

# **Multilateral Organisation Performance Assessment Network**

## **Assessment of Organisational Effectiveness and Development Results**

**World Bank 2012**

**Volume II – Appendices  
December 2012**





## Appendices

Appendix I Methodology	1
Appendix II MOPAN Common Approach Survey for the World Bank 2012	23
Appendix III Respondent Profile	57
Appendix IV Base Size and Rate of “Don’t Know” Responses	61
Appendix V KPI and MI Data by Quadrant	81
Appendix VI Document Review Ratings, Criteria and Evidence by KPI and MI	99
Appendix VII World Bank HQ Interviews	207



# Appendix I Methodology

## 1. INTRODUCTION

This document describes the MOPAN Common Approach methodology for the 2012 assessment, those who participated in the study, and the data collection and analysis process for this year.

### Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 16 donor countries<sup>1</sup> with a common interest in assessing the organisational effectiveness of the multilateral organisations they fund.

The MOPAN Common Approach methodology was developed to address the recognised need for a common comprehensive system to assess multilateral organisations. Its aim is to respond to the information needs of donors by producing information that would not be available otherwise about how an organisation is doing in areas that donors consider important.

The Common Approach aims to reduce the need for other assessment approaches by bilateral donors. It was derived from existing bilateral assessment tools and complements and draws on other assessment processes for development organisations – such as the bi-annual Survey on Monitoring the Paris Declaration on Aid Effectiveness and annual reports of the Common Performance Assessment System (COMPAS) published by the multilateral development banks.

### Purpose

MOPAN assessments are intended to:

- Generate relevant, credible and robust information MOPAN members can use to meet their domestic accountability requirements and fulfil their responsibilities and obligations as bilateral donors.
- Provide an evidence base for MOPAN members, multilateral organisations and direct partners to discuss organisational effectiveness and, in doing so, build better understanding and improve organisational effectiveness and learning over time.
- Support dialogue between MOPAN members, multilateral organisations and their partners, with a specific focus on improving organisational effectiveness over time, both at country and headquarters level.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope. MOPAN assessments are repeated at intervals and therefore can help determine whether a multilateral organisation's performance is perceived to have changed over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that as MOPAN continues to improve the methodology for the Common Approach from year to year, comparisons of this year's results with those of previous years should be handled cautiously.

### Evolution

The MOPAN Common Approach methodology evolves in response to what is learned from year to year, and to accommodate multilateral organisations with different mandates.

The MOPAN methodology was initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defines as the extent to which a multilateral

---

<sup>1</sup> MOPAN members in 2012: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, and the United Kingdom.

organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational practices, systems, and behaviours that MOPAN believes are important for multilateral organisations in managing for development results.

In 2011, MOPAN began exploring options for expanding its assessment framework to include a review of the results achieved by multilateral organisations, including collaboration with the OECD DAC Evaluation Network. In 2012, MOPAN tested an approach to assessing a multilateral organisation's development results by examining how stakeholders perceive its contributions and how it measures and reports on development results.

## 2. MOPAN COMMON APPROACH DESIGN

### 2.1 Evolution of MOPAN Assessment Framework

MOPAN continues to refine its assessment framework. In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003.

The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following components:

- Expanded survey – The MOPAN survey now brings in the views of direct partners or clients of multilateral organisations and those of donors, that is, MOPAN members at both headquarters and country level.
- Document review – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and other sources.
- Interviews – In 2012, MOPAN will complement survey data and document review with consultations and interviews at the headquarters of multilateral organisations assessed.

In 2012 MOPAN tested a new component to assess the results of multilateral organisations.<sup>2</sup>

### 2.2 Performance Areas and Indicators

The MOPAN Common Approach examines organisational systems, practices, and behaviours that MOPAN believes are important for aid effectiveness and that are likely to contribute to results at the country level. The Common Approach framework groups these organisational capacities in four areas of performance:

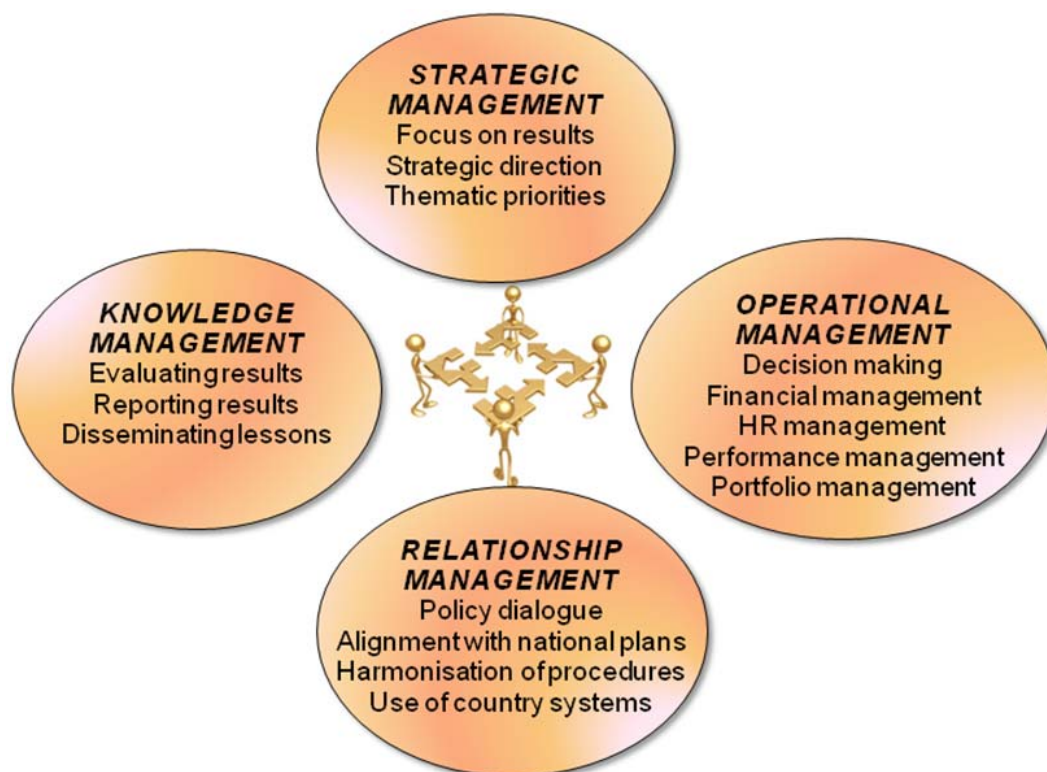
- *Strategic management*: developing and following strategies that reflect good practices in managing for development results;
- *Operational management*: managing operations in a way that is performance-oriented, thus ensuring organisational accountability for resources and results;
- *Relationship management*: engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Paris Declaration; and
- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

While these definitions and performance areas are broadly applicable to a range of types of multilateral organisations (including those involved in humanitarian and normative work), the dimensions explored in the MOPAN Common Approach are adjusted as necessary to reflect the mandates of each organisation assessed.

---

<sup>2</sup> This component was tested in 2012 with the African Development Bank, UNICEF, UNDP, and the World Bank.

## Dimensions of organisational effectiveness in the MOPAN Common Approach



### Key Performance Indicators and Micro-Indicators

Within each performance area, organisational effectiveness is described using several key performance indicators (KPIs) that are then measured in a series of micro-indicators (MIs).

The 2012 assessment draws on indicators that MOPAN has developed since 2007 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

#### Evolution of MOPAN Indicators

**2007:** In an initial mapping exercise of existing bilateral donor assessment tools, MOPAN identified 250 indicators, many of which were overlapping.

**2008:** MOPAN reduced these to 35 key performance indicators (KPI) and 120 micro-indicators (MI)

**2009 – 2011:** MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

### 2.3 Multilateral Organisation Selection

Each year MOPAN selects multilateral organisations for assessment on the basis of the following criteria:

- Perceived importance and interest to all MOPAN members
- Medium-term strategic planning (or equivalent) and replenishment cycles – with a view to assessing organisations prior to the planning process or the start of the replenishment negotiation process
- A mix of international financial institutions (IFI); UN funds, programs, and specialised agencies; and humanitarian organisations.

On the basis of these criteria MOPAN aims to assess multilateral organisations on a 3-5 year cycle.

In 2012, MOPAN assessed six organisations: the African Development Bank (AfDB), the **GAVI** Alliance (formerly the Global Alliance for Vaccines and Immunisation), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF), and the World Bank. Four of these organisations were assessed by MOPAN in 2009 (AfDB, UNDP, UNICEF, and the World Bank).

## 2.4 Country Selection

Each year countries are selected for the MOPAN assessment based on the following criteria:

- multilateral organisation presence in-country
- presence and availability of MOPAN members
- no recent inclusion in the survey
- the need for geographical spread
- a mix of low income and middle income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2012 was conducted in Cambodia, Democratic Republic of Congo, Ghana, Honduras, Philippines, Morocco, Niger, Nigeria, and Zimbabwe.

## 3. SURVEY

### 3.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

The main instrument for conducting the survey is an online survey. Respondents are able to complete the web-based survey in English, French, or Spanish.<sup>3</sup> When it is not possible for respondents to complete the online survey, off-line methods are used. Respondents may fill out a paper-based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

In order to ensure confidentiality, consultants (independent of MOPAN) manage the survey process and carry out the interviews.

### Respondent Types

To gather diverse perspectives on the multilateral organisations being assessed, MOPAN generally seeks the perceptions of the following primary respondent groups:

- **Donor Headquarters Oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor Country Office Oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.

---

<sup>3</sup> A paper version of the questionnaire is translated into local languages, as required.



- **Direct Partner/Client (DP):**<sup>4</sup> Typically, individuals who work for a national partner organisation (government or civil society) in a developing country. Respondents are usually professional staff from organisations that receive some sort of direct transfer from the multilateral organisation or that have direct interaction with it at country level (this could take the form of financial assistance, technical assistance, policy advice, equipment, supplies, etc.). The definition of “direct partner” varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, or recipient/host governments.

## 3.2 Sampling and Response Rates

### Sampling

The Common Approach uses a purposive sampling method called ‘expert sampling’ in which potential respondents are identified by either MOPAN members or the multilateral organisations as having the basis for an expert opinion on the organisation being assessed.

The identification process, which involves all MOPAN members in collaboration with the multilateral organisations assessed, results in a list of the population (all potential respondents) for each of the multilateral organisations.

Individuals are invited to complete the survey for each organisation for which they have functional responsibility and sufficient knowledge.<sup>5</sup> This is confirmed through a screening question that asks respondents to indicate their level of familiarity with the multilateral organisation being assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents can continue the survey only if they indicate they are familiar with the multilateral organisation (i.e., a rating of 2, 3, 4, or 5).

The sample size is taken into account when deciding how to present survey data at the country level. If a threshold of respondents is not met, data summaries exclude the respondent group.

### Response rate

MOPAN aims to achieve a 70 per cent response rate from donors at headquarters and a 50 per cent response rate from all other target groups, which is considered acceptable for a survey of respondents who need to have detailed knowledge about the organisation in order to participate.

During the survey period, response rates are monitored regularly. Respondents who do not access the survey or who do not complete it receive reminders from a range of sources:

- Email reminders from the survey consultant
- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners will receive reminders from the local survey consultant.

Responses provided through all off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered

---

<sup>4</sup> In the context of IFIs, these are referred to as “clients” and some organisations refer simply to “partners.”

<sup>5</sup> Each individual respondent is provided with a unique link that reflects the respondent type and the multilateral organisation(s) they have been assigned to. Some individuals, particularly MOPAN members, may complete surveys on more than one organisation.

into the online instrument using a separate link to the survey instrument. Data for online and off-line responses are merged only after quality control measures such as confirming correct type of stakeholder, country, etc are performed.

### 3.3 Survey Instrument

#### Survey Customisation

The survey instrument draws on the existing set of indicators and is customised for each multilateral organisation assessed, to reflect both the type of organisation and the types of respondents. This is done in consultation with the multilateral organisations being assessed and other individuals (MOPAN members and external resources) who are familiar with these organisations.

A core set of questions is developed for all respondents and additional questions are designed for specific respondent groups (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, are asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems, are asked only of donors in-country and clients/direct partners of multilateral organisations. Some questions are adjusted to reflect the nature of the multilateral organisation (e.g., cross-cutting thematic priorities).

#### Survey Instrument

At the beginning of the survey, respondents are invited to assess the organisational effectiveness of the multilateral organisation and are also asked two open-ended questions on their views of the organisation's overall strengths and areas for improvement. In addition, respondents are invited to provide comments on each of the four dimensions of effectiveness.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, or behaviour and asked to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Score	Rating	Definition
1	Very Weak	The multilateral organisation does not have this system in place and this is a source of concern
2	Weak	The multilateral organisation has this system but there are important deficiencies.
3	Inadequate	The multilateral organisation's system in this area has deficiencies that make it less than acceptable.
4	Adequate	The multilateral organisation's system is acceptable in this area.
5	Strong	The multilateral organisation's system is more than acceptable, yet without being "best practice" in this area.
6	Very Strong	The multilateral organisation's system is "best practice" in this area.

### 3.4 Survey Data Analysis

SPSS and Stata statistical software are used to analyse survey responses.

### First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of ‘don’t know’ and missing responses), as well as content analysis of open-ended questions.

**Frequency Calculation:** Frequencies are calculated on both a weighted and un-weighted basis (see below for further explanation of our approach to weighting). Frequencies are calculated based on answers to survey questions corresponding to micro-indicators. In both sets of calculations, ‘don’t know’ responses and missing responses are calculated as a part of the overall total frequencies. In addition to raw frequencies, all frequencies are translated into percentages for ease of interpretation.

**Mean Score Calculation:** Scores are calculated based on answers to survey questions corresponding to micro-indicators. Mean scores are calculated on a weighted basis only, based on the number of valid responses to each question. Valid responses exclude ‘don’t know’ responses and missing data (i.e., where respondents decide not to answer, or do not conform to required criteria such as location of work).

Mean scores are calculated for each survey question (micro-indicator) and then for each key performance indicator (KPI) by aggregating the scores for the micro-indicators (MI) within that KPI. Equal weight is applied to each MI. For example, a KPI consisting of three micro-indicators that individually score 2, 3, and 4 will have a KPI mean of 3. In cases where multiple survey questions are needed to develop a concept, micro-indicators are composed of multiple sub-indicators. In such cases, the mean score of the sub-indicators is used to calculate the score for that particular MI.

A weighting scheme is applied to ensure that no single respondent group or country is under-represented in the analysis. The weighting is intended to correct for discrepancies/variation in:

- The number of individuals in each respondent group <sup>6</sup>
- The number of countries where the survey took place
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place.<sup>7</sup>

A weight is calculated for each multilateral organisation using the following equation:

$$W = \frac{P}{RCG}$$

Where:

W = weight factor for a given respondent group set for the multilateral organisation

P = total number of respondents for the multilateral organisation

R = number of respondent groups in the survey sample for the multilateral organisation

C = number of countries in the survey sample (per respondent group)

G = number of respondents in a particular country/respondent group set for the multilateral organisation

---

<sup>6</sup> To account for the different numbers of respondents in each respondent group, individual weights are applied to each group.

<sup>7</sup> Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

Weighted figures are carefully reviewed and analysed before inclusion in the multilateral organisation reports.

### Converting Individual Scores to Group Ratings

A mean score is calculated for each respondent group (e.g., donors at HQ). Since mean scores are not necessarily whole numbers (from 1 to 6) MOPAN assigns numerical ranges and descriptive ratings for each range (from very weak to very strong) as shown below.

Range of the mean scores	Rating
1 to 1.49	Very Weak
1.50 to 2.49	Weak
2.50 to 3.49	Inadequate
3.50 to 4.49	Adequate
4.50 to 5.49	Strong
5.50 to 6.00	Very Strong

The ranges are presented to two decimal places, which is simply the result of a mathematical transformation and should not be interpreted as representing a high degree of precision. The ratings applied to the various KPIs should be viewed as indicative judgments rather than precise measurements.

### Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Appropriate methods of statistical analysis are applied, including analysis of variance (ANOVA) for differences among multiple groups, t-tests for comparisons of differences between pairs of groups, and non-parametric methods where numbers of respondents required such an approach (e.g. to address assumptions of non-normality where they exist). The normal convention for statistical significance is adopted ( $p \leq 0.05$ ) and these are reported where significant differences are found.

Given the small size of the samples, particularly for some respondent groups, the comparisons across respondent groups are provided as indicative information that can be used as a basis for discussion.

## 4. DOCUMENT REVIEW

### 4.1 Overview

Through an examination of publicly available documents,<sup>8</sup> the MOPAN document review explores evidence that multilateral organisations have the systems that MOPAN considers to be important factors in an organisation's effectiveness.

The document review considers three types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators. The organisations help to identify these documents.
- Organisational reviews or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies are either found on the organisation's web site or are provided by the organisation.
- External assessments such as the Survey on Monitoring the Paris Declaration (2011), the Common Performance Assessment (COMPAS) report (2010), and previous MOPAN surveys.<sup>9</sup>

### 4.2 Document Sampling

The multilateral organisations selected for review represent a wide variety of organisational structures, processes, and practices – which makes it challenging to create a generic sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

All documents, regardless of type or level within the organisation, should be approved by the relevant authority (e.g., organisation-wide documents are usually approved by the multilateral organisation's Executive Management or Board).<sup>10</sup>

All documents (including policies, guidelines, strategies, thematic documents and web site information) are selected at least in part based on the requirements noted below.

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment.
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment.
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected based on a principle of reviewing a mix of thematic areas.
- Any information presented on the multilateral organisation's web site (i.e., the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise.

---

<sup>8</sup> Documents are considered to be "publicly available" if they are on the organisation's web site or if the organisation is able to provide them upon request for the purpose of assessing the micro-indicators.

<sup>9</sup> If data from these sources are not available for the multilateral organisations participating in this year's survey, either an alternate approach is developed or the micro-indicators are not assessed.

<sup>10</sup> This is intended to ensure that documents reviewed are final documents (rather than drafts) and that they are providing guidance for organisational behaviour.

- All documents (except for policies, guidelines and strategies) should be published within the following timelines:
  - Project/program level documents: the current or previous year
  - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

### **4.3 Document Collection**

The collection of documents follows the general steps outlined below, although it is not a linear process:

- Initial document research on the web site of the multilateral organisation
- Collection of COMPAS and Paris Declaration Survey Data
- Consultation with the multilateral organisation, who review and refine the initial data set (through the MOPAN Institutional Lead)
- Finalisation of document list.

Once the document list is finalised and the document review has commenced, further documentation needed to fill any gaps in information for certain indicators is requested from the multilateral organisation. If the documents obtained from the third request do not contain the information needed, the consultant team makes the assessment based on the information available.

### **Other External Assessments**

As noted above, the document review includes a review of other external assessments.

### **Common Performance Assessment System (COMPAS) report, 2009 and 2010**

COMPAS provides a framework through which the multilateral development banks (MDBs) can track their capacities to manage for development results (MfDR). The annual COMPAS report provides data in four categories (Country Strategies, Managing for Development Results through the Project Cycle, Corporate Results Reporting, Private Sector Development and Operations) that are relevant to the MDBs' implementation of the MfDR agenda. The data are gathered by internal management units in the MDBs, generally those that are supporting the implementation of MfDR. For the IFIs, MOPAN focuses primarily on the following indicators from the COMPAS report: B. Managing for Development Results through the Project Cycle

- Implementation performance
  - B. 8. Number and percentage of projects that were unsatisfactory in FY08 and that became satisfactory in FY09.
- Project completion reporting and evaluation
  - B. 11. Number of projects independently reviewed ex post during FY09, as a percentage of the average number of projects completed annually during the last 5 years.

### **Survey on Monitoring the Paris Declaration, 2008 and 2011**

The two most recent monitoring surveys (2008 and 2011), managed by the OECD, highlight areas in which countries and organisations may be falling short in reaching the targets established by the Paris Declaration. Since a number of the MOPAN indicators are based on the Paris Declaration indicators, the assessment looks at the data provided in Appendix C of

the monitoring survey report, entitled “Donor Data”<sup>11</sup>, for the following indicators, when applicable:

- Indicator 3: Aid flows aligned on national procedures
- Indicator 4: Strengthen capacity by co-ordinated support
- Indicator 5 a and b. Use of country public financial systems and use of country procurement systems
- Indicator 6: Strengthen capacity by avoiding parallel implementation structures
- Indicator 7: Aid is more predictable
- Indicator 9: Use of common arrangements or procedures
- Indicator 10a: Joint missions

The OECD survey reports data for the United Nations as a whole, thus MOPAN relies on UN organisations to provide their data as input for these indicators. Other data sources will also be consulted to complement the OECD survey reports.

#### 4.4 Document Analysis

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework.<sup>12</sup> The document review ratings build on the definitions and scale used in the survey, as described in section 3.3 above.<sup>13</sup> The document review ratings range from 1 (Very Weak) to 6 (Very Strong).

For most micro-indicators, five criteria are established which, taken together, are considered to represent the best practice in that topic area. Each criterion is designed as a yes/no alternative and each “yes” answer counts as one point in the rating. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment, and the Assessment Team’s judgment.

##### Document review criteria and rating

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very Weak	The multilateral organisation does not have this system in place and this is a source of concern/ or the multilateral organisation has no document that provides evidence of such a system being in place.
One criterion met	Weak	The multilateral organisation has this system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation’s system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation’s system is acceptable in this area.

<sup>11</sup> In general, the assessment draws on the data from the “Average Country Ratio – All Countries”, unless it is not available.

<sup>12</sup> Not all MOPAN micro-indicators are identified for document review.

<sup>13</sup> For document review, however, the definition of “Very Weak” is expanded to mean that “the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has no document that can provide evidence of such a system being in place.”

Number of criteria met	Descriptors	Definitions
Four criteria met	Strong	The multilateral organisation's system is more than acceptable yet without being "best practice" in this area.
All five criteria met	Very Strong	The multilateral organisation's system is "best practice" in this area.

Some micro-indicators, such as those using Paris Declaration Survey data as the primary data source,<sup>14</sup> follow a different rating method. In these cases, ratings are established on a case-by-case basis according to three descriptive criteria – 'inadequate', 'adequate' and 'strong'.

Ratings for key performance indicators (KPIs) are based solely on the ratings for the component micro-indicators in each KPI. Each KPI rating is calculated by taking the arithmetic mean of all micro-indicator ratings in that KPI rounded to the nearest whole number. This number is given the appropriate descriptor. In cases where the micro-indicator ratings for one key performance indicator are highly divergent (i.e., if there are two micro-indicators, and one is rated as "very weak" while the other is rated as "very strong"), this is noted in the narrative of the report.

### Content Analysis

Documents are reviewed by content analysis based on the themes of the micro-indicators. Specific criteria for assessing the content of documents have been developed, based on existing standards and guidelines for each of the indicator areas (for example, any UNEG or OECD-DAC guidelines), on MOPAN identification of key aspects to consider, and on the input of subject-matter specialists.

The analysis includes an examination of four broad areas:

- **Quality:** Documents are assessed in terms of their content, and in particular for the presence or absence of particular items or characteristics noted in standards as best practice.
- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type are examined (such as country strategies in different countries) to assess the extent to which criteria are met consistently across the organisation.
- **Improvement over time:** In some cases, documents are examined over several years to assess the extent to which progress can be seen over time.

Documents are also used to aid in the understanding of the context in which the multilateral organisations work.

<sup>14</sup> Paris Declaration Survey data will be the primary, but not the only, source for those MIs that are based on Paris Declaration indicators.



## 5. Interviews

As of 2012, interviews are conducted at the headquarters of multilateral organisations with individuals who are knowledgeable in areas that relate to the MOPAN assessment.

Interviewees are asked to provide knowledge, insight, and contextual information that could assist the MOPAN Assessment Team in analysing document review data, and to identify other relevant documents for the Assessment Team to consider. This helps ensure that the Assessment Team has all the appropriate and necessary documents, enhances the Team's ability to triangulate data from various sources, and assists the Assessment Team in the analysis of the key performance indicators by providing contextual information.

Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g., strategy and planning, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the Assessment Team and MOPAN.

Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed questionnaire, but does require prior preparation of the key interview themes. The interview themes and questions are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.

Interviews are intended to provide several benefits to the MOPAN assessment. First, they provide the multilateral organisation with a better understanding of the types of documented data that are required for the MOPAN assessment so that they can fill in any gaps in the documentation required for the document review. Second, they provide the MOPAN Assessment Team an opportunity to better understand the multilateral organisation's practices and systems.

Data gathered during interviews is used as background information on the various areas being assessed – specifically, to understand the context in which the agency is working, as well as how decisions are made. In the event that survey data presents a picture that is very different from the assessment made in the document review, information from the interviews can help clarify how the multilateral organisation approached a certain issue.

The interviews are conducted after the Assessment Team has conducted a preliminary review of documents and are scheduled primarily during the months of April and May. If the multilateral organisation and MOPAN agree, the interviews are conducted in person during visits to the headquarters of the multilateral organisations. Alternatively, interviews are carried out by telephone or via video-conference.

## 6. Basis for Judgment

From 2003 to 2009, the basis for judgment in MOPAN assessments was the perceptions of survey respondents. With the introduction of the document review in 2010 and interviews in 2012, judgments now draw on a variety of sources that can be compared and triangulated.

- **Survey:** Survey respondent perceptions are still an important component of the judgments on multilateral organisation performance and now include a broader range of stakeholders.
- **Document Review:** The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g., OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach.

- **Interviews:** The interviews are used to triangulate data with the other two data sources. The MOPAN Assessment Team explores the convergence (or non-convergence) of the data, and when there is no convergence the team relies on expert judgment.

To the extent possible, the assessment standards and criteria are tailored to reflect the nature and operating environment of the multilateral organisations under review.

### **Triangulation**

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. Triangulation helps eliminate bias, and detect errors or anomalies.<sup>15</sup> In the Common Approach, triangulation is done in a number of ways:

- Document review ratings are presented separately from survey results in order to illustrate convergence with or divergence from them.
- Additional assessments of the organisations are reviewed to help to validate or question the findings.
- Interviews are conducted to provide additional data and contextual information.
- The findings are widely vetted within the MOPAN network and revised based on feedback from members.
- The reports are shared with the multilateral organisations and their review constitutes the final stage of the data collection process.

The MOPAN reports gain trustworthiness through the multiple reviews and validation processes that are carried out by members of the network and by the multilateral organisations themselves.

## **7. Reporting**

### **7.1 Institutional Reports**

Individual institutional reports are produced for the multilateral organisations assessed. Survey results are reported using means and frequencies. At the organisation-wide level, mean scores are predominantly used to report results from micro-indicators.

The results of the document review are presented alongside the survey results and discussed in light of the perception-based scores and interviews, in order to further substantiate and contextualise the overall findings.

### **7.2 Country Data Summaries**

A short summary of the results of the survey is produced for each of the MOs in each of the countries surveyed where sufficient survey data exists. Country data summaries (CDS) include a short analysis of micro-indicators rated by MOPAN members, direct partners and other survey respondents at the country level.

Country Data Summaries are prepared in order to provide feedback to those who participated in the MOPAN assessment and to provide input for a dialogue process. These summaries highlight main strengths and areas for improvement as perceived by survey respondents in each country. The data summaries are based on the perceptions of a range of stakeholders depending on the multilateral organisation assessed (MOPAN donors, clients/direct partners, peer organisations, etc.). They also describe differences in ratings between the different countries in which an organisation was assessed.

---

<sup>15</sup> Wholey, J.S., Hatry, H.P., Newcomer, K.E. Eds (2010) Handbook of Practical Program Evaluation (Third Edition), San Francisco, California: Jossey-Bass, p. 446-447.

There are, however, some limitations to the MOPAN assessment at the country level. One relates to achieving an adequate response rate from each of the respondent groups and another is the sometimes high level of “don’t know” responses on the survey questions, particularly from MOPAN donors. The Assessment Team together with MOPAN takes these limitations into account when deciding what Country Data Summaries to prepare, and which respondent groups to include in the analysis.

Country Data Summaries are not published and are shared only with individuals who attend the country workshop on the MOPAN assessment findings, which takes place in the first quarter of the year following the assessment.

## **8. Strengths and Limitations of the Common Approach**

MOPAN continues to improve methodology based on the experience of each year of implementation. The following strengths and limitations should be considered when reading MOPAN reports.

### **Strengths**

- The MOPAN Common Approach is based on the core elements of existing bilateral assessment tools. In the long term, the intent is to replace or reduce the need for other assessment approaches by bilateral donors.
- It seeks perceptual information from different perspectives: MOPAN donors (at headquarters and in-country), direct partners/clients of multilateral organisations, peer organisations, and other relevant stakeholders. This is in line with the commitments made by donors to the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the Busan High Level Forum regarding harmonisation, partner voice, and mutual accountability.
- It complements perceptual data with document review and interviews, thus using multiple sources of data. This should enhance the analysis, provide a basis for discussion of agency effectiveness, and increase the validity of the assessment through triangulation of data.
- The reports undergo a validation process, including multiple reviews by MOPAN members, and review by the multilateral organisation being assessed.
- MOPAN strives for consistency across its survey questions and document review for each of the multilateral organisations, while allowing for customisation to account for differences between types of multilateral organisations.

### **Limitations**

#### **MOPAN Framework**

- The countries are selected based on established MOPAN criteria and comprise only a small proportion of each institution’s operations, thus limiting broader generalisations.
- The Common Approach indicators were designed for multilateral organisations that have operations in the field. For organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, there have been some modifications made in the data collection method and there will be a need for greater nuance in the analysis of the data.

#### **Data sources**

- The MOPAN Common Approach asks MOPAN members and the organisations assessed to select the most appropriate individuals to complete the survey. While MOPAN sometimes discusses the selection with the organisation being assessed, it has no means of determining whether the most knowledgeable and qualified individuals are those that complete the survey.

- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the charts.

### **Data Collection Instruments**

- Three issues potentially affect survey responses. First, the survey instrument is long and a fatigue factor may affect responses and rates of response. Second, respondents may not have the knowledge to respond to all the questions (e.g., survey questions referring to internal operations of the organisation, such as financial accountability and delegation of decision-making, seem difficult for many respondents, who frequently answer 'don't know.'). Third, a large number of 'don't know' responses may imply that respondents did not understand certain questions.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e., a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- Because one of MOPAN's intentions is to merge previously existing assessment tools into one, and to forestall the development of others, the survey instrument remains quite long.

### **Data Analysis**

- While the document review can serve to evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- Mean scores are used in the MOPAN reports to provide central tendency values of the survey results. The mean has the advantage of being the most commonly understood measure of central tendency, however, there is a disadvantage in using the mean because of its sensitivity to extreme scores (outliers), particularly when population samples are small. The assessment team reviewed the median and standard deviations in analysing the survey results. Volume II, Appendix V provides the standard deviations for each survey question.

### **Basis for Judgment**

- Although MOPAN uses recognised standards and criteria for what constitutes good practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators. As a result, many of the criteria used in reviewing document content were developed by MOPAN in the course of the assessment process. The criteria are a work in progress and should not be considered definitive standards.
- The Common Approach assessment produces numerical scores or ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing and a basis for discussion among MOPAN members, the multilateral organisation, and other stakeholders, including direct partners.

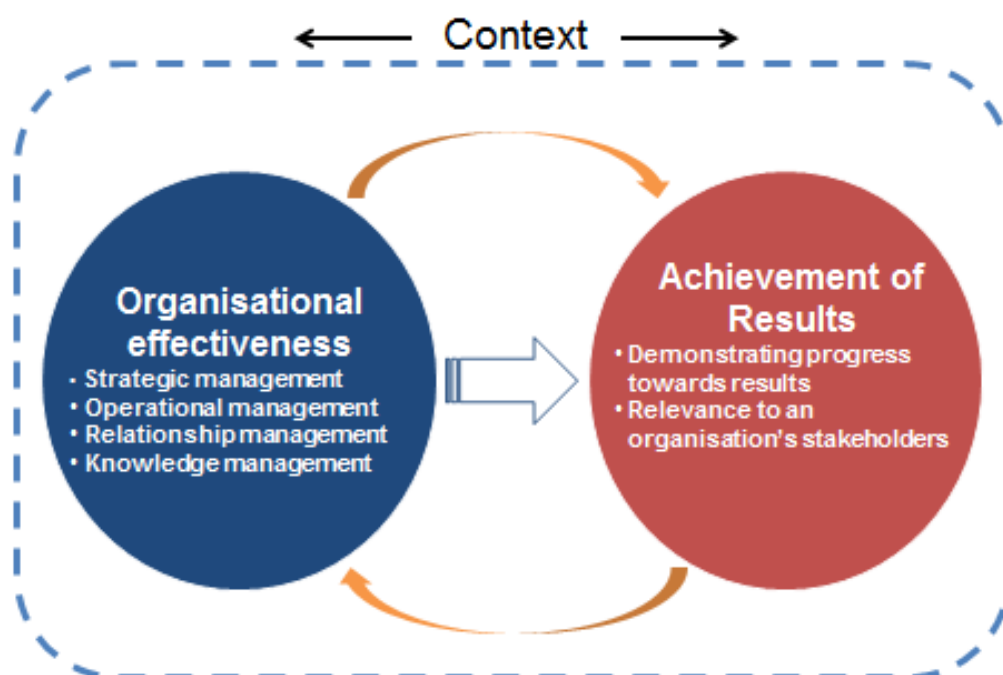
Despite some limitations, the Assessment Team believes that the MOPAN reports generally provide a reasonable picture of systems associated with the organisational effectiveness of multilateral organisations.

## 9. TESTING A NEW COMPONENT IN 2012: ASSESSING DEVELOPMENT RESULTS

### 9.1 Overview

Until 2012, MOPAN assessments focused on the organisational effectiveness of multilateral organisations by examining organisational practices, systems, and behaviours that MOPAN believes are important for *managing* to achieve development results. In 2012, MOPAN tested a component to assess a multilateral organisation's development results by examining how stakeholders perceive its contributions and how it measures and reports on development results. The component was tested with four of the six organisations assessed in 2012: AfDB, UNDP, UNICEF, and the World Bank.<sup>16</sup>

### MOPAN Common Approach 2012: Assessing Organisational Effectiveness and Progress towards Development Results



### 9.2 Sub-Components

#### Demonstrating progress towards results

This sub-component is assessed by looking at three key performance indicators:

- **KPI A** – Evidence of progress towards organisation-wide outcomes<sup>17</sup>
- **KPI B** – Evidence of contributions to country-level goals and priorities
- **KPI C** – Evidence of contributions to relevant MDGs

The assessments at the institutional/organisational level (KPI A) and at the country level (KPI B) are separated due to differences in focus, scope and reporting on results at these two levels.. Organisation-wide results are, by definition, very broad and provide the general

<sup>16</sup> These organisations were selected because they were assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

<sup>17</sup> Different organisations use different terms to refer to their planned results – they may be called goals, objectives, outcomes, etc.

strategic directions that in most cases are then operationalised by activities at the country level. The planned results found in country strategies normally follow the overall strategic framework but are more specific and typically linked to national strategies.

Therefore:

**KPI A** focuses on the extent to which an organisation is demonstrating progress towards planned overall or organisation-wide results. It identifies the main areas of achievement, and analyses the type of evidence and data produced by multilateral organisations to support conclusions in performance reports. In addition, the main factors affecting performance and evidence of improvement over time are discussed.

**KPI B** analyses similar issues, but from a country perspective. By focusing on the country level, MOPAN recognises the demand-driven nature of many of the activities of multilateral organisations and the key role that is played by their country assistance strategies or country programming documents. Country strategies and/or country program documents usually articulate the planned results (goals/objectives/outcomes) and identify where there is shared responsibility between the multilateral organisation and its partner countries.

Since most organisations have a large number of planned results, a limited number of key results to be assessed may be selected for the assessment.

**KPI C** is based on the assumption that multilateral organisations have made commitments to the MDGs and are concerned about making contributions in these areas. The MDGs are collective, global targets that in many cases have been used by partner countries in defining their priorities. While partner countries are responsible for making progress toward the MDGs, bilateral donors and multilateral organisations ensure that trade, finance, aid, and knowledge facilitate achievement of these goals.

Not all multilateral organisations will contribute to all of the MDGs. Thus, the analysis of this KPI focuses on those specific areas that are relevant to the particular multilateral organisation. In this context it is assumed that the organisations explicitly articulate or make links to the MDGs to which they are contributing at the country level.

### **Relevance to stakeholders**

This sub-component consists of one key performance indicator: “**KPI D**: The multilateral organisation’s objectives and program of work are relevant to major stakeholders.”

For this KPI, MOPAN assesses relevance as a measure of the extent to which surveyed stakeholders consider the multilateral organisation supports country priorities and meets the changing needs of direct partners and the target population.

KPIs B, C, and D all focus on the country level and are applied in five countries. Each multilateral organisation is asked to identify the countries where they are likely to have the best data on results; these KPI then focus on those countries.

## **9.3 Methodology**

Various types of qualitative and quantitative data are sought to answer a set of questions about the multilateral organisation’s performance in the indicators noted above.

### **Data collection**

Data are collected using three different methods:

- 1) Document review
- 2) Stakeholder survey

- 3) Interviews with multilateral organisation staff at HQ and, if feasible, in country offices.<sup>18</sup>

The sections below describe each of these methods.

### **Document review**

The document review draws largely on organisational performance reports and country level performance reports and evaluations. Both institutional and country level documentation are selected in consultation with the multilateral organisations. The purpose of the document review is to understand the nature of the organisation's objectives and reported achievements (i.e., contributions to development outcomes) at the organisation-wide level and in the countries selected for review.

### **Survey of key stakeholders**

Donor and direct partner respondents of the multilateral organisations are asked to respond to statements related to the organisation's achievement of planned results and the relevance of their activities at the country level. The questions are tailored, as required, to each organisation and reflect the organisation's work in the countries surveyed.

### **Interviews**

The overall purpose of interviews is to ensure more reliable and valid assessments. In particular, the interviews aim to ensure better quality data and to help contextualise the analysis of results. Initial interviews are conducted with staff at the headquarters of the multilateral organisation and are intended to facilitate:

- Identification and clarification of the organisation's strategic objectives and planned results at the institutional and country level
- Identification of data and documents to use for the assessment, including a discussion of the time period to be considered and selection of country level documentation
- Discussion and clarification of reporting practices and data that are available in order to understand the strengths and limitations of current reporting on results
- Identification of key staff to consult in each selected country office, if necessary, in order to better understand the logic of the organisation's interventions, the organisational contributions at the country level, and contextual factors affecting the organisation's performance.

