

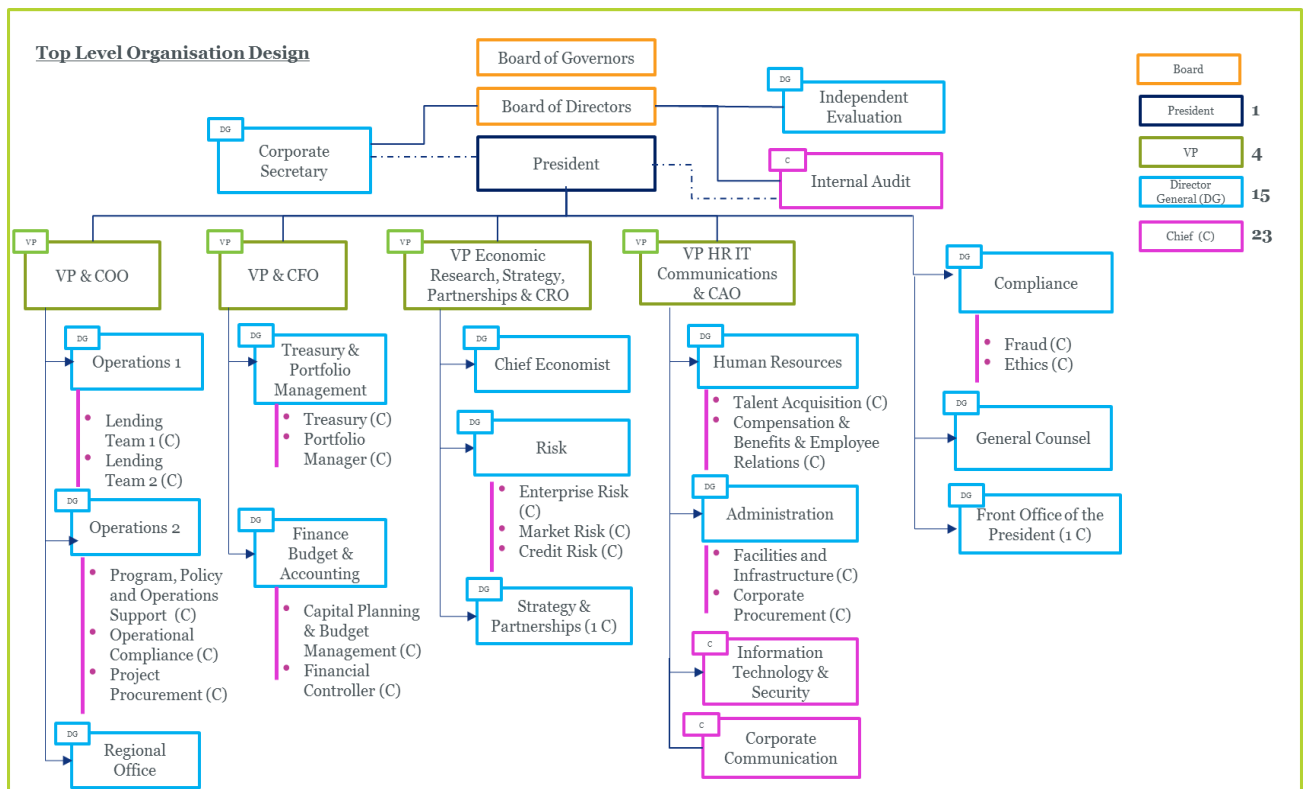
## Organization Structure

### NDB Organization Structure

#### Top Level Organization Structure with different levels

The Bank has its Board of Governors, the Board of Directors, the President and the Vice-Presidents. The organization structure represents two levels of titles below Vice President's which are named a) Director General, who will manage several functions in a division, b) Chief, who will manage a given function. This will enable the organization to be lean.

