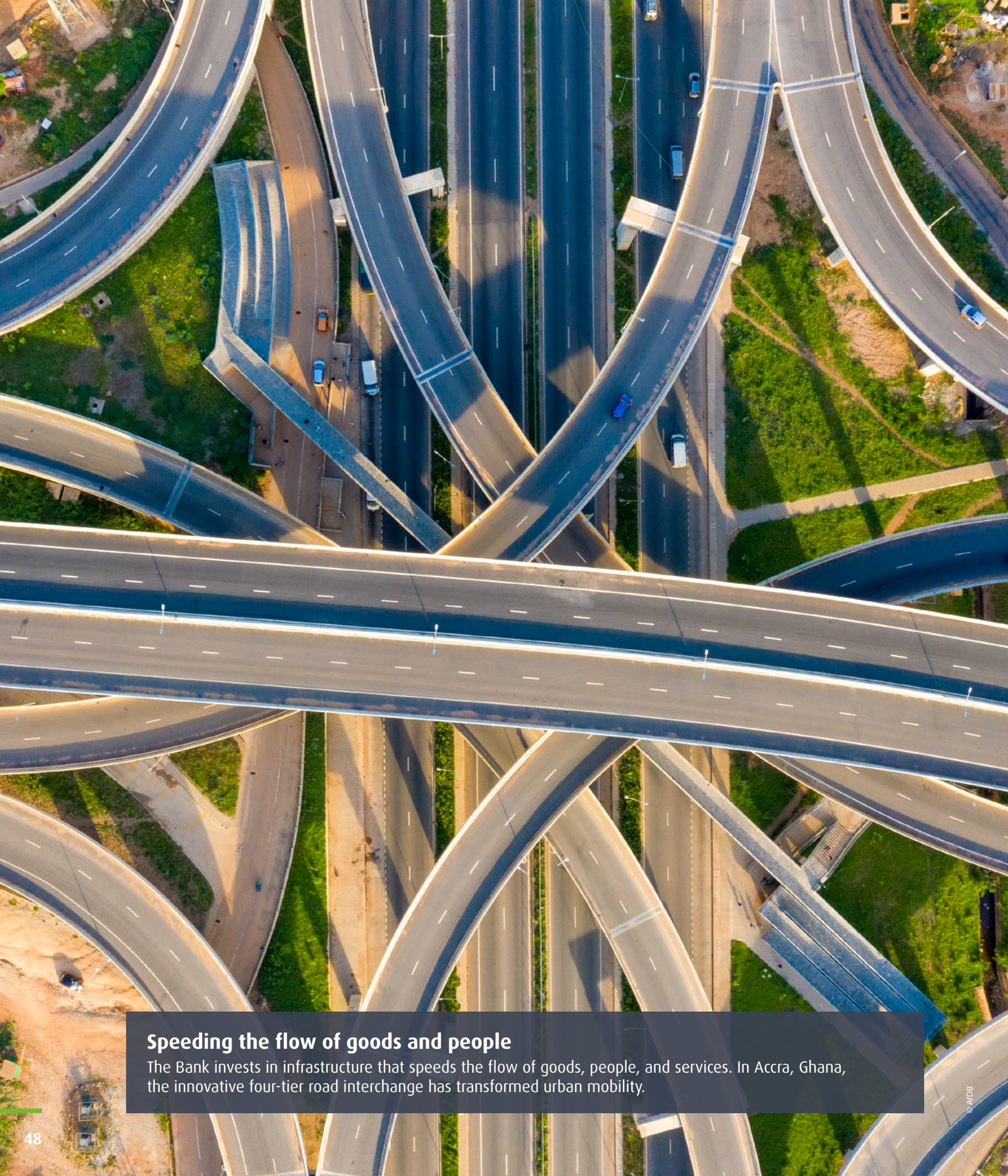


Speeding the flow of goods and people

The Bank invests in infrastructure that speeds the flow of goods, people, and services. In Accra, Ghana, the innovative four-tier road interchange has transformed urban mobility.

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Chapter 7
Improving our development impact and efficiency

The Bank continuously improves its portfolio and organisational performance, actively mobilising resources to increase its development impact. In 2023, the Bank maintained focus on the quality and performance of its active portfolio. Over 70% of its sovereign operations fully met their planned development results, and all new operations are screened and measured against climate and gender outcome targets at the project design stage. To increase lending capacity and crowd in private capital investments, the Bank is making greater use of guarantee instruments, which represent nearly a quarter of lending activities in 2023.