---

<sup>18</sup> Depending on the experience from this pilot year, MOPAN might consider interviews with other stakeholders at the country level in the future.

## Data analysis

- Data analysis at the institutional level focuses on the extent to which planned results from the strategic period were achieved. It is based largely on performance reports at the institutional level and organisation-wide thematic evaluations in relevant areas. Data analysis takes into account survey results and the interviews with the multilateral organisations.
- Analysis of data at the country level focuses on the organisation's contribution to results in the sample of countries selected for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each country. Based on the individual country analyses, an overall judgment of the multilateral organisation's achievement of results at the country level is provided.
- The assessment is based on the same analytical approach at both levels. Content analysis is used for the review of documents and in the analysis of any open-ended survey questions. The review of documents analyses the evidence on results achievement. Answers to open-ended survey questions are coded by categories that emerge in the preliminary examination of data.

## Basis for judgment

The judgment of multilateral organisation performance on each Key Performance Indicator draws on a set of questions or criteria (see below). The Assessment Team uses a “best fit approach,” which is a type of criteria-referenced basis for judgment that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.[1] This approach is highly consultative (with institutional advisors, a panel of experts and the MOPAN network) and relies on consensus in the determination of ratings. In some cases there might be divergences between the respondents' perceptions about the organisation's progress towards its objectives and the nature and extent of data on results that is presented in the organisation's reports. In these cases the Assessment Team will take into account the number and character of the weaknesses identified in organisation's reports and other relevant documents. If a majority of the assessment criteria are not fulfilled by the organisation's reports, then the criteria-based assessment will weigh more heavily in the final rating. In order to justify the rating and provide input for dialogue on results and reporting on results, the MOPAN report will present details of the document analysis that have been emphasized in the determination of ratings.<sup>19</sup>

## Ratings

The approach to the ratings in the results component is different from other components in the MOPAN assessment, in order to reflect the methodological approach and the nature of the data. The ratings reflect the Assessment Team's judgment and analysis of data from all sources. The ratings are qualitative in nature and defined according to a 4-point scale – strong, adequate, inadequate/weak.

As in the 6-point scale used in the survey and for assessing the micro-indicators on organisational practices, a rating of “strong” signals that the organisation is approaching good practice based on the documentation reviewed, while a rating of “weak” signals that the organisation still has important limitations in demonstrating progress towards its stated results, and particularly its contributions to development outcomes.

The descriptors and criteria for each of the ratings are specific to the different KPIs, as summarised in the tables below. Descriptors illustrate the achievement level and the Assessment Team selects the achievement level that best describes the performance on all of the criteria.

---

<sup>19</sup> The “best fit” approach is used in public sector institutions (see Ofsted, 2011: *Criteria for making judgements*)



**KPI A**

<b>Strong</b>	Given the context, the organisation provides solid evidence of its contributions towards higher level results. The organisation is demonstrating progress towards its key corporate objectives or outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated a theory of change that links the kinds of products and services that it provides to the kinds of development outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
<b>Adequate</b>	Given the context, the organisation is demonstrating progress in some of its planned outcome areas. Although the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes, it does have consistent evidence of the completion and quality of its outputs. The theories of change in different areas are understandable at the organisational level. There may be some inconsistency across data sources.
<b>Inadequate</b>	The organisation does not provide evidence that it is meeting or moving toward most of its stated results. In addition, its theory of change is not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results, the evidence base is weak.
<b>Weak</b>	The organisation is not demonstrating progress towards its key corporate results. The organisation does not clearly articulate a theory of change and the various sources of data collected do not provide a picture of an effective MO.

**KPI B**

<b>Strong</b>	The MO shows progress towards meeting its expected results in all countries assessed (taking into account their context). The organisation provides evidence that it is, in general, making progress towards higher level results at the country level. The country level data indicates that the MO is meeting its key goals or outcomes identified in its country strategy and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated a theory of change that links the kinds of products and services that it provides to the kinds of development outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
<b>Adequate</b>	The MO shows progress towards meeting its expected results in some of the countries assessed (taking into account their context). However, the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes. It does, however, have evidence on the completion of and quality of its outputs. The theory of change is understandable, but there may be some inconsistency across data sources.
<b>Inadequate</b>	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its expected results in the countries assessed. In addition, its theory of change is not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide a consistent picture of positive evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
<b>Weak</b>	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategy. The organisation does not clearly articulate a theory of change and the various sources of data collected do not provide a picture of an effective MO.

### KPI C

<b>Strong</b>	The organisation demonstrates that it has facilitated progress towards the relevant MDGs in each of the five countries, as identified in its country level results frameworks. It clearly explains where its contributions have been significant and where its contributions have been less successful, as well as the factors that have affected that progress. The description of progress is well supported by theories of change and data from measuring indicators, evaluations, or other sources. The organisation's key stakeholders perceive that it is significantly contributing to progress towards the MDGs at the country level. There is a clear and consistent picture of organisational contributions to MDGs, across the sources of data.
<b>Adequate</b>	At the country level, the organisation demonstrates its facilitation role with respect to relevant MDGs, but it is more limited in terms of extent and scope of the contribution. The organisation does not yet have a strong evidence base that describes its organisational contributions in this area. The data from country level (both documents and perception data) is inconsistent about the extent of MO contribution.
<b>Inadequate</b>	The organisation does not demonstrate its contributions towards relevant MDGs in its reporting at the country level. The key stakeholders surveyed have mixed opinions about the organisation's contributions towards the relevant MDGs.
<b>Weak</b>	The organisation does not demonstrate its contributions towards relevant MDGs at either the corporate or country level. The different sources of data provide a more negative picture of the MOs performance.

### KPI D

<b>Strong</b>	The organisation is consistently seen by surveyed stakeholders to respond to partner country priorities, provide innovative solutions to development challenges, and be flexible in its approach.
<b>Adequate</b>	The organisation demonstrates relevance through positive assessment on most, but not all, of the areas noted above. The assessment is somewhat inconsistent across the countries surveyed.
<b>Inadequate</b>	The organisation demonstrates relevance in only a few areas and the assessment is inconsistent across the countries surveyed.
<b>Weak</b>	There is a clear, more negative perception of the organisation's relevance in each area.

## Appendix II MOPAN Common Approach Survey for the World Bank 2012

Note: This is the survey used to assess the World Bank in 2012. It contains all of the possible questions, but not all questions were asked of all respondent groups.

### [Introduction]

Welcome to the Survey for the 2012 MOPAN Common Approach and thank you for agreeing to participate.

In responding to the survey, please feel free to base your answers on your perceptions and knowledge of the World Bank. Your perceptions may be shaped experience with and exposure to the World Bank.

Please rest assured that your answers will remain confidential. Any comments you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of these comments. Findings will be reported in aggregate form only.

The survey should take approximately 45 minutes to complete. Please note however, that it may take longer depending on the answers you provide.

Please also note: It would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you would like to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us.

If at any point you have questions about this survey please contact [mopan2012@epinion.dk](mailto:mopan2012@epinion.dk). You can move back and forth in the questionnaire at any point if you would like to change a response or a comment.

Your time spent contributing to the MOPAN Common Approach is very much appreciated.

Please click the "Start" button below to begin.

[1 - Samplegroup - single]

Samplegroup - Auto answered

- 1. HQ
- 2. CO
- 3. Clients

[2 - single]

You have been identified to assess the organisational practices, systems and behaviours of the World Bank. As part of a new pilot component that MOPAN is introducing this year, you may also be asked to assess the extent to which the World Bank has achieved the development results it has set for itself at either the institutional or country level. However, before answering the questionnaire we would like to know how familiar you are with the World Bank and the way it works. Please use the scale below to indicate your degree of familiarity, where 5 is "very familiar" and 1 is "not at all familiar".

- 1. Not at all familiar
- 2.
- 3.
- 4.
- 5. Very familiar

[Condition 2= 1]

You have indicated that you are not at all familiar with this organisation. This means that you will be screened out of the survey. Please hit "Back" to modify your answer or hit "Next" to exit the survey.

[3 - single]

- 1. Fake [Filtered]

[4 - single]

Which of the following best describes how often you, in your professional role, have contact with the World Bank?

- 1. Daily
- 2. Weekly
- 3. Monthly
- 4. A few times per year or less
- 5. Never

[Condition 4= 5]

[ScreenOut Confirm]

You indicated that you never have contact with this organisation. This means that you will be screened out of the survey. Please hit "Back" to modify your answer or hit "Next" to exit the survey.

[5 - single]

1. Fake [Filtered]

Thank you very much for taking the time to complete this survey. On the basis of the answers you have provided, we understand that you are not sufficiently familiar with the organization to respond to further questions. We will therefore not ask you to complete the rest of the survey. The types of questions asked require a certain level of familiarity with the World Bank. Please contact [mopan2012@epinion.dk](mailto:mopan2012@epinion.dk) if you think you have been screened out of the survey by mistake.

### [Overall Performance]

We would like to ask you a few questions about the effectiveness of the World Bank, its strengths and its areas for improvement.

[6 - single]

Thinking about the World Bank and the way it operates, what do you consider to be its greatest strength?

Please type your answer into the box below:

1. Note:

[7 - single]

And still thinking about the World Bank and the way it operates, what do you consider to be the area where it most needs improvement?

Please type your answer into the box below:

1. Note:

[Q7]

[8 - single]

How would you rate the overall organisational effectiveness of the World Bank?

Please use the scale below, where 6 means "very effective" and 1 means "not effective at all".

- 1. Not effective at all
- 2.
- 3.
- 4.
- 5.
- 6. Very effective
- 7. Don't Know

DEFINITION:

Organisational effectiveness = Being organised to support clients to produce and deliver expected development results.

We would like to ask you some questions about specific aspects of the World Bank's performance. In thinking about these questions, please consider all you know about the World Bank.

### [Performance Areas]

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you think the World Bank performs in those areas. You will see a six-point scale as described below. The scale will stay the same for all statements.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = The World Bank does not have this practice, behaviour or system in place and this is a source of concern.

2 - Weak = The World Bank has this practice, behaviour or system, but there are important deficiencies.

3 - Inadequate = World Bank's practice, behaviour or system in this area has deficiencies that make it less than acceptable.

4 - Adequate = World Bank's practice, behaviour or system is acceptable in this area.

5 - Strong = World Bank's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.

6 - Very strong = World Bank's practice, behaviour or system is "best practice" in this area.

At the end of each section, you will have the opportunity to make comments on any of the statements.

The statements are divided into four areas: Strategic Management, Operational Management, Relationship Management, and Knowledge Management.

### [Strategic Management]

Strategic Management

First of all we would like to ask you about Strategic Management.

[Corporate Governance]

Providing Direction for Results

To start with, we would like to ask you some questions related to the World Bank's ability to provide direction for results. According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

[9 - single]

The World Bank's institutional culture reinforces a focus on results.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[10 - single]

The World Bank's institutional culture is client-focused.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[11 - single]

The World Bank's senior management shows leadership on results management

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[12 - single]

The World Bank makes key documents readily available to the public.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[DEFINITION 1]

Client-focused = Emphasis on the organisations that receive a direct transfer of finances or technical assistance from a multilateral organisation - such as national government departments, civil society organisations and private entities.

[Condition 1= 1]

[DEFINITION 2]

Results management = Also known as management for results or results-based management (RBM), it consists of managing and implementing aid in a way that focuses on the desired results and uses information on performance to improve decision-making.

[DEFINITION 3]

Key documents = Documents that describe strategies, policies, key financial information, and other types of reports at organisation-wide, country, and/or project/program level.

[13 - single]

Do you have any additional comments on the World Bank's institutional culture and values in providing direction for results?

1. Yes, please note:
2. No

[Condition 1= 1]

### **[Corporate Strategy1]**

#### Organisation-wide Strategy

Still thinking about Strategic Management, but now more specifically about organisation-wide strategies, how do you think the World Bank performs in relation to the practices, systems or behaviours described in each of the following statements?

[14 - single]

The World Bank has a clear mandate.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[15 - single]

The World Bank's strategy is aligned with the mandate.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[16 - single]

The World Bank ensures the application of results management across the organisation.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

#### DEFINITION:

Strategy/strategies = High level document(s) that guide and direct the operations of the multilateral organisation.

### **[Corporate Strategy2]**

#### Cross-cutting Priorities

We would like you to think about how the World Bank approaches "cross-cutting" priorities. According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[17 - single]

The World Bank sufficiently mainstreams gender equality in its operations.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[18 - single]

The World Bank has sufficient cross-cutting focus on fragile and conflict-affected countries.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[19 - single]

The World Bank sufficiently promotes the principles of good governance in its operations.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[20 - single]

The World Bank has sufficient cross-cutting focus on climate change.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

## DEFINITION:

Mainstreaming = The horizontal and vertical integration of a topic so as to produce process-related and programmatic results.

[21 - single]

Do you have any additional comments on the World Bank's organisation-wide strategy?

- 1. Yes, please note:
- 2. No

[Condition 1= 2 OR 1= 3]

**[Strategies-Country, Regional]**

## Country Level Strategies

We would like to ask you about the World Bank's country strategies known as the Country Assistance Strategies (CAS). How do you think the World Bank performs in relation to the practices, systems or behaviours described in each of the following statements?

[22 - single]

The World Bank's Country Assistance Strategies link results from project, sector and country levels.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[23 - single]

The World Bank's results include indicators at all levels (country, sector and project).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[24 - single]

The World Bank's Country Assistance Strategies contain statements of expected results consistent with those in national development strategies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[25 - single]

The World Bank consults with clients to develop its expected results.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[26 - single]

The World Bank's Country Assistance Strategies include results for the thematic areas it defines as cross-cutting priorities (gender equality, fragile and conflict-affected countries, climate change and good governance).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

## DEFINITIONS:

Country level = At the country level, this question may refer to an organisation's country strategy.

National development strategies = National development strategies are plans or strategies that set out the country's national development priorities.

Clients = Organisations that receive a direct transfer from the multilateral organisation or has direct interaction with them at the country level. The transfer includes financial assistance, capacity building, policy advice, etc. Clients can be governmental (ministries, departments, agencies, etc.), non-governmental (associations, non-profits, co-operatives, institutes, etc.) or private sector corporations.

[Condition 1= 2 OR 1= 3]

[27 - single]

Do you have any additional comments on the World Bank's country strategies?

- 1. Yes, please note:
- 2. No

[28 - single]

Is there anything further you would like to say about the World Bank's Strategic Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

### **[Operational Management]**

We would like to know what you think about Operational Management within the World Bank.

### **[Financial Resources1]**

Financial Resources and Risk Management

We would first like to ask you some questions about the World Bank's financial resources and risk management. According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statement(s)?

[29 - single]

The World Bank allocates resources according to its established criteria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[30 - single]

The World Bank links its administrative budget for its loans and grants program to expected results.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[31 - single]

The World Bank's reports on results include the amounts disbursed linked to achievement outputs and outcomes.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

### **[Financial Resources2]**

Financial Resources and Risk Management

Still thinking about financial resources and risk management:

According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1]

[32 - single]

The World Bank's external audits are meeting the needs of donors.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[33 - single]

The World Bank performs appropriate external audits on programmes and projects at a country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate



- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[34 - single]

The World Bank immediately follows up on financial irregularities, including fraud and corruption.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[35 - single]

The World Bank conducts internal financial audits to provide credible information to its

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[36 - single]

The World Bank's procurement and contract management processes for the provision of services or goods are effective.

<i> (SEE DEFINITION BELOW) </i>

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[37 - single]

The World Bank has appropriate strategies for risk management.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

- 6. Very strong
- 7. Don't Know

DEFINITION:

[Condition 1= 2 OR 1= 3]

Effective procurement/contract management processes = Procurement or contract management processes that are carried out in an efficient manner and the objectives are met.

[Condition 1= 1]

[DEFINITION 2]

Risk management = Risk management involves the identification, analysis, monitoring, mitigation, and reporting of those risks that impact on achievement of results, as well as the actions needed to address them.

[38 - single]

Do you have any additional comments on the World Bank's financial resources and risk management?

- 1. Yes, please note:
- 2. No

### **[Performance Management]**

We would like you to think about performance management - the way the World Bank manages the performance of its operations. According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1]

[39 - single]

The World Bank uses project, sector and country information on performance to revise corporate policies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[40 - single]

The World Bank uses information on country or sector performance to plan new interventions at country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[41 - single]

The World Bank actively manages "unsatisfactory" projects from the previous fiscal year.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[42 - single]

The World Bank regularly tracks implementation of evaluation recommendations reported to the Board.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[43 - single]

Do you have any additional comments on the World Bank's performance management?

- 1. Yes, please note:
- 2. No

### [Human Resources Management]

We would like you to think about the way the World Bank manages human resources. According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or

behaviours described in the following statement(s)?

[Condition 1= 1]

[44 - single]

The World Bank uses a transparent system to manage staff performance.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[45 - single]

The <u>number</u> of World Bank staff at the country level allows for effective country level partnerships.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[46 - single]

The <u>quality</u> of World Bank staff at the country level allows for effective country-level partnerships.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[47 - single]

Do you have any additional comments on the World Bank's human resources management?

- 1. Yes, please note:
- 2. No

### [Portfolio Management]

We would like you to think about portfolio management. According to what you know

about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statement(s)?

[Condition 1= 1]

[48 - single]

The World Bank subjects new loans and credits to impact analysis prior to approval.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[49 - single]

The World Bank sets targets to enable monitoring of progress in project implementation at the country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[50 - single]

The World Bank's project tasks are managed at the country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[51 - single]

The World Bank has delegated appropriate decision-making authority to the country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate

- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

DEFINITION:

Impact analysis = Includes the analysis of environmental, social and economic impacts.

[52 - single]

Do you have any additional comments on the World Bank's portfolio management?

- 1. Yes, please note:
- 2. No

[53 - single]

Before moving on to the next section, is there anything further you would like to say about the World Bank's Operational Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

### [Relationship Management]

We would like to ask you about some aspects of Relationship Management, particularly the World Bank's relationship with its clients and other stakeholders.

[Condition 1= 2 OR 1= 3]

### [Ownership]

According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[54 - single]

The World Bank supports funding proposals designed and developed by the national government or clients.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

- 6. Very strong
- 7. Don't Know

[55 - single]

The World Bank applies conditionality that corresponds with the national government's goals and benchmarks.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[56 - single]

The World Bank uses procedures that can be easily understood and followed by clients.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[57 - single]

The length of time it takes to complete World Bank procedures does not significantly delay implementation.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[58 - single]

The World Bank adjusts its overall portfolio in the country quickly, to respond to changing circumstances.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[59 - single]

The World Bank flexibly adjusts its implementation of individual projects/programmes as learning occurs.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[60 - single]

Do you have any additional comments on the World Bank's efforts to support country ownership?

- 1. Yes, please note:
- 2. No

### [Alignment]

According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 2 OR 1= 3]

[61 - single]

The World Bank uses country systems (e.g., procurement, public financial management, etc.) as a first option for its operations where appropriate.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[62 - single]

The World Bank participates in mutual accountability assessments of Paris Declaration and subsequent Aid Effectiveness commitments (Accra Agenda for Action, Busan High Level Forum).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate

- 5. Strong
- 6. Very strong
- 7. Don't Know

[63 - single]

The World Bank provides valuable inputs to policy dialogue.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[64 - single]

The World Bank respects the views of clients when it undertakes policy dialogue.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[65 - single]

Do you have any additional comments on the World Bank's performance with regard to alignment?

- 1. Yes, please note:
- 2. No

[Condition 1= 2 OR 1= 3]

### [Harmonisation]

According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[66 - single]

The World Bank often participates in joint missions.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[67 - single]

The World Bank's technical assistance is provided through coordinated programmes in support of capacity development.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[68 - single]

The World Bank participates in programme-based approaches.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

DEFINITION:

Programme-based approaches (PBA) = PBAs are a way of engaging in development co-operation based on the principles of co-ordinated support for a locally owned programme of development, such as a national development strategy, a sector programme, a thematic programme or a programme of a specific organisation.

[Condition 1= 2 OR 1= 3]

[69 - single]

Do you have any additional comments on the World Bank's performance with regard to harmonisation?

- 1. Yes, please note:
- 2. No

[70 - single]

Before moving on to the next section, is there anything further you would like to say about the World Bank's Relationship Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

**[Knowledge Management]**

We would like to ask you about Knowledge Management within the World Bank.

**[Performance Evaluation]**

We would like to ask you about performance evaluation. According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1]

[71 - single]

The World Bank's evaluation unit is structurally independent from the Bank's Executive Management.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[72 - single]

The World Bank's independent evaluation function provides sufficient coverage of the Bank's activities.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[73 - single]

The World Bank ensures that its evaluations are of high quality.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[74 - single]

The World Bank uses evaluation findings in its decisions on programming, policy and strategy.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[75 - single]

The World Bank involves clients and beneficiaries in evaluations of its projects and programs.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[76 - single]

Do you have any additional comments on the World Bank's performance evaluation?

- 1. Yes, please note:
- 2. No

[Condition 1= 1]

**[Performance Reporting]**

Please think now about performance reporting.

According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[77 - single]

The World Bank's reports to the Board provide clear measures of achievement of outcomes.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[78 - single]

The World Bank's performance reports are based on quality data obtained from measuring indicators.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[79 - single]

The World Bank reports adequately against its corporate strategy.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[80 - single]

The World Bank reports to the governing body on performance in relation to its Paris Declaration commitments.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[81 - single]

The World Bank's reporting on adjustments made to <u>policies and strategies</u> is based on performance information.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[82 - single]

The World Bank's reporting on adjustments made to <u>country-level programming</u> is based on adequate performance information.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[83 - single]

Do you have any additional comments on the World Bank's performance reporting?

- 1. Yes, please note:
- 2. No

[Condition 1= 1]

### [Dissemination]

We would like you to think about how the World Bank disseminates lessons learned.

According to what you know about the World Bank, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[84 - single]

The World Bank identifies and disseminates lessons learned from performance information.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[85 - single]

The World Bank provides opportunities at all levels of the organisation to share lessons from practical experience.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[86 - single]

Do you have any additional comments on how the World Bank disseminates lessons learned?

- 1. Yes, please note:
- 2. No

[87 - single]

Is there anything further you would like to say about the World Bank's Knowledge Management? This could be anything related to the statement(s) you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

We would now like to ask you some questions related to the achievement of development results by the World Bank. In thinking about these questions, please consider all you know about this multilateral organisation.

[Condition 1= 2 OR 1= 3]

[88 - single]

The World Bank's achievement of results is only being assessed in five countries. Please indicate the country in which you are currently based:

- 1. Ghana
- 2. Honduras
- 3. Morocco
- 4. Nigeria
- 5. The Philippines
- 6. None of the above

[Condition 88= 6]

You have indicated that you are not based in any of the countries for which the World Bank is being assessed on its achievement of country-level results. We will therefore not ask you questions on this matter. Please hit 'Back' to modify your answer or hit 'Next' to proceed with the following sections of survey.

[Condition 1= 1 OR 88= 1 OR 88= 2 OR 88= 3 OR 88= 4 OR 88= 5]

### [Results Achievement]

[Condition 1= 1]

You will see a series of statements related to the extent to which the World Bank has

contributed to meeting its institutional/organisation-wide results. You will then be presented with a series of statements related to the relevance of the World Bank's work in five selected countries.

[Condition 88= 1 OR 88= 2 OR 88= 3 OR 88= 4 OR 88= 5]

You will see a series of statements on the extent to which the World Bank has contributed to meeting its country-level goals and priorities, and Millennium Development Goals (MDGs) that are related to its work in the countries in which it operates. You will also be asked questions that pertain to the relevance of World Bank's work vis-à-vis its major stakeholders.

[Condition 1= 1 OR 88= 1 OR 88= 2 OR 88= 3 OR 88= 4 OR 88= 5]

Please rate how you think the World Bank performs in these areas. You will see a six-point scale from "Very weak" to "Very strong", as described below. The scale will stay the same for all statements.

#### DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = The World Bank has not made any contributions in this area and this is a source of concern.

2 - Weak = The World Bank has made some contributions in this area, but there are important deficiencies.

3 - Inadequate = The World Bank has made some contributions in this area but they are less than acceptable.

4 - Adequate = The World Bank's contributions in this area are acceptable.

5 - Strong = The World Bank's contributions in this area are more than acceptable.

6 - Very strong = The World Bank's contributions in this area could be considered as "best practice".

At the end of each section, you will have the opportunity to make comments on any of the statements.

[Condition 1= 1]



**[Institutional Results]****Results Achievement at the Institutional Level**

We would like to ask you some questions on the extent to which the World Bank is demonstrating progress towards organisation-wide results. In thinking about these questions, please consider all you know about the World Bank and the programming strategies highlighted in its Post-Crisis Direction Paper (PCD).

[89 - single]

The World Bank is making contributions to targeting the poor and the vulnerable.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[90 - single]

The World Bank is making contributions to creating opportunities for growth.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[91 - single]

The World Bank is making contributions to promoting global collective action.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[92 - single]

The World Bank is making contributions to strengthening governance.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate

- 5. Strong
- 6. Very strong
- 7. Don't Know

[93 - single]

The World Bank is making contributions to preparing for crises.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[94 - single]

Do you have any additional comments on how the World Bank demonstrates progress towards its planned organisation-wide results?

- 1. Yes, please note:
- 2. No

[Condition 1= 1]

**[RELEVANCE AT COUNTRY LEVEL]**

We would like to ask you some questions on the extent to which the objectives and programme of work of the World Bank are relevant to its major stakeholders in the countries in which it operates - more specifically in Ghana, Honduras, Morocco, Nigeria and the Philippines.

[95 - multiple]

Are you familiar with the World Bank's operations in any of the following countries? Please select all that apply:

- 1. Ghana
- 2. Honduras
- 3. Morocco
- 4. Nigeria
- 5. The Philippines
- 6. None of the above

[Condition 95= 6]

You have indicated that you are not familiar with the World Bank's operations in any of the five countries where it is being assessed this year. We will therefore not ask you questions on this matter. Please hit "Back" to modify your answer or hit "Next"

to proceed with the following sections of survey.

[Condition 95= 1]

[Ghana]

Relevance of the World Bank's work in Ghana

[96 - single]

The World Bank's activities respond to key development priorities in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[97 - single]

The World Bank provides innovative solutions for development challenges in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[98 - single]

The World Bank adapts its work to the changing conditions faced by Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 95= 2]

[Honduras]

Relevance of the World Bank's work in Honduras

[99 - single]

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

- 6. Very strong
- 7. Don't Know

[100 - single]

The World Bank provides innovative solutions for development challenges in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[101 - single]

The World Bank adapts its work to the changing conditions faced by Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 95= 3]

[Morocco]

Relevance of the World Bank's work in Morocco

[102 - single]

The World Bank's activities respond to key development priorities in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[103 - single]

The World Bank provides innovative solutions for development challenges in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[104 - single]

The World Bank adapts its work to the changing conditions faced by Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 95= 4]

[Nigeria]

Relevance of the World Bank's work in Nigeria

[105 - single]

The World Bank's activities respond to key development priorities in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[106 - single]

The World Bank provides innovative solutions for development challenges in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[107 - single]

The World Bank adapts its work to the changing conditions faced by Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 95= 5]

[The Philippines]

Relevance of the World Bank's work in the Philippines

[108 - single]

The World Bank's activities respond to key development priorities in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[109 - single]

The World Bank provides innovative solutions for development challenges in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[110 - single]

The World Bank adapts its work to the changing conditions faced by the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 95= 1 OR 95= 2 OR 95= 3 OR 95= 4 OR 95= 5]

[111 - single]

Do you have any additional comments on the World Bank's ability to meet the needs and/or gain and maintain the support from its major stakeholders in the selected countries?

- 1. Yes, please note:
- 2. No

[Condition 88= 1]

[Ghana]

**[Country Results]**

**Achievement of Results in Ghana**

We would like to ask you some questions on the extent to which the World Bank is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about World Bank's operations in Ghana - more specifically about those highlighted in World Bank's country strategies developed for Ghana.

[112 - single]

The World Bank has effectively contributed to enhancing private sector competitiveness in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[113 - single]

The World Bank has effectively contributed to increasing productivity in the agricultural sector in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[114 - single]

The World Bank has effectively contributed to increasing sustainability in natural resource management in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[115 - single]

The World Bank has effectively contributed to improving access to land in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[116 - single]

The World Bank has effectively contributed to increasing access to energy infrastructure in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[117 - single]

The World Bank has effectively contributed to increasing access to transport infrastructure in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[118 - single]

The World Bank has effectively contributed to increasing access to information and communications technology in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[119 - single]

The World Bank has effectively contributed to increasing access to education in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

6. Very strong  
 7. Don't Know

[120 - single]

The World Bank has effectively contributed to increasing access to water and sanitation in Ghana.

1. Very weak  
 2. Weak  
 3. Inadequate  
 4. Adequate  
 5. Strong  
 6. Very strong  
 7. Don't Know

[121 - single]

The World Bank has effectively contributed to increasing access to healthcare services in Ghana.

1. Very weak  
 2. Weak  
 3. Inadequate  
 4. Adequate  
 5. Strong  
 6. Very strong  
 7. Don't Know

[122 - single]

The World Bank has effectively contributed to enhancing decentralization in Ghana.

1. Very weak  
 2. Weak  
 3. Inadequate  
 4. Adequate  
 5. Strong  
 6. Very strong  
 7. Don't Know

[123 - single]

The World Bank has effectively contributed to strengthening public sector management in Ghana.

1. Very weak  
 2. Weak  
 3. Inadequate  
 4. Adequate  
 5. Strong  
 6. Very strong  
 7. Don't Know

[124 - single]

Do you have any additional comments on how the World Bank demonstrates progress towards its planned results in Ghana?

1. Yes, please note:  
 2. No

### **[Millennium Development Goals]**

Achievement of the MDGs in Ghana

We would like to ask you some questions on the extent to which the World Bank is contributing to relevant MDGs in Ghana. In thinking about these questions, please consider all you know about the World Bank.

[125 - single]

The World Bank is making effective contributions to Ghana's efforts to eradicate extreme poverty and hunger (MDG 1).

1. Very weak  
 2. Weak  
 3. Inadequate  
 4. Adequate  
 5. Strong  
 6. Very strong  
 7. Don't Know

[126 - single]

The World Bank is making effective contributions to Ghana's efforts to achieve universal primary education (MDG 2).

1. Very weak  
 2. Weak  
 3. Inadequate  
 4. Adequate  
 5. Strong  
 6. Very strong  
 7. Don't Know

[127 - single]

The World Bank is making effective contributions to Ghana's efforts to promote gender equality and empower women (MDG 3).

1. Very weak  
 2. Weak  
 3. Inadequate  
 4. Adequate  
 5. Strong  
 6. Very strong  
 7. Don't Know

[128 - single]

The World Bank is making effective contributions to Ghana's efforts to reduce child mortality (MDG 4).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[129 - single]

The World Bank is making effective contributions to Ghana's efforts to improve maternal health (MDG 5).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[130 - single]

The World Bank is making effective contributions to Ghana's efforts to combat HIV/AIDS, malaria, and other diseases (MDG 6).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[131 - single]

The World Bank is making effective contributions to Ghana's efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[132 - single]

Do you have any additional comments on how the World Bank assists your country in

meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

### [Relevance]

Relevance of World Bank's Work in Ghana

We would like to ask you some questions on the extent to which the objectives and programme of work of the World Bank are relevant to its major stakeholders in Ghana. In thinking about these questions, please consider all you know about the World Bank's work in Ghana and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[133 - single]

The World Bank's activities respond to key development priorities of Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[134 - single]

The World Bank provides innovative solutions for development challenges in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[135 - single]

The World Bank adapts its work to the changing conditions faced by Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[136 - single]

Do you have any additional comments on the World Bank's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Ghana?

- 1. Yes, please note:
- 2. No

[Condition 88= 2]

[Honduras]

### [Country Results]

#### Achievement of Results in Honduras

We would like to ask you some questions on the extent to which the World Bank is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about the World Bank's operations in Honduras - more specifically about those highlighted in the World Bank's country strategies developed for Honduras.

[137 - single]

The World Bank has effectively contributed to strengthening competitiveness in the financial sector in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[138 - single]

The World Bank has effectively contributed to improving the performance of the energy sector in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[139 - single]

The World Bank has effectively contributed to improving the performance of roads services in Honduras.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[140 - single]

The World Bank has effectively contributed to improving the performance of water and sanitation services in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[141 - single]

The World Bank has effectively contributed to improving the business environment in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[142 - single]

The World Bank has effectively contributed to improving security of access to land in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[143 - single]

The World Bank has effectively contributed to promoting rural competitiveness in farm, agro-forestry and off-farm employment in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

- 6. Very strong
- 7. Don't Know

[144 - single]

The World Bank has effectively contributed to strengthening transparency in the public sector in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[145 - single]

The World Bank has effectively contributed to reducing the impact of natural disasters in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[146 - single]

The World Bank has effectively contributed to improving coverage of basic education in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[147 - single]

The World Bank has effectively contributed to improving the quality of basic education in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[148 - single]

The World Bank has effectively contributed to improving coverage of basic health services in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[149 - single]

The World Bank has effectively contributed to improving the quality of basic health services in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[150 - single]

The World Bank has effectively contributed to improving the impact of social assistance to vulnerable groups in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[151 - single]

Do you have any additional comments on how the World Bank demonstrates progress towards its planned results in Honduras?

- 1. Yes, please note:
- 2. No

[Millennium Development Goals]

Achievement of the MDGs in Honduras

We would like to ask you some questions on the extent to which the World Bank is contributing to relevant MDGs in Honduras. In thinking about these questions, please consider all you know about the World Bank.

[152 - single]



The World Bank is making effective contributions to Honduras' efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[153 - single]

The World Bank is making effective contributions to Honduras' efforts to achieve universal primary education (MDG 2).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[154 - single]

The World Bank is making effective contributions to Honduras' efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[155 - single]

The World Bank is making effective contributions to Honduras' efforts to reduce child mortality (MDG 4).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[156 - single]

The World Bank is making effective contributions to Honduras' efforts to improve maternal health (MDG 5).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[157 - single]

The World Bank is making effective contributions to Honduras' efforts to combat HIV/AIDS, malaria, and other diseases (MDG 6).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[158 - single]

The World Bank is making effective contributions to Honduras's efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[159 - single]

Do you have any additional comments on how the World Bank assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

### [Relevance]

Relevance of World Bank's Work in Honduras

We would like to ask you some questions on the extent to which the objectives and programme of work of the World Bank are relevant to its major stakeholders in Honduras. In thinking about these questions, please consider all you know about the World Bank's work in Honduras

and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[160 - single]

The World Bank's activities respond to key development priorities of Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[161 - single]

The World Bank provides innovative solutions for development challenges in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[162 - single]

The World Bank adapts its work to the changing conditions faced by Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[163 - single]

Do you have any additional comments on the World Bank's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Honduras?

- 1. Yes, please note:
- 2. No

[Condition 88= 3]

[Morocco]

### [Country Results]

Achievement of Results in Morocco

We would like to ask you some questions on the extent to which the World Bank is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about the World Bank's operations in Morocco - more specifically about those highlighted in the World Bank's country strategies developed for Morocco.

[164 - single]

The World Bank has effectively contributed to improving the business environment in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[165 - single]

The World Bank has effectively contributed to increasing the competitiveness of small and medium-size agro-businesses in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[166 - single]

The World Bank has effectively contributed to increasing efficiency of the financial sector in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[167 - single]

The World Bank has effectively contributed to increasing access to financing in Morocco.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[168 - single]

The World Bank has effectively contributed to strengthening public sector management in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[169 - single]

The World Bank has effectively contributed to increasing access to basic services for poor and marginalized populations in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[170 - single]

The World Bank has effectively contributed to increasing quality in education in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[171 - single]

The World Bank has effectively contributed to increasing access to education in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

- 6. Very strong
- 7. Don't Know

[172 - single]

The World Bank has effectively contributed to improving water management in Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[173 - single]

Do you have any additional comments on how the World Bank demonstrates progress towards its planned results in Morocco?

- 1. Yes, please note:
- 2. No

### **[Millennium Development Goals]**

Achievement of the MDGs in Morocco

We would like to ask you some questions on the extent to which the World Bank is contributing to relevant MDGs in Morocco. In thinking about these questions, please consider all you know about the World Bank.

[174 - single]

The World Bank is making effective contributions to Morocco's efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[175 - single]

The World Bank is making effective contributions to Morocco's efforts to achieve universal primary education (MDG 2).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate

- 5. Strong
- 6. Very strong
- 7. Don't Know

[176 - single]

The World Bank is making effective contributions to Morocco's efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[177 - single]

The World Bank is making effective contributions to Morocco's efforts to reduce child mortality (MDG 4).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[178 - single]

The World Bank is making effective contributions to Morocco's efforts to improve maternal health (MDG 5).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[179 - single]

The World Bank is making effective contributions to Morocco's efforts to combat HIV/AIDS, malaria, and other diseases (MDG 6).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[180 - single]

The World Bank is making effective contributions to Morocco's efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[181 - single]

Do you have any additional comments on how the World Bank assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

### [Relevance]

Relevance of World Bank's Work in Morocco

We would like to ask you some questions on the extent to which the objectives and programme of work of the World Bank are relevant to its major stakeholders in Morocco. In thinking about these questions, please consider all you know about the World Bank's work in Morocco and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[182 - single]

The World Bank's activities respond to key development priorities of Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[183 - single]

The World Bank provides innovative solutions for development challenges in Morocco.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[184 - single]

The World Bank adapts its work to the changing conditions faced by Morocco.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[185 - single]

Do you have any additional comments on the World Bank's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Morocco?

- 1. Yes, please note:
- 2. No

[Condition 88= 4]

[Nigeria]

### [Country Results]

Achievement of Results in Nigeria

We would like to ask you some questions on the extent to which the World Bank is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about the World Bank's operations in Nigeria - more specifically about those highlighted in the World Bank's country strategies developed for Nigeria.

