. CIMM can then respond with quicker delivery of business outcomes. This is “closing the saying / doing gap”.

Quicker delivery means frequent, time-boxed outcomes that have real business impact. CIMM’s goal is to achieve such phased delivery every 90-days, while recognising that certain elements outside its control, such as procurement or staff recruitment, may occasionally lengthen the process.

The ISSC needs to be able to make better informed stage gate decisions on program progress. Monthly program reports and an overall ITSM-based KPI scorecard will facilitate oversight without requiring a meeting. 90-Day meetings will then enable the ISSC to “Continue/Watch/Kill” individual projects that cannot justify further expenditure in business terms.

- The default position for every project at each 90-Day ISSC review is “Watch”. Every project must justify its continued existence. If granted “Watch” status and no improvement is seen in the next 90-Days then it is “Killed”.
- If issue tolerances are exceeded at any time then a meeting is held to remove the impediments (“management by exception”).
- This agile approach allows greater transparency and focus on real business value delivered more frequently.
Guiding Principles

All proposals for programs or projects of work, regardless of source or size, will be expected to consider and conform to these Guiding Principles that shall inform decisions regarding approach, implementation and solution options.

Any proposal that does not demonstrate that it has considered these principles is unlikely to achieve approval to proceed and any resulting product or system may not be accepted into an IT production environment for management and support.

Approach, implementation and solution options that shall be considered are:

<table>
<thead>
<tr>
<th>Guiding Principle</th>
<th>What this means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with this IT Strategy</td>
<td>All projects shall comply with the framework, organization, governance, standards and implementation road map as defined in this document.</td>
</tr>
<tr>
<td>Business-focused IT investment</td>
<td>Any proposed investment in IT shall have an explicit, quantifiable business benefit associated with it that is relevant to the particular project and not an “add on”.</td>
</tr>
<tr>
<td>Quantified and measurable benefits</td>
<td>The business case for every project shall include specific and quantifiable benefits against which performance shall be judged.</td>
</tr>
<tr>
<td>“Buy / Rent / Build”</td>
<td>All projects shall consider each approach and shall provide fully quantified justification in the event that Build is preferred.</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>All projects shall consider an “Outsourcing” approach and shall provide fully quantified justification in the event that it is not selected.</td>
</tr>
<tr>
<td>Cloud-based solutions</td>
<td>All projects shall consider adopting a cloud-based solution as an implementation option and shall provide fully quantified justification for their preferred choice.</td>
</tr>
<tr>
<td>Modular &amp; time-boxed delivery for business impact every 90-days</td>
<td>All projects shall have implementation plans that deliver real benefits of value to the business, as determined by the business, in schedules of “90-day delivery”.</td>
</tr>
<tr>
<td>Rigorous review and monitoring</td>
<td>All project business cases shall include measures and metrics to facilitate regular and rigorous monitoring of progress against the business benefit targets.</td>
</tr>
<tr>
<td>Focus on reliability of Critical Enterprise Services</td>
<td>No project shall be permitted that may have an adverse effect, however temporary, on the Critical Enterprise Services for IT in the Bank.</td>
</tr>
</tbody>
</table>

Following approval, and for the duration of this strategy, all existing and new projects within CIMM will be brought under the control of the appropriate Big Rock program. Any projects which do not fall within the span of one of the Big Rocks will be terminated with immediate effect.
IV.3 Portfolio, Program and Project Management (P3M) & Standards

Managing both Business As Usual (BAU) work and discretionary projects and programs in a world where demand always exceeds capacity requires a standardised and quantifiable approach. The discipline of Portfolio, Program and Project Management (PPPM or P3M) provides such a mechanism.

This diagram shows how all the possible elements relate. Note the emphasis on the mapping to strategic objectives, realizing proper benefits and that all work is managed under a single portfolio management system.

Given the all-encompassing nature of the Big Rocks, it is expected that all existing, new discretionary and maintenance projects will fall under one of them. The same is true of BAU and CSIP activities.

Each Big Rock program will be professionally initiated and managed. The key decision making body is the Program Board. Members of this Board will consist of the Program Sponsor (Chair), Program Manager, Benefits Realization Manager and other representatives from the business, suppliers and others as appropriate. An important point to note here is that most members are key stakeholders from the business.