Bank's lending reached record levels in 2023

In 2023, the Bank's investments reached $9.7 billion, the second-highest lending volume delivered in the Bank's history. This was primarily driven by an increased reliance on guarantees, representing nearly a quarter of lending activities in 2023. This shift in lending instruments demonstrates the Bank's commitment to catalysing private sector investments in support of critical investments in strategic priority areas. Similarly, the Bank mobilised an additional $3.4 billion in active co-financing to support transformational infrastructure projects prioritised by Regional Member Countries (RMCs). Despite the challenging economic environment described in Chapter 6, the Bank Group's portfolio of projects under implementation regained its growth momentum, reaching a value of nearly $60 billion in 2023.

The Bank is striving to continuously improve the quality and impact of its operations

A total of 81% of the Bank's sovereign operations completed in 2023 were independently rated as satisfactory. Completed operations were assessed as particularly strong in terms of strategic relevance (97%) and sustainability (85%). In terms of effectiveness, **71% of these operations fully achieved their planned development results at completion, up from 67% in 2022**. Shortcomings in effectiveness reflect underperformance against initial output and outcome targets. The Bank aims to achieve an effectiveness score of over 80%.

Efficiency warrants similar attention, especially given that only 71% of operations completed in 2023 were independently rated as satisfactory in terms of efficiency, down from 80% in 2022. Time overrun is the primary factor behind these shortcomings. Indeed, project implementation delays remain a persistent challenge. For example, in 2023, **30% of operations in the active portfolio faced implementation challenges or delays, against a target of 25%**. Project start-up and implementation delays continued to hinder project implementation and disbursements. Various factors contributed to these delays including extended ratification processes, political instability and technical design gaps.

The Bank is keen to boost efficiency in its operations by reducing the time required to design and implement projects. While the **time to procure goods and works improved slightly from 8.1 to 7.5 months, the time from concept note to first disbursement increased marginally to 24.8 months in 2023 from 24.5 months in 2022, which remains above the targeted ceiling of 21 months**. The unmet targets are primarily due to gaps in project preparation, the volatile political and security context, processing delays related to environmental and social safeguards requirements, commercial viability and long-term financial sustainability concerns for non-sovereign operations, and co-financing and negotiation delays. Compared to 2022, delays in disbursements have resulted in the proportion of projects eligible for cancellation remaining stable at 30% in 2023.

To deliver timely development results, the Bank invests in quality during project design

The Enhanced Readiness Review introduced in 2021 provides two full years of baseline data on quality at entry of operations at the concept and appraisal stage prior to final review by Management. This data is used to track progress both in the Bank's RMF and internally. The data highlights variations by region and sector, enabling accountability and targeted solutions. Across the Bank, this indicator's performance varies from year to year. In 2023, 46% of sovereign operations were submitted to Management for final clearance without any quality at entry flag, down from 62% in 2022. Several factors influence the data, including higher standards applied in areas where problems are noted, resulting in more projects flagged in 2023, particularly for environmental and social safeguards, than in the previous year. Management intends to use the tool to continue raising the bar, especially in areas where the Bank needs to achieve further progress. For example, in 2024, enhancements were introduced for climate change and green growth, the fragility lens, and procurement,