[186 - single]

The World Bank has effectively contributed to the development of energy infrastructure in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[187 - single]

The World Bank has effectively contributed to the development of transport infrastructure in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[188 - single]

The World Bank has effectively contributed to increasing environmental sustainability in the agricultural sector in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[189 - single]

The World Bank has effectively contributed to increasing productivity in the agricultural sector in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[190 - single]

The World Bank has effectively contributed to improving the business environment in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[191 - single]

The World Bank has effectively contributed to improving access to finance in Nigeria.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[192 - single]

The World Bank has effectively contributed to improving access to healthcare services in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[193 - single]

The World Bank has effectively contributed to improving access to basic and post basic education in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[194 - single]

The World Bank has effectively contributed to strengthening the effectiveness of anti-corruption institutions in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[195 - single]

The World Bank has effectively contributed to strengthening public financial management in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[196 - single]

The World Bank has effectively contributed to improving the performance of public management systems in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[197 - single]

The World Bank has effectively contributed to improving transparency in the public sector procurement system in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[198 - single]

Do you have any additional comments on how the World Bank demonstrates progress towards its planned results in Nigeria?

- 1. Yes, please note:
- 2. No

### **[Millennium Development Goals]**

Achievement of the MDGs in Nigeria

We would like to ask you some questions on the extent to which the World Bank is contributing to relevant MDGs in Nigeria. In thinking about these questions, please consider all you know about the World Bank.

[199 - single]

The World Bank is making effective contributions to Nigeria's efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[200 - single]

The World Bank is making effective contributions to Nigeria's efforts to achieve universal primary education (MDG 2).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[201 - single]

The World Bank is making effective contributions to Nigeria's efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[202 - single]

The World Bank is making effective contributions to Nigeria's efforts to reduce child mortality (MDG 4).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[203 - single]

The World Bank is making effective contributions to Nigeria's efforts to improve maternal health (MDG 5).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[204 - single]

The World Bank is making effective contributions to Nigeria's efforts to combat

HIV/AIDS, malaria, and other diseases (MDG 6).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[205 - single]

The World Bank is making effective contributions to Nigeria's efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[206 - single]

Do you have any additional comments on how the World Bank assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

### [Relevance]

Relevance of World Bank's Work in Nigeria

We would like to ask you some questions on the extent to which the objectives and programme of work of the World Bank are relevant to its major stakeholders in Nigeria. In thinking about these questions, please consider all you know about the World Bank's work in Nigeria and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[207 - single]

The World Bank's activities respond to key development priorities of Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[208 - single]

The World Bank provides innovative solutions for development challenges in Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[209 - single]

The World Bank adapts its work to the changing conditions faced by Nigeria.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[210 - single]

Do you have any additional comments on the World Bank's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Nigeria?

- 1. Yes, please note:
- 2. No

[Condition 88= 5]

[The Philippines]

### [Country Results]

Achievement of Results in the Philippines

We would like to ask you some questions on the extent to which the World Bank is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about the World Bank's operations in the Philippines - more specifically about those highlighted in the World Bank's Country Strategy developed for the Philippines.

[211 - single]

The World Bank has effectively contributed to improving <u>transparency</u> in public finances in the Philippines.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[212 - single]

The World Bank has effectively contributed to improving <u>efficiency</u> in public finances in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[213 - single]

The World Bank has effectively contributed to improving capacities of key anti-corruption agencies in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[214 - single]

The World Bank has effectively contributed to maintaining fiscal and financial stability in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[215 - single]

The World Bank has effectively contributed to improving the business environment in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know



[216 - single]

The World Bank has effectively contributed to increasing the productivity of firms in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[217 - single]

The World Bank has effectively contributed to increasing access to infrastructure in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[218 - single]

The World Bank has effectively contributed to increasing access to education for the poor and disadvantaged in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[219 - single]

The World Bank has effectively contributed to increasing access to healthcare services for the poor and the disadvantaged in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[220 - single]

The World Bank has effectively contributed to increasing access to water and sanitation

for the poor and the disadvantaged in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[221 - single]

The World Bank has effectively contributed to implementing development programs in conflict-affected communities in Mindanao, the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[222 - single]

Do you have any additional comments on how the World Bank demonstrates progress towards its planned results in the Philippines?

- 1. Yes, please note:
- 2. No

### **[Millennium Development Goals]**

Achievement of the MDGs in the Philippines

We would like to ask you some questions on the extent to which the World Bank is contributing to relevant MDGs in the Philippines. In thinking about these questions, please consider all you know about the World Bank.

[223 - single]

The World Bank is making effective contributions to the Philippines' efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[224 - single]

The World Bank is making effective contributions to the Philippines' efforts to achieve universal primary education (MDG 2).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[225 - single]

The World Bank is making effective contributions to the Philippines' efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[226 - single]

The World Bank is making effective contributions to the Philippines' efforts to reduce child mortality (MDG 4).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[227 - single]

The World Bank is making effective contributions to the Philippines' efforts to improve maternal health (MDG 5).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[228 - single]

The World Bank is making effective contributions to the Philippines' efforts to combat HIV/AIDS, malaria, and other diseases (MDG 6).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[229 - single]

The World Bank is making effective contributions to the Philippines' efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[230 - single]

Do you have any additional comments on how the World Bank assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

### [Relevance]

Relevance of World Bank's Work in the Philippines

We would like to ask you some questions on the extent to which the objectives and programme of work of the World Bank are relevant to its major stakeholders in the Philippines. In thinking about these questions, please consider all you know about the World Bank's work in the Philippines and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[231 - single]

The World Bank's activities respond to key development priorities of the Philippines.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[232 - single]

The World Bank provides innovative solutions for development challenges in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[233 - single]

The World Bank adapts its work to the changing conditions faced by the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[234 - single]

Do you have any additional comments on World Bank's ability to meet the needs and/or gain and maintain the support from its major stakeholders in the Philippines?

- 1. Yes, please note:
- 2. No

### [Background Questions]

[Condition 1= 1 OR 1= 2]

[235 - single]

Background Questions

What MOPAN member country do you work for?

- 1. Australia
- 2. Austria
- 3. Belgium
- 4. Canada
- 5. Denmark
- 6. Finland
- 7. France

- 8. Germany
- 9. Ireland
- 10. Republic of Korea
- 11. The Netherlands
- 12. Norway
- 13. Spain
- 14. Sweden
- 15. Switzerland
- 16. United Kingdom

[Condition 1= 1]

[236 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- 1. MOPAN member organisation, in offices in the capital
- 2. MOPAN member organisation, in the permanent mission or executive board office at the multilateral organisation
- 3. Other:

[Condition 1= 2]

[237 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- 1. MOPAN member organisation, in country office (including embassies)
- 2. Other:

[Condition 1= 3]

[238 - single]

Background Questions

What type of organisation do you work for? Choose the one that best describes your organisation:

- 1. National parliament or legislature
- 2. Government - line ministry
- 3. Government - ministry of finance/statistics/planning/economics
- 4. Government – other
- 5. NGO or other civil society organization
- 6. Academic institution
- 7. Parastatal
- 8. Other:

[239 - single]

How would you define your level of seniority within the organisation? Choose the one that best describes your position:

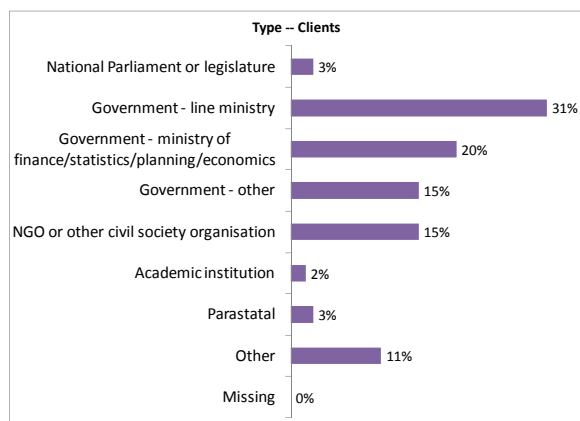
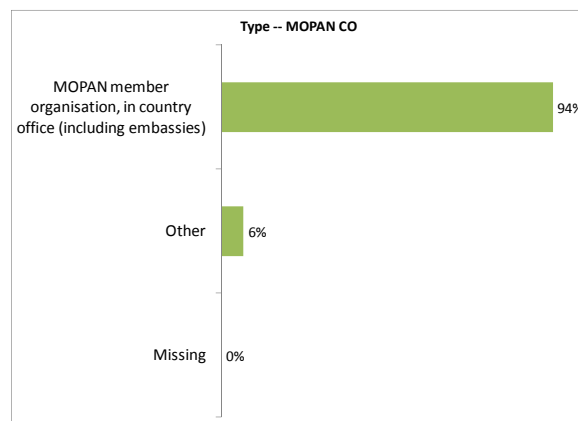
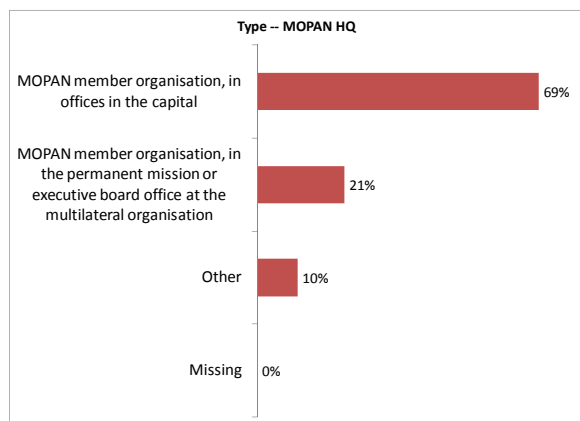
- 1. Senior-level professional
- 2. Mid-level professional
- 3. Junior professional

You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

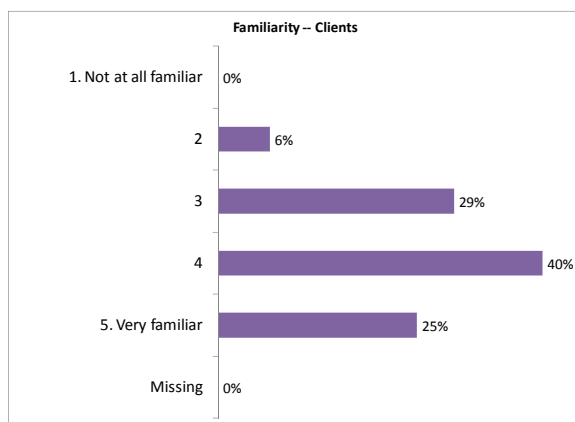
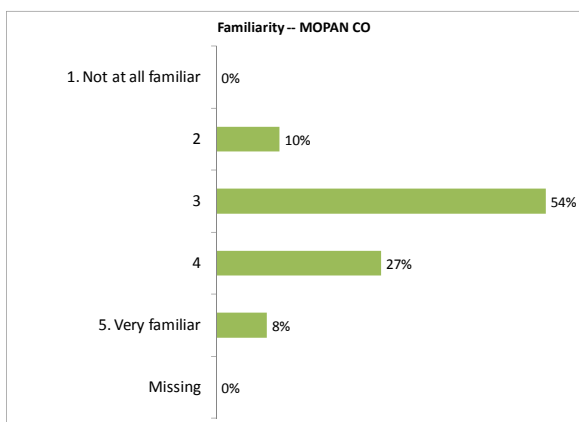
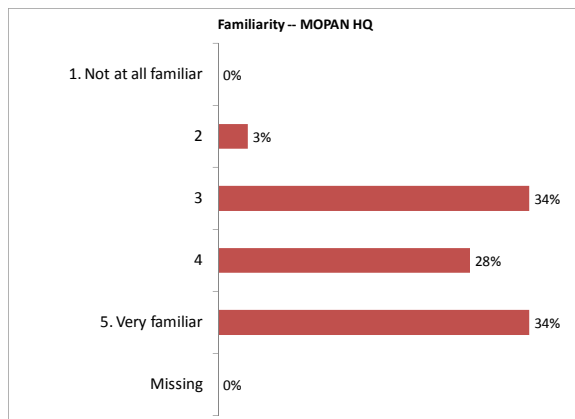
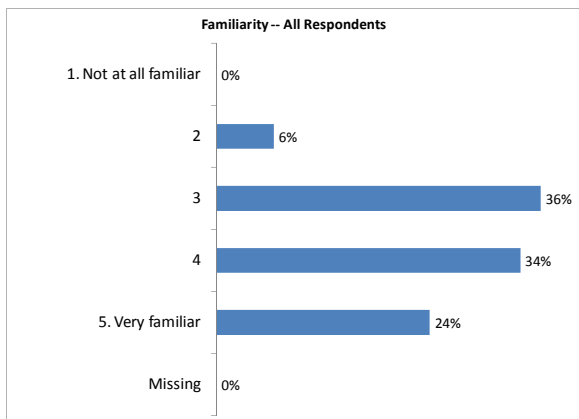
Thank you very much for sharing your insights and taking time to answer this survey, which is aimed at improving the dialogue on organisational learning and effectiveness of multilateral organisations.

## Appendix III Respondent Profile

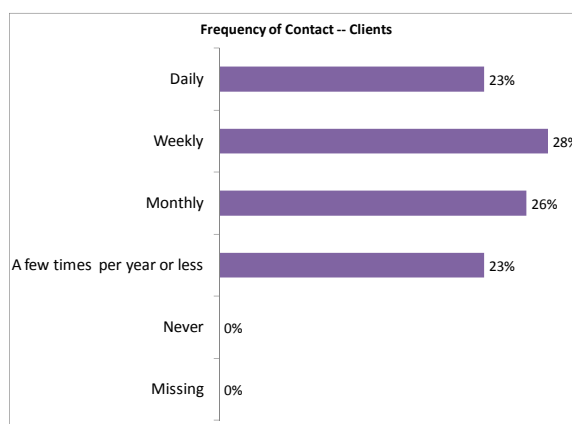
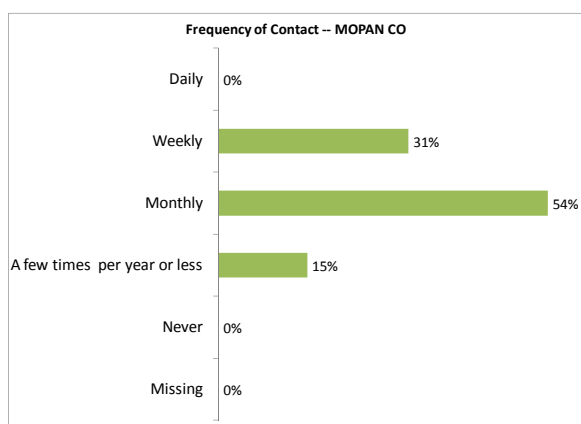
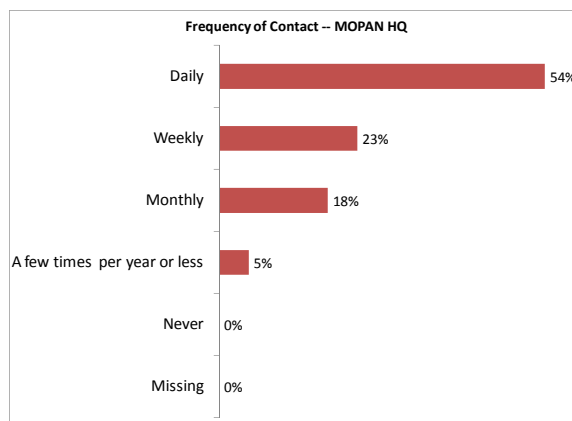
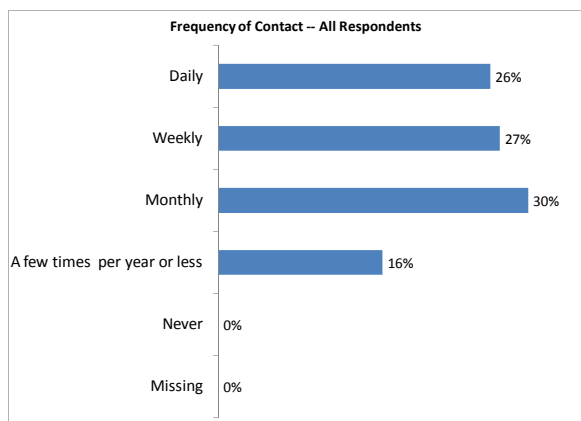
### Type of Respondents



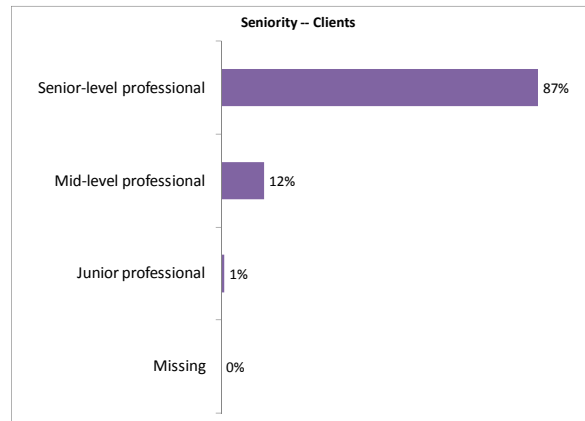
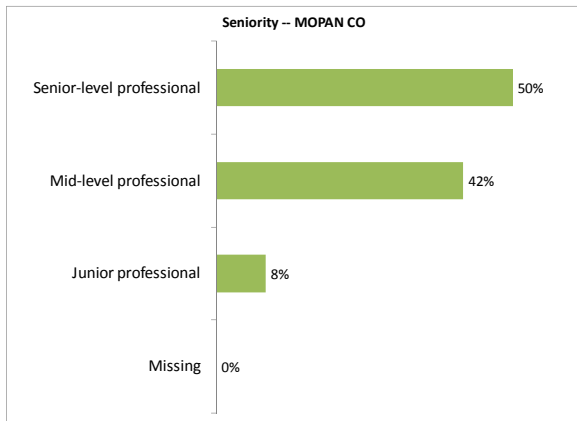
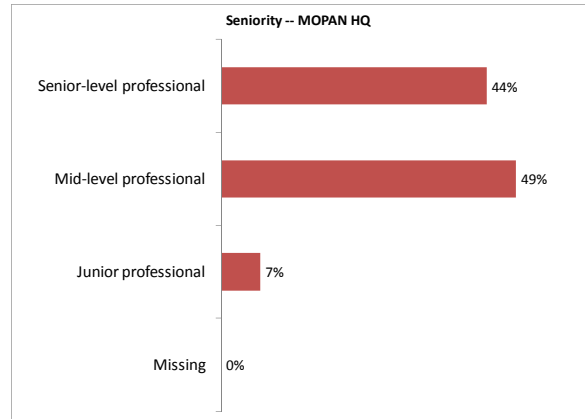
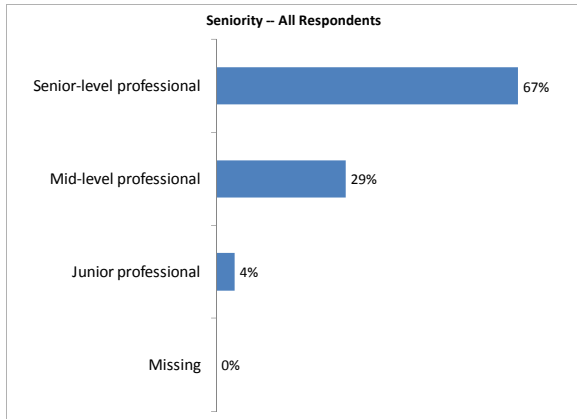
### Respondent Familiarity with Multilateral Organisation



### Respondent Frequency of Contact with Multilateral Organisation



### Respondent Level of Seniority





## Appendix IV Base Size and Rate of “Don’t Know” Responses

N (#) = number of respondents who were asked the question (un-weighted data) and replied ‘don’t know’.

% DK = percentage of respondents who indicated “Don’t Know” to the question (weighted data).

“--” indicates that the question was not asked among a particular respondent group

### I- Strategic Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 1</b>	<b>The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results</b>	4	3%	1	1%	3	8%	1	1%
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus	5	3%	1	1%	4	7%	1	0%
Sub-MI	i) The World Bank's institutional culture reinforces a focus on results. [9]	4	3%	0	0%	4	8%	0	0%
Sub-MI	ii) The World Bank's institutional culture is client-focused. [10]	5	3%	1	2%	3	6%	1	1%
MI	1.2 The MO Executive Management shows leadership on results management	2	3%	2	3%				
MI	1.3 Key MO documents are available to the public	5	4%	0	0%	3	9%	2	2%
<b>KPI 2</b>	<b>The MO's corporate strategies and plans are focused on the achievement of results</b>	2	3%	2	3%				
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	2	3%	2	3%				
Sub-MI	i) The World Bank has a clear mandate. [14]	1	2%	1	2%				
Sub-MI	ii) The World Bank's strategy is aligned with the mandate. [15]	3	5%	3	5%				

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	2.2 The MO promotes an organisation-wide policy on results management	2	3%	2	3%				
MI	2.3 Organisation-wide plans and strategies contain frameworks of expected management and development results								
MI	2.4 Results frameworks have causal links from outputs through to impacts / final outcomes								
MI	2.5 Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level								
<b>KPI 3</b>	<b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or based on its mandate and international commitments</b>	<b>21</b>	<b>10%</b>	<b>2</b>	<b>2%</b>	<b>10</b>	<b>20%</b>	<b>10</b>	<b>8%</b>
MI	3.1 Gender equality	20	9%	1	2%	8	17%	11	9%
MI	3.2 Fragile and conflict-affected countries	29	15%	2	3%	15	31%	12	10%
MI	3.3 Good governance	6	3%	1	2%	4	7%	1	1%
MI	3.4 Climate change	29	14%	2	3%	12	26%	15	13%
<b>KPI 4</b>	<b>The MO's country strategy is results-focused</b>	<b>13</b>	<b>10%</b>			<b>8</b>	<b>16%</b>	<b>5</b>	<b>4%</b>
MI	4.1 Results frameworks that link results at project, programme, sector, and country levels	12	9%			8	14%	4	3%
MI	4.2 Frameworks include indicators at project, programme, sector, and country levels	15	12%			10	18%	5	5%
MI	4.3 Statements of expected results are consistent with those in the PRSP or national plan	11	9%			5	12%	6	6%
MI	4.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	9	7%			5	10%	4	4%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, fragile and conflict-affected countries, good governance, and climate change	17	14%			12	24%	5	5%

## II- Operational Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 5</b>	<b>The MO makes transparent and predictable aid allocation decisions</b>	<b>24</b>	<b>13%</b>	<b>2</b>	<b>3%</b>	<b>12</b>	<b>26%</b>	<b>10</b>	<b>8%</b>
MI	5.1 The MO's criteria for allocating funding are publicly available								
MI	5.2 The MO's allocations follow the criteria	24	13%	2	3%	12	26%	10	8%
MI	5.3 Aid flows or planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year)								
<b>KPI 6</b>	<b>The MO's aid financial management is linked to aid performance management</b>	<b>8</b>	<b>13%</b>	<b>8</b>	<b>13%</b>				
MI	6.1 Aid budget allocations (or lending) are linked to expected development results	10	16%	10	16%				
MI	6.2 Aid or lending disbursements are linked to reported results	6	10%	6	10%				
<b>KPI 7</b>	<b>The MO has policies and processes for financial accountability (risk management, anti-corruption)</b>	<b>16</b>	<b>14%</b>	<b>9</b>	<b>14%</b>	<b>10</b>	<b>22%</b>	<b>11</b>	<b>10%</b>
MI	7.1 External financial audits (meeting recognized international standards) are performed across the organisation	9	15%	9	15%				
MI	7.2 External financial audits (meeting recognized international standards) are performed at the regional, country or project level (as appropriate)	17	11%			9	16%	8	7%
MI	7.3 The MO has a policy on anti-corruption								
MI	7.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	42	21%	10	16%	12	28%	20	18%
MI	7.5 Internal financial audit processes are used to provide management / governing bodies with credible information	11	18%	11	18%				

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	7.6 The MO's procurement and contract management processes for the provision of services or goods are effective	14	13%			9	21%	5	4%
MI	7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	5	8%	5	8%				
<b>KPI 8</b>	<b>Performance information on results is used by the MO for:</b>	<b>17</b>	<b>15%</b>	<b>7</b>	<b>11%</b>	<b>10</b>	<b>21%</b>	<b>16</b>	<b>14%</b>
MI	8.1 Revising and adjusting policies	7	11%	7	11%				
MI	8.2 Planning new interventions	7	5%			3	6%	4	3%
MI	8.3(IFI) "unsatisfactory" investments, programmes or projects from the previous fiscal year are subject to proactive management	45	31%			17	36%	28	25%
MI	8.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	7	11%	7	11%				
MI	8.5 The MO resources allocated to countries and projects are based on performance								
<b>KPI 9</b>	<b>The MO manages human resources using methods to improve organisational performance</b>	<b>11</b>	<b>14%</b>	<b>14</b>	<b>23%</b>	<b>2</b>	<b>4%</b>	<b>5</b>	<b>4%</b>
MI	9.1 Results-focused performance assessment systems are in place for senior staff (Including Vice Presidents)								
MI	9.2 There is a transparent incentive and reward system for staff performance	14	23%	14	23%				
MI	9.3 Staff deployment in country is adequate for the development of effective country level partnerships	7	4%			2	4%	5	4%
Sub-MI	(i) The number of World Bank staff at the country level allows for effective country level partnerships. [45]	9	5%			2	4%	7	6%

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
Sub-MI	(ii) The quality of World Bank staff at the country level allows for effective country level partnerships. [46]	5	4%			2	5%	3	2%
<b>KPI 10</b>	<b>Country / regional programming processes are performance oriented</b>	<b>8</b>	<b>9%</b>	<b>7</b>	<b>11%</b>	<b>5</b>	<b>9%</b>	<b>3</b>	<b>3%</b>
MI	10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	7	11%	7	11%				
MI	10.2 Milestones / targets are set to rate the progress of (project) implementation	8	6%			5	9%	3	3%
<b>KPI 11</b>	<b>The MO delegates decision-making authority (to the country or other levels)</b>	<b>16</b>	<b>14%</b>			<b>10</b>	<b>23%</b>	<b>7</b>	<b>6%</b>
MI	11.1 Aid reallocation decisions can be made locally	12	10%			6	15%	6	5%
MI	11.2 New aid programmes / projects can be approved locally within a budget cap	20	19%			13	31%	7	6%

## III- Relationship Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 12</b>	<b>The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans</b>	<b>12</b>	<b>9%</b>			<b>6</b>	<b>13%</b>	<b>6</b>	<b>6%</b>
MI	12.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	9	7%			5	9%	4	4%
MI	12.2 The MO conditionality (if any) draws on national / government's own agreed benchmarks / indicators / results	15	12%			7	17%	8	7%
<b>KPI 13</b>	<b>The MO's procedures take into account local conditions and capacities</b>	<b>15</b>	<b>13%</b>			<b>9</b>	<b>21%</b>	<b>6</b>	<b>6%</b>
MI	13.1 The procedures of the MO can be easily understood and completed by partners	13	12%			11	23%	2	2%
MI	13.2 The length of time for completing MO procedures does not have a negative effect on implementation	12	12%			8	21%	4	3%
MI	13.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	22	16%			7	18%	15	14%
MI	13.4 The MO has operational flexibility in the way it implements programmes / projects and deals with budget issues (during implementation).	14	13%			10	22%	4	4%
<b>KPI 14</b>	<b>The MO uses country systems for disbursement and operations</b>	<b>33</b>	<b>22%</b>			<b>11</b>	<b>25%</b>	<b>22</b>	<b>20%</b>
MI	14.1% of the MO's overall ODA disbursements / support recorded in the annual budget of the recipient country [as revenue, grants, or ODA loans]								
MI	14.2 The MO uses country systems as a first option for its operations (i.e procurement and public financial management, etc)	20	17%			11	26%	9	8%

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	14.3 The MO avoids parallel implementation structures								
MI	14.4 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	46	28%			11	24%	35	31%
<b>KPI 15</b>	<b>The MO adds value to policy dialogue with its direct partners</b>	<b>12</b>	<b>6%</b>	<b>5</b>	<b>8%</b>	<b>4</b>	<b>8%</b>	<b>3</b>	<b>3%</b>
MI	15.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	8	4%	4	7%	1	2%	3	3%
MI	15.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	15	9%	6	10%	6	14%	3	3%
<b>KPI 16</b>	<b>The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate</b>	<b>11</b>	<b>11%</b>			<b>8</b>	<b>18%</b>	<b>3</b>	<b>3%</b>
MI	16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	10	8%			7	13%	3	3%
MI	16.2 The extent to which MO technical cooperation is disbursed through coordinated programmes	10	10%			9	20%	1	1%
MI	16.3% of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAps, basket funding, etc)	14	13%			8	21%	6	6%



## IV- Knowledge Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 17</b>	<b>The MO consistently evaluates its delivery and external results</b>	<b>10</b>	<b>12%</b>	<b>7</b>	<b>11%</b>	<b>9</b>	<b>20%</b>	<b>4</b>	<b>4%</b>
MI	17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	7	11%	7	11%				
MI	17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs, etc)	8	13%	8	13%				
MI	17.3 The MO ensures quality of its evaluations	3	5%	3	5%				
MI	17.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	10	16%	10	16%				
MI	17.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	20	12%	7	11%	9	20%	4	4%
<b>KPI 18</b>	<b>The MO presents performance information on its effectiveness</b>	<b>10</b>	<b>16%</b>	<b>10</b>	<b>16%</b>				
MI	18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	8	13%	8	13%				
MI	18.2 Reports performance using data obtained from measuring indicators	6	10%	6	10%				
MI	18.3 Reports against its Corporate Strategy, including expected management and development results	7	11%	7	11%				
MI	18.4 Reports against its Paris Declaration commitments using indicators and country targets	11	18%	11	18%				
MI	18.5 Reports on adjustments made or recommended to the organisation wide policies and strategies based on performance information	12	20%	12	20%				
MI	18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information	13	21%	13	21%				

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 19</b>	<b>The MO encourages identification, documentation and dissemination of lessons learned and/or best practices</b>	8	12%	8	12%				
MI	19.1 Reports on lessons learned based on performance information	7	11%	7	11%				
MI	19.2 Learning opportunities are organised to share lessons at all levels of the organisation	8	13%	8	13%				

## V- Development Results Component

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 20</b>	<b>Extent of MO progress towards its organisation-wide/institutional results</b>								
	A1 Targeting the poor and the vulnerable	0	0%	0	0%				
	A2 Creating opportunities for growth	0	0%	0	0%				
	A3 Promoting global collective action	2	3%	2	3%				
	A4 Strengthening governance	2	3%	2	3%				
	A5 Preparing for crisis	1	2%	1	2%				
<b>KPI 21</b>	<b>Extent of MO contributions to country-level goals and priorities in Ghana</b>								
	B1 Enhancing private sector competitiveness	2	7%			0	0%	2	13%
	B2 Increasing productivity in the agricultural sector	5	22%			2	25%	3	20%
	B3 Increasing sustainability in natural resource management	4	16%			1	13%	3	20%
	B4 Improving access to land	3	13%			1	13%	2	13%
	B5 Increasing access to infrastructure								
	i) The World Bank has effectively contributed to increasing access to energy infrastructure	2	7%			0	0%	2	13%
	ii) The World Bank has effectively contributed to increasing access to transport infrastructure	3	13%			1	13%	2	13%
	B6 Increasing access to information and communications technology	6	35%			5	63%	1	7%
	B7 Increasing access to education	6	35%			5	63%	1	7%
	B8 Increasing access to water and sanitation	4	22%			3	38%	1	7%
	B9 Increasing access to healthcare services	4	25%			4	50%	0	0%
	B10 Enhancing decentralization	3	16%			2	25%	1	7%
	B11 Strengthening the public sector management	1	3%			0	0%	1	7%

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 22</b>	<b>Extent of contributions to MDGs in Ghana</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	2	10%			1	13%	1	7%
	C2 Goal 2: Achieve universal primary education	5	28%			4	50%	1	7%
	C3 Goal 3: Promote gender equality and empower women	2	10%			1	13%	1	7%
	C4 Goal 4: Reduce child mortality	3	19%			3	38%	0	0%
	C5 Goal 5: Improve maternal health	3	19%			3	38%	0	0%
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	4	25%			4	50%	0	0%
	C7 Goal 7: Ensure environmental sustainability	2	10%			1	13%	1	7%
<b>KPI 23</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Ghana - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%	0	0%				
	D2 The MO provides innovative solutions for development challenges in the country	0	0%	0	0%				
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%	0	0%				
<b>KPI 24</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Ghana - CO AND CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	1	3%			0	0%	1	7%
	D2 The MO provides innovative solutions for development challenges in the country	2	10%			1	13%	1	7%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3	13%			1	13%	2	13%

KPI 25	Extent of MO contributions to country-level goals and priorities in Honduras	Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	B1 Strengthening competitiveness in the financial sector	4	28%			1	33%	3	23%
	Improving performance of economic services (energy)	3	12%			0	0%	3	23%
	Improving performance of economic services (roads)	2	8%			0	0%	2	15%
	B2 Improving performance of economic services (water and sanitation)	3	24%			1	33%	2	15%
	B3 Improving business environment	4	15%			0	0%	4	31%
	B4 Improving security of access to land	2	8%			0	0%	2	15%
	B5 Promoting rural competitiveness in farm, agro-forestry and off-farm employment	3	12%			0	0%	3	23%
	B6 Strengthening transparency in the public sector	2	20%			1	33%	1	8%
	B7 Reducing the impact of natural disasters	2	8%			0	0%	2	15%
	B8 Improving coverage and quality of basic education								
	i) The World Bank has effectively contributed to improving coverage of basic education	3	24%			1	33%	2	15%
	ii) The World Bank has effectively contributed to improving the quality of basic education	2	8%			0	0%	2	15%
	B9 Improving coverage and quality of basic health services								
	i) The World Bank has effectively contributed to improving coverage of basic health services	3	12%			0	0%	3	23%
	ii) The World Bank has effectively contributed to improving the quality of basic health services	3	12%			0	0%	3	23%
	B10 Improving the impact of social assistance to vulnerable groups	2	20%			1	33%	1	8%

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 26</b>	<b>Extent of contributions to MDGs in Honduras</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	2	8%			0	0%	2	15%
	C2 Goal 2: Achieve universal primary education	2	8%			0	0%	2	15%
	C3 Goal 3: Promote gender equality and empower women	1	4%			0	0%	1	8%
	C4 Goal 4: Reduce child mortality	2	8%			0	0%	2	15%
	C5 Goal 5: Improve maternal health	2	8%			0	0%	2	15%
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	2	8%			0	0%	2	15%
	C7 Goal 7: Ensure environmental sustainability	2	8%			0	0%	2	15%
<b>KPI 27</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Honduras - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%	0	0%				
	D2 The MO provides innovative solutions for development challenges in the country	0	0%	0	0%				
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%	0	0%				
<b>KPI 28</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Honduras - CO and CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	2	8%			0	0%	2	15%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	4%			0	0%	1	8%

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 29</b>	<b>Extent of MO contributions to country-level goals and priorities in Morocco</b>								
	B1 Improving business environment	0	0%			0	0%	0	0%
	B2 Increasing competitiveness of small and medium-size agro-businesses	6	40%			2	50%	4	31%
	B3 Increasing efficiency of financial sector and access to financing								
	i) The World Bank has effectively contributed to increasing efficiency of the financial sector	2	16%			1	25%	1	8%
	ii) The World Bank has effectively contributed to increasing access to financing	5	37%			2	50%	3	23%
	B4 Strengthening public sector management	0	0%			0	0%	0	0%
	B5 Increasing access to basic services for poor and marginalized populations	1	13%			1	25%	0	0%
	B6 Increasing quality and access in education								
	i) The World Bank has effectively contributed to increasing quality in education	2	16%			1	25%	1	8%
	ii) The World Bank has effectively contributed to increasing access to education	2	16%			1	25%	1	8%
	B7 Improving water management	2	16%			1	25%	1	8%
<b>KPI 30</b>	<b>Extent of contributions to MDGs in Morocco</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	0	0%			0	0%	0	0%
	C2 Goal 2: Achieve universal primary education	1	13%			1	25%	0	0%
	C3 Goal 3: Promote gender equality and empower women	2	16%			1	25%	1	8%
	C4 Goal 4: Reduce child mortality	2	16%			1	25%	1	8%
	C5 Goal 5: Improve maternal health	2	16%			1	25%	1	8%
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	5	37%			2	50%	3	23%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	C7 Goal 7: Ensure environmental sustainability	3	20%			1	25%	2	15%
<b>KPI 31</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Morocco - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%	0	0%				
	D2 The MO provides innovative solutions for development challenges in the country	0	0%	0	0%				
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%	0	0%				
<b>KPI 32</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Morocco - CO and CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	1	13%			1	25%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	13%			1	25%	0	0%
<b>KPI 33</b>	<b>Extent of MO contributions to country-level goals and priorities in Nigeria</b>								
	B1 Increasing access to infrastructure								
	i) The World Bank has effectively contributed to the development of energy infrastructure	2	9%			0	0%	2	18%
	ii) The World Bank has effectively contributed to the development of transport infrastructure	2	9%			0	0%	2	18%
	B2 Increasing environmental sustainability and productivity in the agricultural sector								



## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	i) The World Bank has effectively contributed to increasing environmental sustainability in the agricultural sector	0	0%			0	0%	0	0%
	ii) The World Bank has effectively contributed to increasing productivity in the agricultural sector	0	0%			0	0%	0	0%
	<b>B3 Enhancing growth</b>								
	i) The World Bank has effectively contributed to improving the business environment	0	0%			0	0%	0	0%
	ii) The World Bank has effectively contributed to improving access to finance	0	0%			0	0%	0	0%
	B4 Improving access to healthcare services	1	5%			0	0%	1	9%
	B5 Improving access to education	2	15%			1	20%	1	9%
	B6 Strengthening effectiveness of anti-corruption agencies	3	14%			0	0%	3	27%
	B7 Strengthening public financial management	2	9%			0	0%	2	18%
	B8 Improving performance of public management systems	2	9%			0	0%	2	18%
	B9 Improving transparency in the public sector procurement system	2	9%			0	0%	2	18%
<b>KPI 34</b>	<b>Extent of contributions to MDGs in Nigeria</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	1	10%			1	20%	0	0%
	C2 Goal 2: Achieve universal primary education	3	19%			1	20%	2	18%
	C3 Goal 3: Promote gender equality and empower women	1	10%			1	20%	0	0%
	C4 Goal 4: Reduce child mortality	0	0%			0	0%	0	0%
	C5 Goal 5: Improve maternal health	0	0%			0	0%	0	0%
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	0	0%			0	0%	0	0%
	C7 Goal 7: Ensure environmental sustainability	1	10%			1	20%	0	0%

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
<b>KPI 35</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Nigeria - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%	0	0%				
	D2 The MO provides innovative solutions for development challenges in the country	0	0%	0	0%				
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%	0	0%				
<b>KPI 36</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Nigeria - CO AND CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	0	0%			0	0%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%			0	0%	0	0%
<b>KPI 37</b>	<b>Extent of MO contributions to country-level goals and priorities in the Philippines</b>								
	B1 Improving transparency and efficiency in public finances								
	i) The World Bank has effectively contributed to improving transparency in public finances	2	10%			1	14%	1	6%
	ii) The World Bank has effectively contributed to improving efficiency in public finances	3	13%			1	14%	2	13%
	B2 Improving capacities in key anti-corruption agencies	4	17%			1	14%	3	19%
	B3 Maintaining fiscal and financial stability	3	13%			1	14%	2	13%

## MOPAN 2012 Assessment of the World Bank – Appendices

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	B4 Improving the business environment	6	31%			3	43%	3	19%
	B5 Increasing productivity of firms	9	44%			4	57%	5	31%
	B6 Increasing access to infrastructure	3	17%			2	29%	1	6%
	B7 Increasing access to education for the poor and the disadvantaged	2	10%			1	14%	1	6%
	B8 Increasing access to healthcare services for the poor and the disadvantaged	6	31%			3	43%	3	19%
	B9 Increasing access to water and sanitation for the poor and the disadvantaged	6	31%			3	43%	3	19%
	B10 Implementing development programs in conflict-affected communities Mindanao	3	21%			3	43%	0	0%
<b>KPI 38</b>	<b>Extent of contributions to MDGs in the Philippines</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	2	14%			2	29%	0	0%
	C2 Goal 2: Achieve universal primary education	3	17%			2	29%	1	6%
	C3 Goal 3: Promote gender equality and empower women	4	21%			2	29%	2	13%
	C4 Goal 4: Reduce child mortality	6	31%			3	43%	3	19%
	C5 Goal 5: Improve maternal health	6	31%			3	43%	3	19%
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	8	41%			4	57%	4	25%
	C7 Goal 7: Ensure environmental sustainability	4	21%			2	29%	2	13%
<b>KPI 39</b>	<b>MO objectives and programme of work are relevant to major stakeholders in the Philippines - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	0	0%	0	0%				
	D2 The MO provides innovative solutions for development challenges in the country	0	0%	0	0%				

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%	0	0%				
<b>KPI 40</b>	<b>MO objectives and programme of work are relevant to major stakeholders in the Philippines - CO AND CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	1	7%			1	14%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	2	10%			1	14%	1	6%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	7%			1	14%	0	0%

## Appendix V KPI and MI Data by Quadrant

**Mean Score:** calculation of mean scores includes the application of weighting factors to the respondent sample as follows:

- a) equal weight is given to the views of each of the five respondent groups;
- b) equal weight is given to each of the countries where the survey took place;
- c) equal weight is given to respondent groups within each country where the survey took place

However, the base is un-weighted.<sup>20</sup> Total – includes all respondents. “--” indicates that the question was not asked among a particular respondent group

<b>Strong (4.5-5.49)</b>
<b>Adequate (3.5-4.49)</b>

### I- Strategic Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	<b>Base (un-weighted)</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>
<b>KPI 1</b>	<b>The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results</b>	<b>4.70</b>	<b>4.83</b>	<b>4.40</b>	<b>4.82</b>	<b>1.01</b>	<b>0.91</b>	<b>1.14</b>	<b>0.99</b>
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus	4.46	4.40	4.34	4.64	0.99	1.04	0.90	1.01
Sub-MI	i) The World Bank's institutional culture reinforces a focus on results. [9]	4.53	4.48	4.38	4.72	1.03	1.04	0.96	1.07
Sub-MI	ii) The World Bank's institutional culture is client-focused. [10]	4.40	4.33	4.30	4.56	0.95	1.03	0.84	0.94
MI	1.2 The MO Executive Management shows leadership on results management	4.66	4.66			0.90	0.90		
MI	1.3 Key MO documents are available to the public	4.98	5.41	4.46	5.01	1.13	0.78	1.38	0.98
<b>KPI 2</b>	<b>The MO's corporate strategies and plans are focused on the achievement of results</b>	<b>4.44</b>	<b>4.44</b>			<b>0.91</b>	<b>0.91</b>		
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	4.58	4.58			0.96	0.96		
Sub-MI	i) The World Bank has a clear mandate. [14]	4.80	4.80			0.93	0.93		

<sup>20</sup> For a description of weighting, please see the Methodology in Appendix I.

