



## Case Study: Development Bank of Southern Africa (DBSA)

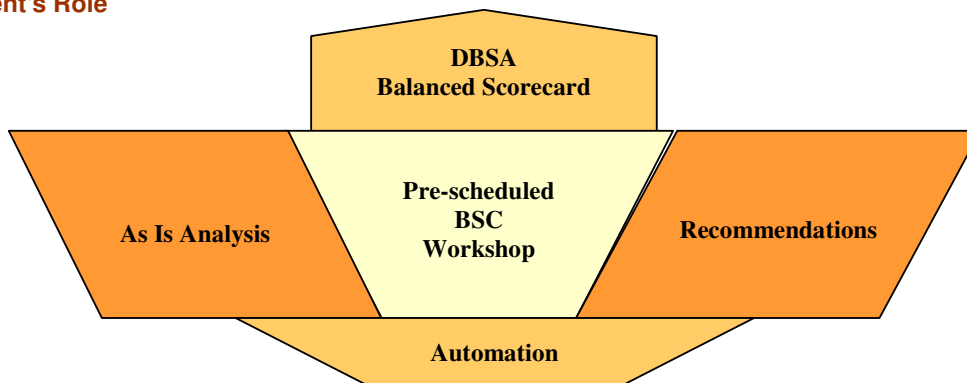
### About the Company

The Development Bank of Southern Africa (DBSA) is one of several development finance institutions in South and Southern Africa. Its purpose is to accelerate sustainable socio-economic development by funding physical, social and economic infrastructure. DBSA's goal is to improve the quality of life of the people of the region. The Bank plays a multiple role of Financier, Advisor, Partner, Implementer and Integrator to mobilize finance and expertise for development projects.

### Business Challenges

- Create an objective performance reporting system based on scorecards
- Identify gaps in strategy implementation vis-à-vis operational performance

### Nihilent's Role



- Nihilent revisited the strategy and the performance management process with the DBSA team
- The Corporate Balance Scorecard (BSC) was further drilled down to the Role/Personal Scorecard level in order to create accountability at every level
- The BSC was linked with the Proposed Performance Management Model (incorporating Job Clusters)
- Balanced Scorecard automation was proposed to minimize administrative hassles

### Business Benefits Delivered

- All Key Performance Indicators (KPIs) were aligned to the strategic objectives
- Performance Management became driven by clearly understood and measurable KPI's
- Key performance areas were now aligned with the vision and strategy of the bank
- The project resulted in clearly defined inter-departmental linkages, fostering a healthy work culture