Table 13 **How effectively is the Bank managing its operations? (Level 3)**

INDICATOR	AFRICA			ADF COUNTRIES		TRANSITION STATES	
	Baseline 2015	Actual 2023	Target 2023	Baseline 2015	Actual 2023	Baseline 2015	Actual 2023
ACHIEVE DEVELOPMENT IMPACT							
● Operations independently rated as satisfactory and above at completion	77	81	79	63	81	-	80
● Completed operations with a timely completion report (%)	60	83	88	64	78	89	75
● Operations that achieved planned development outcomes (%)	71	71	80	73	70	68	70
○ Completed operations delivering sustainable outcomes (%)	74	85	-	76	85	68	78
ENHANCE THE QUALITY AND SPEED OF OPERATIONS							
● Operations fully appraised for ESS mitigation measures (%)	87	100	93	92	-	-	-
● New operations with a gender-informed design (%)	75	100	91	84	-	-	-
● New operations with climate-informed design %)	75	97	91	90	-	-	-
● Quality of country strategy papers (scale, 1–4)	3.0	2.8	3.6	3.0	2.8	3.0	2.7
● Time from concept note to first disbursement (months)	21.9	25	21	23.9	22	17.5	21
● Quality of new operations (%)	-	46	90	-	43	-	43
IMPROVE PORTFOLIO PERFORMANCE							
● Time to procure goods and works (months)	8.5	7.5	6.4	8.5	-	-	-
● Operations at risk (%)	15	15.8	9	18	14.6	8.2	15.2
● Operations eligible for cancellation (%)	25	30	15	31		29	
● Operations facing implementation challenges and delays (%)	29	30	25	29	32	24	34

● Indicator reached 90% or more of the anticipated target ● Indicator achieved between 80% and 90% of the anticipated target
● Indicator achieved below 80% of the anticipated target ○ Data are not available to measure progress

among others. In addition, for the first time, this indicator on quality at entry of operations is monitored internally, encouraging a stronger focus on addressing quality shortcomings before submitting appraisal reports for Management clearance. Furthermore, the automation of project processing in the Wakanda "Operations Workplace" system will support this effort.

More broadly, the Bank maintained a focus on the implementation of quality assurance reforms. These included strengthening the operational programme, launching an online system for reporting non-sovereign operations results, and revising project supervision guidance to support a risk-based approach. Further initiatives are ongoing to improve medium-term planning, results measurement, and support for project management units and executing agencies in countries with limited capacity. Furthermore, to enhance staff operational knowledge, the Bank introduced new Pathways within the Operations Academy Programme in 2023, tailored for country programme officers and country managers. The programme encompasses 55 courses, which are offered in two languages, covering topics such as combatting sexual exploitation, abuse and harassment, engagement with civil society and the media, and business continuity. By the end of 2023, over 1 400 graduation certificates for Operations Academy programmes had been awarded.

The Bank integrates key cross-cutting priorities in its project design, focusing on gender equality and resilience to climate change across all programmes. All sovereign operations are currently screened and categorised using a Gender Marker tool, which assigns each project to one of four categories based on the extent to which it explicitly addresses gender equality and women's empowerment in its objectives, components, and expected results. Over the past six years, gender mainstreaming has exceeded the Bank's targets. The share of categorised Sovereign Operations increased from 44% in 2018 to 100% in 2023. Moreover, the proportion of Category 1 and 2 projects with direct outcomes benefiting women and girls increased from 44% in 2018 to 63% in 2022, with a slight drop to 58% in 2023. Category 3 projects, which include some gender elements, increased from 12% in 2018 to 39% in 2023. The Bank aims to keep the share of these operations within the 15% limit. Category 4 projects, which have minimal or no gender components, have been kept within the limit of 5%, decreasing from 8% in 2018 to 3% in 2023. Following these achievements, the Bank rolled out the Gender Marker System (GMS) to non-sovereign operations, reaching 70% in 2023, with the objective of reaching 100% by 2025.

The Bank also consistently strives to integrate environmental and social considerations into its operations. By improving quality assurance, compliance oversight, and implementation support, it aims to conserve natural resources and protect community health. In 2023, all new Bank **operations underwent appraisal for Environmental and Social Scoping (ESS) mitigation measures**,

including comprehensive environmental and social screening and due diligence at entry. However, persistent resource gaps are an obstacle to the thorough monitoring of active projects.

Moreover, the Bank collaborated with other Multilateral Development Banks (MDBs) to enhance global climate finance shares and align investments with climate goals. The MDB Group released Principles for aligning operations with the Paris Agreement, with plans to establish joint reporting modalities in 2024. In 2023, 97% of Bank-approved projects were developed **with climate-informed design considerations**. The Bank also remains committed to achieving 100% climate mainstreaming by 2025.

The Bank needs to deliver results on a larger scale for a greater impact

In response to unprecedented global challenges and the need to meet agreed international development objectives, the G20 called for enhanced MDB operational frameworks, financing capacity, and development impact assessment methodologies. This initiative seeks to collectively strengthen MDBs, with a focus on addressing the needs of low and middle-income countries.