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
Sub-MI	ii) The World Bank's strategy is aligned with the mandate. [15]	4.36	4.36			0.98	0.98		
MI	2.2 The MO promotes an organisation-wide policy on results management	4.31	4.31			0.85	0.85		
MI	2.3 Organisation-wide plans and strategies contain frameworks of expected management and development results								
MI	2.4 Results frameworks have causal links from outputs through to impacts / final outcomes								
MI	2.5 Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level								
<b>KPI 3</b>	<b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or based on its mandate and international commitments</b>	<b>4.37</b>	<b>4.31</b>	<b>4.12</b>	<b>4.65</b>	<b>1.04</b>	<b>0.99</b>	<b>1.03</b>	<b>1.01</b>
MI	3.1 Gender equality	4.06	4.02	3.53	4.58	1.20	1.00	1.26	1.13
MI	3.2 Fragile and conflict-affected countries	4.32	4.31	4.27	4.38	0.98	1.02	0.83	1.07
MI	3.3 Good governance	4.68	4.45	4.53	5.06	1.03	1.05	1.03	0.91
MI	3.4 Climate change	4.41	4.47	4.15	4.55	0.95	0.90	1.01	0.92
<b>KPI 4</b>	<b>The MO's country strategy is results-focused</b>	<b>4.58</b>		<b>4.37</b>	<b>4.77</b>	<b>0.94</b>		<b>0.89</b>	<b>0.93</b>
MI	4.1 Results frameworks that link results at project, programme, sector, and country levels	4.65		4.51	4.78	0.85		0.81	0.87
MI	4.2 Frameworks include indicators at project, programme, sector, and country levels	4.66		4.49	4.81	0.90		0.87	0.90
MI	4.3 Statements of expected results are consistent with those in the PRSP or national plan	4.76		4.73	4.79	0.87		0.82	0.92
MI	4.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	4.44		4.08	4.77	1.08		1.08	0.98
MI	4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, fragile and conflict-affected countries, good governance, and climate change	4.40		4.04	4.69	0.97		0.86	0.96

## II- Operational Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	<b>Base (un-weighted)</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>
<b>KPI 5</b>	<b>The MO makes transparent and predictable aid allocation decisions</b>	<b>4.74</b>	<b>4.68</b>	<b>4.48</b>	<b>5.01</b>	<b>0.85</b>	<b>0.77</b>	<b>0.79</b>	<b>0.90</b>
MI	5.1 The MO's criteria for allocating funding are publicly available								
MI	5.2 The MO's allocations follow the criteria	4.74	4.68	4.48	5.01	0.85	0.77	0.79	0.90
MI	5.3 Aid flows or planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year)								
<b>KPI 6</b>	<b>The MO's aid financial management is linked to aid performance management</b>	<b>3.99</b>	<b>3.99</b>			<b>0.89</b>	<b>0.89</b>		
MI	6.1 Aid budget allocations (or lending) are linked to expected development results	4.00	4.00			0.91	0.91		
MI	6.2 Aid or lending disbursements are linked to reported results	3.98	3.98			0.87	0.87		
<b>KPI 7</b>	<b>The MO has policies and processes for financial accountability (risk management, anti-corruption)</b>	<b>4.68</b>	<b>4.73</b>	<b>4.42</b>	<b>4.87</b>	<b>0.98</b>	<b>0.93</b>	<b>1.02</b>	<b>1.02</b>
MI	7.1 External financial audits (meeting recognized international standards) are performed across the organisation	4.73	4.73			0.97	0.97		
MI	7.2 External financial audits (meeting recognized international standards) are performed at the regional, country or project level (as appropriate)	4.79		4.58	4.98	0.96		0.96	0.94
MI	7.3 The MO has a policy on anti-corruption								
MI	7.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	4.79	4.80	4.54	4.99	0.99	0.89	0.98	1.07
MI	7.5 Internal financial audit processes are used to provide management / governing bodies with credible information	4.88	4.88			0.89	0.89		
MI	7.6 The MO's procurement and contract management processes for the provision of services or goods are effective	4.41		4.13	4.65	1.11		1.12	1.04
MI	7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	4.50	4.50			0.95	0.95		

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
<b>KPI 8</b>	<b>Performance information on results is used by the MO for:</b>	<b>4.41</b>	<b>4.34</b>	<b>4.24</b>	<b>4.67</b>	<b>0.92</b>	<b>0.92</b>	<b>0.89</b>	<b>0.91</b>
MI	8.1 Revising and adjusting policies	4.31	4.31			0.99	0.99		
MI	8.2 Planning new interventions	4.79		4.66	4.91	0.94		0.98	0.90
MI	8.3(IFI) “unsatisfactory” investments, programmes or projects from the previous fiscal year are subject to proactive management	4.15		3.82	4.43	0.91		0.80	0.92
MI	8.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	4.37	4.37			0.85	0.85		
MI	8.5 The MO resources allocated to countries and projects are based on performance								
<b>KPI 9</b>	<b>The MO manages human resources using methods to improve organisational performance</b>	<b>4.10</b>	<b>3.94</b>	<b>4.09</b>	<b>4.43</b>	<b>1.02</b>	<b>0.89</b>	<b>1.15</b>	<b>1.10</b>
MI	9.1 Results-focused performance assessment systems are in place for senior staff (Including Vice Presidents)								
MI	9.2 There is a transparent incentive and reward system for staff performance	3.94	3.94			0.89	0.89		
MI	9.3 Staff deployment in country is adequate for the development of effective country level partnerships	4.26		4.09	4.43	1.14		1.15	1.10
MI	(i) The number of World Bank staff at the country level allows for effective country level partnerships. [45]	4.04		3.88	4.20	1.23		1.31	1.12
MI	(ii) The quality of World Bank staff at the country level allows for effective country level partnerships. [46]	4.49		4.30	4.66	1.05		0.99	1.08
<b>KPI 10</b>	<b>Country / regional programming processes are performance oriented</b>	<b>4.64</b>	<b>4.56</b>	<b>4.44</b>	<b>4.98</b>	<b>0.91</b>	<b>0.98</b>	<b>0.79</b>	<b>0.79</b>
MI	10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	4.56	4.56			0.98	0.98		
MI	10.2 Milestones / targets are set to rate the progress of (project) implementation	4.72		4.44	4.98	0.83		0.79	0.79
<b>KPI 11</b>	<b>The MO delegates decision-making authority (to the country or other levels)</b>	<b>4.23</b>		<b>3.84</b>	<b>4.54</b>	<b>1.14</b>		<b>1.14</b>	<b>1.05</b>
MI	11.1 Aid reallocation decisions can be made locally	4.39		4.06	4.67	1.06		1.02	1.01



		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
MI	11.2 New aid programmes / projects can be approved locally within a budget cap	4.07		3.61	4.40	1.23		1.27	1.10

### III- Relationship Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	<b>Base (un-weighted)</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>
<b>KPI 12</b>	<b>The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans</b>	<b>4.39</b>		<b>4.24</b>	<b>4.53</b>	<b>1.07</b>		<b>1.02</b>	<b>1.09</b>
MI	12.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	4.45		4.26	4.63	1.13		1.18	1.05
MI	12.2 The MO conditionality (if any) draws on national / government's own agreed benchmarks / indicators / results	4.33		4.21	4.44	1.02		0.86	1.14
<b>KPI 13</b>	<b>The MO's procedures take into account local conditions and capacities</b>	<b>3.81</b>		<b>3.61</b>	<b>3.96</b>	<b>1.07</b>		<b>1.11</b>	<b>0.98</b>
MI	13.1 The procedures of the MO can be easily understood and completed by partners	3.95		3.47	4.33	1.07		1.06	0.92
MI	13.2 The length of time for completing MO procedures does not have a negative effect on implementation	3.43		3.19	3.63	1.06		1.12	0.97
MI	13.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	3.96		4.04	3.89	1.06		1.13	0.99
MI	13.4 The MO has operational flexibility in the way it implements programmes / projects and deals with budget issues (during implementation).	3.89		3.75	4.01	1.10		1.15	1.05
<b>KPI 14</b>	<b>The MO uses country systems for disbursement and operations</b>	<b>3.91</b>		<b>3.93</b>	<b>3.93</b>	<b>1.29</b>		<b>1.21</b>	<b>1.34</b>
MI	14.1% of the MO's overall ODA disbursements / support recorded in the annual budget of the recipient country [as revenue, grants, or ODA loans]								
MI	14.2 The MO uses country systems as a first option for its operations (i.e procurement and public financial management, etc)	3.67		3.87	3.52	1.37		1.23	1.47
MI	14.3 The MO avoids parallel implementation structures								

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
MI	14.4 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	4.16		3.99	4.34	1.21		1.20	1.21
<b>KPI 15</b>	<b>The MO adds value to policy dialogue with its direct partners</b>	<b>4.60</b>	<b>4.56</b>	<b>4.54</b>	<b>4.69</b>	<b>1.00</b>	<b>0.85</b>	<b>1.05</b>	<b>1.06</b>
MI	15.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	4.85	4.89	4.79	4.88	0.97	0.90	1.01	1.01
MI	15.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	4.34	4.22	4.28	4.51	1.02	0.81	1.09	1.11
<b>KPI 16</b>	<b>The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate</b>	<b>4.42</b>		<b>4.06</b>	<b>4.73</b>	<b>1.14</b>		<b>1.23</b>	<b>0.94</b>
MI	16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	4.35		3.91	4.74	1.20		1.20	1.06
MI	16.2 The extent to which MO technical cooperation is disbursed through coordinated programmes	4.34		3.88	4.72	1.16		1.27	0.91
MI	16.3% of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAps, basket funding, etc)	4.58		4.40	4.74	1.06		1.23	0.86

**IV- Knowledge Management**

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	<b>Base (un-weighted)</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>
<b>KPI 17</b>	<b>The MO consistently evaluates its delivery and external results</b>	<b>4.76</b>	<b>4.73</b>	<b>4.16</b>	<b>4.75</b>	<b>0.89</b>	<b>0.88</b>	<b>0.85</b>	<b>1.05</b>
MI	17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	5.19	5.19			0.78	0.78		
MI	17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs, etc)	4.77	4.77			0.91	0.91		
MI	17.3 The MO ensures quality of its evaluations	5.05	5.05			0.85	0.85		
MI	17.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	4.39	4.39			0.89	0.89		
MI	17.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.41	4.26	4.16	4.75	1.00	0.97	0.85	1.05
<b>KPI 18</b>	<b>The MO presents performance information on its effectiveness</b>	<b>4.23</b>	<b>4.23</b>			<b>0.98</b>	<b>0.98</b>		
MI	18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	4.28	4.28			1.01	1.01		
MI	18.2 Reports performance using data obtained from measuring indicators	4.51	4.51			0.90	0.90		
MI	18.3 Reports against its Corporate Strategy, including expected management and development results	4.19	4.19			1.01	1.01		
MI	18.4 Reports against its Paris Declaration commitments using indicators and country targets	4.12	4.12			1.02	1.02		
MI	18.5 Reports on adjustments made or recommended to the organisation wide policies and strategies based on performance information	4.18	4.18			1.01	1.01		
MI	18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information	4.10	4.10			0.95	0.95		
<b>KPI 19</b>	<b>The MO encourages identification, documentation and dissemination of lessons learned and/or best practices</b>	<b>4.50</b>	<b>4.50</b>			<b>1.01</b>	<b>1.01</b>		

MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
MI	19.1 Reports on lessons learned based on performance information	4.52	4.52			0.95	0.95		
MI	19.2 Learning opportunities are organised to share lessons at all levels of the organisation	4.47	4.47			1.07	1.07		

V- Development Results Component<sup>21</sup>

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	<b>Base (un-weighted)</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>	<b>219</b>	<b>61</b>	<b>48</b>	<b>110</b>
<b>KPI 20</b>	<b>Extent of MO progress towards its organisation-wide/institutional results</b>								
	A1 Targeting the poor and the vulnerable	4.69	4.69			0.79	0.79		
	A2 Creating opportunities for growth	4.97	4.97			0.89	0.89		
	A3 Promoting global collective action	4.59	4.59			1.07	1.07		
	A4 Strengthening governance	4.41	4.41			1.05	1.05		
	A5 Preparing for crisis	4.48	4.48			1.13	1.13		
<b>KPI 21</b>	<b>Extent of MO contributions to country-level goals and priorities in Ghana</b>								
	B1 Enhancing private sector competitiveness	4.31		4.38	4.23	1.01		1.04	1.03
	B2 Increasing productivity in the agricultural sector	4.41		4.67	4.17	1.12		0.79	1.36
	B3 Increasing sustainability in natural resource management	4.08		3.86	4.33	0.90		0.67	1.09
	B4 Improving access to land	4.22		4.29	4.15	1.23		1.09	1.42
	B5 Increasing access to infrastructure								
	i) The World Bank has effectively contributed to increasing access to energy infrastructure]	4.79		4.75	4.85	0.87		0.69	1.08
	ii) The World Bank has effectively contributed to increasing access to transport infrastructure	4.74		4.86	4.62	0.92		0.67	1.14
	B6 Increasing access to information and communications technology	4.60		4.67	4.57	1.06		0.54	1.24
	B7 Increasing access to education	4.61		4.00	4.86	1.32		1.61	1.18
	B8 Increasing access to water and sanitation	4.30		4.00	4.50	1.09		0.96	1.17

<sup>21</sup> In this section, there was a reduced respondent base for some questions that were tailored to the country context and that were not aggregated by overall respondent group. For example, on questions about the CAS objectives in Ghana, survey questions were asked only of CO and client respondents in Ghana.

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	B9 Increasing access to healthcare services	4.52		4.50	4.53	1.01		0.55	1.20
	B10 Enhancing decentralization	4.24		4.00	4.43	0.87		0.61	1.03
	B11 Strengthening the public sector management	4.44		4.38	4.50	1.02		0.90	1.17
<b>KPI 22</b>	<b>Extent of contributions to MDGs in Ghana</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.85		5.00	4.71	0.98		0.80	1.15
	C2 Goal 2: Achieve universal primary education	4.47		3.75	4.86	1.30		1.43	1.11
	C3 Goal 3: Promote gender equality and empower women	4.05		3.71	4.36	1.14		1.22	1.02
	C4 Goal 4: Reduce child mortality	4.44		4.40	4.47	1.06		0.86	1.20
	C5 Goal 5: Improve maternal health	4.52		4.40	4.60	0.93		0.86	1.00
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	4.02		3.00	4.53	1.25		0.78	1.14
	C7 Goal 7: Ensure environmental sustainability	4.19		3.86	4.50	0.96		0.67	1.10
<b>KPI 23</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Ghana - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.56	4.56			0.87	0.87		
	D2 The MO provides innovative solutions for development challenges in the country	4.44	4.44			0.87	0.87		
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.56	4.56			1.12	1.12		
<b>KPI 24</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Ghana - CO AND CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	5.04		4.88	5.21	0.90		0.82	0.99
	D2 The MO provides innovative solutions for development challenges in the country	4.12		3.86	4.36	1.00		1.05	0.94
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.42		4.14	4.69	0.99		0.68	1.20

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
<b>KPI 25</b>	<b>Extent of MO contributions to country-level goals and priorities in Honduras</b>								
	B1 Strengthening competitiveness in the financial sector	4.00		4.00	4.00	0.49		0.00	0.69
	Improving performance of economic services (energy)	4.00		4.00	4.00	0.75		0.00	1.20
	Improving performance of economic services (roads)	4.26		4.33	4.18	0.69		0.50	0.90
	B2 Improving performance of economic services (water and sanitation)	4.80		5.00	4.64	0.63		0.00	0.84
	B3 Improving business environment	4.30		4.67	3.78	1.33		1.33	1.25
	B4 Improving security of access to land	4.28		4.67	3.82	1.21		0.50	1.65
	B5 Promoting rural competitiveness in farm, agro-forestry and off-farm employment	4.41		4.33	4.50	0.74		0.50	1.01
	B6 Strengthening transparency in the public sector	4.61		5.00	4.33	1.10		0.00	1.41
	B7 Reducing the impact of natural disasters	4.75		5.00	4.45	0.82		0.87	0.71
	B8 Improving coverage and quality of basic education								
	i) The World Bank has effectively contributed to improving coverage of basic education	4.91		5.50	4.45	1.00		0.55	1.07
	ii) The World Bank has effectively contributed to improving the quality of basic education	4.01		4.33	3.64	1.65		1.82	1.48
	B9 Improving coverage and quality of basic health services								
	i) The World Bank has effectively contributed to improving coverage of basic health services	4.32		4.33	4.30	1.39		1.82	0.70
	ii) The World Bank has effectively contributed to improving the quality of basic health services	4.10		4.33	3.80	1.45		1.82	0.82
	B10 Improving the impact of social assistance to vulnerable groups	4.77		5.50	4.25	1.03		0.55	0.99
<b>KPI 26</b>	<b>Extent of contributions to MDGs in Honduras</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.10		4.33	3.82	1.05		1.01	1.11
	C2 Goal 2: Achieve universal primary education	4.26		4.33	4.18	1.02		1.01	1.11



## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	C3 Goal 3: Promote gender equality and empower women	3.65		3.33	4.00	1.02		1.01	0.98
	C4 Goal 4: Reduce child mortality	3.78		3.67	3.91	1.07		1.33	0.72
	C5 Goal 5: Improve maternal health	3.78		3.67	3.91	1.07		1.33	0.72
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	3.61		3.67	3.55	1.18		1.33	1.07
	C7 Goal 7: Ensure environmental sustainability	4.18		4.33	4.00	0.72		0.50	0.92
<b>KPI 27</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Honduras - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.33	4.33			0.51	0.51		
	D2 The MO provides innovative solutions for development challenges in the country	4.33	4.33			0.51	0.51		
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.33	4.33			0.51	0.51		
<b>KPI 28</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Honduras - CO and CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.77		5.00	4.54	0.90		0.89	0.92
	D2 The MO provides innovative solutions for development challenges in the country	4.49		4.67	4.27	0.91		0.51	1.26
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.64		5.00	4.25	0.78		0.00	1.01
<b>KPI 29</b>	<b>Extent of MO contributions to country-level goals and priorities in Morocco</b>								
	B1 Improving business environment	4.26		3.75	4.77	1.51		1.74	1.12
	B2 Increasing competitiveness of small and medium-size agro-businesses	3.94		4.00	3.89	1.44		2.29	0.62
	B3 Increasing efficiency of financial sector and access to financing								

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	i) The World Bank has effectively contributed to increasing efficiency of the financial sector	4.32		4.00	4.58	1.31		1.78	0.81
	ii) The World Bank has effectively contributed to increasing access to financing	3.72		3.00	4.20	1.58		2.29	0.81
	B4 Strengthening public sector management	4.61		4.00	5.23	1.56		1.99	0.61
	B5 Increasing access to basic services for poor and marginalized populations	5.18		5.00	5.31	0.92		0.89	0.97
	B6 Increasing quality and access in education								
	i) The World Bank has effectively contributed to increasing quality in education	4.06		4.33	3.83	0.97		0.51	1.22
	ii) The World Bank has effectively contributed to increasing access to education	4.88		5.33	4.50	0.86		0.51	0.93
	B7 Improving water management	4.97		5.33	4.67	1.12		0.51	1.41
<b>KPI 30</b>	<b>Extent of contributions to MDGs in Morocco</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.15		4.00	4.31	1.77		1.99	1.64
	C2 Goal 2: Achieve universal primary education	4.59		4.67	4.54	0.91		0.51	1.15
	C3 Goal 3: Promote gender equality and empower women	4.26		3.67	4.75	1.59		2.05	0.99
	C4 Goal 4: Reduce child mortality	3.67		2.67	4.50	1.93		1.85	1.66
	C5 Goal 5: Improve maternal health	3.49		2.67	4.17	1.81		1.85	1.57
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	3.86		3.50	4.10	1.57		1.71	1.57
	C7 Goal 7: Ensure environmental sustainability	4.59		4.33	4.82	1.43		1.85	1.01
<b>KPI 31</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Morocco - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.00	4.00			0.00	0.00		
	D2 The MO provides innovative solutions for development challenges in the country	3.67	3.67			0.51	0.51		

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3.67	3.67			0.51	0.51		
<b>KPI 32</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Morocco- CO and CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.33		3.75	4.92	1.60		1.94	0.99
	D2 The MO provides innovative solutions for development challenges in the country	4.77		4.67	4.85	1.18		1.39	1.11
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3.98		3.33	4.46	1.80		2.30	1.32
<b>KPI 33</b>	<b>Extent of MO contributions to country-level goals and priorities in Nigeria</b>								
	B1 Increasing access to infrastructure								
	i) The World Bank has effectively contributed to the development of energy infrastructure	4.17		4.40	3.89	1.08		1.09	1.08
	ii) The World Bank has effectively contributed to the development of transport infrastructure	4.17		4.40	3.89	0.96		0.86	1.08
	B2 Increasing environmental sustainability and productivity in the agricultural sector								
	i) The World Bank has effectively contributed to increasing environmental sustainability in the agricultural sector	4.22		3.80	4.64	1.00		0.80	1.05
	ii) The World Bank has effectively contributed to increasing productivity in the agricultural sector	4.16		3.60	4.73	1.22		1.09	1.12
	B3 Enhancing growth								
	i) The World Bank has effectively contributed to improving the business environment	4.00		4.00	4.00	1.00		0.96	1.12
	ii) The World Bank has effectively contributed to improving access to finance	4.11		4.40	3.82	1.09		0.86	1.27
	B4 Improving access to healthcare services	4.29		4.00	4.60	1.09		1.17	0.99

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	B5 Improving access to education	3.97		3.25	4.60	1.30		1.19	1.10
	B6 Strengthening effectiveness of anti-corruption agencies	3.78		3.80	3.75	1.06		0.80	1.43
	B7 Strengthening public financial management	4.26		4.20	4.33	1.21		1.25	1.25
	B8 Improving performance of public management systems	4.05		4.00	4.11	1.14		1.17	1.19
	B9 Improving transparency in the public sector procurement system	3.89		3.80	4.00	1.07		1.25	0.89
<b>KPI 34</b>	<b>Extent of contributions to MDGs in Nigeria</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	3.92		3.25	4.45	1.28		1.19	1.15
	C2 Goal 2: Achieve universal primary education	3.91		3.25	4.56	1.25		0.90	1.27
	C3 Goal 3: Promote gender equality and empower women	4.14		3.75	4.45	1.01		0.47	1.24
	C4 Goal 4: Reduce child mortality	4.11		3.40	4.82	1.06		0.52	1.00
	C5 Goal 5: Improve maternal health	4.06		3.40	4.73	1.04		0.52	1.03
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	4.50		4.00	5.00	0.93		0.68	0.91
	C7 Goal 7: Ensure environmental sustainability	4.36		4.25	4.45	1.02		0.90	1.15
<b>KPI 35</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Nigeria - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.17	4.17			0.40	0.40		
	D2 The MO provides innovative solutions for development challenges in the country	4.33	4.33			0.80	0.80		
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.33	4.33			0.51	0.51		
<b>KPI 36</b>	<b>MO objectives and programme of work are relevant to major stakeholders in Nigeria - CO AND CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.67		4.80	4.55	0.79		0.43	1.06

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	D2 The MO provides innovative solutions for development challenges in the country	4.42		4.20	4.64	0.82		0.81	0.83
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.24		4.20	4.27	0.95		0.81	1.13
<b>KPI 37</b>	<b>Extent of MO contributions to country-level goals and priorities in the Philippines</b>								
	B1 Improving transparency and efficiency in public finances								
	i) The World Bank has effectively contributed to improving transparency in public finances	4.67		4.67	4.67	0.74		0.79	0.73
	ii) The World Bank has effectively contributed to improving efficiency in public finances	4.55		4.67	4.43	0.71		0.79	0.66
	B2 Improving capacities in key anti-corruption agencies	3.84		3.83	3.85	0.95		0.95	1.00
	B3 Maintaining fiscal and financial stability	4.47		4.67	4.29	0.77		0.79	0.74
	B4 Improving the business environment	4.06		4.25	3.92	0.94		1.18	0.77
	B5 Increasing productivity of firms	3.83		4.00	3.73	0.89		0.91	0.92
	B6 Increasing access to infrastructure	4.20		4.20	4.20	1.02		1.24	0.87
	B7 Increasing access to education for the poor and the disadvantaged	4.60		4.67	4.53	0.75		0.79	0.75
	B8 Increasing access to healthcare services for the poor and the disadvantaged	4.49		4.75	4.31	0.75		0.47	0.87
	B9 Increasing access to water and sanitation for the poor and the disadvantaged	4.39		4.50	4.31	0.67		0.54	0.76
	B10 Implementing development programs in conflict-affected communities Mindanao	4.33		4.25	4.38	0.92		0.90	0.97
<b>KPI 38</b>	<b>Extent of contributions to MDGs in the Philippines</b>								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.14		3.80	4.38	0.93		0.80	0.97
	C2 Goal 2: Achieve universal primary education	4.36		4.40	4.33	0.70		0.52	0.83
	C3 Goal 3: Promote gender equality and empower women	4.11		3.80	4.36	0.74		0.43	0.85

## MOPAN 2012 Assessment of the World Bank – Appendices

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	C4 Goal 4: Reduce child mortality	4.18		4.00	4.31	0.76		0.77	0.76
	C5 Goal 5: Improve maternal health	4.14		4.00	4.23	0.73		0.77	0.74
	C6 Goal 6: Combat HIV/AIDS, malaria, and other diseases	3.92		3.33	4.25	0.81		0.53	0.77
	C7 Goal 7: Ensure environmental sustainability	3.97		3.40	4.43	0.79		0.52	0.66
<b>KPI 39</b>	<b>MO objectives and programme of work are relevant to major stakeholders in the Philippines - HQ RESPONDENTS</b>								
	D1 The activities of the MO respond to key development priorities of the country	5.00	5.00			0.00	0.00		
	D2 The MO provides innovative solutions for development challenges in the country	5.00	5.00			0.00	0.00		
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	5.00	5.00			0.00	0.00		
<b>KPI 40</b>	<b>MO objectives and programme of work are relevant to major stakeholders in the Philippines - CO AND CLIENTS RESPONDENT GROUPS</b>								
	D1 The activities of the MO respond to key development priorities of the country	4.91		4.67	5.13	0.73		0.81	0.64
	D2 The MO provides innovative solutions for development challenges in the country	4.28		4.00	4.53	0.94		1.08	0.77
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.56		4.33	4.75	0.77		1.02	0.46

## Appendix VI Document Review Ratings, Criteria and Evidence by KPI and MI

### QUADRANT I – STRATEGIC MANAGEMENT

#### KPI 1. The MO's Executive Management provides direction for the achievement of external / beneficiary focused results