Putting this into the new CIMM context for governance, these Program Boards will have a reporting line into the CIMM Management via the P3M office which manages the entire Portfolio.

In turn CIMM management will report into the ISSC to obtain permission to continue or otherwise with each program, as appropriate.

Industry Standards. Implementation of this model will benefit from the adoption of various standards and industry best practices as appropriate. This will enable CIMM to demonstrate capability and delivery against independent, recognised benchmarks.

- **Program Management**
  - Managing Successful Programs (MSP, OGC)
- **Project Management**
  - PMP certification for individuals (PMBOK, PMI)
- **IT Service Management**
  - IT Infrastructure Library adoption for all operations
- **ISO 20000**
  - Certification in ITSM/ITIL for selected Services
IV.4 High Level Implementation Road Map

If the Bank is to achieve its objectives then CIMM must change. Moving from a period of introspection to a period of sustained implementation and delivery of real benefits to the business is essential.

The five Big Rock programs identified must be executed as a matter of urgency with the two prerequisite Big Rock programs of CIMM IT Revitalization and Business Solutions Partnership being initiated by Q4 2012 at the latest. The Road Map below shows the broad timeline of each Big Rock over the next three year implementation period that this strategy covers.

Road Map: “Big Rocks take a lot of moving”

These dates are purely indicative based on current high level, rough order of magnitude estimates of effort and are taken from the Business Cases “lite”. They cannot be finalised until approval of the IT Strategy and approval to proceed with the five Big Rock programs is given.

The initiation phase of each program will further validate and enhance each business case and, in line with the governance process and the Guiding Principles, to build credibility there must be early delivery of benefit to the business. Therefore as part of Program Initiation an incremental approach to delivery every 90 days will be adopted.

Key points to note about implementation of these Big Rocks:

- The current IT portfolio will have projects completed and the remaining ones folded into the definition of the Big Rocks and this Road Map. Technology choices of some projects will to be revisited and choices validated.
- Each Big Rock will include multiple projects, so each must be professionally initiated with strong Program and Project Management.
- Early activities must build value and momentum, however
  - CIMM’s ability to implement projects will remain constrained by its current capacity for some time while suitably skilled resources are recruited.
  - Proofs of Concept for AfDB Anywhere and Knowledge Hub for Africa will determine the feasibility of the technology platforms for these programs.
90 Day Action Plan to Initiate Change

CIMM must mobilize immediately to define these steps in detail. These steps are the key activities that should occur in the next 30, 60 and 90 days to initiate the revitalization of CIMM and gain traction with the Big Rock programs.

<table>
<thead>
<tr>
<th>30 Days</th>
<th>60 Days</th>
<th>90 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ISSC</strong></td>
<td>1. Endorse ITS &amp; approve budget</td>
<td>2. Agree new ISSC ToR</td>
</tr>
<tr>
<td><strong>CIMM Management/P3O</strong></td>
<td>5. Socialise the ITS</td>
<td>3. Adopt devolved governance</td>
</tr>
<tr>
<td></td>
<td>8. Appoint Senior Program Manager</td>
<td>16. Update Business Cases “lite”</td>
</tr>
<tr>
<td></td>
<td>9. Identify stakeholders</td>
<td>17. Establish ISSC tolerances</td>
</tr>
<tr>
<td></td>
<td>10. Communications plan</td>
<td>18. Define exception process</td>
</tr>
<tr>
<td></td>
<td>11. Identify resources for programs</td>
<td>19. Identify team location(s)</td>
</tr>
<tr>
<td></td>
<td>12. Engage HR to recruit resources</td>
<td>20. Complete Guiding Principles</td>
</tr>
<tr>
<td><strong>CIMM IT Revitalization</strong></td>
<td>30. Onboard skilled implementation partner resources</td>
<td>22. CIMM Comms meetings (1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>23. Stakeholder meetings (1)</td>
</tr>
<tr>
<td><strong>Business Solutions Partnership</strong></td>
<td>41. Onboard skilled implementation partner resources</td>
<td>31. Appoint &amp; induct Sponsor</td>
</tr>
<tr>
<td></td>
<td>42. Recruit to backfill CIMM resources</td>
<td>32. Appoint Program Manager</td>
</tr>
<tr>
<td><strong>AfDB Backbone</strong></td>
<td>52. Plan to migrate projects into this BR program</td>
<td>33. Start Program Initiation</td>
</tr>
<tr>
<td><strong>AfDB Anywhere</strong></td>
<td></td>
<td>34. Risk mitigation plans</td>
</tr>
<tr>
<td><strong>Knowledge Hub for Africa</strong></td>
<td></td>
<td>35. Program induction plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Immediate Next Steps – Endorsement, Budget & Action**