The Bank is adjusting its operational model to prioritise larger, transformative projects aligned with RMCs' priorities, transitioning towards a multi-year programmatic approach (see Box 16).

Enhancing the impact of Bank operations through knowledge

The Bank emphasises investment in knowledge solutions and diagnostics, enhancing policy dialogue, and providing tailored capacity development support to maximise operational impact. In 2023, 41 demand-driven Economic and Sector Works (ESWs) were delivered. These informed the design of Bank operations, enhanced dialogue or key interventions, and bolstered internal knowledge partnerships.

Investing in knowledge solutions and diagnostics – The Bank initiated citizen involvement in assessing developmental effectiveness through the Public Service Delivery Index Perception Study, covering 49 countries. This study evaluated citizens' experiences and perceptions of development impact by examining their interactions with service delivery systems. The Bank collected feedback on service quality and overall quality of life by engaging citizens and civil society. This tool supports national governments and development partners by strategically targeting investments for maximum impact. It identifies shortcomings in service delivery, environmental stress, and unemployment convergence that could lead to fragility.

In addition, IDEV concluded an evaluation of the Bank's Economic and Sector Work (ESW) Phase 2 in 2023. This evaluation provided key lessons and recommendations for enhancing the Bank's knowledge management to better address the knowledge needs of RMCs, thereby strengthening the impact on their development priorities (see Box 17).

Box 16 **Adapting the Bank's operating model for larger, multi-year and transformative projects**

In the context of the Triple Agenda, "Better" involves improving MDBs' operational models by prioritising comprehensive multi-year programmes over individual projects. This approach empowers national governments to lead multi-year transformations supported by increased investments.

In 2023, 20% of the Bank's lending volume was assessed as multi-year programmes. The Bank's participation in the Just Energy Transition Platforms (JETPs), the Egypt Nexus of Water, Food and Energy, and Dakar 2 are recent examples of multi-year programmes the Bank is developing in collaboration with development partners in African countries.

Applying selectivity as a guiding principle of the 2024–2033 Ten-Year Strategy, the Bank is placing greater emphasis on the size of its operations. Although the Bank's projects are typically smaller than those of its main counterparts, they require almost as much staff time to manage. Although smaller projects can effectively unlock capacity or regulatory bottlenecks, they also carry high transaction and opportunity costs. They require almost the equivalent amount of time to prepare and process as large operations, which are more likely to shift the scale and trajectory of development results significantly. Therefore, to drive improvements in this area, the Bank plans to introduce a corporate target for the share of sovereign operations above UA 50 million ($66 million) – including co-financing. In 2023, 44% of the Bank's sovereign operations exceeded UA 50 million.

Box 17 **Delivering greater impact through knowledge**

The evaluation found that the Bank's ESW are of good technical quality, enhance the Bank's portfolio quality, contribute to influencing RMCs' policies and strengthen RMCs' institutional capacity. Key lessons and recommendations include:

- **Ensuring flexibility:** Flexibility in the planning and production of knowledge products enables the Bank to pro-actively respond to new priorities and unforeseen demands from RMCs, thereby enhancing the relevance of the Bank's knowledge products.
- **Engaging stakeholders:** The engagement of local stakeholders in the planning and production of knowledge products promotes strong ownership and effectiveness of the Bank's knowledge products at country level.
- **Assessing results:** A well-defined knowledge monitoring system enables the Bank to assess the effectiveness of its knowledge products. The Bank will fully implement the ESW module of the 'E-Platform for Non-Lending Activities' to improve monitoring and reporting of knowledge product results.

The Bank plans to conduct a dedicated survey to measure stakeholder satisfaction with knowledge generated from its products and their effectiveness in advancing policy dialogue efforts.

Enhancing policy dialogue – Through its global community of practice and the Kofi Annan Eminent Speakers Lecture series, the Bank engaged various stakeholders (including governments, development partners, and civil society) in policy dialogue and knowledge exchange forums, including discussions on leveraging youth potential for sustainable development and addressing imbalances in the post-COVID global financial architecture.

Additionally, the Bank collaborates with partners such as the World Wildlife Fund (WWF), the United Nations Environment Programme (UNEP), and the World Bank (WB) to promote responsible natural resource management. This collaboration entails technical assistance and policy advice for nature-positive investments, biodiversity finance, and innovative financial mechanisms. These efforts support the implementation of the Kunming-Montreal Global Biodiversity Framework to improve Africa's natural resources governance system.