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
1.3. Key MO documents are available to the public.	<i>More than half of the documents in the sample (excluding the disclosure policy) are available on the public website.</i>	Met	<p>Board documents Available here: <a href="http://www-wds.worldbank.org/WBSITE/EXTERNAL/EXTWDS/0,,conceptattcode:1141894~infourl:64912739~menuPK:64912738~pagePK:64187839~piPK:64187929~searchMenuPK:64912739~theSitePK:523679,00.html">http://www-wds.worldbank.org/WBSITE/EXTERNAL/EXTWDS/0,,conceptattcode:1141894~infourl:64912739~menuPK:64912738~pagePK:64187839~piPK:64187929~searchMenuPK:64912739~theSitePK:523679,00.html</a></p> <p>2010 Meetings of the Board of Governors: Summary Proceedings Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/15/000020439_20110415103211/Rendered/PDF/BR0SecM20111011C0disclosed041151111.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/15/000020439_20110415103211/Rendered/PDF/BR0SecM20111011C0disclosed041151111.pdf</a></p> <p>Annual and Spring Meetings Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20042540~menuPK:8336881~pagePK:51123644~piPK:329829~theSitePK:29708,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20042540~menuPK:8336881~pagePK:51123644~piPK:329829~theSitePK:29708,00.html</a></p> <p>2011 Annual Report Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20574164~menuPK:8336884~pagePK:51123644~piPK:329829~theSitePK:29708,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20574164~menuPK:8336884~pagePK:51123644~piPK:329829~theSitePK:29708,00.html</a></p> <p>World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a></p> <p>Special Themes for IDA 16 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf</a></p> <p>Results Website <a href="http://www.worldbank.org/results/">http://www.worldbank.org/results/</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Corporate Scorecard Website  <a href="http://corporatescorecard.worldbank.org/">http://corporatescorecard.worldbank.org/</a></p> <p>Africa Results Monitoring System Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/EXTAFRRES/0,,menuPK:3506948~pagePK:64168427~piPK:64168435~theSitePK:3506896,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/EXTAFRRES/0,,menuPK:3506948~pagePK:64168427~piPK:64168435~theSitePK:3506896,00.html</a></p> <p>How We Measure Results Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22453640~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22453640~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p>IDA Results Website  <a href="http://www.worldbank.org/ida/results.html">http://www.worldbank.org/ida/results.html</a></p> <p>Core Sector Indicators Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22461810~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22461810~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p>Development Impact Evaluation Initiative Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTDEVIPEVAINI/0,,menuPK:3998281~pagePK:64168427~piPK:64168435~theSitePK:3998212,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTDEVIPEVAINI/0,,menuPK:3998281~pagePK:64168427~piPK:64168435~theSitePK:3998212,00.html</a></p> <p>New World, New World Bank Group: Post-Crisis Direction, 2010                      Available here:  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a></p> <p>IDA 16: Delivering Development Results, 2011                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a></p> <p>Strategic Directions for the World Bank Group                      Available here:  <a href="http://siteresources.worldbank.org/DEVCOMMEXT/Resources/StrategicDirections.pdf?resourceurlname=StrategicDirections.pdf">http://siteresources.worldbank.org/DEVCOMMEXT/Resources/StrategicDirections.pdf?resourceurlname=StrategicDirections.pdf</a></p> <p>“Catalyzing the Future: An Inclusive &amp; Sustainable Globalization”, Annual Meetings 2007                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/0,,contentMDK:21520625~menuPK:3327607~pagePK:34370~piPK:34424~theSitePK:4607,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/0,,contentMDK:21520625~menuPK:3327607~pagePK:34370~piPK:34424~theSitePK:4607,00.html</a></p> <p>Laying the Group for a Long Term Strategy for the World Bank Group Meeting the Challenges of Global Development: A Long-Term, 2007                      Available here:</p>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://siteresources.worldbank.org/DEC/Resources/WBG-LTSE-Final.pdf">http://siteresources.worldbank.org/DEC/Resources/WBG-LTSE-Final.pdf</a> Strategic Themes Website</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20040565~menuPK:8336876~pagePK:51123644~piPK:329829~theSitePK:29708,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20040565~menuPK:8336876~pagePK:51123644~piPK:329829~theSitePK:29708,00.html</a> Africa's Future and the World Bank's support to it, 2011 Available here: <a href="http://siteresources.worldbank.org/INTAFRICA/Resources/AFR_Regional_Strategy_3-2-11.pdf">http://siteresources.worldbank.org/INTAFRICA/Resources/AFR_Regional_Strategy_3-2-11.pdf</a> Strategic Themes Website</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20040565~menuPK:8336876~pagePK:51123644~piPK:329829~theSitePK:29708,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20040565~menuPK:8336876~pagePK:51123644~piPK:329829~theSitePK:29708,00.html</a> Article of Agreement IDA Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:50004943~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:50004943~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036,00.html</a> Article of Agreement IBRD Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:50004943~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:50004943~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036,00.html</a> Governing Structure of the World Bank Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/0,,contentMDK:20094705~menuPK:220464~pagePK:220503~piPK:220476~theSitePK:228717,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/0,,contentMDK:20094705~menuPK:220464~pagePK:220503~piPK:220476~theSitePK:228717,00.html</a> Organisational Chart Available here : <a href="http://siteresources.worldbank.org/EXTABOUTUS/Resources/bank.pdf">http://siteresources.worldbank.org/EXTABOUTUS/Resources/bank.pdf</a> Complete Financial Statements, 2011 Available here : <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html</a> The World Bank's Budget: Trends and Recommendations for FY12 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/08/15/000333038_20110815235914/Rendered/PDF/622300BR0Revis000public00BOX361530B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/08/15/000333038_20110815235914/Rendered/PDF/622300BR0Revis000public00BOX361530B.pdf</a> Lending data, 2011</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Available here:  <a href="http://siteresources.worldbank.org/EXTANNREP2011/Resources/8070616-1315496634380/8136490-1315496673041/AllTables.pdf">http://siteresources.worldbank.org/EXTANNREP2011/Resources/8070616-1315496634380/8136490-1315496673041/AllTables.pdf</a>                      Annual Reports on Financial Management</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTFINANCIALMGMT/0,,menuPK:313336~pagePK:149018~piPK:149093~theSitePK:313218,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTFINANCIALMGMT/0,,menuPK:313336~pagePK:149018~piPK:149093~theSitePK:313218,00.html</a>                      IDA's Commitments, Disbursements and Funding in FY11</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/main?query=IDA%20commitment%2C%20disbursement%20and%20funding&amp;lang=&amp;dAtts=ORASCORE,DOCDT,DOCNA,REPNB,DOCTY,LANG,VOLNB,REPNME,VOL_TITLE&amp;sortDesc=ORASCORE&amp;pageSize=10&amp;docType=0&amp;theSitePK=523679&amp;piPK=64620093&amp;sortOrderby=ORASCORE&amp;pagePK=64187835&amp;menuPK=64187283&amp;sType=2">http://www-wds.worldbank.org/external/default/main?query=IDA%20commitment%2C%20disbursement%20and%20funding&amp;lang=&amp;dAtts=ORASCORE,DOCDT,DOCNA,REPNB,DOCTY,LANG,VOLNB,REPNME,VOL_TITLE&amp;sortDesc=ORASCORE&amp;pageSize=10&amp;docType=0&amp;theSitePK=523679&amp;piPK=64620093&amp;sortOrderby=ORASCORE&amp;pagePK=64187835&amp;menuPK=64187283&amp;sType=2</a>                      IDA Subscriptions and Contributions Committed (as of June 2011)</p> <p>Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/IDAsubscriptions_contributions_June2011.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/IDAsubscriptions_contributions_June2011.pdf</a>                      Donor Contributions to IDA 16 Replenishment</p> <p>Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/IDA16_Table_1.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/IDA16_Table_1.pdf</a>                      IEG Topics Website</p> <p><a href="http://ieg.worldbankgroup.org/content/ieg/en/home/topics.html">http://ieg.worldbankgroup.org/content/ieg/en/home/topics.html</a>                      Internal Audit Vice Presidency Annual Report, 2011</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html</a>                      Internal Audit Vice Presidency (IADVP): FY12 Third Quarter Activity Report</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2012/04/16248092/internal-audit-vice-presidency-fy12-third-quarter-activity-report">http://documents.worldbank.org/curated/en/2012/04/16248092/internal-audit-vice-presidency-fy12-third-quarter-activity-report</a></p> <p>Internal Audit Vice Presidency (IADVP) – FY12 Second Quarter Activity Report</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2012/02/15785603/internal-audit-vice-presidency-fy12-second-quarter-">http://documents.worldbank.org/curated/en/2012/02/15785603/internal-audit-vice-presidency-fy12-second-quarter-</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="#">activity-report</a>                      Audit Committee: 2011 Annual Report to the Board of Executive Directors                      Available here:  <a href="http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors">http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors</a>                      IEG Website  <a href="http://ieg.worldbankgroup.org/content/ieg/en/home.html">http://ieg.worldbankgroup.org/content/ieg/en/home.html</a>                      Impact Evaluations Website  <a href="http://www-wds.worldbank.org/external/default/main?menuPK=64258546&amp;pagePK=64187838&amp;piPK=64187928&amp;theSitePK=523679&amp;function=BrowseFR&amp;pathtreeid=MAJDOCTY DOCTY&amp;sortattcode=DOCDT+Desc&amp;menuPK=64258546&amp;siteName=WDS&amp;conceptattcode=658102 581926">http://www-wds.worldbank.org/external/default/main?menuPK=64258546&amp;pagePK=64187838&amp;piPK=64187928&amp;theSitePK=523679&amp;function=BrowseFR&amp;pathtreeid=MAJDOCTY DOCTY&amp;sortattcode=DOCDT+Desc&amp;menuPK=64258546&amp;siteName=WDS&amp;conceptattcode=658102 581926</a>                      World Bank Operations Manual                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0..menuPK:51454694~pagePK:64724474~piPK:64724348~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0..menuPK:51454694~pagePK:64724474~piPK:64724348~theSitePK:502184,00.html</a></p>
	(If first criterion met) <i>all</i> of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	ibid
	(If first criterion met) more than 50% of the documents in the sample are available on the public website <i>in multiple languages</i> in keeping with the organisation's policies	Met	<p>Articles of Agreement for both IDA and IBRD (Link to all translated versions)                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0..contentMDK:20242717~noSURL:Y~pagePK:64020054~piPK:64020408~theSitePK:278036~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0..contentMDK:20242717~noSURL:Y~pagePK:64020054~piPK:64020408~theSitePK:278036~isCURL:Y,00.html</a>                      The World Bank Policy on Access to Information (Link to all translated versions)                      Available here:  <a href="http://www-wds.worldbank.org/external/default/main?pagePK=64193027&amp;piPK=64187937&amp;theSitePK=523679&amp;menuPK=64187510&amp;searchMenuPK=64187283&amp;theSitePK=523679&amp;entityID=000112742_20100603084843&amp;searchMenuPK=64187283&amp;theSitePK=523679">http://www-wds.worldbank.org/external/default/main?pagePK=64193027&amp;piPK=64187937&amp;theSitePK=523679&amp;menuPK=64187510&amp;searchMenuPK=64187283&amp;theSitePK=523679&amp;entityID=000112742_20100603084843&amp;searchMenuPK=64187283&amp;theSitePK=523679</a>                      2011 Annual Report (Link to all translated versions)</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20574164~menuPK:8336884~pagePK:51123644~piPK:329829~theSitePK:29708,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20574164~menuPK:8336884~pagePK:51123644~piPK:329829~theSitePK:29708,00.html</a>  Structure de Pilotage de la Banque mondiale</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/ACCUEILEXTN/EXTTOPICSFRENCH/EXTCSOFRENCH/0,,contentMDK:20631188~menuPK:1153851~pagePK:220503~piPK:220476~theSitePK:1153825,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/ACCUEILEXTN/EXTTOPICSFRENCH/EXTCSOFRENCH/0,,contentMDK:20631188~menuPK:1153851~pagePK:220503~piPK:220476~theSitePK:1153825,00.html</a>  Estructura Directiva del Banco Mundial</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/BANCOMUNDIAL/EXTTEMAS/EXTCSOSPANISH/0,,contentMDK:20624805~menuPK:1614038~pagePK:220503~piPK:220476~theSitePK:1490924,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/BANCOMUNDIAL/EXTTEMAS/EXTCSOSPANISH/0,,contentMDK:20624805~menuPK:1614038~pagePK:220503~piPK:220476~theSitePK:1490924,00.html</a>  الإدارة العامة للبنك الدولي</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTARABICHOME/EXTTOPICSARABIC/EXTCSOARABIC/0,,contentMDK:20596091~pagePK:220503~piPK:264336~theSitePK:1153968,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTARABICHOME/EXTTOPICSARABIC/EXTCSOARABIC/0,,contentMDK:20596091~pagePK:220503~piPK:264336~theSitePK:1153968,00.html</a>  Organigramme de la Banque mondiale</p> <p>Available here:  <a href="http://siteresources.worldbank.org/NEWSFRENCH/Resources/organisation_chart_fr.pdf">http://siteresources.worldbank.org/NEWSFRENCH/Resources/organisation_chart_fr.pdf</a>  Organigrama del Banco Mundial</p> <p>Available here:  <a href="http://siteresources.worldbank.org/NEWSSPANISH/Resources/bank.pdf">http://siteresources.worldbank.org/NEWSSPANISH/Resources/bank.pdf</a>  L'avenir de l'Afrique et le soutien de la Banque mondiale</p> <p>Available here:  <a href="http://siteresources.worldbank.org/INTAFRICA/Resources/AFR_Regional_Strategy_3-2-11-FRENCH.pdf">http://siteresources.worldbank.org/INTAFRICA/Resources/AFR_Regional_Strategy_3-2-11-FRENCH.pdf</a>  World Bank Operations Manual (Link to all translated versions)</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:51454694~pagePK:64724474~piPK:64724348~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:51454694~pagePK:64724474~piPK:64724348~theSitePK:502184,00.html</a></p>
	A disclosure / access to information policy exists and is available on the MO website	Met	The World Bank Policy on Access to Information, 2010 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/06/03/000112742_20100603084843/Rendered/PDF/548730Access01y0Statement01Final1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/06/03/000112742_20100603084843/Rendered/PDF/548730Access01y0Statement01Final1.pdf</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	Clear procedures exist to contact the MO and receive a timely reply	Met	Contact information Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20041066~menuPK:34582~pagePK:43912~piPK:44037~theSitePK:29708,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20041066~menuPK:34582~pagePK:43912~piPK:44037~theSitePK:29708,00.html</a>
Overall Score MI 1.3		Very Strong (6)	

### KPI 2. The MO's corporate strategies and plans are focused on the achievement of results

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.1. The MOs organisation-wide strategy is based on a clear definition of mandate.	The necessary periodic revisions of the MO mandate are made so it has continuing relevance.	Met	IBRD Articles of Agreement Available here: <a href="http://siteresources.worldbank.org/EXTABOUTUS/Resources/ibrd-articlesofagreement.pdf">http://siteresources.worldbank.org/EXTABOUTUS/Resources/ibrd-articlesofagreement.pdf</a> IDA Articles of Agreement Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/ida-articlesofagreement.pdf">http://siteresources.worldbank.org/IDA/Resources/ida-articlesofagreement.pdf</a> IDA 15 - The Role of IDA in the Global Aid Architecture: Supporting the Country-Based Development Model, 2007 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1172526109259/RoleIDA.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1172526109259/RoleIDA.pdf</a> IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a> New World, New World Bank Group: Post-Crisis Direction, 2010 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a> Modernizing the World Bank Group: An Update, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf</a> Update on the Bank's Business Modernization: Results, Openness, and Accountability Spring 2012 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			IDA Website <a href="http://www.worldbank.org/ida/">http://www.worldbank.org/ida/</a> “What We Do” Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20103838~menuPK:1696997~pagePK:51123644~piPK:329829~theSitePK:29708.00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20103838~menuPK:1696997~pagePK:51123644~piPK:329829~theSitePK:29708.00.html</a>
	The organisational strategic plan articulates goals & focus priorities.	Met	New World, New World Bank Group: Post-Crisis Direction, 2010 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a> IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a>
	The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	Met	ibid
	(If criteria two and three are met) there is an implicit link between these goals and focus priorities to the organisation’s mandate/articles of agreement.	Met	ibid
	If criteria two and three are met) there is an explicit link between these goals and focus priorities to the organisation’s mandate/articles of agreement.	Met	ibid
Overall Score MI 2.1	Very Strong (6)		

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.2. The MO promotes an organisation-wide policy on results management	An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) and/or management for development results (MfDR) in the organisation is corporately approved (alternatively, the approach to RBM/MfDR may be described in the context of a strategic plan and further operationalised through other documents).	Met	<p>New World, New World Bank Group: Post-Crisis Direction, 2010 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a></p> <p>IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a></p> <p><b>Investment lending reform : modernizing and consolidating operational policies and procedures</b> Available here: <a href="http://documents.worldbank.org/curated/en/2012/10/16793168/investment-lending-reform-modernizing-consolidating-operational-policies-procedures">http://documents.worldbank.org/curated/en/2012/10/16793168/investment-lending-reform-modernizing-consolidating-operational-policies-procedures</a></p> <p><b>OP 9.00 – Program-for-Results Financing</b> Available here : <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:23101116~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:23101116~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html</a></p> <p>World Bank Corporate Scorecard, 2011 <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf</a> Corporate Scorecard Website <a href="http://corporatescorecard.worldbank.org/">http://corporatescorecard.worldbank.org/</a></p> <p>The IDA15 Results Measurement System: Mid-Term Review, 2009 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Results_System_MTR.pdf">http://siteresources.worldbank.org/IDA/Resources/Results_System_MTR.pdf</a></p> <p>IDA16: Implementation Framework Report, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/ImplementationFramework.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/ImplementationFramework.pdf</a></p> <p>Special Themes for IDA 16, 2010 <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf</a></p> <p>Country Assistance Strategies: Retrospectives and Future Directions, 2009 Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22387990~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22387990~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Development Policy Lending Retrospective: Flexibility, Customization, and Results, 2009 Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p><b>Results Website</b> (Includes link to the Mapping for Results Website) <a href="http://www.worldbank.org/results/">http://www.worldbank.org/results/</a></p> <p><b>How we Measure Results Website</b> <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22453640~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22453640~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p><b>IDA at Work Website</b> <a href="http://www.worldbank.org/ida/results.html">http://www.worldbank.org/ida/results.html</a></p> <p>Core Sector Indicators Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22461810~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22461810~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p>Africa Results Monitoring System Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/EXTAFRRES/0,,menuPK:3506948~pagePK:64168427~piPK:64168435~theSitePK:3506896,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/EXTAFRRES/0,,menuPK:3506948~pagePK:64168427~piPK:64168435~theSitePK:3506896,00.html</a>)</p> <p>Development Impact Evaluation Initiative (DIME) Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTDEVIMPEVAINI/0,,menuPK:3998281~pagePK:64168427~piPK:64168435~theSitePK:3998212,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTDEVIMPEVAINI/0,,menuPK:3998281~pagePK:64168427~piPK:64168435~theSitePK:3998212,00.html</a></p>
	The MO has guidelines on RBM/MfDR, either in hard copies or online.	Met	Country Assistance Strategies: Retrospective and Future Directions, 2009 <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22387990~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22387990~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a>
	The MO provides opportunities for capacity building of staff on RBM/MfDR.	Met	<p>Managing for Development Results in the World Bank: A Progress Report, 2004 <a href="http://www.mfdr.org/documents/MDProgressReportonMfDRAnnexF.pdf">http://www.mfdr.org/documents/MDProgressReportonMfDRAnnexF.pdf</a></p> <p>The IDA15 Results Measurement System: Mid-Term Review, 2009 <a href="http://siteresources.worldbank.org/IDA/Resources/Results_System_MTR.pdf">http://siteresources.worldbank.org/IDA/Resources/Results_System_MTR.pdf</a></p> <p>Results at the World Bank (E-learning module)</p>
	There is evidence (e.g. in the policy itself, in the MO's general reform agenda, etc.) that the	Met	<p>IDA 13: Measuring Outputs and Outcomes in IDA Countries, 2002 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/measuring%20outputs.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/measuring%20outputs.pdf</a></p> <p>IDA 13 Midterm Review: IDA Results Measurement System: Update Note, 2003</p>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	MO reviews its policy on RBM/MfDR to ensure its adequate implementation.		<p>Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/MTRresults1.pdf">http://siteresources.worldbank.org/IDA/Resources/MTRresults1.pdf</a>                      IDA 14: IDA 13 Results Measurement System: Spring 2004 Update, 2004                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/IDA13ProgressUpdate051104.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA13ProgressUpdate051104.pdf</a>                      IDA 14: IDA Results Measurement System: Recommendations for IDA 14, 2004                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/IDA14resultsrecommendations.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA14resultsrecommendations.pdf</a>                      IDA 14 Midterm Review: IDA 14 Results Measurement System: Midterm Review Report, 2006                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1164920192653/Results.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1164920192653/Results.pdf</a>                      IDA 15: Focus on Results: The IDA 14 Results Measurement System and Directions for IDA 15, 2007                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1175095887430/IDA15Results.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1175095887430/IDA15Results.pdf</a>                      IDA 15 Midterm Review: The IDA15 Results Measurement System: Mid-Term Review, 2009                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/Results_System_MTR.pdf">http://siteresources.worldbank.org/IDA/Resources/Results_System_MTR.pdf</a>                      IDA 16: Delivering Development Results, 2011                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a>                      World Bank Corporate Scorecard, 2011                      Available here:  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf</a></p>
	There is evidence that the MO holds its partners accountable for results based management (e.g. proposal and report formats require results-based formations)	Met	<p><b>Managing for Development Results Capacity Scan</b>                      Available here:  <a href="http://www.mfdr.org/CAP-Scan.html">http://www.mfdr.org/CAP-Scan.html</a>  <b>Managing for Development Results Capacity Scan</b>                      Available here:  <a href="http://www.mfdr.org/CAP-Scan.html">http://www.mfdr.org/CAP-Scan.html</a>  <b>Loan Agreement between International Bank for Reconstruction and Development and Caisse pour le</b></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><b>Financement Routier (Morocco): Loan Number 7876-MA</b> Available here: <a href="http://documents.worldbank.org/curated/en/2010/06/12613278/loan-agreement-l7876-ma-conformed">http://documents.worldbank.org/curated/en/2010/06/12613278/loan-agreement-l7876-ma-conformed</a></p> <p><b>Loan Agreement between Republic of the Philippines and International Bank for Reconstruction and Development: Loan Number 7552-PH</b> Available here: <a href="http://documents.worldbank.org/curated/en/2008/10/10043707/loan-agreement-l7552-ph-conformed">http://documents.worldbank.org/curated/en/2008/10/10043707/loan-agreement-l7552-ph-conformed</a> The IDA16 Replenishment Implementation Framework Report, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/ImplementationFramework.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/ImplementationFramework.pdf</a></p> <p>Improving Statistical Capacity Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,pagePK:229515~theSitePK:239427,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,pagePK:229515~theSitePK:239427,00.html</a> )</p> <p>The Bulletin Board on Statistical Capacity Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/EXTWBDEBTSTA/0,,menuPK:3561424~pagePK:64168427~piPK:64168435~theSitePK:3561370,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/EXTWBDEBTSTA/0,,menuPK:3561424~pagePK:64168427~piPK:64168435~theSitePK:3561370,00.html</a></p> <p>Statistics for Results Facility Catalytic Fund Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:22314839~h1PK:1144291~menuPK:229526~pagePK:229544~piPK:229605~theSitePK:239427~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:22314839~h1PK:1144291~menuPK:229526~pagePK:229544~piPK:229605~theSitePK:239427~isCURL:Y,00.html</a></p>
Overall Score MI 2.2		Very Strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.3 Organisation-wide plans and strategies contain frameworks of expected management and	A corporate management results framework (MRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan	Met	<p>IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a></p> <p>World Bank Corporate Scorecard, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
development results	A development results framework (DRF) exists, either contained within the strategic plan or as a separate document which is carried referred to by the strategic plan	Met	ibid
	(If either first or second criteria met) at least one results framework (MRF or DRF) contains both statements of outputs and expected outcomes	Met	ibid
	(If third criterion met) in the same results framework as #3, all statements of results are appropriate to their results level (i.e. what are called outputs are actually outputs; what are called outcomes are actually outcomes)	Met	ibid
	(If most above criteria met) all above criteria are met for both MRF and DRF Note: Management results and development results may be presented together in one framework. This	Not met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	combined framework will be assessed according to the above criteria.		
Overall Score MI 2.3		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.4. Results frameworks have causal links from outputs through to impacts / final outcomes	At least one results framework exists at the organisation-wide level (i.e., MRF and/or DRF).	Met	IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a> World Bank Corporate Scorecard, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf</a>
	(If first criterion is met) there is an <i>implicit or explicit</i> description, in the DRF (or in the strategic plan), of the results chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes	Not met	ibid
	In the DRF, there is a clear and logical progression from outcomes to impact	Not met	ibid
	(If the first three criteria are met) there is either an implicit or explicit description in the	Met	World Bank Corporate Scorecard, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	MRF of the results chain at the level of outputs and outcomes		
	(If the first three criteria are met) there is a clear and logical progression from outcomes to impact in the MRF	Not met	ibid
Overall Score MI 2.4		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.5. Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level	A development results framework exists at the organisation-wide level and contains <i>adequate</i> performance indicators at both the output and outcome levels.	Met	IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a> World Bank Corporate Scorecard, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf</a>
	In the DRF, more than half of the performance indicators are <i>relevant</i> to the results they are associated with in the framework(s).	Met	ibid
	In the DRF, more than half of the performance	Met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	indicators are <i>clear</i> (i.e. it is clear what is to be measured).		
	In the DRF, more than half of all indicators (most likely at the outcome level) include targets with clear dates for achievement	Met	ibid
	(All above criteria met) in both an MRF and DRF Note: If the MO's results framework do not include indicators at both output and outcome levels, it should not be rated more than inadequate.	Not met	
Overall Score MI 2.5		Strong (5)	

**KPI 3. The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.1. Gender equality	The organisation has developed a policy or strategic framework on the mainstreaming of gender	Met	Operational Policy 4.20: Gender and Development Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064559~pagePK:64141683~piPK:64141620~theSitePK:502184.00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064559~pagePK:64141683~piPK:64141620~theSitePK:502184.00.html</a> Bank procedure 4.20: Gender and Development Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20140815">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20140815</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="#">~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html</a>                      Gender Equality as Smart Economic: A World Bank Group Gender Action Plan (2007-2010)                      Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/GAPNov2.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/GAPNov2.pdf</a>                      A Three-Year Road Map for Gender Mainstreaming (2011-2013)                      Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf</a>                      IDA 16: Delivering Development Results, 2011                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a>                      Implications of World Development Report 2012: Gender Equality and Development for the World Bank Group, 2011  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23004019/DC2011-0011(E)WDR2012_Gender.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23004019/DC2011-0011(E)WDR2012_Gender.pdf</a>                      WDR 2012: Gender Equality and Development Website  <a href="http://econ.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTWDRS/EXTWDR2012/0,,menuPK:7778074~pagePK:7778278~piPK:7778320~theSitePK:7778063~contentMDK:22851055,00.html">http://econ.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTWDRS/EXTWDR2012/0,,menuPK:7778074~pagePK:7778278~piPK:7778320~theSitePK:7778063~contentMDK:22851055,00.html</a>                      Gender and the World Bank Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGENDER/0,.contentMDK:22992327~pagePK:210058~piPK:210062~theSitePK:336868,00.html#strategy">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGENDER/0,.contentMDK:22992327~pagePK:210058~piPK:210062~theSitePK:336868,00.html#strategy</a></p>
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender	Met	Implications of World Development Report 2012: Gender Equality and Development for the World Bank Group, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23004019/DC2011-0011(E)WDR2012_Gender.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23004019/DC2011-0011(E)WDR2012_Gender.pdf</a>
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming activities.	Met	A Three-Year Road Map for Gender Mainstreaming (2011-2013) Available here: <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf</a>
	The organisation has functioning systems	Met	Implications of World Development Report 2012: Gender Equality and Development for the World Bank Group, 2011

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(organisational and programmatic) and relevant capacities (e.g. planning, human resources, budgeting, etc.) to ensure effective mainstreaming		<p>Available here:  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23004019/DC2011-0011(E)WDR2012_Gender.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23004019/DC2011-0011(E)WDR2012_Gender.pdf</a>                      Operational Policy 4.20: Gender and Development</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064559~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064559~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html</a></p> <p>Bank procedure 4.20: Gender and Development</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20140815~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20140815~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html</a></p> <p>Gender and the World Bank Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGENDER/0,,contentMDK:22992327~pagePK:210058~piPK:210062~theSitePK:336868,00.html#strategy">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGENDER/0,,contentMDK:22992327~pagePK:210058~piPK:210062~theSitePK:336868,00.html#strategy</a></p> <p>A Financial Overview of the Gender Action Plan 2007-2010</p> <p>Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/75165_WB_WEB.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/75165_WB_WEB.pdf</a>                      Implementing the Bank’s Gender Mainstreaming Strategy: FY09-FY10 Annual Monitoring Report, 2011</p> <p>Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1277693634508/GenderAMR_2011.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1277693634508/GenderAMR_2011.pdf</a></p> <p>Update on the Bank’s Business Modernization: Results, Openness, and Accountability Spring 2012</p> <p>Available here:  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a></p> <p>Gender as Smart Economics: World Bank Group Gender Action Plan - Four-Year Progress Report 2007-2010</p> <p>Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/4year_progress_report_May5.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/4year_progress_report_May5.pdf</a></p> <p>A Three-Year Road Map for Gender Mainstreaming (2011-2013)</p> <p>Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf</a></p> <p>Gender and Development: Building Capacity Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGENDER/0,,contentMDK:22924410~menuPK:7947163~pagePK:210058~piPK:210062~theSitePK:336868,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGENDER/0,,contentMDK:22924410~menuPK:7947163~pagePK:210058~piPK:210062~theSitePK:336868,00.html</a></p> <p>Gender Responsive Social Analysis: A Guidance Note, 2005</p> <p>Available here:</p>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://www4.worldbank.org/afr/ssatp/Resources/HTML/Gender-RG/Source%20%20documents/Tool%20Kits%20&amp;%20Guides/Social%20Analysis/TLAN2%20Gender%20Responsive%20Social%20Analysis.pdf">http://www4.worldbank.org/afr/ssatp/Resources/HTML/Gender-RG/Source%20%20documents/Tool%20Kits%20&amp;%20Guides/Social%20Analysis/TLAN2%20Gender%20Responsive%20Social%20Analysis.pdf</a></p> <p>Mainstreaming Gender into Extractive Industries Projects: Guidance Note for Task Team leaders, 2009  <a href="http://siteresources.worldbank.org/EXTOGMC/Resources/eifd9_gender_guidance.pdf">http://siteresources.worldbank.org/EXTOGMC/Resources/eifd9_gender_guidance.pdf</a></p> <p><b>Gender Dimensions of Trade Facilitation and Logistics: A Guidance Note</b>, 2012  <a href="http://siteresources.worldbank.org/INTRANETTRADE/Resources/Pubs/Gender_Dimensions_Trade_Facilitation_Logistics_Higgins_electronic.pdf">http://siteresources.worldbank.org/INTRANETTRADE/Resources/Pubs/Gender_Dimensions_Trade_Facilitation_Logistics_Higgins_electronic.pdf</a></p> <p>Gender Responsive Social Analysis: A Guidance Note, 2005  <a href="http://www4.worldbank.org/afr/ssatp/Resources/HTML/Gender-RG/Source%20%20documents/Tool%20Kits%20&amp;%20Guides/Social%20Analysis/TLAN2%20Gender%20Responsive%20Social%20Analysis.pdf">http://www4.worldbank.org/afr/ssatp/Resources/HTML/Gender-RG/Source%20%20documents/Tool%20Kits%20&amp;%20Guides/Social%20Analysis/TLAN2%20Gender%20Responsive%20Social%20Analysis.pdf</a></p>
	<p>The organisation has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of mainstreaming efforts</p>	<p>Met</p>	<p>Operational Policy 4.20: Gender and Development                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064559~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064559~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html</a></p> <p>Bank procedure 4.20: Gender and Development                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20140815~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20140815~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html</a></p> <p>Integrating Gender into the World Bank's Work: A Strategy for Action, 2002                      Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/strategypaper.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/strategypaper.pdf</a></p> <p>Gender Equality as Smart Economic: A World Bank Group Gender Action Plan (2007-2010)                      Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/GAPNov2.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/GAPNov2.pdf</a></p> <p>Gender and Development - An evaluation of World Bank Support 2002-08, 2010                      Available here:  <a href="http://siteresources.worldbank.org/GENDEREXT/Resources/Gender_eval.pdf">http://siteresources.worldbank.org/GENDEREXT/Resources/Gender_eval.pdf</a></p> <p>Implementing the Bank's Gender Mainstreaming Strategy: FY09-FY10 Annual Monitoring Report, 2011                      Available here:  <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1277693634508/GenderAMR_2011.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1277693634508/GenderAMR_2011.pdf</a></p> <p>A Three-Year Road Map for Gender Mainstreaming (2011-2013)</p>

## MOPAN 2012 Assessment of the World Bank – Appendices

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Available here: <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf</a> Results and Performance of the World Bank Group 2011 Annual Report: Volume 3 - Management Action Record Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol3.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol3.pdf</a>
Overall Score MI 3.1		Strong (5)	Although the Bank has met all five criteria for this MI, it is rated strong instead of very strong, as the implementation of accountability structures is still a work in progress.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.2 fragile and conflict affected countries	The organisation-wide strategic plan identifies fragile and conflict affected countries as a cross-cutting priority or a focus area.	Met	New World, New World Bank Group: Post-Crisis Directions, 2010 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a> IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a>
	The organisation-wide strategic framework or another policy document contains results statements on fragile and conflict affected countries	Met	Operationalizing the 2011 World Development Report: Conflict, Security and Development, 2011 Available here: <a href="http://siteresources.worldbank.org/EXTLICUS/Resources/OPERATIONALIZING_THE_2011_WDR.pdf">http://siteresources.worldbank.org/EXTLICUS/Resources/OPERATIONALIZING_THE_2011_WDR.pdf</a> World Bank Corporate Scorecard, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23003988/DC2001-0014(E)Scorecard.pdf</a> Special Themes for IDA 16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf</a>
	(If the first criterion is met) the organisation commits to fragile and conflict affected countries programming, either in the organisation-wide strategic plan or	Met	Strengthening the World Bank's Rapid Response and Long Term Engagement in Fragile States, 2007 Available here: <a href="http://siteresources.worldbank.org/INTLICUS/Resources/388758-1094226297907/Strengthening_World_Banks_Rapid_Response_and_LongTerm_Engagement_in_Fragile_States.pdf">http://siteresources.worldbank.org/INTLICUS/Resources/388758-1094226297907/Strengthening_World_Banks_Rapid_Response_and_LongTerm_Engagement_in_Fragile_States.pdf</a> Toward a New Framework for Rapid Bank Response to Crises and Emergencies, 2007 Available here: <a href="http://siteresources.worldbank.org/INTDISMGMT/Resources/339456-1158594430052/Final.text.for.disclosure.Apr07.R-">http://siteresources.worldbank.org/INTDISMGMT/Resources/339456-1158594430052/Final.text.for.disclosure.Apr07.R-</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	in a separate policy document		<p>2007-0010.pdf                      “Securing Development”, Speech by Robert Zoellick, 2009  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/EXTPRESIDENT2007/0,,contentMDK:22029111~menuPK:64822306~pagePK:64821878~piPK:64821912~theSitePK:3916065,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/EXTPRESIDENT2007/0,,contentMDK:22029111~menuPK:64822306~pagePK:64821878~piPK:64821912~theSitePK:3916065,00.html</a>                      Operationalizing the 2011 World Development Report: Conflict, Security and Development, 2011                      Available here:  <a href="http://siteresources.worldbank.org/EXTLICUS/Resources/OPERATIONALIZING_THE_2011_WDR.pdf">http://siteresources.worldbank.org/EXTLICUS/Resources/OPERATIONALIZING_THE_2011_WDR.pdf</a>                      WDR 2011: Conflict, Security and Development Website  <a href="http://wdr2011.worldbank.org/">http://wdr2011.worldbank.org/</a>                      OP 2.30 - Development Cooperation and Conflict                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20129203~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20129203~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html</a>                      OP 8.00 - Rapid Response to Crises and Emergencies                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:21238942~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:21238942~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a>                      Framework for Engagement: Fragile and Conflict Situations Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22034194~pagePK:64171531~menuPK:4168039~piPK:64171507~theSitePK:511778,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22034194~pagePK:64171531~menuPK:4168039~piPK:64171507~theSitePK:511778,00.html</a></p>
	There is evidence (in the portfolio) that the MO supports fragile and conflict affected countries initiatives through its programming/operations	Met	<p>IDA's Performance Based Allocation System: Review of the Current System and Key Issues for IDA 16, 2010                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/06/10/000333038_20100610004329/Rendered/PDF/549560BR0IDA1S101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/06/10/000333038_20100610004329/Rendered/PDF/549560BR0IDA1S101Official0Use0Only1.pdf</a>                      Special Themes for IDA 16, 2010                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf</a>                      Fragile and Conflict Affected Countries Website  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,menuPK:511784~pagePK:64171540~piPK:64171528~theSitePK:511778,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,menuPK:511784~pagePK:64171540~piPK:64171528~theSitePK:511778,00.html</a>                      Update on the Bank's Business Modernization: Results, Openness, and Accountability Spring 2012                      Available here:</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a> The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a> The Global Center on Conflict, Justice and Development Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22980259~menuPK:8151184~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22980259~menuPK:8151184~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html</a> State- and Peace-Building Fund Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22031772~menuPK:519150~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22031772~menuPK:519150~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html</a></p>
	<p>(If criterion 3 is met) An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to fragile and conflict affected countries Note: If the review or evaluation notes that there are still several areas for improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted in the narrative of the report. If the review notes that the organisation is deficient in this area then the rating should be inadequate.</p>	Met	<p>IDA 15 Midterm Review Implementation Report, 2009 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1257448780237/Implementation_Report_IDA15MTR.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1257448780237/Implementation_Report_IDA15MTR.pdf</a> Update on the Bank’s Business Modernization: Results, Openness, and Accountability Spring 2012 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a> Special Themes for IDA 16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf</a> The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a> Rapid response to Crises and Emergencies (OP 8.00) : Progress Report, 2009 Available here: <a href="#">Rapid Response to Crises and Emergencies (OP8.00) Progress Report (Link)</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	<p>Note: Reviewers must indicate when there is evidence of the MO commitment to fragile and conflict affected countries in its financial resource allocation (i.e. when budgets indicate that money is being allocated to fragile and conflict affected countries). This information will be used in the report.</p>		
Overall Score MI 3.2		Strong (5)	<p>The World Bank was rated strong rather than very strong for this MI because, even though it meets all the criteria, a 2009 review of the Bank's work in FCS highlighted several areas for improvement. Since then, the Bank has taken measures to address these issues but, because it is still a work in progress, cannot be rated as best practice.</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.3 Good Governance	<p>The organisation-wide strategic plan identifies good governance as a cross-cutting priority or focus area.</p>	Met	<p>New World, New World Bank Group: Post-Crisis Directions, 2010                      Available here:  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a>                      IDA 16: Delivering Development Results, 2011                      Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a></p>
	<p>(If the first criterion is met) the organisation has defined results related to good governance principles either in the organisation-wide strategic plan or in a</p>	Met	<p>Strengthening Governance, Tackling Corruption: The World Bank's Updated Strategy and Implementation Plan, 2012                      Available here:  <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	separate policy document		
	The organisation has a separate policy or strategy that describes how it promotes good governance in its programming.	Met	<p>Strengthening Governance, Tackling Corruption: The World Bank's Updated Strategy and Implementation Plan, 2012 Available here: <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf</a></p>
	There is evidence that the organisation supports good governance activities through the allocation of resources (financial, human, etc) as part of its programming (in reports to the Board, evaluations, etc.	Met	<p>Governance and Anti-Corruption Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/0,,contentMDK:20040922~menuPK:34480~pagePK:34370~theSitePK:4607,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/0,,contentMDK:20040922~menuPK:34480~pagePK:34370~theSitePK:4607,00.html</a></p> <p>Public Sector &amp; Governance Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPUBLICSECTORANDGOVERNANCE/0,,contentMDK:20206128~pagePK:210058~piPK:210062~theSitePK:286305,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPUBLICSECTORANDGOVERNANCE/0,,contentMDK:20206128~pagePK:210058~piPK:210062~theSitePK:286305,00.html</a></p> <p>An Evaluation of the 2007 Strategy and Implementation Plan: World Bank Country-Level Engagement on Governance and Anticorruption Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/gac/gac_eval.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/gac/gac_eval.pdf</a></p> <p>Country Assistance Strategies: Retrospectives and Future Directions, 2009 Available here: <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf</a></p>
	<p>An organisation-wide evaluation or review has been undertaken that documents progress in implementing the commitment to promoting good governance</p> <p>Note: If the review or evaluation notes that there are still several areas for</p>	Not met	<p>Governance and Anti-Corruption Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGOVANTICORR/0,,menuPK:3036107~pagePK:149018~piPK:149093~theSitePK:3035864,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGOVANTICORR/0,,menuPK:3036107~pagePK:149018~piPK:149093~theSitePK:3035864,00.html</a></p> <p>An Evaluation of the 2007 Strategy and Implementation Plan: World Bank Country-Level Engagement on Governance and Anticorruption Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/gac/gac_eval.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/gac/gac_eval.pdf</a></p> <p>Strengthening Governance, Tackling Corruption: The World Bank's Updated Strategy and Implementation Plan, 2012 Available here: <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted. If the review notes that the organisation is deficient in this area then the rating should be inadequate.		<p><a href="http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACReport2.pdf">1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf</a> Strengthening World Bank Group Engagement on Governance and Anticorruption: Second-Year Progress Report, 2009 Available here:</p> <p><a href="http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACProgressReport.pdf">http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACReport2.pdf</a> Strengthening World Bank Group Engagement on Governance and Anticorruption: First-Year Progress Report, 2008 Available here:</p> <p><a href="http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACProgressReport.pdf">http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACProgressReport.pdf</a> 2008 Report on the World Bank's Implementation of the Governance and Anti-Corruption Strategy - The Group of External Advisor for GAC Implementation Available here:</p> <p><a href="http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GEA_Group_Report_Final.pdf">http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GEA_Group_Report_Final.pdf</a> 2009 Report on the World Bank's Implementation of the Governance and Anti-Corruption Strategy - The Group of External Advisor for GAC Implementation Available here:</p> <p><a href="http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACReport2010.pdf">http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACReport2010.pdf</a></p>
Overall Score MI 3.3		Adequate (4)	The 2011 IEG report identified several areas for improvement. The World Bank has committed to addressing a number of the IEG recommendations, and has updated its Governance and Anti-corruption strategy.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.4 climate change	The organisation-wide strategic plan identifies climate change as a cross-cutting priority or a focus area.	Met	<p>IDA 16: Delivering Development Results, 2011 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a> Special Themes for IDA 16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf</a> New World, New World Bank Group: Post-Crisis Directions, 2010 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	The organisation-wide strategic framework contains results statements on climate change	Not met	Towards a Green, Clean, Resilient World for All: A World Bank Group Environment Strategy, 2012-2022 Available here: <a href="http://siteresources.worldbank.org/ENVIRONMENT/Resources/Env_Stratgy_2012.pdf">http://siteresources.worldbank.org/ENVIRONMENT/Resources/Env_Stratgy_2012.pdf</a>
	If the first criterion is met) the organisation commits to climate change programming, either in the organisation-wide strategic plan or in a separate policy document	Met	Towards a Green, Clean, Resilient World for All: A World Bank Group Environment Strategy, 2012-2022 <a href="http://siteresources.worldbank.org/ENVIRONMENT/Resources/Env_Stratgy_2012.pdf">http://siteresources.worldbank.org/ENVIRONMENT/Resources/Env_Stratgy_2012.pdf</a> Safe, Clean and Affordable... Transport for Development: The World Bank Group's Transport Business Strategy for 2008-2012 <a href="http://siteresources.worldbank.org/INTTRANSPORT/Resources/336291-1211381200616/Transport_Business_Strategy_web.pdf">http://siteresources.worldbank.org/INTTRANSPORT/Resources/336291-1211381200616/Transport_Business_Strategy_web.pdf</a> Systems of Cities, Harnessing Urbanization for Growth and Poverty Alleviation: The World Bank Urban and Local Government Strategy (2010) <a href="http://siteresources.worldbank.org/INTURBANDEVELOPMENT/Resources/336387-1269651121606/FullStrategy.pdf">http://siteresources.worldbank.org/INTURBANDEVELOPMENT/Resources/336387-1269651121606/FullStrategy.pdf</a> Water Resources Sector Strategy, Strategic Directions For World Bank Engagement (2003) <a href="http://siteresources.worldbank.org/BRAZILINPOREXTN/Resources/3817166-1185895645304/4044168-1186409169154/32Full.pdf">http://siteresources.worldbank.org/BRAZILINPOREXTN/Resources/3817166-1185895645304/4044168-1186409169154/32Full.pdf</a> Transformation through Infrastructure: World Bank Group Infrastructure Strategy Update FY12-15 <a href="http://www.boell.org/downloads/11-11_Infrastructure_Strategy_Update.pdf">http://www.boell.org/downloads/11-11_Infrastructure_Strategy_Update.pdf</a>
	There is evidence (in the portfolio) that the MO supports climate change initiatives through its programming/operations	Met	Development and Climate Change: Stepping up Support to Developing Countries - Report on Progress by the World Bank Group (2010) Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/07/16/000334955_20100716050525/Rendered/PDF/556890W10SFDCC1box0349464B01PUBLIC1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/07/16/000334955_20100716050525/Rendered/PDF/556890W10SFDCC1box0349464B01PUBLIC1.pdf</a> Climate Change Website <a href="http://climatechange.worldbank.org/">http://climatechange.worldbank.org/</a> World Development Report Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTWDRS/0,,contentMDK:23062354~pagePK:478093~piPK:477627~theSitePK:477624,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTWDRS/0,,contentMDK:23062354~pagePK:478093~piPK:477627~theSitePK:477624,00.html</a>
	(If criterion 3 is met) An organisation-wide evaluation or review has been undertaken and illustrates progress in	Met	IDA 15 Midterm Review Implementation Report, 2009 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1257448780237/Implementation_Report_IDA15MTR.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1257448780237/Implementation_Report_IDA15MTR.pdf</a>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	<p>implementing the commitment to climate change.</p> <p>Note: If the review or evaluation notes that there are still several areas for improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted in the narrative of the report. If the review notes that the organisation is deficient in this area then the rating should be inadequate.</p> <p>Note: Reviewers must indicate when there is evidence of the MO commitment to climate change in its financial resource allocation (i.e. when budgets indicate that money is being allocated to climate change). This information will be used in the report.</p>		<p>IDA 15 Midterm Review: IDA and Climate Change: Progress Report, 2009 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1257448780237/Climate_Change_Progress_Report.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1257448780237/Climate_Change_Progress_Report.pdf</a></p> <p>Development and Climate Change: Stepping up Support to Developing Countries - Report on Progress by the World Bank Group, 2010 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/07/16/000334955_20100716050525/Rendeder/PDF/556890W10SFDCC1box0349464B01PUBLIC1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/07/16/000334955_20100716050525/Rendeder/PDF/556890W10SFDCC1box0349464B01PUBLIC1.pdf</a></p> <p>Climate Change and the World Bank Group - Phase 1: an Evaluation of the World Bank Win-Win Energy Policy Reform, 2009 Available here: <a href="http://siteresources.worldbank.org/EXTCLICHA/Resources/cc_full_eval.pdf">http://siteresources.worldbank.org/EXTCLICHA/Resources/cc_full_eval.pdf</a></p> <p>Climate Change and the World Bank Group - Phase 2: the Challenge of Low-Carbon Development, 2010 Available here: <a href="http://siteresources.worldbank.org/EXTCCPHASEII/Resources/cc2_full_eval.pdf">http://siteresources.worldbank.org/EXTCCPHASEII/Resources/cc2_full_eval.pdf</a></p> <p>Economics of Adaptation to Climate Change, 2009 Available here: <a href="http://climatechange.worldbank.org/sites/default/files/documents/EACCSynthesisReport.pdf">http://climatechange.worldbank.org/sites/default/files/documents/EACCSynthesisReport.pdf</a></p> <p>Climate Change, Disaster Risk, and the Urban Poor , 2010 Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/0,,contentMDK:22923088~menuPK:337184~pagePK:148956~piPK:216618~theSitePK:337178,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/0,,contentMDK:22923088~menuPK:337184~pagePK:148956~piPK:216618~theSitePK:337178,00.html</a></p> <p>Sustaining water for all in a changing climate: World Bank Group Implementation Progress Report, 2010 Available here: <a href="http://siteresources.worldbank.org/NEWS/Resources/sustainingwater.pdf">http://siteresources.worldbank.org/NEWS/Resources/sustainingwater.pdf</a></p>
Overall Score MI 3.4		Strong (5)	<p>Although the 2010 progress report on Development and Climate Change has identified areas for improvement, the Bank has shown evidence of progress made towards implementing these recommendations. The World Bank has therefore been rated strong instead of adequate.</p>