Based on the guiding principles of organization design and the grading structure, the Bank will adopt the organization structure illustrated below:



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### Description of Roles

A summary of the key roles reporting to the President is given below:

- **Vice President & Chief Operations Officer (VP & COO)** is responsible for leading the planning, sourcing and implementation of the Bank's investment projects. Below him/her, there will be three divisions, one focusing on the lending activities, the second focusing on providing operations, procurement and implementation support including expertise to evaluate projects from social development and environmental and sustainability impact, and the third being a Regional Office:
  - **Operations 1** will be responsible for the lending process including loans identification, technical and financial evaluation and preparation. This team will be organized by sectors, initially and by region and sectors as the Bank increases its scale of operations.
  - **Operations 2** will support the operations 1 team by providing operations support, ensuring that projects are in line with the policy, social development, environment and sustainability agenda. This team will also monitor the projects after loan disbursement and support procurement activities. The operational compliance function within this division will have a dotted line reporting to the compliance division.
  - **Regional Offices** will be the primary interface between the Bank and the stakeholders in the region and moreover they will provide pipeline management and operations support to the investment teams focusing on the respective regions. The first regional office will be set up in South Africa.
- **Vice President & Chief Financial Officer (VP & CFO)** is responsible for managing the finance and treasury activities, overseeing the annual capital planning, budgeting processes, ensuring financial strength of the Bank, maintaining credit ratings for the Bank. This function is subdivided into:
  - **Treasury & Portfolio Management** function will provide treasury services, manage liquidity and also have a portfolio management arm which will identify alternate sources of investment like fixed income, equity and currency.
  - **Finance, Budget and Accounting** function will conduct the capital planning activities and manage budget allocation to different project teams. This function will also be

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responsible for conducting the financial accounting activities including account payables and receivables, loan disbursement and financial reporting.

- **Vice President Economic Research, Strategy, Partnerships & Chief Risk Officer (VP Economic Research, Strategy & CRO)** is responsible for managing risk, and leading the research team that provides advice on the trends in countries and infrastructure sector and managing institutional partnerships. The key functions reporting to this position include:
  - **Chief Economist** will manage the research and analysis teams who will support the operations team with sectoral and country insights.
  - **Risk** function will manage enterprise risk, market risk and credit risk with the objective to safeguard capital.
  - **Strategy & Partnerships** function will support in identifying and driving strategic initiatives based on the Bank's performance, industry trends with an objective to improve the operations in alignment with the strategic priorities. This function is also responsible to build relationships and partnerships with member countries as well as potential members.
- **Vice President Human Resources, IT, Communications & Chief Administrative Officer (VP HR, IT, Communications & CAO)** is responsible for the planning and implementation of enabling functions like HR, IT, Administration and Corporate Communications. This team is divided into:
  - **Human Resources** function will be responsible to recruit and on-board the resources for the Bank based on the competencies agreed as per job descriptions and also manage compensation and benefits administration. As the Bank attains maturity in its operations, this function will especially focus on the development of the top 50 roles, ensuring the talent strategy is aligned with the business strategy.
  - **Administration** function will provide administrative support to help management and the teams perform their business roles like facilities administration, corporate procurement etc. The Support staff including the secretaries and executive assistants will have a dual reporting to this function. The Protocol related activities will also be managed by this function.
  - **Information Technology & Security** is responsible for setting the IT backbone of the Bank which will help achieve efficiency in operations. This team will set up the IT infrastructure and business applications for the Bank using the best in class industry

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norms and focus on managing information security. This team may have a significant outsourced component during the initial phase.

- **Corporate Communications** function will manage communication to stakeholders both within and outside the Bank with the objective to transmit a consistent message acting as a bridge between the stakeholders (including media and public) and the Bank's activities.
- **Director General, Front office of the President** is responsible to support the President in coordination with internal and external constituents on committees, meetings and other matters relating to the Bank.
- **Director General, Compliance (Fraud & Ethics)** reports directly to the President. This function will deal with fraud and ethics management in the Bank.
- **General Counsel** is responsible for all legal matters pertaining to the Bank.
- **Corporate Secretary** will be the principal contact with the Board of Directors and have an operational reporting to the President.
- **Internal Audit** will report directly to the Board with an operational reporting to the President. The internal audit could be conducted in-house or through a third party.
- **Independent Evaluation** reports directly to the Board of Directors and is responsible to evaluate the investment decisions taken from the perspective of the development impact achieved. This division will be set up in due course.