Providing tailored capacity development support – In 2023, the Bank held 15 capacity-building events and diagnostic sessions involving 886 stakeholders in programme development and project management in 11 countries. Moreover, the Bank's Public Finance Management Academy (PFMA) and its policy lab units led to the graduation of the first cohort of 51 financial and debt management practitioners from 26 countries following an 18-month training curriculum.

These units partnered with institutions like the International Monetary Fund (IMF) to deliver Public Finance Management (PFM) capacity development. They also launched a report on Benchmark Macroeconomic Models in Africa, a vital reference tool for capacity development on the continent.

Furthermore, through the Bank Debt Action Plan, the African Development Institute effectively collaborated with development partners and the government of Zimbabwe to develop a fiscal model on public investment, debt, and growth. This comprehensive model incorporates natural resources and revenue mobilisation for macroeconomic policy analysis and development planning.

Improving institutional performance and mobilising talent

The Bank is adapting its operations to better serve its role as a development institution. It is moving geographically closer to its clients and managing a diverse, engaged staff. Additionally, the Bank is actively mobilising resources and emphasising value for money to amplify its development impact.

Moving closer to clients to enhance delivery

The proportion of projects managed from country offices decreased from 78% in 2022 to 75% in 2023, against a corporate target of 83%. Management is monitoring this target to ensure the Bank achieves its mandate of being closer to clients. However, the large number of vacant positions and recruitment restrictions in 2023 impacted the Bank's plans to redeploy task managers to regions and country offices. In some cases, it was more cost-efficient to retain task managers at headquarter to cover projects from various regions. Consultants based in decentralised Business Delivery Units supported the task managers. The number of projects managed from country offices is continuously changing due to new project entries and exits. Therefore, a suitable mobility policy is needed to align with performance expectations and evolving business needs. Management will continue to monitor mobility issues through strategic staffing and the updated Decentralised Roadmap Action Plan. This plan will set specific targets for each complex within the One Bank approach and apply task manager ratios for operational efficiency and quality project implementation support at the Business Delivery Units level.

The percentage of operations staff based in country offices and regional hubs increased marginally from 54% in 2022 to 55% in 2023. This is the highest level to date, despite falling short of the target. Management will maintain its focus on positioning operations professional staff, including task managers, safeguards experts, and cross-cutting functions, closer to clients. This approach will be reinforced through strategic staffing plans, prioritising the needs of operation professionals on the ground.

Investing in people

Strengthening staff diversity – As Africa's premier development finance institution, the Bank is committed to attracting and retaining top-tier talent to drive the impact of its operations across the continent. The Bank's People Strategy guides this initiative, aiming to maximise the employee value proposition, positioning the Bank as the preferred employer for skilled professionals committed to sustainable African development.

In 2023, the representation of women among professional staff remained at the same level as in 2022 at 32%, while women in management roles also remained the same at 27%, which is below the 2028 target of 40% and 35%, respectively. To ensure gender equity, the Bank is actively pursuing compliance with the world-leading EDGE certification standards. This entails the implementation of an action plan focused on four pillars: representation, pay, policies and practices, and fostering an inclusive culture.

Additionally, Management remains committed to accelerating recruitment efforts and enhancing workforce diversity through talent management initiatives. By prioritising gender equity and fostering an inclusive workplace culture, the Bank is steadfast in its commitment to promoting equal opportunities for all employees and driving positive change across the continent. Finally, the **share of operations staff has remained at 68% of the Bank's workforce**, which aligns with the Bank's corporate target.