**KPI 4. The MO's country strategy is results-focused**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
4.1 Results frameworks that link results at project, programme, sector, and country levels	At least half of the countries surveyed have strategies that include statements of expected results articulated at output and outcome levels.	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf</a></p> <p>Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a></p> <p>Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a></p> <p>Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf</a></p> <p>Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p> <p>Country Assistance Strategies: Retrospective and Future Directions, 2009 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf</a></p> <p>Country assistance strategies website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120746~menuPK:51551~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120746~menuPK:51551~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p>BP 2.11 - Country Assistance Strategies</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a>
	(If first criterion met) in more than half of the country strategies, almost all statements of results are appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Met	Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf</a> Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a> Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a> Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf</a> Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a>
	(If first criterion is met) more than half of the country strategies sampled explicitly link expected results of the MO's projects/programmes and/or initiatives to the	Met	Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf</a> Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	MO's expected results at country level.		<p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a>  Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a>  Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf</a>  Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a>  Country Assistance Strategies: Retrospective and Future Directions, 2009</p> <p>Available here:  <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf</a>  Guidelines to Staff for CAS products, 2012</p> <p>Available here:  <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1337885797985/CASGuidelinesupdated52312.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1337885797985/CASGuidelinesupdated52312.pdf</a></p>
	(If first criterion is met) at least two of the country strategies sampled explicitly link expected results of the MO's sector strategies to the MO's expected results at country level.	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf</a>  Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN</p> <p>Available here:</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a> Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here:</p> <p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a> Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here:</p> <p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf</a> Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here:</p> <p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendered/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p>
	(If all above criteria are met) all of the above criteria are met for all country strategies sampled.	Met	ibid
Overall Score MI 4.1		Strong (5)	The Bank needs to work on an unambiguous articulation of results. Although it has met all of the above criteria, it cannot be rated higher than strong.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
4.2 Frameworks include indicators at project, programme, sector, and	<p>More than half of the country strategies sampled have the following characteristics:</p> <p>More than half of the performance indicators are <i>adequate</i> (i.e. provide a</p>	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here:</p> <p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a> Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
country levels	sufficient basis to assess performance).		<p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a>  Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA  Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a>  Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG  Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a>  Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH  Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p>
	More than half of the performance indicators are <i>relevant</i> to the results they are associated with in the country strategies.	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH  Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a>  Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN  Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a>  Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA  Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a>  Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a>                      Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p>
	<p>More than half of the performance indicators are <i>clear</i> (i.e. it is clear what is to be measured).</p>	<p>Met</p>	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a>                      Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a>                      Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a>                      Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a>                      Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	Data sources and data collection methods are appropriate for more than half of the performance indicators.	Not met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a></p> <p>Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a></p> <p>Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a></p> <p>Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a></p> <p>Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p>
	More than half of the performance indicators are <i>monitorable</i> (i.e. they have targets set for them, and the date(s) for target achievement is clear).	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a></p> <p>Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a></p>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a>                      Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a>                      Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a>                      Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p>
Overall Score MI 4.2		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
4.3 Statements of expected results consistent with those the PRSP or national plan	At least half of the country strategies sampled contain statements of expected results	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a>                      Country Assistance Strategy Progress Report for Ghana FY08-FY11. Report No. 52988-GH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/04/21/000334955_20100421022921/Rendere d/PDF/529880CASP0P11101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/04/21/000334955_20100421022921/Rendere d/PDF/529880CASP0P11101Official0Use0Only1.pdf</a>                      Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN                      Available here:  <a href="http://www-">http://www-</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a></p> <p>Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a></p> <p>Country Partnership Strategy for the Federal Republic of Nigeria FY2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a></p> <p>Country Partnership Strategy Progress Report for the Federal Republic of Nigeria FY2010-2013. Report No. 63505-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/09/28/000333037_20110928011854/Rendere d/PDF/635050CASP0P110e0only0900BOX358297B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/09/28/000333037_20110928011854/Rendere d/PDF/635050CASP0P110e0only0900BOX358297B.pdf</a></p> <p>Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p> <p>Country Assistance Strategy Progress Report for the Republic of the Philippines FY2010-2012. Report No. 61274-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/27/000333037_20110427042114/Rendere d/PDF/612740CASP0P111e0only1910BOX358344B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/27/000333037_20110427042114/Rendere d/PDF/612740CASP0P111e0only1910BOX358344B.pdf</a></p>
	At least half of the country strategies contain reference to the country's national development strategies (e.g. PRSP) as applicable	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a></p> <p>Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a>                      Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a>                      Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a>                      Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a>                      Country Assistance Strategy Progress Report for the Republic of the Philippines FY2010-2012. Report No. 61274-PH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/27/000333037_20110427042114/Rendere d/PDF/612740CASP0P111e0only1910BOX358344B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/27/000333037_20110427042114/Rendere d/PDF/612740CASP0P111e0only1910BOX358344B.pdf</a>                      Country Assistance Strategies: Retrospective and Future Directions, 2009                      Available here:  <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf</a>                      BP 2.11 - Country Assistance Strategies                      Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184_00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184_00.html</a></p>
	(If first two criteria are met) in at least half of the cases, the link between the MO's expected results and those	Met	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH                      Available here:  <a href="http://www-">http://www-</a></p>

MOPAN 2012 Assessment of the World Bank – Appendices

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	identified in the national development strategies (e.g. PRSP) is implicit		<p><a href="http://wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a></p> <p>Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a></p> <p>Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a></p> <p>Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a></p> <p>Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p>
	(If all above criteria are met) at least half of the country strategies <i>explicitly</i> demonstrate how the MO's expected results are consistent with those in the national development strategies (e.g. PRSP )	Met	Ibid
	(If all above criteria are met) all above criteria are met for all country strategies sampled	Met	Ibid
Overall Score MI 4.3	Very Strong (6)		

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
<p>4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, climate change (as appropriate).</p>	<p>More than half of the country strategies sampled identify (at least briefly mention) at least two of the organisationally relevant cross-cutting themes (the same ones assessed in KPI 3)</p>	<p>Met</p>	<p>Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a></p> <p>Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a></p> <p>Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a></p> <p>Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a></p> <p>Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a></p> <p>Country Assistance Strategies: Retrospective and Future Directions, 2009 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/CAS_Retrospective_09.01.09.pdf</a></p> <p>World Bank for Results, 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a></p> <p>BP 2.11 - Country Assistance Strategies</p>

## MOPAN 2012 Assessment of the World Bank – Appendices

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a>
	More than half of the country strategies sampled identify (at least briefly mention) all of the key cross-cutting themes for the organisation being assessed	Met	Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendere d/PDF/39822main0GH0IDA1R200710158.pdf</a> Country Partnership Strategy for the Republic of Honduras FY2012-2014. Report No. 63370-HN Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendere d/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a> Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendere d/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a> Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendere d/PDF/468160CAS0P114101Official0Use0Only1.pdf</a> Country Assistance Strategy for the Republic of the Philippines FY2010-2012. Report No. 47916-PH Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/05/19/000112742_20090519114325/Rendere d/PDF/479160R200910077130REPLACEMENT0FILE.pdf</a>
	(If first criterion is met) more than half of country strategies sampled identify results that integrate at least two of the issues / themes, as relevant	Met	ibid
	(If first criterion is met)	Met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	more than half of country strategies sampled provide evidence of strategies and approaches to address or apply the cross-cutting issue / theme		
	(If first criterion met) all country strategies sampled meet criteria 2-4	Not met	ibid
Overall Score MI 4.5		Strong (5)	

## QUADRANT II – OPERATIONAL MANAGEMENT

### KPI 5. The MO makes transparent and predictable aid allocation decisions

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
5.1 The MO's criteria for allocating funding are publicly available.	A policy for the allocation of resources to country programmes exists.	Met	International Development Association: How IDA Resources are Allocated Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html</a> <b>Post-Conflict Special Allocations</b> Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22214598~menuPK:6434064~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22214598~menuPK:6434064~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html</a>
	The policy is reviewed on at least a 5-year cycle.	Met	IDA 14 – IDA's Performance-Based Allocation System: IDA Rating Disclosure and Fine-tuning the Governance Factor, 2007 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/PBAFINAL.pdf">http://siteresources.worldbank.org/IDA/Resources/PBAFINAL.pdf</a> IDA 15 – IDA's Performance-Based Allocation System: Simplification of the Formula and Other Outstanding Issues, 2007 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1175095887430/PBA_Sept.2007.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1175095887430/PBA_Sept.2007.pdf</a> IDA 16 – IDA's Performance Based Allocation System: Review of the Current System and Key Issues for IDA16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf</a> <b>IDA 15 Midterm Review – Post Conflict Performance Indicators: Recommendations of External Panel Review and Next Steps, 2009</b> Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/AidDeliveryConflictAffectedIDACountries.pdf">http://siteresources.worldbank.org/IDA/Resources/AidDeliveryConflictAffectedIDACountries.pdf</a> The New Post-Conflict Performance Indicators Framework Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22990239~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22990239~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html</a>
	There is evidence of the application of this policy.	Met	IDA 16 – IDA's Performance Based Allocation System: Review of the Current System and Key Issues for IDA16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf</a>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	The policy is available on the agency's public website	Met	International Development Association: How IDA Resources are Allocated Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html</a> Post-Conflict Special Allocations Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22214598~menuPK:6434064~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/STRATEGIES/EXTLICUS/0,,contentMDK:22214598~menuPK:6434064~pagePK:64171531~piPK:64171507~theSitePK:511778,00.html</a>
	The policy is available in more than one of the UN official languages	Met	ibid
Overall Score MI 5.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
5.3 Aid flows or planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year).	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to improve predictability and delivery of funding.		2011 Survey on Monitoring the Paris Declaration – Appendix B: Donor Data Available here: <a href="http://www.oecd.org/dataoecd/49/27/48726812.pdf">http://www.oecd.org/dataoecd/49/27/48726812.pdf</a> The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a> Publish What you Fund: Pilot Aid Transparency Index, 2011 Available here: <a href="http://www.publishwhatyoufund.org/files/2011-Pilot-Aid-Transparency-Index.pdf">http://www.publishwhatyoufund.org/files/2011-Pilot-Aid-Transparency-Index.pdf</a> Aid Predictability: Synthesis of Findings and Good Practices, 2011 Available here: <a href="http://www.oecd.org/dataoecd/48/53/49066202.pdf">http://www.oecd.org/dataoecd/48/53/49066202.pdf</a> IDA 16: Delivering Development Results, 2011 <a href="http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA16_Report-English-Final.pdf</a>
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to	Met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	the predictability and delivery of funding.		
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to improve predictability and delivery of funding.		
Overall Score MI 5.3		Adequate (4)	

**KPI 6. The MO's aid financial management is linked to aid performance management**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
6.1 Aid budget allocations (or lending) are linked to expected development results	In the most recent annual or multi-year organisation-wide budget, budget information is presented in a results-oriented way.	Not met	The World Bank's Budget: Trends and Recommendations for FY12 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/08/15/000333038_20110815235914/Rendered/PDF/622300BR0Revis000public00BOX361530B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/08/15/000333038_20110815235914/Rendered/PDF/622300BR0Revis000public00BOX361530B.pdf</a> Annual Report 2011: Complete Financial Statements Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html</a> The World Bank's Budget: Trends and Recommendations for FY13 (Document provided to us by the World Bank)
	Some output costs and/or outcome costs in the DRF and MRF are presented in the budget document.	Not met	ibid
	Most output costs and/or outcome costs in the DRF	Not met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	and MRF are presented in the budget document.		
	There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Not met	ibid
	There is evidence (from evaluations or audits conducted in this area) of a system that allows the organisation to track costs from activity through to outcome.	Not met	No relevant document was found
Overall Score MI 6.1		Adequate (3)	Although the Bank's budget does not provide any links between results (outputs and outcomes) and allocations, additional documentation provided by the Bank confirms that the budget preparation process is informed by reporting on results and other types of performance information.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
6.2 Aid disbursements are linked to reported results	The most recent annual financial report shows financial disbursements aligned with achieved results (i.e., the report shows how much was spent to achieve each result).	Not met	Annual Report 2011: Complete Financial Statements Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html</a> The World Bank's Budget: Trends and Recommendations for FY12 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/08/15/000333038_20110815235914/Rendered/PDF/622300BR0Revis000public00BOX361530B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/08/15/000333038_20110815235914/Rendered/PDF/622300BR0Revis000public00BOX361530B.pdf</a> The World Bank's Budget: Trends and Recommendations for FY13 (Document provided to us by the World Bank)
	In the most recent annual reports, statements of results achieved are	Not met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	aligned with expected results described in the organisation-wide strategic plan.		
	In the most recent annual reports, variances in operational expenditure results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are reported.	Not met	ibid
	(If the third criterion is met) In the most recent annual reports, variances in operational expenditure and results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are explained.	Not met	ibid
	There is evidence of improvement over time.	Not met	ibid
Overall Score MI 6.2		Inadequate (3)	The World Bank has taken steps to link its strategic priorities with its planned budget. This is one step towards the process of linking disbursements to reported results. The Bank is therefore rated inadequate instead of weak.

**KPI 7. The MO has policies and processes for financial accountability (financial accountability, risk management, anti-corruption)**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.1 external Financial audits (meeting recognized international standards) are performed across the organisation.	Annual organisation-wide reports on financial performance exist. (In the case of some UN organisations, the schedule for external audit may be determined by the Board of Auditors, therefore the requirement of “annual” may not apply.)	Met	Annual Report 2011: Complete Financial Statements Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html</a>
	(If first criterion is met) the most recent annual financial report reviewed is accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level. (Or the report and/or audit opinion comes from the Board of Auditors, in the case of some of the UN agencies.)	Met	ibid
	(If first two criteria are met) the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent). (In case of UN Agencies audited by BOA, the audits are carried out using international standards.)	Met	ibid
	(If first criterion is met) <i>all</i> annual financial audit reports reviewed are	Met	Annual Report 2010: Complete Financial Statements Available here:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	<p>accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level. (Or the report /audit opinion comes from the Board of Auditors, in case of the UN agencies)</p>		<p><a href="http://siteresources.worldbank.org/EXTANNREP2010/Resources/7074178-1285788609189/finance0100_statements.pdf">http://siteresources.worldbank.org/EXTANNREP2010/Resources/7074178-1285788609189/finance0100_statements.pdf</a> Annual Report 2009: Complete Financial Statements Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTAR2009/0..contentMDK:22316953~pagePK:64168445~piPK:64168309~theSitePK:6223978,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTAR2009/0..contentMDK:22316953~pagePK:64168445~piPK:64168309~theSitePK:6223978,00.html</a> Annual Report 2008: Complete Financial Statements Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2K8/0..contentMDK:21919476~menuPK:5405486~pagePK:64168445~piPK:64168309~theSitePK:5164354,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2K8/0..contentMDK:21919476~menuPK:5405486~pagePK:64168445~piPK:64168309~theSitePK:5164354,00.html</a> Annual Report 2007: Complete Financial Statements Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2K7/0..contentMDK:21509035~menuPK:4187771~pagePK:64168445~piPK:64168309~theSitePK:4077916,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2K7/0..contentMDK:21509035~menuPK:4187771~pagePK:64168445~piPK:64168309~theSitePK:4077916,00.html</a> Annual Report 2006: Complete Financial Statements Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2K6/0..contentMDK:21054069~menuPK:2918719~pagePK:64168445~piPK:64168309~theSitePK:2838572,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2K6/0..contentMDK:21054069~menuPK:2918719~pagePK:64168445~piPK:64168309~theSitePK:2838572,00.html</a></p>
	<p>(If criterion 4 is met) in all external financial audit reports reviewed, the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent). (Or the report /audit opinion comes from the Board of Auditors, in case of the UN agencies) Note: if no letter from an external auditor is available, other evidence of external financial audits</p>	Met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	undertaken at organisation-wide level is admissible.		
Overall Score MI 7.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.2 external Financial audits (meeting recognised international standards) are performed at the regional, country or project level (as appropriate)	The documents available provide evidence that audits are performed at regional, country, or project levels (as appropriate)	Met	Financial Management in World Bank Operations: Annual Report for FY10 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/10/000356161_20110110041134/Rendered/PDF/588650BR0SecM21OFFICIALOUSEONLY191.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/10/000356161_20110110041134/Rendered/PDF/588650BR0SecM21OFFICIALOUSEONLY191.pdf</a> Financial Management and Procurement in World Bank Operations: Annual Report for FY11 Available here: <a href="http://siteresources.worldbank.org/INTPROCUREMENT/Resources/AR-FY11-final-2-29-12.pdf">http://siteresources.worldbank.org/INTPROCUREMENT/Resources/AR-FY11-final-2-29-12.pdf</a>
	There are established rules/procedures for the conduct of audits in the organisation.	Met	OP 10.02 – Financial Management Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:22644109~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184.00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:22644109~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184.00.html</a>
	The rules/procedures ensure ample audit coverage of the organisation's programmes and operations.	Met	ibid
	The evidence also indicates that the audits will be carried out using international standards, or provides an indication that the MO will be using national audit systems and procedures.	Met	OP 10.02 – Financial Management Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:22644109~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184.00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:22644109~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184.00.html</a> World Bank Accounting and Auditing Assessments Website <a href="http://www-wds.worldbank.org/external/default/main?menuPK=64187282&amp;pagePK=64187835&amp;piPK=64187936&amp;theSitePK=523679&amp;sType=2&amp;author=&amp;aType=2&amp;docTitle=&amp;tType=2&amp;qDate=3&amp;fromDate=&amp;toDate=&amp;disclDate=">http://www-wds.worldbank.org/external/default/main?menuPK=64187282&amp;pagePK=64187835&amp;piPK=64187936&amp;theSitePK=523679&amp;sType=2&amp;author=&amp;aType=2&amp;docTitle=&amp;tType=2&amp;qDate=3&amp;fromDate=&amp;toDate=&amp;disclDate=</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://siteresources.worldbank.org/EXTFINANCIALMGMT/Resources/313217-1196225463975/4440996-1196226228826/WB-Strategy-Support-Strength-SAls.pdf">3&amp;fromDisclDate=&amp;toDisclDate=&amp;region=&amp;cntry=&amp;topic=&amp;lang=&amp;=&amp;docTY=904555&amp;Indinstr=&amp;prdln=&amp;report=&amp;loan=&amp;credit=&amp;projectId=&amp;trustFunds=&amp;UNRegnNbr=&amp;sortDesc=DOCDT&amp;sortType=0&amp;pageSize=10&amp;pageSize=10&amp;pageSize=10&amp;dAtts=DOCDT,DOCNA,REPNB,DOCTY,LANG,VOLNB,REPNAME</a>                      Supporting and Strengthening Supreme Audit Institutions: a World Bank Strategy, 2004                      Available here:  <a href="http://siteresources.worldbank.org/EXTFINANCIALMGMT/Resources/313217-1196225463975/4440996-1196226228826/WB-Strategy-Support-Strength-SAls.pdf">http://siteresources.worldbank.org/EXTFINANCIALMGMT/Resources/313217-1196225463975/4440996-1196226228826/WB-Strategy-Support-Strength-SAls.pdf</a>                      Financial Management in World Bank Operations: Annual Report for FY10                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/10/000356161_20110110041134/Rendered/PDF/588650BROSecM21OFFICIALOUSEONLY191.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/10/000356161_20110110041134/Rendered/PDF/588650BROSecM21OFFICIALOUSEONLY191.pdf</a>                      Financial Management and Procurement in World Bank Operations: Annual Report for FY11                      Available here:  <a href="http://siteresources.worldbank.org/INTPROCUREMENT/Resources/AR-FY11-final-2-29-12.pdf">http://siteresources.worldbank.org/INTPROCUREMENT/Resources/AR-FY11-final-2-29-12.pdf</a>                      Reports on the Observance of Standards and Codes (ROSC) Initiative Website  <a href="http://www.worldbank.org/ifa/rosc_aa.html">http://www.worldbank.org/ifa/rosc_aa.html</a>                      World Bank Auditing and Accounting Assessment (ROSC) Website  <a href="http://www-wds.worldbank.org/external/default/main?menuPK=64258546&amp;pagePK=64187838&amp;piPK=64187928&amp;theSitePK=523679&amp;function=BrowseFR&amp;pathtreeid=MAJDOCTY_DOCTY&amp;sortattcode=DOCDT+Desc&amp;menuPK=64258546&amp;siteName=WDS&amp;conceptattcode=906674 904555">http://www-wds.worldbank.org/external/default/main?menuPK=64258546&amp;pagePK=64187838&amp;piPK=64187928&amp;theSitePK=523679&amp;function=BrowseFR&amp;pathtreeid=MAJDOCTY_DOCTY&amp;sortattcode=DOCDT+Desc&amp;menuPK=64258546&amp;siteName=WDS&amp;conceptattcode=906674 904555</a></p>
	(External financial audit reports at country/project/regional level are made available to the public by the MO.	Not met	<p>Financial Management in World Bank Operations: Annual Report for FY10                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/10/000356161_20110110041134/Rendered/PDF/588650BROSecM21OFFICIALOUSEONLY191.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/10/000356161_20110110041134/Rendered/PDF/588650BROSecM21OFFICIALOUSEONLY191.pdf</a>                      Financial Management and Procurement in World Bank Operations: Annual Report for FY11                      Available here:  <a href="http://siteresources.worldbank.org/INTPROCUREMENT/Resources/AR-FY11-final-2-29-12.pdf">http://siteresources.worldbank.org/INTPROCUREMENT/Resources/AR-FY11-final-2-29-12.pdf</a></p>
Overall Score MI 7.2		Strong (6)	



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.3 The MO has a policy on anti-corruption	Guidelines, policy or a framework on anti-corruption are corporately approved (in other words, not in draft form).	Met	Integrity Vice Presidency Strategic Framework, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf</a> Integrity Vice Presidency Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/ORGUNITS/EXTDOI/0,,menuPK:588927~pagePK:64168427~piPK:64168435~theSitePK:588921,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/ORGUNITS/EXTDOI/0,,menuPK:588927~pagePK:64168427~piPK:64168435~theSitePK:588921,00.html</a> Summary of World Bank Group Integrity Compliance Guidelines, 2010 Available here: <a href="http://siteresources.worldbank.org/INTDOI/Resouces/IntegrityComplianceGuidelines_2_1_11web.pdf">http://siteresources.worldbank.org/INTDOI/Resouces/IntegrityComplianceGuidelines_2_1_11web.pdf</a> Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, 2011 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/15/000356161_20110415011758/Rendered/PDF/611090BR0SecM21Disclosed04113120111.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/15/000356161_20110415011758/Rendered/PDF/611090BR0SecM21Disclosed04113120111.pdf</a>
	(If first criterion is met) the document includes operational policy measures which pro-actively support solutions to counter corruption at the local level (e.g. training, incentive and reward structures for staff, complaint and advocacy mechanisms, whistle blowing mechanisms, etc.).	Met	Integrity Vice Presidency Strategic Framework, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf</a> Strengthening Governance, Tackling Corruption: The World Bank's Updated Strategy and Implementation Plan, 2012 Available here: <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resouces/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resouces/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf</a> Contact Information Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20041066~menuPK:34582~pagePK:43912~piPK:44037~theSitePK:29708,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20041066~menuPK:34582~pagePK:43912~piPK:44037~theSitePK:29708,00.html</a> Summary of World Bank Group Integrity Compliance Guidelines, 2010 Available here: <a href="http://siteresources.worldbank.org/INTDOI/Resouces/IntegrityComplianceGuidelines_2_1_11web.pdf">http://siteresources.worldbank.org/INTDOI/Resouces/IntegrityComplianceGuidelines_2_1_11web.pdf</a>
	(If first criterion is met) the	Met	Strengthening Governance, Tackling Corruption: The World Bank's Updated Strategy and Implementation

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	policy commits the organisation to design and manage programs and services which are compliant with preventing and combating fraud and corruption.		Plan, 2012 Available here: <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf</a>
	(If first criterion is met) the policy defines the roles, responsibilities and accountabilities of Management, Staff and Experts / Specialists in implementing & complying with the policy.	Met	Integrity Vice Presidency Strategic Framework, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf</a>
	(If first criterion is met) the policy commits the organisation to review its activities on combating fraud and corruption or there is other evidence that the organisation has reviewed its policy and/or practice in this area.	Met	Independent Panel Review of the World Bank Group Department of Institutional Integrity, 2007 Available here: <a href="http://siteresources.worldbank.org/NEWS/Resources/Volcker_Report_Sept._12,_for_website_FINAL.pdf">http://siteresources.worldbank.org/NEWS/Resources/Volcker_Report_Sept._12,_for_website_FINAL.pdf</a> Integrity Vice Presidency Annual Report FY 2011 Available here: <a href="http://siteresources.worldbank.org/INTDOI/Resources/588889-1316720250792/INT_AR_FY11_web.pdf">http://siteresources.worldbank.org/INTDOI/Resources/588889-1316720250792/INT_AR_FY11_web.pdf</a> Integrity Vice Presidency Strategic Framework, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf</a> Audit Committee: 2011 Annual Report to the Board of Executive Directors Available here: <a href="http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors">http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors</a> <b>Independent Advisory Board: 2011 Annual Report</b> Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/IABAnnualReport2011-final-forweb.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/IABAnnualReport2011-final-forweb.pdf</a> IDA Internal Controls: Evaluation of Management's Remediation Program, 2010

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoctlib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf">http://lnweb90.worldbank.org/oed/oeddoctlib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf</a> Review of Internal Controls in IDA's Operations: World Bank Fact Sheet, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA_Controls_Fact_Sheet_2010.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA_Controls_Fact_Sheet_2010.pdf</a>
	OR, if the first criterion is NOT met: At least one policy on anti-corruption exists at the country, regional or other level (it could also be a policy on fraud, which is one type of corruption).		
	(If the sixth criterion met) at least one policy meets criteria 2 through 5, above.		
Overall Score MI 7.3		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	There is a policy on financial audit that refers to measures to be taken against irregularities.	Met	OP 10.02 - Financial Management Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:22644109~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:22644109~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a> BP 10.02 - Annex A - Actions that the Bank Takes in Respect to Noncompliance with Financial Management Requirements Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20066908~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20066908~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html</a> OP 11.00 – Procurement Available here:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064773~isCURL:Y~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064773~isCURL:Y~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html</a>  OP 12.00 – Disbursement  Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064707~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064707~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a>  International Bank for Reconstruction and Development – General Conditions for Loans  Available here:  <a href="http://siteresources.worldbank.org/INTLAWJUSTICE/Resources/IBRD_GC_English_12.pdf">http://siteresources.worldbank.org/INTLAWJUSTICE/Resources/IBRD_GC_English_12.pdf</a>  International Development Association – General Conditions for Credits and Grants  Available here:  <a href="http://siteresources.worldbank.org/INTLAWJUSTICE/Resources/IDA_GC_English_10.pdf">http://siteresources.worldbank.org/INTLAWJUSTICE/Resources/IDA_GC_English_10.pdf</a></p>
	Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during an external financial audit.	Met	Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, 2011 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/15/000356161_20110415011758/Rendered/PDF/611090BR0SecM21Disclosed04113120111.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/04/15/000356161_20110415011758/Rendered/PDF/611090BR0SecM21Disclosed04113120111.pdf</a> Guidelines - Procurement of Goods, Works and non-Consulting Services, 2011 Available here: <a href="http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLs_English_Final_Jan2011.pdf">http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLs_English_Final_Jan2011.pdf</a>
	(If second criterion is met) these guidelines set timelines for the response to irregularities identified during an external financial audit (in other words, the managers have to respond to audit findings within a certain period of time).	Not met	Integrity Vice Presidency Strategic Framework, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf</a>
	There is evidence (in audit reports to the Board or	Met	Financial Management and Procurement in World Bank Operations: Annual Reports for FY11 Available here:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	other documents) that audit recommendations are followed up by management.		<a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf</a>
	Major or systemic irregularities are reported to the board/governing body, as appropriate.	Met	Terms of Reference of the Audit Committee, 2009 Available here: <a href="http://siteresources.worldbank.org/BODINT/Resources/ACTOR.pdf">http://siteresources.worldbank.org/BODINT/Resources/ACTOR.pdf</a> Audit Committee: 2011 Annual Report to the Board of Executive Directors Available here: <a href="http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors">http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors</a>
Overall Score MI 7.4		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.5 Internal financial audit processes are used to provide management / governing bodies with objective information	There is evidence of practice of internal financial audits in the organisation.	Met	Internal Audit Vice Presidency (IADVP) - FY12 Second Quarter Activity Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/02/09/000356161_20120209011920/Rendered/PDF/666940BR0AC2010IC0disclosed02070120.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/02/09/000356161_20120209011920/Rendered/PDF/666940BR0AC2010IC0disclosed02070120.pdf</a> Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf</a> Internal Audit Vice Presidency FY2010 Annual Report Available here: <a href="http://siteresources.worldbank.org/EXTANNREP/Resources/IAD-FY10-Annualreport.pdf">http://siteresources.worldbank.org/EXTANNREP/Resources/IAD-FY10-Annualreport.pdf</a> IDA Internal Controls: Evaluation of Management's Remediation Program, 2010 Available here: <a href="http://Inweb90.worldbank.org/oed/oeddoctlib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf">http://Inweb90.worldbank.org/oed/oeddoctlib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf</a> Review of Internal Controls in IDA's Operations: World Bank Fact Sheet, 2010

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Available here:  <a href="http://siteresources.worldbank.org/IDA/Resources/IDA_Controls_Fact_Sheet_2010.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA_Controls_Fact_Sheet_2010.pdf</a>                      Audit Committee: 2011 Annual Report to the Board of Executive Directors                      Available here:  <a href="http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors">http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors</a></p>
	(If the first criterion is met) an organisation-wide guideline/policy for the practice of internal financial audits exists and is corporately approved.	Met	Internal Auditing Department: Terms of Reference (Document provided to us by the World Bank)
	(If first criterion is met) there is evidence in these documents that the internal audit function is separate from the programming areas, enabling it to provide an “independent” audit opinion. The key is that internal auditors are not influenced by the programs they are auditing.	Met	Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf</a>
	There is evidence in these documents that the internal audit function reports directly to the Executive Board, thus providing maximum assurance of its independence from programming.	Met	Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf</a>
	Reports available from the Audit Committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	Audit Committee: 2011 Annual Report to the Board of Executive Directors Available here: <a href="http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors">http://documents.worldbank.org/curated/en/2012/03/15920684/audit-committee-2011-annual-report-board-executive-directors</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 7.5		Very Strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.6 The MO's procurement and contract management processes for the provision of services or goods are usually effective.	There is one or more organisation-wide policy, guideline or instructions on procurement and contract management processes.	Met	<p>OP 11.00 – Procurement Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064773~isCURL:Y~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064773~isCURL:Y~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html</a></p> <p>Guidelines - Procurement of Goods, Works and non-Consulting Services, 2011 Available here: <a href="http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLs_English_Final_Jan2011.pdf">http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLs_English_Final_Jan2011.pdf</a></p> <p>Procurement Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,pagePK:84271~theSitePK:84266,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,pagePK:84271~theSitePK:84266,00.html</a></p> <p>Procurement – Document Index Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20062006~menuPK:84284~pagePK:84269~piPK:60001558~theSitePK:84266,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20062006~menuPK:84284~pagePK:84269~piPK:60001558~theSitePK:84266,00.html</a></p>
	(If the first criterion has been met) This/these document(s) explicitly sets targets or requirements for timeliness of delivery of products and services	Met	<p>Guidelines - Procurement of Goods, Works and non-Consulting Services, 2011 Available here: <a href="http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLs_English_Final_Jan2011.pdf">http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLs_English_Final_Jan2011.pdf</a></p>
	(If the first criterion is met) This/these document(s) establish requirements to ensure quality, efficiency and effectiveness of these products and services.	Met	<p>OP 11.00 – Procurement Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064773~isCURL:Y~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064773~isCURL:Y~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184~isCURL:Y,00.html</a></p> <p>Guidelines - Procurement of Goods, Works and non-Consulting Services, 2011 Available here:</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	<p>An audit, evaluation or other review has been undertaken, at the country, regional or organisation-wide level, which examined the timeliness, efficiency and/or effectiveness of the MO's procurement and contract management processes, and found that these are in general satisfactory or better.</p>	Met	<p><a href="http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLS_English_Final_Jan2011.pdf">http://siteresources.worldbank.org/INTPROCUREMENT/Resources/278019-1308067833011/Procurement_GLS_English_Final_Jan2011.pdf</a></p> <p>Bank-Financed Procurement Manual, 2001 Available here: <a href="http://siteresources.worldbank.org/PROCUREMENT/Resources/pm7-3-01.pdf">http://siteresources.worldbank.org/PROCUREMENT/Resources/pm7-3-01.pdf</a> Financial Management and Procurement in World Bank Operations: Annual Reports for FY11 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf</a></p>
	<p>There is other documentary evidence that the MO has functioning procurement and contract management systems in place.</p>	Met	<p>Bank-Financed Procurement Manual, 2001 Available here: <a href="http://siteresources.worldbank.org/PROCUREMENT/Resources/pm7-3-01.pdf">http://siteresources.worldbank.org/PROCUREMENT/Resources/pm7-3-01.pdf</a> Financial Management and Procurement in World Bank Operations: Annual Reports for FY11 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf</a> <b>World Bank Contract Data Search Website</b> <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,menuPK:7612984~pagePK:7323671~piPK:7323669~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,menuPK:7612984~pagePK:7323671~piPK:7323669~theSitePK:40941,00.html</a> World Bank Listing of Ineligible Firms &amp; Individuals Website <a href="http://web.worldbank.org/external/default/main?contentMDK=64069844&amp;menuPK=116730&amp;pagePK=64148989&amp;piPK=64148984&amp;querycontentMDK=64069700&amp;theSitePK=84266">http://web.worldbank.org/external/default/main?contentMDK=64069844&amp;menuPK=116730&amp;pagePK=64148989&amp;piPK=64148984&amp;querycontentMDK=64069700&amp;theSitePK=84266</a></p>
Overall Score MI 7.6		Very Strong (6)	



