MOPAN 2015-16 Assessments

The World Bank

Institutional Assessment Report

MOPAN

Multilateral Organisation Performance Assessment Network

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Preface

ABOUT MOPAN

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of donor countries with a common interest in assessing the effectiveness of multilateral organisations. Today, MOPAN is made up of 18 donor countries: Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, The Netherlands, Norway, Korea, Spain, Sweden, Switzerland, the United States of America, and the United Kingdom. Together, they provide 95% of official development assistance to multilateral organisations.

The mission of MOPAN is to support its members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. The Network's assessments are primarily intended to foster learning, and identify strengths and areas for improvement in the multilateral organisations. Ultimately, the aim is to improve the organisations' contribution to overall greater development and humanitarian results. To that end, MOPAN generates, collects, analyses and presents relevant information on the organisational and development effectiveness of multilateral organisations. The purpose of this knowledge base is to contribute to organisational learning within and among multilateral organisations, their direct clients/ partners and other stakeholders. MOPAN members use the findings for discussions with the organisations and with their partners, and as ways to further build the organisations' capacity to be effective. Network members also use the findings of MOPAN assessments as an input for strategic decision-making about their ways of engaging with the organisations, and as an information source when undertaking individual reviews. One of MOPAN's goals is to reduce the need for bilateral assessments and lighten the burden for multilateral organisations. To that end, MOPAN members are closely involved in identifying which organisations to assess and in designing the scope and methodology of the assessments, to ensure critical information needs are met.

MOPAN 3.0 - A reshaped assessment approach

MOPAN carries out assessments of multilateral organisations based on criteria agreed by MOPAN members. Its approach has evolved over the years. The 2015-2016 cycle of assessments uses a new Methodology, MOPAN 3.0. The assessments are based on a review of documents of multilateral organisations, a survey of clients and partners in-country, and interviews and consultations at organisation headquarters and in regional offices. The assessments provide a snapshot of four dimensions of organisational effectiveness (strategic management, operational management, relationship management, and performance management), and also cover a fifth aspect, development effectiveness (results). Under MOPAN 3.0, the Network is assessing more organisations concurrently than previously, collecting data from more partner countries, and widening the range of organisations assessed. Due to the diversity of the organisations' mandates and structures, MOPAN does not compare or rank them.

MOPAN assessed 12 multilateral organisations in the 2015-16 cycle. They are the African Development Bank (AfDB), Gavi, the Global Fund to Fight Aids, Tuberculosis and Malaria (The Global Fund), the Inter-American Development Bank (IDB), the International Labour Organization (ILO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), UN-HABITAT, the United Nations Children's Fund (UNICEF), the UN Office for the Coordination of Humanitarian Affairs (UNOCHA), and the World Bank.

Acknowledgements

We would like to thank all participants in the MOPAN 2015-2016 assessment of the World Bank. The World Bank's senior management and staff made valuable contributions throughout the assessment, in particular in relation to the document review and headquarters interview processes, and they provided lists of their direct partners and cosponsors to be surveyed. Survey respondents contributed useful insights and time to respond to the survey. The MOPAN Institutional Lead, Australia, represented MOPAN in this assessment, liaising with the World Bank throughout the assessment and reporting process. MOPAN members provided the MOPAN Country Facilitators, who oversaw the process in the partner countries where the survey took place.

Roles of Authors and the MOPAN Secretariat

The MOPAN Secretariat, led by Björn Gillsäter (until early May 2016) and Chantal Verger (since then), worked in close cooperation with the MOPAN Technical Working Group and IOD PARC on all methodological aspects. Together they developed the Key Performance Indicators (KPIs) and micro-indicators (MIs), designed the survey and its methodology and defined the approach to document review. The MOPAN Secretariat drew up lists of survey respondents with the help of MOPAN members and the multilateral organisation being assessed, and approved the final survey questionnaire. IOD PARC carried out the survey in partnership with Ipsos mori, analysed the data and drafted the reports. The MOPAN Secretariat oversaw the design, structure, tone, and content of the reports, liaising with MOPAN's Institutional Leads and the focal points of the multilateral organisations. Chantal Verger from the MOPAN Secretariat provided the oversight for this World Bank report.