Improving staff engagement and productivity – The employee engagement survey undertaken in 2023 shows significant

Table 14 **How efficiently is the Bank managing itself? (Level 4)**

INDICATOR	Baseline 2015	Actual 2023	Target 2023
MOVE CLOSER TO CLIENTS TO ENHANCE DELIVERY			
🟢 Projects managed from country offices (%)	60	75	83
🔴 Share of operations staff based in country offices and regional hubs (%)	40	55	76
IMPROVE FINANCIAL PERFORMANCE AND MOBILISE RESOURCES			
🟢 Climate-related Bank commitments (%)	15	55	40
🟢 Active Resources mobilised for public sector operations (UA million)	969	2 141	850
🟢 Active Resources mobilized for private sector operations (UA million)	373	710	750
STAFF ENGAGEMENT, DEVELOPMENT, AND PRODUCTIVITY			
🟡 Share of women in professional staff (%)	32	32	40
🔴 Share of women in managerial positions (%)	27	27	35
🟢 Operations professional staff (%)	69	68	69
🟢 Employee engagement index	80	90	90
🟢 Managerial effectiveness index	50	77	80
🟢 Net vacancy rate—professional staff (%)	16	7.7	10
🟢 Time to fill vacancies (days)	157	75	117

🟢 Indicator reached 90% or more of the anticipated target 🟡 Indicator achieved between 80% and 90% of the anticipated target
🔴 Indicator achieved below 80% of the anticipated target

improvements in staff engagement, from the 80th percentile in 2019 to the 90th percentile in 2023. **This means that the Bank is among the top 10% of high-performing organisations globally in terms of staff engagement.** This performance is underpinned by job clarity, training and development, management effectiveness, and job satisfaction, placing the bank above the 78-90th percentile among international organisations. The survey results, however, also highlight areas requiring further improvements, including staff satisfaction with compensation, which fell from the 67th percentile in 2019 to the 51st percentile in 2023, career advancement, performance evaluation and management, and the efficiency of decision-making. These results will inform the Bank's action plan for continuous improvement of Employee Engagement levels to continuously increase employee morale; attract, retain, and develop top talent; enhance productivity; to drive the effective delivery of the Bank's Ten-Year Strategy.

Insights from the survey results will also inform the Bank's Employee Engagement Strategies. These strategies are designed to bolster employee morale, attract and retain top talent, enhance productivity, stimulate competitiveness, increase revenue and profitability, improve quality, safety, and customer service, and reduce challenges, including employee stress, absenteeism, and high turnover. By implementing these findings and recommendations, the Bank is poised to advance its organisational culture to drive sustainable growth and progress.

The Bank continued its efforts to address the net vacancy rate for professional staff[23], which decreased from 16% in 2015 to 12.8% in 2022 and 7.7% in 2023. Furthermore, the Bank implemented various measures to enhance the efficiency of recruitment processes. For instance, the average time required to fill vacancies notably reduced in 2023, dropping from 157 days in 2022 to just 75 days[24].

Leveraging public and private resources

The Bank remains committed to leveraging resources essential for enabling RMCs to achieve their development objectives. **In 2023, the Bank's active resource mobilisation increased significantly, reaching $3.4 billion in active co-financing for sovereign operations.** This includes contributions from various sources such as Japan's Accelerated Co-financing Facility for Africa, the Africa Growing Together Fund, the OPEC Fund for International Development (OFID), the Korea-Africa Energy Investment Framework (KAEIF), and Agence Française de Développement (AFD).

Furthermore, the Bank continued to mobilise resources for the bilateral and multi-donor trust funds it oversees such as the Sustainable Energy Fund for Africa (SEFA) or the KOAFEC Trust Fund. In 2023, resources mobilised amounted to $221.5 million (UA168 million), enabling vital initiatives across the Bank's High 5s.

Finally, the Bank made progress in mobilising external climate finance resources, **with $300 million from global climate funds**,

23 It is calculated as the ratio of vacant professional positions, excluding those for which recruitment is ongoing, candidates have been interviewed and selected, and offers have been made and accepted and candidates are preparing to assume their duties, to all the budgeted professional positions.

24 For part of 2023, there was a recruitment freeze.

mainly from the Green Climate Fund (GCF), the Climate Investment Funds (CIFs), and the Global Environment Facility (GEF).

These contributions underscore the Bank's continued commitment to fostering sustainable development and addressing pressing challenges across the region.

The Bank's active resource mobilisation for non-sovereign operations in 2023 was $947 million[25] (UA 710 million). The Bank notably mobilised financing from institutional investors, namely insurers, for an industrial project in West Africa for $50.7 million (UA 38 million).

The Bank actively supports deploying Public-Private Partnerships (PPPs) frameworks in RMCs. For example, the Bank successfully secured $5.45 million from Swedfund, Power Africa, and the Multilateral Cooperation Centre for Development Finance (MCDF) to bolster PPP in the Power Transmission Lines sector, thereby advancing infrastructure development and enhancing access to reliable energy sources across the region.