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.7	An organisation-wide policy, strategy, framework or guidelines (or a suite of documents) on risk management is corporately approved.	Met	<p>Moving Ahead on Investment Lending Reform: Risk Framework and Implementation Support, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/09/09/000333037_20090909235811/Rendered/PDF/502850BR0Box3410only10SecM200910442.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/09/09/000333037_20090909235811/Rendered/PDF/502850BR0Box3410only10SecM200910442.pdf</a></p> <p>Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf</a></p> <p>Social Risk Management: The World Bank's Approach to Social Protection in a Globalizing World Available here: <a href="http://siteresources.worldbank.org/SOCIALPROTECTION/Publications/20847129/SRMWBApproachtoSP.pdf">http://siteresources.worldbank.org/SOCIALPROTECTION/Publications/20847129/SRMWBApproachtoSP.pdf</a></p> <p>Managing Climate Risk: Integrating Adaptation into World Bank Group Operations Available here: <a href="http://siteresources.worldbank.org/GLOBALENVIRONMENTFACILITYGEFOPERATIONS/Resources/Publications-Presentations/GEFAdaptationAug06.pdf">http://siteresources.worldbank.org/GLOBALENVIRONMENTFACILITYGEFOPERATIONS/Resources/Publications-Presentations/GEFAdaptationAug06.pdf</a></p>
	(If first criterion is met) this document follows international standards on managing risk, including a description of roles and responsibilities of key actors.	Met	<p>IDA Internal Controls: Evaluation of Management's Remediation Program, 2010 Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDACcontrols2.pdf">http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDACcontrols2.pdf</a></p>
	(If first criterion is met) this document applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	Met	<p>Moving Ahead on Investment Lending Reform: Risk Framework and Implementation Support, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/09/09/000333037_20090909235811/Rendered/PDF/502850BR0Box3410only10SecM200910442.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/09/09/000333037_20090909235811/Rendered/PDF/502850BR0Box3410only10SecM200910442.pdf</a></p>
	(If first criterion is met) Major risk analysis (significant programs,	Met	<p>Annual Report 2011: Complete Financial Statements Available here:</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	projects, etc) is presented to the Board.		<a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,contentMDK:22997397~menuPK:8121450~pagePK:64168445~piPK:64168309~theSitePK:8070617,00.html</a>
	(If first criterion is met) Management and/or Board documents demonstrate utilization of risk management policy and procedures.	Met	ibid
Overall Score MI 7.7		Very strong (6)	

**KPI 8. Performance information on results is used by the MO for:**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.1 Revising and adjusting policies	Information on organisation-wide performance (i.e., progress towards outcomes) is available, for instance in annual performance reports, or from an organisation-wide evaluation or audit.	Met	<p>World Bank for Results, 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a></p> <p>World Bank Annual Report, 2011 Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20574164~menuPK:8336884~pagePK:51123644~piPK:329829~theSitePK:29708,00.htm">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/0,,contentMDK:20574164~menuPK:8336884~pagePK:51123644~piPK:329829~theSitePK:29708,00.htm</a></p> <p>Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSCContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSCContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf</a></p> <p>Results and Performance of the World Bank Group 2011 Annual Report: Volume 1 Available here: <a href="http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf">http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf</a></p> <p>IEG - Results and Performance of the World Bank Group 2011 Annual Report: Volume 2 (Annexes) Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol2.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol2.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(If first criterion is met) There is evidence that the MO analyses/assesses its performance in a systematic manner and takes into account recommendations from organisation-wide audits, performance reports and/or evaluations	Met	<p>Internal Audit Vice Presidency FY2010 Annual Report Available here: <a href="http://siteresources.worldbank.org/EXTANNREP/Resources/IAD-FY10-Annualreport.pdf">http://siteresources.worldbank.org/EXTANNREP/Resources/IAD-FY10-Annualreport.pdf</a></p> <p>Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf</a></p> <p>Review of Internal Controls in IDA's Operations: World Bank Fact Sheet, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/IDA_Controls_Fact_Sheet_2010.pdf">http://siteresources.worldbank.org/IDA/Resources/IDA_Controls_Fact_Sheet_2010.pdf</a></p> <p>IDA Internal Controls: Evaluation of Management's Remediation Program, 2010 Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf">http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf</a></p> <p>Independent Panel Review of the World Bank Group Department of Institutional Integrity, 2007 Available here: <a href="http://siteresources.worldbank.org/NEWS/Resources/Volcker_Report_Sept._12._for_website_FINAL.pdf">http://siteresources.worldbank.org/NEWS/Resources/Volcker_Report_Sept._12._for_website_FINAL.pdf</a></p> <p>Integrity Vice Presidency Annual Report Fiscal 2011 Available here: <a href="http://siteresources.worldbank.org/INTDOI/Resources/588889-1316720250792/INT_AR_FY11_web.pdf">http://siteresources.worldbank.org/INTDOI/Resources/588889-1316720250792/INT_AR_FY11_web.pdf</a></p> <p>Integrity Vice Presidency Strategic Framework, 2007 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf</a></p> <p>Strengthening World Bank Group Engagement on Governance and Anticorruption: Second-Year Progress Report, 2009 Available here: <a href="http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACReport2.pdf">http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1281627136986/GACReport2.pdf</a></p> <p>New World, New World Bank Group: Post-Crisis Directions, 2010 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22553954/DC2010-0003(E)PostCrisis.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(If the first two criteria are met) There is evidence that the MO takes steps to respond to the <i>specific</i> performance-related problems highlighted in audits, performance reports and/or evaluations	Met	<p>Strengthening Governance, Tackling Corruption: The World Bank's Updated Strategy and Implementation Plan, 2012 Available here: <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/StrengtheningGovTacklingCorruption1-17-12.pdf</a></p> <p>Gender and Development - An evaluation of World Bank Support 2002-08, 2010 Available here: <a href="http://siteresources.worldbank.org/GENDEREXT/Resources/Gender_eval.pdf">http://siteresources.worldbank.org/GENDEREXT/Resources/Gender_eval.pdf</a></p> <p>A Three-Year Road Map for Gender Mainstreaming (2011-2013) Available here: <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf</a></p> <p>IDA's Performance Based Allocation System: Review of the Current System and Key Issues for IDA 16, 2010 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/06/10/000333038_20100610004329/Rendered/PDF/549560BR0IDA1S101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/06/10/000333038_20100610004329/Rendered/PDF/549560BR0IDA1S101Official0Use0Only1.pdf</a></p>
	(If the first two criteria are met) there is evidence that MO revises and adjusts its <i>broader</i> programming and policies in response to performance issues raised in audits, performance reports and /or evaluations (problems and successes).	Met	<p>Integrity Vice Presidency Strategic Framework, 2009 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/24/000333037_20100224233921/Rendered/PDF/531860BR0R20101C0disclosed021231101.pdf</a></p> <p>Modernizing the World Bank Group: An Update, 2011 Available here: <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf</a></p> <p>Cost-Benefit Analysis in World Bank Projects and the Draft Management Comments – Report to the Board of Executive Directors from the Committee on Development Effectiveness, 2010 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rendered/PDF/571950BR0CODE2010100591101PUBLIC1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rendered/PDF/571950BR0CODE2010100591101PUBLIC1.pdf</a></p> <p>Gender and Development - An evaluation of World Bank Support 2002-08, 2010 Available here: <a href="http://siteresources.worldbank.org/GENDEREXT/Resources/Gender_eval.pdf">http://siteresources.worldbank.org/GENDEREXT/Resources/Gender_eval.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>A Three-Year Road Map for Gender Mainstreaming (2011-2013) Available here: <a href="http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf">http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf</a></p> <p>Special Themes for IDA 16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/SpecialThemesIDA16.pdf</a></p> <p>Financial Management and Procurement in World Bank Operations: Annual Reports for FY11 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/15/000356161_20120315002531/Rendered/PDF/674600BR0SecM2001200cover000REVISED.pdf</a></p> <p>IDA Internal Controls: Evaluation of Management's Remediation Program, 2010 Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf">http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/16AA0537A6C4D95A852577D600595C99/\$file/IDAControls2.pdf</a></p>
	(If criterion 4 is met) There is evidence that the MO systematically evaluates and audits its policies, procedures and practices so as to ensure continuous learning and improvement of processes and performance	Not met	<p>Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rendered/PDF/659530BR0R20110C0disclosed012070110.pdf</a></p> <p>Results and Performance of the World Bank Group 2011 Annual Report: Volume 1 Available here: <a href="http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf">http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf</a></p> <p>Results and Performance of the World Bank Group 2011 Annual Report: Volume 2 (Annexes) Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol2.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol2.pdf</a></p> <p>Independent Evaluation Group Website <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a></p>
Overall Score MI 8.1		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.2 Planning new interventions	Information on the MO's performance in the country (i.e., progress towards outcomes) is available	Met	<p>BP 13.16 - Country Portfolio Performance Reviews Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064739~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064739~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a></p> <p>Country assistance strategies website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120746~menuPK:51551~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120746~menuPK:51551~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p>Country assistance strategies retrospective website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22387990~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22387990~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p>BP 2.11 - Country Assistance Strategies Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064541~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a></p> <p>Nigeria: State Employment and Expenditure for Results Project Available here: <a href="http://www.worldbank.org/projects/P121455/state-employment-expenditure-results-project?lang=en">http://www.worldbank.org/projects/P121455/state-employment-expenditure-results-project?lang=en</a></p> <p>Nigeria Erosion and Watershed Management Project Available here: <a href="http://www.worldbank.org/projects/P124905/nigeria-erosion-watershed-management-project?lang=en">http://www.worldbank.org/projects/P124905/nigeria-erosion-watershed-management-project?lang=en</a></p> <p>Nigeria Edo State First Development Policy Operation Available here: <a href="http://www.worldbank.org/projects/P123353/nigeria-edo-state-first-development-policy-operation?lang=en">http://www.worldbank.org/projects/P123353/nigeria-edo-state-first-development-policy-operation?lang=en</a></p> <p>Nigeria States Health Program Investment Credit Available here: <a href="http://www.worldbank.org/projects/P120798/nigeria-states-health-program-investment-credit?lang=en">http://www.worldbank.org/projects/P120798/nigeria-states-health-program-investment-credit?lang=en</a></p> <p>Project cycle website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120731~menuPK:5068121~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120731~menuPK:5068121~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a></p> <p>Country Assistance Strategy for Ghana FY04-07 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Render">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Render</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="#">ed/PDF/39822main0GH0IDA1R200710158.pdf</a>                      IEG Country Assistance Strategy Completion Review for Ghana FY04-07                      Not available online                      Country Assistance Strategy for Ghana FY08-FY11. Report No. 39822-GH                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2007/05/31/000310607_20070531133213/Rendered/PDF/39822main0GH0IDA1R200710158.pdf</a>                      Country Assistance Strategy Progress Report for Ghana FY07-FY10                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2008/05/22/000333038_20080522060130/Rendered/PDF/432440CAS0P10817376B01OFF0USE0ONLY1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2008/05/22/000333038_20080522060130/Rendered/PDF/432440CAS0P10817376B01OFF0USE0ONLY1.pdf</a>                      Country Assistance Strategy Completion Report for Honduras FY07-11                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/28/000350881_20111128094002/Rendered/PDF/633700CAS0corrigendum0IDA0R20110030901.pdf</a>                      IEG Country Assistance Strategy Completion Report Review FY07-FY11                      Available here:  <a href="http://documents.worldbank.org/curated/en/2011/11/15515946/honduras-country-partnership-strategy-period-fy07-fy11-ieg-review">http://documents.worldbank.org/curated/en/2011/11/15515946/honduras-country-partnership-strategy-period-fy07-fy11-ieg-review</a>                      Country Partnership Strategy Completion Report for Morocco FY05-09                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a>                      IEG Country Partnership Completion Review for Morocco FY05-09                      Not available online                      Country Partnership Strategy for the Kingdom of Morocco FY10-FY13. Report No. 50316-MA                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/02/26/000334955_20100226015704/Rendered/PDF/503160FRENCH0B10MA0CPS0French1FINAL.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Nigeria – Country Partnership Strategy Completion Report FY05-09 Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf</a> IEG Country Partnership Strategy Completion Report FY05-09 Not available online Country Partnership Strategy for the Federal Republic of Nigeria 2010-2013. Report No. 46816-NG Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2009/07/10/000334955_20090710015255/Rendered/PDF/468160CAS0P114101Official0Use0Only1.pdf</a></p>
	(If first criterion is met) for at least half of the countries, there is evidence of an analysis/assessment of performance (problems as well as successes).	Met	ibid
	(If second criterion is met) There is evidence of an analysis of the implications of this performance information on planning new interventions (i.e., how new interventions in the planning stage need to be altered, or what new interventions should be developed in response to the performance information).	Met	ibid
	(If all above criteria are met) for at least half of the countries, there is	Met	ibid



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	evidence from country strategies or reports that new interventions have been introduced in response to the performance information.		
	(If all above criteria are met) all criteria met for all countries.	Not met	ibid
Overall Score MI 8.2		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.3 “unsatisfactory” investments, programmes or projects from the previous fiscal year are subject to proactive management	If COMPAS data is available, number and percentage of projects that were unsatisfactory in FY08 and that became satisfactory in FY09	Met	COMPAS 2010 Available here : <a href="http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf">http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf</a>
Overall Score MI 8.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.4 Evaluation recommendations reported to the Executive Committee/Bo	MO Evaluation Policy or guidelines exist and include the requirement of a management response, action plan and/or agreement stating	Met	Results and Performance of the World Bank Group 2011 Annual Report: Volume 1 Available here: <a href="http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf">http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
ard are acted upon by the responsible units	responsibilities and accountabilities for follow-up to evaluations (accepting recommendations).		
	MO Evaluation Policy outlines a process for tracking the implementation of accepted evaluation recommendations	Met	Mandate of the Director-General, Evaluation , IEG Available here: <a href="http://siteresources.worldbank.org/EXTDIRGEN/Resources/dge_mandate_tor.pdf">http://siteresources.worldbank.org/EXTDIRGEN/Resources/dge_mandate_tor.pdf</a>
	There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the Executive Management (Head of the Organisation) and/or Governing Bodies (Executive Boards).	Met	<p>Cost-Benefit Analysis in World Bank Projects and the Draft Management Comments – Report to the Board of Executive Directors from the Committee on Development Effectiveness Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rend ered/PDF/571950BROCODE2010100591101PUBLIC1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rend ered/PDF/571950BROCODE2010100591101PUBLIC1.pdf</a></p> <p>IEG Global Program Review: The Global Fund to Fight Aids, Tuberculosis and Malaria, and the World Bank’s Engagement with the Global Fund; The Global Fund Secretariat Management Response and Draft World Bank Management Comments Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/02/03/000350881_20120203091525/Rend ered/PDF/666460BR0Box360y0900CODE20120000301.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/02/03/000350881_20120203091525/Rend ered/PDF/666460BR0Box360y0900CODE20120000301.pdf</a></p> <p>The Matrix System at Work: An Evaluation of the World Bank’s Organizational Effectiveness and Draft Management Response – Report to the Board of Executive Directors from the Committee on Development Effectiveness Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/04/13/000350881_20120413115739/Rend ered/PDF/680540GS0Box36000CODE0GS20120000701.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/04/13/000350881_20120413115739/Rend ered/PDF/680540GS0Box36000CODE0GS20120000701.pdf</a></p> <p>World Bank Group’s Response to the Global Economic Crisis: Phase II and Draft World Bank Group (WBG) Management Comments Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/02/06/000350881_20120206085805/Rend">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/02/06/000350881_20120206085805/Rend</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="#">ered/PDF/665090BR0CODE00IC0disclosed02040120.pdf</a>            Capturing Technology for Development: An Evaluation of World Bank Group Activities in Information and Communication Technologies and Draft Management Response            Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/09/29/000370910_20110929091826/Rend ered/PDF/647020GS0CODEGS20110002101.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/09/29/000370910_20110929091826/Rend ered/PDF/647020GS0CODEGS20110002101.pdf</a></p>
	<p>There is evidence of <u>periodic reports</u> on the status of the implementation of these evaluation recommendations accepted by management/governing body.</p>	Met	<p>Results and Performance of the World Bank Group 2011 Annual Report: Volume 1            Available here:  <a href="http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf">http://ieg.worldbank.org/content/dam/ieg/rap2011/rap2011_vol1.pdf</a>            Results and Performance of the World Bank Group 2010 Annual Report: Volume 2 - Management Action Records for the World Bank, IFC, and MIGA            Available here:  <a href="http://siteresources.worldbank.org/EXTRAP2010/Resources/RAPVolumell.pdf">http://siteresources.worldbank.org/EXTRAP2010/Resources/RAPVolumell.pdf</a>            Results and Performance of the World Bank Group 2011 Annual Report: Volume 3 - Management Action Record            Available here:  <a href="http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol3.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/rap2011/rap2011_vol3.pdf</a></p>
	<p>There is evidence of a systematic process for follow-up on the evaluation of the recommendations accepted by management/governing body (regularly on the agenda of the Executive Board; reports or presentations to Board illustrate regular tracking of follow up).</p>	Met	See criteria 1 and 2
Overall Score MI 8.4		Strong (5)	The full implementation of evaluation recommendations is a work in progress. The Bank is therefore rated strong although it has met all five criteria for MI 8.4.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.5 the mo resources allocated to countries and projects are based on performance	The MO has a resource allocation system/policy that is publicly available that explains the way resources are allocated to countries.	Met	International Development Association: How IDA Resources are Allocated Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html</a>
	The system/policy includes performance as one of the criteria, in addition to other considerations, including improvements over time in different areas (governance, executing capacity, results, etc)	Met	International Development Association: How IDA Resources are Allocated Website <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:20052347~menuPK:2607525~pagePK:51236175~piPK:437394~theSitePK:73154,00.html</a>
	There is evidence that the system is applied	Met	IDA 16 – IDA’s Performance Based Allocation System: Review of the Current System and Key Issues for IDA16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf</a>
	There is a review process that helps to improve the policy	Met	IDA 14 – IDA’s Performance-Based Allocation System: IDA Rating Disclosure and Fine-tuning the Governance Factor, 2004 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/PBAFINAL.pdf">http://siteresources.worldbank.org/IDA/Resources/PBAFINAL.pdf</a> IDA 15 – IDA’s Performance-Based Allocation System: Simplification of the Formula and Other Outstanding Issues, 2007 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1175095887430/PBA_Sept.2007.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1172525976405/3492866-1175095887430/PBA_Sept.2007.pdf</a> IDA 16 – IDA’s Performance Based Allocation System: Review of the Current System and Key Issues for IDA16, 2010 Available here: <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf</a> The World Bank’s Country Policy and Institutional Assessment – IEG evaluation Available here: <a href="http://siteresources.worldbank.org/EXTCPIA/Resources/cpia_full.pdf">http://siteresources.worldbank.org/EXTCPIA/Resources/cpia_full.pdf</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(If previous criteria are met) Over time, there is evidence that performance becomes an increasingly important criterion	Met	IDA's Performance Based Allocation System: Review of the Current System and Key Issues for IDA16 <a href="http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf">http://siteresources.worldbank.org/IDA/Resources/Seminar%20PDFs/73449-1271341193277/PBAIDA16.pdf</a>
Overall Score MI 8.5		Very strong (6)	

### KPI 9. The MO manages human resources using methods to improve organisational performance

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
9.1 Results-focused performance assessment systems are in place for senior staff (Including vice presidents)	There is evidence in the documents reviewed that a system is in place that requires performance assessments for certain staff.	Met	World Bank Staff Manual Available here: <a href="http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf">http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf</a>
	The evidence suggests that this applies to senior staff (e.g., president/CEO, vice presidents, sector/programme/division directors, country representatives, country directors) and/or that the MO has a specific performance assessment system for senior staff.	Met	ibid
	The system includes a description of the approach to creating performance assessments and the content of those	Met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	assessments		
	There is an explicit policy (HR or otherwise) that summarises all the aims and content of the performance assessment system for senior staff.	Not met	ibid
	(If the first two criteria are met) There is evidence of compliance with the performance assessment system. In other words, there are management indicators that monitor the application of the performance assessment system, or there are other sources – newsletters, reports etc— that comment on how many senior staff go through this system every year	Met	ibid
Overall Score MI 9.1		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
9.2 There is a transparent incentive and reward system for staff performance	There is evidence (either in a HR policy or through various documents) that the MO has a system for managing staff performance (see 9.1) that is operational.	Met	World Bank Staff Manual Available here: <a href="http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf">http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf</a>
	There is evidence that the organisation is	Met	Human Resources Committee: 2011 Annual Report to the Board of Executive Directors Available here:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	making efforts to better link the assessment of staff performance with incentives and/or rewards (is it looking at this issue at all – for example, has it set up a working group, is it reviewing its policy to better address this, is it seeking data from partner agencies or other organisations, etc).		<p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/05/000333037_20120305235228/Rended/PDF/673140AR0R201201C0disclosed03020120.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/05/000333037_20120305235228/Rended/PDF/673140AR0R201201C0disclosed03020120.pdf</a> 2011 Review of Staff Compensation for the World Bank Group Available here:</p> <p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/07/20/000333038_20110720234039/Rended/PDF/633820BR0Box360only0900Secm201100351.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/07/20/000333038_20110720234039/Rended/PDF/633820BR0Box360only0900Secm201100351.pdf</a> Internal Audit Vice Presidency FY2011 Annual Report Available here:</p> <p><a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rended/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rended/PDF/659530BR0R20110C0disclosed012070110.pdf</a></p>
	There is an explicit effort to explain how performance of staff relates to promotion (advancing from one grade to the next).	Met	<p>World Bank Staff Manual Available here: <a href="http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf">http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf</a></p>
	There is an explicit description of the relationship between staff performance and rewards.	Met	<p>World Bank Staff Manual Available here: <a href="http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf">http://siteresources.worldbank.org/INTSTAFFMANUAL/Resources/StaffManual_WB_web.pdf</a> 2011 Review of Staff Compensation for the World Bank Group Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/07/20/000333038_20110720234039/Rended/PDF/633820BR0Box360only0900Secm201100351.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/07/20/000333038_20110720234039/Rended/PDF/633820BR0Box360only0900Secm201100351.pdf</a></p>
	There is a review or evaluation that comments positively on the performance management system and MO transparency in HR decisions, specifically with regards to incentives and rewards.	Not met	<p>The Matrix System at Work: An Evaluation of the World Bank’s Organizational Effectiveness, 2012 Available here: <a href="http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf">http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf</a> Internal Audit Vice Presidency FY2011 Annual Report Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rended/PDF/659530BR0R20110C0disclosed012070110.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/12/08/000333037_20111208225510/Rended/PDF/659530BR0R20110C0disclosed012070110.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	Note: If the review is a recent one and comments quite negatively on the MO's HR systems - particularly in relation to the performance management system, transparency of the system, etc. - then the organisation should not be rated higher than adequate on this indicator.		<a href="#">ered/PDF/659530BR0R20110C0disclosed012070110.pdf</a>
Overall Score MI 9.2		Adequate (4)	Although the Bank has recently made significant efforts to reform its HR policy, it was rated inadequate by the IEG in 2012 for its staff incentives and rewards. Improvement in this area is a work in progress.

**KPI 10. Country / regional programming processes are performance oriented.**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	There is a policy that requires an impact/benefits analysis to be conducted prior to initiating new programmes/projects/initiatives	Met	<p>OP 4.00 – Piloting the Use of Borrower Systems to Address Environmental and Social Safeguard Issues in Bank-Supported Projects Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a></p> <p>OP 4.01 – Environmental Assessment Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a></p> <p>OP 10.04 - Economic Evaluations of Investment Operations Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a></p> <p>Cost-Benefit Analysis in World Bank Projects - IEG Evaluation, 2010 Available here:</p>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/E9307D4D4A786515852577D6005BE20D/\$file/cba_full_report.pdf">http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/E9307D4D4A786515852577D6005BE20D/\$file/cba_full_report.pdf</a></p> <p>Cost-Benefit Analysis in World Bank Projects and the Draft Management Comments – Report to the Board of Executive Directors from the Committee on Development Effectiveness</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rendered/PDF/571950BR0CODE2010100591101PUBLIC1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rendered/PDF/571950BR0CODE2010100591101PUBLIC1.pdf</a></p>
	There are guidelines for staff on the types of analysis to be carried out.	Met	<p>BP 4.00 - Piloting the Use of Borrower Systems to Address Environmental and Social Safeguard Issues in Bank-Supported Projects</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064625~menuPK:4564185~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a></p> <p>Handbook on Economic Analysis of Investment Operations, 1998</p> <p>Available here:  <a href="http://siteresources.worldbank.org/INTCDD/Resources/HandbookEA.pdf">http://siteresources.worldbank.org/INTCDD/Resources/HandbookEA.pdf</a></p>
	There is evidence that the MO's staff are informed about and trained on the guidelines.	Met	<p>Operation Core Curriculum FactSheet (Document provided to us by the World Bank)</p> <p>Cost-Benefit Analysis in World Bank Projects - IEG Evaluation, 2010</p> <p>Available here:  <a href="http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/E9307D4D4A786515852577D6005BE20D/\$file/cba_full_report.pdf">http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/E9307D4D4A786515852577D6005BE20D/\$file/cba_full_report.pdf</a></p>
	There is evidence that the guidelines are implemented.	Met	<p>Honduras – Improving Public Sector Performance project: Project Appraisal Document</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/15/000386194_20111115230642/Rendered/PDF/633070PAD0P1100Official0Use0Only090.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/15/000386194_20111115230642/Rendered/PDF/633070PAD0P1100Official0Use0Only090.pdf</a></p> <p>Honduras - Improving Public Sector Performance : environmental assessment : Marco de Manejo Ambiental (Environmental Assessment)</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2011/10/15384622/colombia-improving-public-sector-performance-environmental-assessment-marco-de-manejo-ambiental">http://documents.worldbank.org/curated/en/2011/10/15384622/colombia-improving-public-sector-performance-environmental-assessment-marco-de-manejo-ambiental</a></p> <p>Ghana – Commercial Agriculture Project: Project Appraisal Document</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/05/000350881_20120305092319/Rendered/PDF/664990PAD0P1140losed030501200SIMULT.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/05/000350881_20120305092319/Rendered/PDF/664990PAD0P1140losed030501200SIMULT.pdf</a>                      Ghana - Global Partnership for Education Fund Grant Project : environmental and social management framework (Environmental Assessment)                      Available here:  <a href="http://documents.worldbank.org/curated/en/2012/05/16330404/ghana-global-partnership-education-fund-grant-project-environmental-social-management-framework">http://documents.worldbank.org/curated/en/2012/05/16330404/ghana-global-partnership-education-fund-grant-project-environmental-social-management-framework</a></p> <p>Morocco - Ouarzazate 1 Concentrated Solar Power Plan Project: Project Appraisal Document                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/18/000406484_20111118174227/Rendered/PDF/09725281.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/18/000406484_20111118174227/Rendered/PDF/09725281.pdf</a>                      Morocco - Second National Initiative for Human Development Project : environmental assessment (Vol. 1 of 2) : Environmental and social assessment                      Available here:  <a href="http://documents.worldbank.org/curated/en/2012/04/16284663/morocco-second-national-initiative-human-development-project-environmental-assessment-vol-1-2-environmental-social-assessment">http://documents.worldbank.org/curated/en/2012/04/16284663/morocco-second-national-initiative-human-development-project-environmental-assessment-vol-1-2-environmental-social-assessment</a></p> <p>Nigeria – Second Rural Access and Mobility Project (RAMP-2): Project Appraisal Document                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/09/06/000350881_20120906101619/Rendered/PDF/655860PAD0P095090601200SIMULT0DISCL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/09/06/000350881_20120906101619/Rendered/PDF/655860PAD0P095090601200SIMULT0DISCL.pdf</a>                      Nigeria - Second Phase of the Rural Access and Mobility Project : environmental assessment (Vol. 3 of 6) : Environmental and social impact assessments                      Available here:  <a href="http://documents.worldbank.org/curated/en/2012/07/16494359/nigeria-second-phase-rural-access-mobility-project-environmental-assessment-vol-3-6-environmental-social-impact-assessments">http://documents.worldbank.org/curated/en/2012/07/16494359/nigeria-second-phase-rural-access-mobility-project-environmental-assessment-vol-3-6-environmental-social-impact-assessments</a></p> <p>Philippines - Metro Manila Wastewater Management Project: Project Appraisal Document                      Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/04/26/000350881_20120426091055/Rendered/PDF/596750PAD0P1130osed0402601200SIMULT.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/04/26/000350881_20120426091055/Rendered/PDF/596750PAD0P1130osed0402601200SIMULT.pdf</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Philippines - Additional Financing for the Second Land Administration and Management Project : environmental assessment : Environment and social safeguards frameworks and guidelines</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2012/07/16498995/philippines-additional-financing-second-land-administration-management-project-environmental-assessment-environment-social-safeguards-frameworks-guidelines">http://documents.worldbank.org/curated/en/2012/07/16498995/philippines-additional-financing-second-land-administration-management-project-environmental-assessment-environment-social-safeguards-frameworks-guidelines</a></p>
	<p>There is evidence that benefits/impact analysis is used for decision-making in the sample of projects/initiatives reviewed.</p>	<p>Met</p>	<p>Cost-Benefit Analysis in World Bank Projects - IEG Evaluation , 2010</p> <p>Available here:  <a href="http://lnweb90.worldbank.org/oed/oeddoctlib.nsf/DocUNIDViewForJavaSearch/E9307D4D4A786515852577D6005BE20D/\$file/cba_full_report.pdf">http://lnweb90.worldbank.org/oed/oeddoctlib.nsf/DocUNIDViewForJavaSearch/E9307D4D4A786515852577D6005BE20D/\$file/cba_full_report.pdf</a></p> <p>Cost-Benefit Analysis in World Bank Projects and the Draft Management Comments – Report to the Board of Executive Directors from the Committee on Development Effectiveness</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rendered/PDF/571950BR0CODE2010100591101PUBLIC1.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/10/19/000112742_20101019171732/Rendered/PDF/571950BR0CODE2010100591101PUBLIC1.pdf</a></p> <p>Honduras – Improving Public Sector Performance project: Project Appraisal Document</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/15/000386194_20111115230642/Rendered/PDF/633070PAD0P1100Official0Use0Only090.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/15/000386194_20111115230642/Rendered/PDF/633070PAD0P1100Official0Use0Only090.pdf</a></p> <p>Honduras - Improving Public Sector Performance : environmental assessment : Marco de Manejo Ambiental (Environmental Assessment)</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2011/10/15384622/colombia-improving-public-sector-performance-environmental-assessment-marco-de-manejo-ambiental">http://documents.worldbank.org/curated/en/2011/10/15384622/colombia-improving-public-sector-performance-environmental-assessment-marco-de-manejo-ambiental</a></p> <p>Ghana – Commercial Agriculture Project: Project Appraisal Document</p> <p>Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/05/000350881_20120305092319/Rendered/PDF/664990PAD0P1140losed030501200SIMULT.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/05/000350881_20120305092319/Rendered/PDF/664990PAD0P1140losed030501200SIMULT.pdf</a></p> <p>Ghana - Global Partnership for Education Fund Grant Project : environmental and social management framework (Environmental Assessment)</p> <p>Available here:</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://documents.worldbank.org/curated/en/2012/05/16330404/ghana-global-partnership-education-fund-grant-project-environmental-social-management-framework">http://documents.worldbank.org/curated/en/2012/05/16330404/ghana-global-partnership-education-fund-grant-project-environmental-social-management-framework</a></p> <p>Morocco - Ouarzazate 1 Concentrated Solar Power Plan Project: Project Appraisal Document Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/18/000406484_20111118174227/Rendered/PDF/09725281.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/11/18/000406484_20111118174227/Rendered/PDF/09725281.pdf</a></p> <p>Morocco - Second National Initiative for Human Development Project : environmental assessment (Vol. 1 of 2) : Environmental and social assessment Available here: <a href="http://documents.worldbank.org/curated/en/2012/04/16284663/morocco-second-national-initiative-human-development-project-environmental-assessment-vol-1-2-environmental-social-assessment">http://documents.worldbank.org/curated/en/2012/04/16284663/morocco-second-national-initiative-human-development-project-environmental-assessment-vol-1-2-environmental-social-assessment</a></p> <p>Nigeria – Second Rural Access and Mobility Project (RAMP-2): Project Appraisal Document Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/09/06/000350881_20120906101619/Rendered/PDF/655860PAD0P095090601200SIMULTODISCL.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/09/06/000350881_20120906101619/Rendered/PDF/655860PAD0P095090601200SIMULTODISCL.pdf</a></p> <p>Nigeria - Second Phase of the Rural Access and Mobility Project : environmental assessment (Vol. 3 of 6) : Environmental and social impact assessments Available here: <a href="http://documents.worldbank.org/curated/en/2012/07/16494359/nigeria-second-phase-rural-access-mobility-project-environmental-assessment-vol-3-6-environmental-social-impact-assessments">http://documents.worldbank.org/curated/en/2012/07/16494359/nigeria-second-phase-rural-access-mobility-project-environmental-assessment-vol-3-6-environmental-social-impact-assessments</a></p> <p>Philippines - Metro Manila Wastewater Management Project: Project Appraisal Document Available here: <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/04/26/000350881_20120426091055/Rendered/PDF/596750PAD0P1130osed0402601200SIMULT.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/04/26/000350881_20120426091055/Rendered/PDF/596750PAD0P1130osed0402601200SIMULT.pdf</a></p> <p>Philippines - Additional Financing for the Second Land Administration and Management Project : environmental assessment : Environment and social safeguards frameworks and guidelines Available here: <a href="http://documents.worldbank.org/curated/en/2012/07/16498995/philippines-additional-financing-second-land-administration-management-project-environmental-assessment-environment-social-safeguards-frameworks-guidelines">http://documents.worldbank.org/curated/en/2012/07/16498995/philippines-additional-financing-second-land-administration-management-project-environmental-assessment-environment-social-safeguards-frameworks-guidelines</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 10.1		Adequate (4)	The Bank was rated adequate on this MI because a number of criteria were only partially met. While there is evidence that the Bank regularly carries out impact analysis before project implementation, an IEG review expressed concerns over the Bank's non-compliance with OP 10.04 on traditional cost-benefit analysis. The Bank provided evidence that it trains its staff on economic, social, and environmental assessments, but the IEG evaluation indicated that staff interviewed felt they did not receive proper training on CBA and, in addition, did not think that the CBA was used for decision making as the assessment was oftentimes carried out after the decision was made.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
10.2 Milestones / targets are set to rate the progress of (project) implementation	At least two of the project implementation plans, country or other workplans sampled contain a description of milestones and/or targets for project/programme implementation.	Met	<p>Ghana - Public Private Partnership Project (PPP) (Project Appraisal Document) Available here: <a href="http://documents.worldbank.org/curated/en/2012/02/15908490/ghana-public-private-partnership-project-ppp">http://documents.worldbank.org/curated/en/2012/02/15908490/ghana-public-private-partnership-project-ppp</a></p> <p>Ghana - Transport Sector Project: Report n. 47324 (Project Appraisal Document) <a href="http://documents.worldbank.org/curated/en/2009/05/10772248/ghana-transport-sector-project">http://documents.worldbank.org/curated/en/2009/05/10772248/ghana-transport-sector-project</a></p> <p>Honduras - Second Phase of the Land Administration Program Project (Project Appraisal Document) Available here: <a href="http://documents.worldbank.org/curated/en/2011/06/14380565/honduras-second-phase-land-administration-program-project">http://documents.worldbank.org/curated/en/2011/06/14380565/honduras-second-phase-land-administration-program-project</a></p> <p>Honduras - Improving Public Sector Performance Project (Project Appraisal Document) Available here: <a href="http://documents.worldbank.org/curated/en/2011/11/15476235/honduras-improving-public-sector-performance-project">http://documents.worldbank.org/curated/en/2011/11/15476235/honduras-improving-public-sector-performance-project</a></p> <p>Morocco - Ouarzazate Concentrated Solar Power Project (Project Appraisal Document) Available here: <a href="http://documents.worldbank.org/curated/en/2011/10/15485420/morocco-ouarzazate-concentrated-solar-power-project">http://documents.worldbank.org/curated/en/2011/10/15485420/morocco-ouarzazate-concentrated-solar-power-project</a></p> <p>Morocco - Second National Initiative for Human Development Program Project (Project Appraisal Document) <a href="http://documents.worldbank.org/curated/en/2012/06/16469855/morocco-second-national-initiative-human-development-program-project">http://documents.worldbank.org/curated/en/2012/06/16469855/morocco-second-national-initiative-human-development-program-project</a></p> <p>Nigeria - State Employment and Expenditures for Results Project (Project Appraisal Document) Available here:</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<a href="http://documents.worldbank.org/curated/en/2012/02/15807446/nigeria-state-employment-expenditures-results-project">http://documents.worldbank.org/curated/en/2012/02/15807446/nigeria-state-employment-expenditures-results-project</a> Nigeria - State Health Program Investment Project (Project Appraisal Document) Available here: <a href="http://documents.worldbank.org/curated/en/2012/03/15977980/nigeria-state-health-program-investment-project">http://documents.worldbank.org/curated/en/2012/03/15977980/nigeria-state-health-program-investment-project</a> Philippines - National Program Support for Basic Education Project: Report n. 35445 (Project Appraisal Document) <a href="http://documents.worldbank.org/curated/en/2006/05/6831104/philippines-national-program-support-basic-education-project">http://documents.worldbank.org/curated/en/2006/05/6831104/philippines-national-program-support-basic-education-project</a>
	(If first criterion is met) in most cases, baseline values have been established for each indicator used to measure the progress of project/programme implementation.	Met	ibid
	(If first criterion is met) in most cases, the milestones/targets provided are appropriate to the activities described in the project/programme implementation document	Met	ibid
	(If first criterion is met) dates are established for the milestones/targets, <i>in more than half</i> of the project implementation plans, country or workplans sampled.	Met	ibid
	(If all above criteria are met) all above criteria are met for all PIPs/country or other workplans sampled.	Met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 10.2		Strong (5)	The quality of milestones/targets varied across the Project Appraisal Documents reviewed. The Bank is therefore rated strong although it has met all the criteria for MI 10.2.