i) ISSC and the Board to endorse this IT Strategy for the Bank and approve the budget for 2013 - 2014 to initiate the Big Rock programs. The prerequisite programs of CIMM IT Revitalization and Business Solutions Partnership must be initiated by Q4 2012 at the latest.

ii) CIMM to identify and engage appropriate implementation partners to execute the Road Map and 90-Day action plan.

**End Q1 2014 - IT Strategy Review Point**

It is highly recommended that this IT Strategy be refreshed on completion of the CIMM IT Revitalization program. In approximately 18 months CIMM will have restructured, tested its business partnership approach and have delivered key elements of the AfDB Backbone.
V Success Factors & Risks

Critical outcomes that must be achieved and some risks that must be mitigated to do so.

V.1 Critical Success Factors

i) **Board and ISSC Supportive.** This is a prerequisite to success. Adopting a more agile and empowering approach while changing cultural habits is a courageous but necessary step that will not be straightforward but must be firmly implemented with resolve.

ii) **CIMM Reorganized.** The most critical outcome. Failure to revitalize CIMM is a risk to the Bank’s business and the goal of decentralization. Establishing the framework, organization, governance model and capacity increase should begin immediately.

iii) **Business Representation with Shared Responsibility.** Delivering real business benefits is only possible with the direct involvement of business partners. Implementing the business change process and being process- and standards-driven needs significant organizational and cultural change.

iv) **Professional Program Management Mandated.** To ensure effective execution of programs and projects it is critical that the implementing partners (highly professional experts) are identified and should commence work immediately. This will ensure the necessary skills and technical expertise to execute projects of this magnitude are in place. Transfer of skills to CIMM staff should be included as part of any engagement.

V.2 Risks

There are several threats to successful implementation that can be identified even this early. Expanding and mitigating these is a key 90-day activity and ongoing discipline thereafter.

<table>
<thead>
<tr>
<th>Risk Threat</th>
<th>Response Area(s) when considering Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support is not given or is withdrawn prior to completion of CIMM Revitalization</td>
<td>Changing CIMM will take time; need to be given this. The ISSC must adopt the new governance approach to be more effective. It takes courage to change habits but the substantial end benefits must be kept constantly in mind.</td>
</tr>
<tr>
<td>Change is subverted by reversion to cultural norms</td>
<td>Attitudes to reporting lines are a serious threat and a zero-tolerance for inappropriate behaviour must be adopted. Process-based practices require that everyone remembers it is the “Role” asking, not the person or “Grade”.</td>
</tr>
<tr>
<td>Skills required are not available</td>
<td>Obtaining the right skills for implementation will need professional partners.</td>
</tr>
<tr>
<td>Artificial bureaucratic barriers to success</td>
<td>HR procedures must support resource development plans and changes to staffing within CIMM. Procurement cycles must be shorter and more flexible in dealing with partners.</td>
</tr>
</tbody>
</table>
VI Annexes

A1  Issues, Strengths & Challenges
A2  Environmental Trends & IT Drivers
A3  References
Issues, Strengths and Challenges

IT infrastructure at the Bank has expanded in a largely reactive manner, rather than being planned in line with business expansion. Rapid changes in the external environment have led to improvement being needed in certain fundamental areas.

i) **Technology platform.** The Bank has an overloaded technology platform on a structurally weak foundation, scoped for needs identified in 2003 to support the temporary location. This has led to frequent failures of critical IT services and unreliable access especially at the FO level. Solutions to these incidents have typically been temporary fixes which do not address the root causes. The result is a high-maintenance infrastructure with levels of capital investment not commensurate with the business value realized.