IOD PARC is an independent consultancy company specialising in performance assessment and managing change in the field of international development. Through this blended expertise IOD PARC helps organisations, partnerships and networks identify the needs, chart the journey and deliver improved performance to achieve greater impact.

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Acronyms and abbreviations

CCSA	Cross Cutting Solution Area
CIPA	Country Policy and Institutional Assessment
CPF	Country Partnership Framework
FY	Financial Year
IATI	International Aid Transparency Initiative
IBRD	International Bank for Reconstruction and Development
ICSID	International Centre for Settlement of Investment Disputes
ICR	Implementation Completion Report
IDA	International Development Association
IEG	Independent Evaluation Group
IFC	International Finance Corporation
KPI	Key Performance Indicator
INGO	International Non-governmental Organisation
MAR	Management Action Record system
MI	Micro Indicator
MOPAN	Multilateral Organisation Performance Assessment Network
MIGA	Multilateral Investment Guarantee Agency
M&E	Monitoring and Evaluation
NGO	Non-governmental organisation
QCPR	Quadrennial Comprehensive Policy Review
RAP	Results and Performance report
RBM	Results Based Management
SCD	Systematic Country Diagnostic
UN	United Nations
VPU	Vice Presidential Unit level
WBG	World Bank Group

Executive summary

This institutional assessment of the World Bank, specifically the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA), covers the period from 2014 to mid-2016. Applying the MOPAN 3.0 methodology, the assessment considers organisational systems, practices and behaviours, and the results the World Bank achieves. The assessment considers five performance areas: four relate to organisational effectiveness (strategic management, operational management, relationship management and performance management) and the fifth relates to development effectiveness (results). It assesses the World Bank's performance against a framework of key indicators and associated micro-indicators that comprise the standards that characterise an effective multilateral organisation. The assessment also provides an overview of its performance trajectory. The World Bank was assessed by MOPAN in 2009 and 2012.

Context

THE WORLD BANK

It was established as a single institution and is now a group of five separate institutions. The International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) make up the World Bank; the addition of the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA) and the International Centre for Settlement of Investment Disputes (ICSID) make up the World Bank Group (WBG).

It is driven by two strategic goals for the international community to achieve by 2030:

- End extreme poverty by decreasing the percentage of people living on less than USD 1.90 a day to no more than 3%
- Promote shared prosperity by fostering the income growth of the bottom 40% of the population in every country.

It provides a combination of financial resources, knowledge, and technical and strategic advice to developing countries.

It is governed by the Board of Governors that represents all member countries and meets twice a year, and the resident Executive Board, comprised of 25 Executive Directors, that oversees the Bank's business and meets regularly.

It has total commitments of USD 60 billion in 2015 and is the world's largest international funder of development interventions.

It has undertaken an extensive reform process with structural and financial reforms, and a stronger partnership-based business model.

Organisation at a glance

- Established 1944
- Disbursements USD 45 billion (2015)
- 189 Member Countries
- Over 11 900 staff
- Active in 136 countries
- Operates through:
  - Washington, DC headquarters
  - 127 country offices

Overall performance

The overall conclusion of the 2016 MOPAN assessment is that the World Bank is a mature and high-performing organisation, which meets the requirements of an effective multilateral organisation that is both fit for purpose and can anticipate and adjust to a changing world. It is the primary source of funding for developing countries and provides strong intellectual leadership on a broad range of issues of global importance.

The Bank's comparative advantage lies in its capacity to provide a tailored package of financing and knowledge to its clients. Its internal structures, processes and procedures support the efficient and effective delivery these services in line with its mandate.

