

CATEGORY 6: RESULTS-FOCUSED HUMAN RESOURCES MANAGEMENT

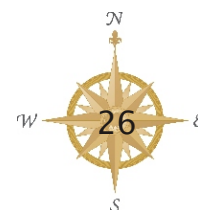
Subcategory
6a
STRENGTHENING
RESULTS-
RELATED SKILLS
AMONG
OPERATIONAL
STAFF

MDB	(i) Number (%) of staff who participated in MfDR training during the previous year. Briefly describe type and scope of training.¹²
AsDB	Approximately 200–250 staff members participated in MfDR training in 2006. Details are below: 1) AsDB conducted the following trainings and workshops: project performance monitoring system, total of 115 staff participated in the training; sector road map preparation, 29 staff; Results-Based Country Strategy and planning, 26 staff; and RB-country portfolio review, 28 staff. 2) NGO related trainings: Working with NGO, 13 staff; and ADB/Government-NGO/Civil Society Organization Cooperation: Strengthening Tripartite Partnership of Development Results held in IRM where 1 local staff from the resident mission participated. 3) The Results Management Unit also conducted special sessions with the MfDR focal points scheduled on a quarterly basis. Number of focal points attending the session ranged from 18 to 25, including representatives from resident missions. 4) Executive trainings have also been conducted by the Results Management Unit in coordination with the L&D. These include (i) Managing for Development Results for Directors, 12 staff participated.; (ii) Colloquium on MfDR with the Vice Presidents; (iii) Presentation on EBRD's transition impact methodology and balanced scorecard.
AfDB	472 out of 583 (81%) professional staff participated in MfDR trainings in 2006. These trainings covered diverse topics such as results-based country strategy programming, Results-based project logical framework, Economics of poverty, Toolkits for the quality of education projects, gender, and governance.
EBRD	100% of Banking Professional Staff (425) attended in the last 2 years Transition Workshops organized by Chief Economist. Workshops focus on designing transition impact as part of all projects.
IABD	During the second half of 2005, the Learning Fund financed the training of 317 staff members (48% of operational staff) in MfDR-related topics (results-oriented planning, budgeting and monitoring and evaluation). During the first half of 2006, the relevant figure was 209 staff members (32% of operational staff).
WB	Building WB staff capacity on results was one of the key elements of the WB's FY06 Knowledge and Learning Plan. In FY06, a total of about 1,800 WB staff (out of approximately 6,000 whose work is primarily in operations) received training through courses that integrate the results agenda into the curriculum. An additional 1,600 staff participated in results related workshops and seminars, yielding an approximate 27% of operational staff trained in various dimensions of the results agenda in FY2006. A corporate-wide Results Learning program is currently under development.

Subcategory
6b
EMPHASIZING
RESULTS-
RELATED
EFFORTS AND/OR
ACHIEVEMENTS
WHILE
ASSESSING
OPERATIONAL
STAFF
PERFORMANCE

MDB	(i) Describe the manner in which staff compensation reflects results-related achievements
AsDB	Staff assessments are reflected in the Annual Performance and Development Plan (PDP). Four ratings are used: Exceptional, Fully Satisfactory, Generally Satisfactory and Unsatisfactory. At the beginning of the year, a detailed work plan is prepared by all staff including tasks, outputs and indicators. The outputs and indicators are then included in the Results Assessment section of the PDP form. The Behavioral Assessment section of the PDP form details the Core Competencies, which include "Achieving Results." In addition managers are evaluated against three managerial competencies including "Leadership and Strategic Thinking," which contains results-focused elements. Competencies are also included in the results-focused job descriptions that are used for recruitment, selection and promotion.
AfDB	Staff compensation at the AfDB takes into account the results that a staff made. The annual salary increases are based on the level of achievement by a staff against the objectives set at the beginning of the year. The salary increases are therefore tied to the results achieved. It is also important to note that in addition to day-to-day work supervision by Managers, the Staff and the Manager are required to meet in the Mid-Year Performance Review to ensure that the Staff are working towards the achievements set out and if there are any problems this is a time to reflect and chart out ways and means of improving on the performance. The results are assessed on a 5-point scale: Outstanding (Scale 5); Superior (Scale 4); Fully Satisfactory (Scale 3); Acceptable (Scale 2) and Unsatisfactory Scale 1. The salary increments are higher in percentage as one move to higher scales. No salary increment is given where the results or performance is Unsatisfactory (Scale 1). Therefore, the AfDB compensation (salary increases) is based on results.

¹²MfDR training includes, among other things, results-oriented planning, budgeting and monitoring, and evaluation.



EBRD	Results and transition achievements are the main factor for operational staff compensation, directly affecting remuneration package.
IABD	The Individual Performance and Planning Review (IPPR) is used as a tool to establish work program and to review individual performance (achievement of individual results). The reward for performance (salary increases through merit pay) is based on the individual's performance relative to that of his/her peers (relative value of contribution to team achievements). Staff is then assessed for merit pay purposes within one of four different merit categories, namely: Less than Satisfactory, Fully Satisfactory, Excellent and Outstanding. The extent to which rewards reflect the relative value of contributions is a function of a) availability of adequate metrics, and b) the consistent application of such metrics. The focus on these elements represents an ongoing effort to internalize a "results culture" at the IADB.
WB	Each member of the WB staff prepares an annual Results Agreement that articulates his/her operational commitments, and is monitored by managers on a semi-annual basis. In addition, Overall Performance Evaluations (OPEs) are conducted for all sector, country managers and directors, to review their contributions to portfolio management and performance.