The Africa Investment Forum (AIF) 2023 Market Days Event took place in November in Marrakech, Morocco, under the High Patronage of the King of Morocco, Mohamed VI. The theme was "Unlocking Africa's Value Chains," covering projects with significant value addition in agriculture, renewable energy, manufacturing, extractive industries, infrastructure, and healthcare. The event attracted about 1 400 participants, including African and Caribbean Heads of State and top government officials.

To deliver on its ambitions, the Bank needs financial resources and the ability to attract and retain a diverse and engaged staff.

Promoting value for money

The Bank has established a Cost Containment Framework, approved by the Board as a strategic control measure in the Long-Term Financial Sustainability. This framework provides a dynamic set of tools for managing cost increases and improving operational efficiency, aligning with the Bank's operational needs, reform agenda, and ongoing business growth. It stipulates a medium-term annual budget growth trajectory of 2.9%, against which all budget proposals will be assessed. Since its implementation in 2022, the Bank's budget growth has adhered to the 2.9% annual growth trajectory in nominal terms.

Driving process efficiency and digital transformation

Digitalising systems and processes – To enhance operational efficiency, the Bank emphasises process improvement through digital transformation. The Bank's commitment to transparency and accountability is evident through its efforts to keep shareholders and Regional Member Countries (RMCs) well-informed about its operations. In 2022, a concerted effort was made to further enhance transparency and disclosure practices further while driving process efficiency and digital transformation. The Bank's commitment to aligning data reporting with International Aid Transparency Initiative (IATI) standards received global acclaim, with Publish What You Fund ranking the Bank's sovereign portfolio as the most transparent among 50 other organisations.

In line with this commitment, efforts are underway to improve the Results Reporting System (RRS) tool, introduced in 2021, to enhance operations management and provide real-time reporting of results. The RRS has significantly enhanced the quality and frequency of supervision reports, which are now available to the public every week.

The Bank's data portal and MapAfrica are updated daily for basic, bi-weekly transactional data. Furthermore, the Bank has expanded its efforts to strengthen transparency by reporting on the UN Sustainable Development Goals (SDGs), environmental safeguards, climate change, and gender. Special funds, such as the European Union's Africa Investment Platform, are now accessible as part of the Bank's commitment to transparency and accountability.

In tandem with these efforts, the Bank introduced the Remote Appraisal, Supervision, Monitoring, and Evaluation (RASME) tool in 2021 to bolster M&E systems in its projects (see Box 18).

Promoting continuous process improvement – The Bank's commitment to continuous process improvement is underscored by the 97% completion in the review of business processes under the WAKANDA initiative — a Bank-wide business process re-engineering and improvement project. The WAKANDA initiative is implemented in two phases: phase I includes sovereign operations, non-sovereign

Box 18 **Remote, Appraisal, Supervision, Monitoring, and Evaluation (RASME) tool**

The RASME tool utilises real-time data gathering tools on mobile devices, primarily through KoboToolbox. Ongoing testing of drone and satellite imagery applications further enhances project monitoring. Comprehensive on-site training sessions were provided for 1 344 Project Implementation Unit staff accompanying the deployment of RASME across 29 African countries by December 2023. These efforts led to the development of 159 specialised forms by the PIUs, facilitating the collection of 11 837 geo-points detailing various project activities.

25 This includes co-financing and syndication.

operations, mission travel, recruitment of consultants, human resources, and budget; phase II encompasses trust fund management and the remaining human resources processes. The first phase's human resources and budget components have been fully implemented.

The introduction of the SAP Concur travel module in February 2024 revolutionised mission travel booking, providing staff with a streamlined and user-friendly online tool. All mission travel is processed in SAP Concur, with anticipated cost savings.

Significant progress has also been achieved in the development of the Operations Workplace system. This system is set to transform the Bank's ability to manage sovereign and non-sovereign operations from origin to Board submission.

Furthermore, the system facilitates the digitalisation of programmatic document processing, such as Country Strategy Papers, Country Diagnostic Note, and Economic and Sector Work. This underscores the Bank's commitment to efficiency and effectiveness. ■