ii) **Business Systems.** The Bank’s ERP tool (SAP) was heavily customized in an attempt to have one system that addresses all the Bank’s processes. Despite this it does not address the needs of the Bank effectively and is high maintenance. Business operations have since grown and further diversified to include such operational processes like CSPs development, new business lines such as Private Sector Operations, ESW and knowledge management products. New areas of focus are also emerging such as the development results agenda, associated risk management, and performance monitoring. A significant percentage of these core business processes is today carried outside SAP, with consequent proliferation of small systems, spreadsheets and myriad repositories of information across the organization. Today, a lot of time is wasted looking for the “correct” data/information, updating the repositories, and navigating through foggy business applications. This creates operational inefficiency, hinders productivity, wastes resources and exposes AfDB to data integrity and reputational risk.

iii) **Technology Risk.** Business risks related to the use of IT have largely been overlooked. Technology enables the key processes that AfDB uses to develop, deliver, and manage its products, services, and support operations. Thus the impact of risk exposure is higher as it permeates the operations of the entire institution. The Bank today does not have a comprehensive view of its exposure to technology risks. Several audits have been done which highlight some of the issues but this is not sufficient because they focus on IT activities, while in actual fact, they should take a holistic view, beginning with technology risk identification in the context of the Bank’s overall business strategy.

iv) **Information and Knowledge management.** The Bank’s products and services are becoming more information intensive. In addition, the Bank generates wealth of knowledge every year through its operations across the continent. However, this is not systematically captured, codified, or disseminated. Nor is it sufficiently valued and consumed by the Bank for its own operations. This ITS aims to leverage web technology to consolidate data, information and knowledge resources on a platform that will enable the Bank to synthesize the research and knowledge into policy and advice for the RMCs. The creation of web portals and implementation of collaboration tools will enhance information sharing and team productivity.

v) **CIMM IT Department:** The key issues of the department are three-fold. a) No IT Vision or Mission to provide staff with direction and a sense of purpose. This has led to a lack of alignment with the business, weak IT governance and inadequate technology risk management.

vi) **Weak IT capacity and capability.** The population of the Bank has grown by over 100% since 2003, while the volume for IT service requests has more than quadrupled and diversified. IT staffing levels have grown by a marginal 5% over the same period, with minimal growth and diversification of skills and competencies in modern technologies and changing business environment. This is evident in the quality of IT services and inadequate exploitation of IT to grow the business.
vii) **Lack of synergy.** As identified by the Skill Assessment report in 2010, lack of career progression, mobility and weak performance management, fiefdoms have formed, creating an environment with demotivated and ineffective staff operating below normal performance levels.

A recent review of the CIMM organization has also identified both areas of strength and where improvements should be made.

**Strengths**

1) Very strong support for IT from the Senior Management  
2) Financial resources  
3) Adequate training resources  
4) Adopting new technology  
5) Skilled staff in some critical areas: SAP, Oracle, Web, Software development etc.  
6) Committed and hard-working staff  
7) SAP implementation in the Bank is ahead of many international organizations.  
8) Ready to improve and change

Opportunities for improvement have been identified in the three key areas of People, Process and Technology.

**Process**

9) Governance, Management process, and Communication;  
10) Project delivery cycle is very long;  
11) There is a need for balance between process (effectiveness) and efficiency (Agility);  
12) Structure issues in certain areas: Among CIMM divisions, and CIMM and IT Security;  
13) Lack of horizontal collaboration and communication – a proper system or process needs to be established to facilitate lateral collaboration.

**People**

14) Skill gaps in some key areas, such as core infrastructure, Network, VSAT, data center, etc.  
15) Aging staff population – more than 25 percent of CIMM staff are over 55;  
16) Lack of staff mobility for some senior staff;  
17) Rely heavily on external consultant for critical IT services and components.

**Product (Technology)**

18) Not enough emphasis (there are constraints also.) on the basic IT services: Connectivity, Network infrastructure, and telecommunication.  
19) Lack of technical collaboration and coordination on complicated IT systems – for example, the communication between application development and infrastructure team is weak.  
20) There is a need for a R&D lab, especially for the Infrastructure, VSAT and network.  
21) Many commercial products need to be customized and tailored to fit into our IT environment – for example, the product (DARMS, Sharepoint, etc.) works well in Europe may not work well in our IT environment, due to constraints in the infrastructure.
Budget

22) It is increasingly important that the Bank spends its financial resources on those IT initiatives that make the greatest contribution to its long-term objectives. In that regard, the overall resource requirement to deliver this strategy is estimated at 28m UA over the period 2013-2015. This is within range of the current capital budget plus additional 2.0m UA per year.