**KPI 11. The MO delegates decision-making authority (to the country or other levels)**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
11.1 Aid reallocation decisions can be made locally	An organisation-wide policy or guidelines exist and is corporately approved that describes decision-making authorities at different levels within the organisation	Met	Accountability and Decision Making Policy (Document provided to us by the World Bank) Terms of Reference for Country Directors (Document provided to us by the World Bank) Terms of Reference for Country Managers (Document provided to us by the World Bank)
	(If first criterion is met) This policy or other documents provide sufficient evidence of the level of autonomy available at the country level regarding decision making processes related to project changes (or other local level as appropriate)	Met	BP 13.05 – Project Supervision Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064744~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20064744~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a>
	(If first two criteria are met) in the documents available, it is possible to identify the parameters within which the local level decisions regarding changes in projects or programming do not require central level approval	Met	ibid
	There is evidence that the	Met	The Matrix System at Work: An Evaluation of the World Bank's Organizational Effectiveness, 2012

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	<p>organisation has made efforts to improve delegation of decision making to the country or other relevant levels</p>		<p>Available here:  <a href="http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf">http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf</a>            Business Modernization for Better Results: Update on Decentralization, Matrix, and Knowledge Partnerships, 2011            Available here:  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendered/PDF/592750BR0SecM21e0only1910BOX358364B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendered/PDF/592750BR0SecM21e0only1910BOX358364B.pdf</a>            Modernizing the World Bank Group: An Update, 2011  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf</a>            Update on the Bank's Business Modernization: Results, Openness, and Accountability Spring 2012  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a></p>
	<p>An operational review/evaluation of the MO comments positively on progress in the delegation of decision making authority to the country or other relevant level</p> <p>Note: If there is a recent review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.</p>	Met	<p>The Matrix System at Work: An Evaluation of the World Bank's Organizational Effectiveness, 2012            Available here:  <a href="http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf">http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf</a>            Business Modernization for Better Results: Update on Decentralization, Matrix, and Knowledge Partnerships  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendered/PDF/592750BR0SecM21e0only1910BOX358364B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendered/PDF/592750BR0SecM21e0only1910BOX358364B.pdf</a>            Modernizing the World Bank Group: An Update, 2011  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf</a>            Update on the Bank's Business Modernization: Results, Openness, and Accountability Spring 2012  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a></p>
Overall Score MI 11.1		Adequate(4)	<p>Although the Bank meets all five criteria, it cannot be rated higher than adequate because data in Tier IV on the Corporate Scorecard indicate that there has been no significant increase in the decentralisation of services for clients managed by staff based in countries.</p>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
11.2 New aid programmes / projects can be approved locally within a budget cap	An organisation-wide policy or guidelines exist and is corporately approved that describes the extent to which new programmes/projects can be proposed at different levels within the organisation	Not met	Accountability and Decision Making Policy (Document provided to us by the World Bank) Terms of Reference for Country Directors (Document provided to us by the World Bank) Terms of Reference for Country Managers (Document provided to us by the World Bank)
	(If first criterion is met) This policy or other documents provide sufficient evidence of the types of decisions about new initiatives (plans, projects, programs) that can be made at the country level (or other local level as appropriate)	Not met	Ibid
	(If first two criteria are met) in the documents available, it is possible to identify the parameters (e.g. budget ceilings or allocations) within which the local level does not require central level approval prior to making decisions on new initiatives	Not met	Ibid
	The organisation has made efforts to improve delegation of decision making to the country or other relevant levels	Met	The Matrix System at Work: An Evaluation of the World Bank’s Organizational Effectiveness, 2012 Available here: <a href="http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf">http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf</a> Business Modernization for Better Results: Update on Decentralization, Matrix, and Knowledge Partnerships, 2011 Available here: <a href="http://www-">http://www-</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p><a href="http://wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendred/PDF/592750BR0SecM21e0only1910BOX358364B.pdf">wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendred/PDF/592750BR0SecM21e0only1910BOX358364B.pdf</a></p> <p>Modernizing the World Bank Group: An Update, 2011  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf</a></p> <p>Update on the Bank’s Business Modernization: Results, Openness, and Accountability Spring 2012  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a></p>
	<p>An operational review/evaluation of the MO comments positively on progress in the delegation of authority to the country or other relevant level. Note: If there is a recent review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.</p>	Met	<p>The Matrix System at Work: An Evaluation of the World Bank’s Organizational Effectiveness, 2012                      Available here:  <a href="http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf">http://ieq.worldbankgroup.org/content/dam/ieq/matrix/matrix_eval.pdf</a></p> <p>Business Modernization for Better Results: Update on Decentralization, Matrix, and Knowledge Partnerships  <a href="http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendred/PDF/592750BR0SecM21e0only1910BOX358364B.pdf">http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/01/31/000333037_20110131020139/Rendred/PDF/592750BR0SecM21e0only1910BOX358364B.pdf</a></p> <p>Modernizing the World Bank Group: An Update, 2011  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/22885417/DC2011-0005(E)Modernization.pdf</a></p> <p>Update on the Bank’s Business Modernization: Results, Openness, and Accountability Spring 2012  <a href="http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf">http://siteresources.worldbank.org/DEVCOMMINT/Documentation/23170378/DC2012-0005(E)Modernization.pdf</a></p>
Overall Score MI 11.2		Inadequate (3)	

**QUADRANT III – RELATIONSHIP MANAGEMENT**

**KPI 12. The MO coordinates and directs its aid programming (including capacity building) at the country level in support of agreed national plans or partner plans**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
12.2 the MO conditionally (if any) draws on national / government's own agreed benchmarks/ indicators/ results	(If applicable) MO has a policy that aligns its conditions for lending – especially policy or program lending - with the principles of country ownership	Met	BP 8.60 – Development Policy Lending Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20471189~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:20471189~pagePK:64141683~piPK:64141620~theSitePK:502184,00.html</a> 2009 Development Policy Lending Retrospective: Flexibility, Customization, and Results Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a> The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a>
	(If first criterion is met), the MO policy also provides guidance to align the organisation with other good practice principles for conditionality	Met	2009 Development Policy Lending Retrospective: Flexibility, Customization, and Results Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a> <b>Good Practice Notes for Development Policy Lending: Designing Development Policy Operations</b> Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/GPNDesiningDPLJanuary2011.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244732625424/GPNDesiningDPLJanuary2011.pdf</a>
	There is evidence of MO intent/or practice (depending on the timing of the policy) of reviewing its progress in implementing changes in its approach to conditionality	Met	2009 Development Policy Lending Retrospective: Flexibility, Customization, and Results Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a> Poverty Reduction Support Credit: An Evaluation of World Bank Support Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTOED/EXTPRSC/0,,menuPK:6701768~pagePK:64829575~piPK:64829612~theSitePK:6701762,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTOED/EXTPRSC/0,,menuPK:6701768~pagePK:64829575~piPK:64829612~theSitePK:6701762,00.html</a>
	There is evidence of the MO reporting to the Board	Met	2009 Development Policy Lending Retrospective: Flexibility, Customization, and Results Available here:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	on progress/issues on implementation of the policy		<a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:22208538~pagePK:41367~piPK:51533~theSitePK:40941,00.html</a>
	There is evidence of implementation of the policy either in special evaluation studies, or in the review of a sample of actual project documents/loan agreements	Met	<p>General Conditions for Credits and Grants. Dated July 1, 2005 (as amended through October 15, 2006) Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTLAWJUSTICE/EXTTOPGENCON/0,,menuPK:1581351~pagePK:64168427~piPK:64168435~theSitePK:1581337,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTLAWJUSTICE/EXTTOPGENCON/0,,menuPK:1581351~pagePK:64168427~piPK:64168435~theSitePK:1581337,00.html</a></p> <p>General Conditions for Loans. Dated July 1, 2005 (as amended through February 12, 2008) Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTLAWJUSTICE/EXTTOPGENCON/0,,menuPK:1581351~pagePK:64168427~piPK:64168435~theSitePK:1581337,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTLAWJUSTICE/EXTTOPGENCON/0,,menuPK:1581351~pagePK:64168427~piPK:64168435~theSitePK:1581337,00.html</a></p> <p>Loan Agreement for Loan 8018-MA Conformed (English), June 8, 2011 Available here: <a href="http://web.worldbank.org/external/projects/main?Projectid=P116557&amp;theSitePK=40941&amp;piPK=73230&amp;pagePK=64283627&amp;menuPK=228424">http://web.worldbank.org/external/projects/main?Projectid=P116557&amp;theSitePK=40941&amp;piPK=73230&amp;pagePK=64283627&amp;menuPK=228424</a></p> <p>Country Partnership Strategy for The Kingdom of Morocco for the period FY10-13. Report No. 50316-MA Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/MOROCCOEXTN/0,,contentMDK:22466441~pagePK:1497618~piPK:217854~theSitePK:294540,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/MOROCCOEXTN/0,,contentMDK:22466441~pagePK:1497618~piPK:217854~theSitePK:294540,00.html</a></p> <p>Financing Agreement for Credit 4767-NG Conformed (English), November 25, 2010 Available here: <a href="http://documents.worldbank.org/curated/en/2010/11/13300945/financing-agreement-credit-4767-ng-conformed">http://documents.worldbank.org/curated/en/2010/11/13300945/financing-agreement-credit-4767-ng-conformed</a></p> <p>Country Partnership Strategy for The Federal Republic of Nigeria (2010-2013). Report No. 46816-NG Available here: <a href="http://documents.worldbank.org/curated/en/2009/07/10797160/nigeria-country-partnership-strategy-period-2010-2013">http://documents.worldbank.org/curated/en/2009/07/10797160/nigeria-country-partnership-strategy-period-2010-2013</a></p> <p>Financing Agreement for Credit Number 5020-HN Conformed (English), December 7, 2011 Available here: <a href="http://documents.worldbank.org/curated/en/2011/12/15537470/financing-agreement-credit-5020-hn-conformed">http://documents.worldbank.org/curated/en/2011/12/15537470/financing-agreement-credit-5020-hn-conformed</a></p> <p>Financing Agreement for Credit Number 5021-HN Conformed (English), December 7, 2011 Available here: <a href="http://documents.worldbank.org/curated/en/2011/12/15540048/financing-agreement-credit-5021-hn-conformed">http://documents.worldbank.org/curated/en/2011/12/15540048/financing-agreement-credit-5021-hn-conformed</a></p> <p>Country Partnership Strategy for the Republic of Honduras for the period FY 2012-2014. Report No. 63370-HN</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Available here:  <a href="http://documents.worldbank.org/curated/en/2011/11/15506299/honduras-country-partnership-strategy-period-fy2012-2014">http://documents.worldbank.org/curated/en/2011/11/15506299/honduras-country-partnership-strategy-period-fy2012-2014</a>                      Loan Agreement for Loan 8085-PH Conformed (English), September 23, 2011</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2011/09/15280066/loan-agreement-loan-8085-ph-conformed">http://documents.worldbank.org/curated/en/2011/09/15280066/loan-agreement-loan-8085-ph-conformed</a>                      Country Assistance Strategy for the Republic of the Philippines for the period FY2010-2012. Report No. 47916-PH</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2009/04/10574952/philippines-country-assistance-strategy-period-fy2010-2012">http://documents.worldbank.org/curated/en/2009/04/10574952/philippines-country-assistance-strategy-period-fy2010-2012</a>                      Country Assistance Strategy (CAS) Progress Report for the Republic of the Philippines. Report No. 61274-PH</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2011/04/14113326/philippines-country-assistance-strategy-progress-report">http://documents.worldbank.org/curated/en/2011/04/14113326/philippines-country-assistance-strategy-progress-report</a>                      Financing Agreement for Credit Number 4847-GH, April 11, 2011</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2011/04/14103870/financing-agreement-credit-4847-gh-conformed">http://documents.worldbank.org/curated/en/2011/04/14103870/financing-agreement-credit-4847-gh-conformed</a>                      Ghana Joint Assistance Strategy (G-JAS): Commitments y partners to work toward GPRS II goals and harmonization principles, February 27, 2007</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GHANAEXTN/0,,contentMDK:21242954~menuPK:3515813~pagePK:141137~piPK:141127~theSitePK:351952,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GHANAEXTN/0,,contentMDK:21242954~menuPK:3515813~pagePK:141137~piPK:141127~theSitePK:351952,00.html</a>                      Country Assistance Strategy for Ghana FY08-11. Report No. 39822-GH</p> <p>Available here:  <a href="http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GHANAEXTN/0,,menuPK:351965~pagePK:141132~piPK:141105~theSitePK:351952,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GHANAEXTN/0,,menuPK:351965~pagePK:141132~piPK:141105~theSitePK:351952,00.html</a>                      Country Assistance Strategy Progress Report for the Republic of Ghana FY08-11. Report No. 52988-GH</p> <p>Available here:  <a href="http://documents.worldbank.org/curated/en/2010/03/12125360/ghana-country-assistance-strategy-progress-report">http://documents.worldbank.org/curated/en/2010/03/12125360/ghana-country-assistance-strategy-progress-report</a></p>
Overall Score MI 12.2		Very Strong (6)	

**KPI 14. The MO uses country systems for disbursement and operations**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
14.1 % of the MO's overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA loans	Inadequate = Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to use country systems for disbursements and operations.		
	Adequate = Evidence exists of both progress made and areas requiring improvement with regard to the use of country systems for disbursement and operations	Met	<p>The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a></p> <p>The World Bank Aid Effectiveness Website Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/index.html">http://www1.worldbank.org/operations/aideffectiveness/index.html</a></p> <p>OPCS Aid Effectiveness Brief, April 2012 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/index.html">http://www1.worldbank.org/operations/aideffectiveness/index.html</a></p> <p>Following Up on Accra: A World Bank Action Plan on Aid Effectiveness Available here: <a href="http://www-wds.worldbank.org/external/default/main?pagePK=64193027&amp;piPK=64187937&amp;theSitePK=523679&amp;menuPK=64187510&amp;searchMenuPK=64187283&amp;theSitePK=523679&amp;entityID=000334955_20090305033808&amp;searchMenuPK=64187283&amp;theSitePK=523679">http://www-wds.worldbank.org/external/default/main?pagePK=64193027&amp;piPK=64187937&amp;theSitePK=523679&amp;menuPK=64187510&amp;searchMenuPK=64187283&amp;theSitePK=523679&amp;entityID=000334955_20090305033808&amp;searchMenuPK=64187283&amp;theSitePK=523679</a></p> <p>Volume 1: Aid Predictability – Synthesis of Findings and Good Practices Available here: <a href="http://www.oecd.org/dataoecd/48/53/49066202.pdf">http://www.oecd.org/dataoecd/48/53/49066202.pdf</a></p>
	Strong = Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's		

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	efforts to use country systems for disbursements and operations		
Overall Score MI 14.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
14.2 The MO uses the country's financial systems (i.e., public financial management and procurement) as a first option for its operations where appropriate	Percentage (%) of the MOs overall ODA disbursements / support using national systems and procedures: Inadequate = Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to use country systems for disbursements and operations.		
	Adequate = Evidence exists of both progress made and areas requiring improvement with regard to the use of country systems for disbursement and operations		
	Strong = Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to use country	Met	The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a> Operational Policy 10.02: Financial Management Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	systems for disbursements and operations		~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html Bank Procedure 10.02: Financial Management Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html</a>
Overall Score MI 14.2		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
14.3 The MO avoids parallel implementation structures	Percentage (%) of all MOs project implementation units that operated in parallel with those of government structures: Inadequate = Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to avoid parallel implementation structures		
	Adequate = Evidence exists of both progress made and areas requiring improvement with regard to the use of parallel implementation structures		
	Strong = Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to avoid parallel		The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	implementation structures		
Overall Score MI	14.3	Strong (5)	

**KPI 16. The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	Percentage (%) of joint missions : Inadequate = Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to participate in joint missions		
	Adequate = Evidence exists of both progress made and areas requiring improvement with regard to participate in joint missions	Met	The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a>
	Strong = Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to participate in joint missions		
Overall Score MI	16.1	Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
16.2 The extent to which the MO technical cooperation is disbursed through coordinated programmes.	Percentage (%) of technical assistance coordinated with country programmes:  Inadequate = Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to disburse through coordinated programmes		
	Adequate = Evidence exists of both progress made and areas requiring improvement with regard to disbursement through coordinated programmes		
	Strong = Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to disburse through coordinated programmes	Met	The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a>
Overall Score MI 16.2		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
16.3 % of the MO's overall ODA disbursements / support that is	Percentage (%) of the MOs overall ODA disbursements / support that is for government-led PBAs (SWAPs, basket		

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
for government-led PBAs (SWAPs, basket funding, etc)	funding, etc) Inadequate = Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to disburse through programme-based approaches.		
	Adequate = Evidence exists of both progress made and areas requiring improvement with regard to disbursement through programme-based approaches	Met	The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a>
	Strong = Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to disburse through programme-based approaches		
Overall Score MI 16.3		Adequate (4)	

**QUADRANT IV – KNOWLEDGE MANAGEMENT**
**KPI 17. The MO consistently evaluates its delivery and external results**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	An organisation-wide evaluation unit or function exists.	Met	IEG Website <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> Independent Evaluation Group Access to Information Policy, July 1, 2011. Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a>
	An organisation-wide evaluation policy exists, which includes guidance on how the MO is to conduct independent evaluations.	Not met	Self-Evaluation of the Independent Evaluation Group Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> IEG Work Program and Budget (FY12) and Indicative Plan (FY13-14) Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a>
	(If first criterion is met) there is evidence in reports being submitted by the organisation-wide evaluation unit or function to Executive Management (Head of Organisation) or Board/committee responsible for independent evaluations	Met	Access to Information Policy; July 1, 2011. Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a>
	(If first criterion is met), the organisation-wide evaluation unit has a direct reporting function to the Executive Management, but not the Board	Met	<b>IEG Brochure: Improving Development Results through Excellence in Evaluation</b> Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> <b>Independent Evaluation Group website</b> <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> Self-Evaluation of the Independent Evaluation Group Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	The central evaluation unit has a direct reporting function to the MO's Board.	Met	Self-Evaluation of the Independent Evaluation Group Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> The World Bank Operations Manual Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:21345677~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184.00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:21345677~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184.00.html</a> <b>IEG Brochure: Improving Development Results through Excellence in Evaluation</b> Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> <b>Independent Evaluation Group Website</b> <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a>
Overall Score MI 17.1		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc)	An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.	Met	Self-Evaluation of the Independent Evaluation Group Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> <b>The Independent Evaluation Group (Bank) Terms of Reference</b> Available here: <a href="http://siteresources.worldbank.org/EXTDIRGEN/Resources/dge_mandate_tor.pdf">http://siteresources.worldbank.org/EXTDIRGEN/Resources/dge_mandate_tor.pdf</a>
	(If first criterion is met) this policy or plan defines the evaluation coverage of projects and programmes (i.e., the number or percent of projects/programmes requiring evaluations of any type) or it clearly explains how evaluations are planned and	Met	<b>IEG Brochure: Improving Development Results through Excellence in Evaluation</b> Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> The World Bank Operations Manual Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	prioritised.		
	(If first criterion is met) this policy or plan defines the amount or % of programming (or % of expenditures) that needs an independent evaluation.	Not met	
	Recent independent evaluation reports are available for at least half of the countries sampled	Met	<p>Cluster Project Performance Assessment Report for Algeria Mortgage Finance Technical Assistance Project, Morocco Housing Sector Development Policy Loan, Morocco Poverty and Social Impact Analysis of the National Slum Upgrading Program Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/56DA3526AAECF94A85257760004AC279/\$file/Algeria-Morocco_Housing_PPAR[1].pdf">http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/56DA3526AAECF94A85257760004AC279/\$file/Algeria-Morocco_Housing_PPAR[1].pdf</a></p> <p>Republic of Ghana Second Phase of the National Functional Literacy Project (PPAR) Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/842AB11DFD7EB8A885257766006BF169?opendocument">http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/842AB11DFD7EB8A885257766006BF169?opendocument</a></p> <p>Review of 2007-2010 Honduras Country Assistance Strategy, the 2008 Progress Report, the 2011 Interim Strategy Note, and the Country Assistance Completion Report Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/F45E8235F5541FDF852579B60014B419/\$file/Honduras%20CASCR%20Review%20Final%20to%20Board%2011-22-11.pdf">http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/F45E8235F5541FDF852579B60014B419/\$file/Honduras%20CASCR%20Review%20Final%20to%20Board%2011-22-11.pdf</a></p> <p>The World Bank in Nigeria 1998-2007: Nigeria Country Assistance Evaluation Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/37AFE7820EF364568525776800684067/\$file/nigeria_cae.pdf">http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/37AFE7820EF364568525776800684067/\$file/nigeria_cae.pdf</a></p> <p>Summary of Project Performance Assessment Report (PPAR) for the Philippines Water Districts Development Project (WDDP) Available here: <a href="http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/F5C5CD83724E514C852576330071E034/\$file/Philippines_PPAR_06.30.2009.pdf">http://lnweb90.worldbank.org/oed/oeddoelib.nsf/DocUNIDViewForJavaSearch/F5C5CD83724E514C852576330071E034/\$file/Philippines_PPAR_06.30.2009.pdf</a></p>
	(If fourth criterion is met) reports of independent evaluations exist for all	Met	See criterion 4 Independent Evaluation Group website

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	countries sampled. Note: If COMPAS data are available, we will refer to it in the report		Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/ratings.html">http://ieg.worldbankgroup.org/content/ieg/en/home/ratings.html</a> 2010 COMPAS Report Available here: <a href="http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf">http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf</a>
Overall Score MI 17.2		Adequate (4)	Although the Bank has met four criteria which merits a rating of strong, it has been rated adequate as it does not indicate its overall evaluation coverage.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
17.3 The MO ensures quality of its evaluations	The MO has a policy/procedures for the quality control of their evaluations.	Met	Self-Evaluation of the Independent Evaluation Group, 2011 Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/aboutIEG/ieg_self_eval.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/aboutIEG/ieg_self_eval.pdf</a>
	The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years.	Met	IEG Work Program and Budget (FY12) and Indicative Plan (FY13-14) Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a>
	There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation standards (e.g. UNEG standards, DAC standards, ECG standards) in its centralised and decentralised evaluations.	Met	Self-Evaluation of the Independent Evaluation Group, 2011 Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/aboutIEG/ieg_self_eval.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/aboutIEG/ieg_self_eval.pdf</a> Mandate of the Evaluation Cooperation Group (ECG), December 2010 Available here: <a href="https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/h_EB21062BA7F0B2B94825773100297BCA/183798B21E02CF044825773100297BD9/?OpenDocument">https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/h_EB21062BA7F0B2B94825773100297BCA/183798B21E02CF044825773100297BD9/?OpenDocument</a>
	The reviews of the MO's evaluations (i.e. the reports on the quality of evaluations) cover organisation-wide, country	Met	Independent Evaluation Group website Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html">http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	and project level evaluations.		
	There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Not met	Independent Evaluation Group Access to Information Policy, July 1, 2011. Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a> Self-Evaluation of the Independent Evaluation Group, 2011 Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/aboutIEG/ieg_self_eval.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/aboutIEG/ieg_self_eval.pdf</a>
Overall Score MI 17.3		Strong (5)	

**KPI 18. The MO presents performance information on its effectiveness**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	Annual performance reports exist at the organisation-wide level.	Met	IEG Annual Report 2011: Results and Performance of the World Bank Group Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/reports/rap2011.html">http://ieg.worldbankgroup.org/content/ieg/en/home/reports/rap2011.html</a> IEG Annual Report 2010: Results and Performance of the World Bank Group Available here: <a href="http://www.worldbank.org/ieg/rap2010/index.html">http://www.worldbank.org/ieg/rap2010/index.html</a> World Bank Corporate Scorecard 2011: Integrated Results and Performance Framework Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf</a> World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a> The World Bank Annual Report 2011: Year in Review Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html</a>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(If first criterion is met) the most recent performance report sampled describes outputs achieved.	Met	World Bank Corporate Scorecard 2011: Integrated Results and Performance Framework Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf</a> World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a> The World Bank Annual Report 2011: Year in Review Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html</a>
	(If first two criteria are met) the most recent performance report sampled discusses expected outcomes achieved.	Met	World Bank Corporate Scorecard 2011: Integrated Results and Performance Framework Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf</a> World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a>
	(If first two criteria are met) the most recent performance report sampled provides evidence for the MO's contribution to outcome achievement (i.e., establishes a link between organisati on-wide outputs and outcomes).	Not met	
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 18.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.2 Reports performance using data obtained from measuring indicators	Annual performance reports exist at the organisation-wide level.	Met	World Bank Corporate Scorecard 2011: Integrated Results and Performance Framework Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf</a> World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a>
	(If first criterion is met) the most recent performance report sampled specifies indicators for the reporting period that respect SMART or CREAM criteria for indicators.	Met	ibid
	(If first criterion is met) the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Not met	ibid
	(If first criterion is met) the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts (in the case of	Met	ibid

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	both outputs and outcomes) (either in graph or narrative form).		
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	
Overall Score MI 18.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.3 Reports against its corporate/ organisation-wide strategy, including expected management and development results	Annual performance reports exist at the organisation-wide level.	Met	World Bank Corporate Scorecard 2011: Integrated Results and Performance Framework Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf</a> World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a> The World Bank Annual Report 2011: Year in Review Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0..menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0..menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html</a>
	(If first criterion is met) the most recent performance report sampled makes reference to the expected results identified in the organisation-wide DRF and MRF.	Met	World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a> World Bank Corporate Scorecard 2011: Integrated Results and Performance Framework Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf</a>
	(If criterion two is met) the most recent performance	Met	World Bank for Results 2011

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	report sampled describes the extent of achievement to date of results identified in the DRF and MRF, along with an explanation of any variances.		Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a>
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	World Bank Corporate Scorecard 2011: Integrated Results and Performance Framework Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/DC2001-0014(E)Scorecard.pdf</a> World Bank for Results 2011 Available here: <a href="http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf">http://siteresources.worldbank.org/PROJECTS/Resources/40940-1244163232994/6180403-1316547116912/WB4R.pdf</a> The World Bank Annual Report 2011: Year in Review Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/EXTANNREP2011/0,,menuPK:8070643~pagePK:64168427~piPK:64168435~theSitePK:8070617,00.html</a>
	There is an independent evaluation/review confirming the quality of organisation-wide reporting on results.	Not met	
Overall Score MI 18.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.4 Reports against its Paris Declaration commitments using indicators and country targets	An annual, organisation-wide report on the MO's performance against Paris Declaration (PD) commitments exists (this may not be a separate report, but part of another report, such as the annual	Met	The World Bank and Aid Effectiveness: Performance to Date and Agenda Ahead, 2011 Available here: <a href="http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf">http://www1.worldbank.org/operations/aideffectiveness/documents/WorldBank&amp;AidEffectiveness2011Final.pdf</a> World Bank Progress in Harmonization and Alignment in Low-Income Countries, 2011 Available here: <a href="http://ieg.worldbankgroup.org/content/dam/ieg/pubs/donor_harmonization.pdf">http://ieg.worldbankgroup.org/content/dam/ieg/pubs/donor_harmonization.pdf</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	performance report).		Multilateral Development Banks' Common Performance Assessment System 2010 Report Available here: <a href="http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf">http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf</a>
	(If the first criterion is met) the most recent report describes the extent of overall achievement to date on PD commitment, using indicators	Met	ibid
	(If the first two criteria are met) the most recent report shows country targets for PD commitments.	Met	World Bank country level data available on the OECD website here: <a href="http://stats.oecd.org/Index.aspx?lang=en&amp;DataSetCode=SURVEYDATA">http://stats.oecd.org/Index.aspx?lang=en&amp;DataSetCode=SURVEYDATA</a> Country Reports produced by the OECD available here: <a href="http://www.oecd.org/dac/aideffectiveness/2011surveyonmonitoringtheparisdeclaration-countrychapters.htm">http://www.oecd.org/dac/aideffectiveness/2011surveyonmonitoringtheparisdeclaration-countrychapters.htm</a>
	(If all above criteria are met) the most recent report shows the extent of achievement to date of PD commitments by country.	Met	ibid
	(If all above criteria are met) all above criteria are met for all reports sampled.	Met	ibid
Overall Score MI 18.4		Strong (5)	Although the Bank meets all five criteria, it cannot be rated very strong because it relies on OECD data for PD country level reporting.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.5 Reports on adjustments made or recommended to organisation-wide policies and strategies	The MO has a policy that defines how annual performance reporting will be carried out.	Met	The World Bank Operations Manual Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html</a> By-Laws of the International Bank for Reconstruction and Development Available here:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
based on performance information			<p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:21353435~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:21353435~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036~isCURL:Y,00.html</a></p> <p>By-Laws of the International Development Association</p> <p>Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:21353441~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036~isCURL:Y,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/BODEXT/0,,contentMDK:21353441~menuPK:64020045~pagePK:64020054~piPK:64020408~theSitePK:278036~isCURL:Y,00.html</a></p>
	The MO has a policy that defines how annual performance reporting will be systematically used.	Met	ibid
	There is evidence that annual performance reviews (e.g. audits, evaluations) are systematically used to adjust strategies/policies.	Met	<p>Internal Audit Vice Presidency Annual Report 2010</p> <p>Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html</a></p> <p>Internal Audit Vice Presidency Final FY11 Third Quarter Activity Report</p> <p>Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html</a></p> <p>Internal Audit Vice Presidency Final FY11 Q2 Activity Report</p> <p>Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html</a></p> <p>Internal Audit Vice Presidency Final FY11 First Quarter Activity Report</p> <p>Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html</a></p>
	There is evidence that annual performance reviews (e.g. audits, evaluations) are systematically used to adjust budgets.	Not met	<p>The World Bank's Budget: Trends and Recommendations for FY11</p> <p>Available here:</p> <p><a href="http://go.worldbank.org/AD91GB11K0">http://go.worldbank.org/AD91GB11K0</a></p> <p>Internal Audit Vice Presidency Annual Report 2010</p> <p>Available here:</p> <p><a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html</a></p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	The Board receives annual reports on strategy and/or budgetary changes that are based on performance information.	Not met	IEG Annual Report 2011: Results and Performance of the World Bank Group Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/reports/rap2011.html">http://ieg.worldbankgroup.org/content/ieg/en/home/reports/rap2011.html</a> Internal Audit Vice Presidency Annual Report 2010 Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,contentMDK:22316939~menuPK:6440223~pagePK:64168445~piPK:64168309~theSitePK:1397226,00.html</a>
Overall Score MI 18.5		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information	The MO has a policy that defines how annual performance reporting will be carried out at the country level.	Met	The World Bank Operations Manual Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html</a>
	The MO has a policy that defines how annual performance reporting will be systematically used at the country level	Met	ibid
	There is evidence that annual performance reviews (e.g. audits, evaluations) at the country level are systematically used to adjust strategies/policies.	Met	The World Bank Operations Manual Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html</a> Country Assistance Strategy Progress Report for the Republic of Ghana FY08-11. Report No. 52988-GH Available here: <a href="http://documents.worldbank.org/curated/en/2010/03/12125360/ghana-country-assistance-strategy-progress-report">http://documents.worldbank.org/curated/en/2010/03/12125360/ghana-country-assistance-strategy-progress-report</a> Country Assistance Strategy (CAS) Progress Report for the Republic of Honduras. Report No. 43244-HN Available here: <a href="http://documents.worldbank.org/curated/en/2008/05/9463700/honduras-country-assistance-strategy-progress-report">http://documents.worldbank.org/curated/en/2008/05/9463700/honduras-country-assistance-strategy-progress-report</a>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Country Assistance Strategy (CAS) Progress Report for the Kingdom of Morocco. Report No. 41254-MA Available here: <a href="http://documents.worldbank.org/curated/en/2007/11/8781250/morocco-country-assistance-strategy-progress-report">http://documents.worldbank.org/curated/en/2007/11/8781250/morocco-country-assistance-strategy-progress-report</a></p> <p>Country Partnership Strategy (CAS) Progress Report for the Republic of Nigeria. Report No. 63505-NG Available here: <a href="http://documents.worldbank.org/curated/en/2011/09/15155986/nigeria-country-partnership-strategy-progress-report-fy2010-fy2013">http://documents.worldbank.org/curated/en/2011/09/15155986/nigeria-country-partnership-strategy-progress-report-fy2010-fy2013</a></p> <p>Country Assistance Strategy (CAS) Progress Report for the Republic of the Philippines. Report No. 61274-PH Available here: <a href="http://documents.worldbank.org/curated/en/2011/04/14113326/philippines-country-assistance-strategy-progress-report">http://documents.worldbank.org/curated/en/2011/04/14113326/philippines-country-assistance-strategy-progress-report</a></p>
	There is evidence that annual performance reviews (e.g. audits, evaluations) at the country level are systematically used to adjust budgets.	Not met	
	The Board receives annual reports on strategy and/or budgetary changes at the country level that are based on performance information.	Met	<p>The World Bank Operations Manual Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,menuPK:64142516~pagePK:64141681~piPK:64141745~theSitePK:502184,00.html</a></p>
Overall Score MI 18.6		Strong (5)	

**KPI 19. The MO encourages identification, documentation and dissemination of lessons learned and/or best practices**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
19.1 Reports on lessons learned	There is evidence that the organisation is committed to the identification of lessons	Met	<p>Independent Evaluation Group Website <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html">http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html</a></p>



Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
based on performance information	learned and/or best practices.		<p>IEG Brochure: Improving Development Results Through Excellence in Evaluation Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a></p> <p>Evidence and Lessons Learned from Impact Evaluations on Social Safety Nets Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html">http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html</a></p> <p>What can we learn from Nutrition Impact Evaluations? Lessons from a review of interventions to reduce child malnutrition in developing countries Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html">http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html</a></p> <p>Do Conditional Cash Transfers Lead to Medium-Term Impacts? Evidence from a female school stipend program in Pakistan Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html">http://ieg.worldbankgroup.org/content/ieg/en/home/features/impact_evaluations.html</a></p>
	There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	Met	<p>Independent Evaluation Group Website <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a></p>
	The MO has a system for collecting and disseminating internal lessons learned and/or best practices	Met	<p>The Internal Audit Vice Presidency Annual Report Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,menuPK:1397243~pagePK:64168427~piPK:64168435~theSitePK:1397226,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/EXTANNREP/0,,menuPK:1397243~pagePK:64168427~piPK:64168435~theSitePK:1397226,00.html</a></p>
	(If third criterion is met) The MO has an easily accessible system that collects and disseminates <i>both</i> internal <i>and</i> external lessons learned and/or best practices.	Met	<p>The World Bank Operations Manual Available here: <a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:21345677~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIES/EXTOPMANUAL/0,,contentMDK:21345677~menuPK:64701637~pagePK:64709096~piPK:64709108~theSitePK:502184,00.html</a></p>
	There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and	Not Met	<p>Independent Evaluation Group Website <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/about.html">http://ieg.worldbankgroup.org/content/ieg/en/home/about.html</a></p> <p>Independent Evaluation Group Website – Evaluation Week 2011 <a href="http://www.worldbank.org/ieg/awards/2011.html">http://www.worldbank.org/ieg/awards/2011.html</a></p>

MOPAN 2012 Assessment of the World Bank – Appendices

---

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	programming practices.		The Matrix System at Work: An Evaluation of the World Bank's Organizational Effectiveness, 2011 Available here: <a href="http://ieg.worldbankgroup.org/content/ieg/en/home/reports/matrix.html">http://ieg.worldbankgroup.org/content/ieg/en/home/reports/matrix.html</a>
Overall Score MI 19.1		Strong (5)	

## Appendix VII World Bank HQ Interviews

(4-7 June 2012)

Cluster	Name of interviewee	Assignment	Department
1 and 7 – World Bank's Mission and Strategic Directions, and Aid Allocation	Aniruddha Dasgupta	Director	OPCRS
	Marco Mantovanelli	Adviser	OPCRS
	Yoichiro Ishihara	Sr. Economist	OPCRS
	Alma Kanani	Adviser	OPCRS
	Barbara W. Lee	Manager	OPCCG
2 – Results-Based Management	Gisu Moadjer	Manager	OPCRS
	Marco Mantovanelli	Adviser	OPCRS
	Yoichiro Ishihara	Sr. Economist	OPCRS
	Alma Kanani	Adviser	OPCRS
3 - Gender Equality	Jeni Klugman	Sector Director	PRMGE
	Malcolm Ehrenpreis	Sr. Gender Specialist	PRMGE
4 – Fragile and Conflict-Affected Countries	Anne Tully	Action Manager	OPCFC
	Marco Mantovanelli	Adviser	OPCRS
	Yoichiro Ishihara	Sr. Economist	OPCRS
	Harika Masud	JPA	OPCRS
	Matthew Eldridge	JPA	OPCRS
	Bertine Kamphuis	JPA	OPCFC
5 – Good Governance	Robert Beschel	Lead Public Sector Specialist	MNSPS
	Graham Teskey	Sr. Adviser	PRMPS
	Vivek Srivastava	Sr. Public Sector Specialist	PRMPS
	Yoichiro Ishihara	Sr. Economist	OPCRS
6 – Climate Change	Jane Ebinger	Program Manager	ENV
	Yoichiro Ishihara	Sr. Economist	OPCRS
	Matthew Eldridge	JPA	OPCRS
8 – Aid Effectiveness	Alma Kanani	Adviser	OPCRS
	Yoichiro Ishihara	Sr. Economist	OPCRS
	Marco Mantovanelli	Adviser	OPCRS
	Harika Masud	JPA	OPCRS
9 – Results-Based Budgeting	Glen Miles	Director	CFRPA
	Marco Mantovanelli	Adviser	OPCRS
	Matthew Eldridge	JPA	OPCRS

## MOPAN 2012 Assessment of the World Bank – Appendices

Cluster	Name of interviewee	Assignment	Department
10 – Program-for-Results Financing, the use of Performance Data, Cost-Benefit Analysis, and CAS/CPS	Aloysious Ordu	Director	OPCCS
	Fadia Saddah	Manager	OPCIL
	Ed Mountfield	Manager	OPCCE
	Alma Kanani	Adviser	OPCRS
	Yoichiro Ishihara	Sr. Economist	OPCRS
	Marco Mantovanelli	Adviser	OPCRS
11 – Financial and Operational risk Management	Paul Bermingham	Director	OPCOR
	Marco Mantovanelli	Adviser	OPCRS
	Yoichiro Ishihara	Sr. Economist	OPCRS
	Alma Kanani	Adviser	OPCRS
12 – Monitoring and Evaluation	Marco Mantovanelli	Adviser	OPCRS