Outsourcing / Insourcing

23) Currently CIMM outsources 36% of the staff with 51 people out of 141.

34% of Admin budget is spent on managed sourcing (outsourced) for connectivity and some applications hosted with outside providers.

The department plans to use outsourcing for non-core business functions such as Service Desk, Desktop support and IT support for FOs.

Insourcing - The Bank needs to keep the core Skills inside – Internal creativity is vital for IT transforming & changing business needs because innovation cannot be outsourced.
A2 Environmental trends and IT drivers

This section highlights key trends and drivers that have been identified in various previous reports as being of particular relevance to any strategy that involves the use of technology on the African continent.

Key findings are:

**Inclusive Economic growth.** Africa’s development prospects are improving with higher levels of growth, unequally distributed. In pursuit of “inclusive” growth, there is opportunity for AfDB to explore technology solutions that will accelerate the inclusion of the disadvantaged into the growing economic realm. A case in point is the impact of technology in reshaping Kenya’s economy (Economist 3rd June 2011). Specifically, mobile technology has broken certain social hierarchies, paving the way for previously underprivileged people, and youth, to be engaged in emerging new economic opportunities at lower entry barriers, and extending financial services to the “un-bankable”, making microfinance today largely technology based.

**Knowledge based economies.** There is a trend to knowledge based economies i.e. greater dependence on knowledge, information and high skill levels, and robust access channels to all of these by the business and public sectors. Knowledge economies are the “home” for young educated people to contribute to a Country’s economic vitality. This is a niche for AfDB to invest more in intellectual capital networks such as establishing regional Think Tanks across Africa, ICT capacity development to enable the youth to achieve market-ready skills to ease absorption into the labor markets, and serve as an interface between knowledge and practical development application, enabling ease of sharing information and expertise.

**Knowledge Services.** The Bank is increasingly complementing its financial services with knowledge services, including analytical and policy work as a basis for new policy initiatives and for the Bank’s ability to respond to new challenges. To strengthen this, AfDB needs to be a repository of knowledge, able to draw on expertise and knowledge from the ground (FOs), able to synthesis the ideas into policy and effective operational advice. AfDB needs to provide intellectual leadership especially on emerging needs in Africa, such as management and exploitation of natural resources.

**e-Governance.** Automation of government services will increase and expand accessibility to information, hence reduce corruption and arbitrage while helping civil societies hold officials accountable. Use of ICT in the government will improve efficiency and expand accessibility and delivery of services to the citizen. This however challenges AfDB to become a technology-enabled institution, to provide other public institutions in Africa a role model of efficiency.

**Digital Inclusion.** Africa is still lagging when it comes to reliable, fast and affordable telecommunication services, which to some extent is also a hindrance to market integration in Africa due to limited access to market information. The challenge presents an opportunity for the Bank to position the continent on the digitized global village by providing technology leadership. This will require AfDB to investment especially in development of effective national ICT policies, strategies and regulatory frameworks and ICT capacity building which will facilitate the growth of the ICT sectors as both contributors to GDP, and enabler of other sectors.
A3 References

The following reports, papers and documents were consulted in the preparation of this IT Strategy.

**African Development Bank:**
- “Supporting Africa’s Transformation”, AfDB Long-Term Strategy (Draft 2013-2022)
- “Big Rock Business Cases Lite”, August 2011, CIMM
- “Business Technology Strategy” (Draft 4.1), September 2011, CIMM
- “The IT Strategy of the Bank” (Draft), April 2012, CIMM
- “CIMM Assessment Report”, 2012 CIMM

**Gartner:**
- “Skills Assessment Report”, CIMM, 2009

**IMB Consulting:**
- “Portfolio Assessment”, CIMM, 2008

**UK Department For International Development:**

**United Nations:**
- UN General Assembly, “IT Strategy 2002”, A/57/620

**US Federal Government:**
- “25 Point Implementation Plan to Reform Federal IT”, Vivek Kundra, US Chief Information Officer, December 2010

**World Bank:**
- “20101227 ICT Sector Strategy Approach Paper EN”, December 2010
- “IMT Strategy Implementation Update”, March 2011