The Bank's recent reform process, in which the organisation was restructured to ensure optimised delivery of services to an increasingly diverse array of clients, is evidence of its ability to identify and adapt to changes in an increasingly complex development landscape, and to respond to emerging challenges. The organisation's adaptability is further highlighted by the recent development of new financing modalities, a re-thinking of approaches to partnership both at the country and the global level, and the introduction of a new, more streamlined framework for procurement.

The World Bank demonstrates a clear commitment to transparency and accountability in its operations, and it has a robust internal control architecture, which ensures compliance with fiduciary, social and environmental safeguards. The Bank's AAA credit agency rating is testimony to its financial strength.

Expectations are high for a world-class organisation, and the World Bank meets these expectations to a great extent. Areas where performance could be strengthened and improved include: i) engagement in situations of fragility, conflict and violence; ii) knowledge management; iii) clarity on the framework for engagement in partnerships; and iv) the measurement and reporting of results, especially on cross-cutting issues.

Key strengths and areas for improvement

Key strengths

- **Unparalleled global reach and financial resources,** as one of the world's most influential international development bodies it is often developing countries' development partner of choice; its flagship knowledge products often drive global and national agendas.
- **Strong country-level engagement,** and a demand-driven model strengthened by new tools that improve country analysis and intervention targeting.
- **Ability to anticipate and adjust to a changing global environment.** Resulting from deep analytical capability, this enables the Bank to deploy financial resources and institutional expertise to maximum effect.
- **Robust oversight, accountability and due diligence structures** ensure high levels of financial integrity; strong compliance with social and environmental safeguards; strong risk, governance and internal controls; and the ability to measure its contribution to development results.

Areas for improvement

- **Further developing its strategic and operational approach so it is more effective in complex situations** characterised by fragility, conflict and violence.
- **Improving knowledge management** to ensure the Bank delivers an appropriate balance between investing in knowledge generation and financing development outcomes; a more strategic approach is needed to address this longstanding challenge. This also includes the need to continue investing in the creation of a learning culture within the organisation, so that staff are better placed to learn from operational performance to optimise future delivery.
- **Further strengthening results and performance reporting** remains essential. While it is clear that the Bank has made commendable efforts in enhancing its results focus, M&E frameworks at the project and country level continue to need strengthening, as these provide the foundation of wider reflection and reporting. There is also a need to strengthen reporting on results in gender and climate change, and hence improve accountability for these cross-cutting issues.
- **Firming up the framework for working in partnerships,** which is currently under review, so that partnerships align with the Bank's country programmes and contribute to the twin goals.
- **Speed of implementation** could be improved; the Bank recognises this and a simplification review to reduce the procedural complexity of the Bank's operations is underway.

INTRODUCTION

1.1 THE WORLD BANK

Since its inception in 1944 the World Bank has expanded from a single institution to a closely associated group of five development institutions. The International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) make up the World Bank (WB) and together with the International Finance Corporation (IFC), the Multilateral Guarantee Agency (MIGA) and International Centre for Settlement of Investment Disputes (ICSID) make up the World Bank Group (WBG).

This assessment focuses on the World Bank. Where relevant and fully shared, reference is made to the WBG, for example in terms of mission and goal, but the assessment as such is of the World Bank only and not the other three institutions that make up the WBG.

IDA is the part of the World Bank that helps the world's poorest countries. IDA complements the World Bank's original lending arm, the IBRD. IBRD was established to function as a self-sustaining business and provides loans and advice to middle-income and credit-worthy poor countries. IBRD and IDA share the same staff and headquarters, and rules and regulations.

Mission and Mandate

The World Bank provides a combination of financial resources (low-interest loans, zero to low-interest credits, and grants), knowledge and technical services, and strategic advice to developing countries. The two institutions support a broad range of investments in fields such as education, health and natural resources management. They also support developing countries through policy advice, research and analysis, and technical assistance, as well as capacity development. And they serve and sponsor, host or participate in conferences and forums on development issues, often as a global leader.

The Bank has, jointly with other institutions in the World Bank Group set two goals for the world to achieve by 2030:

- End extreme poverty by decreasing the percentage of people living on less than $1.90 a day to no more than 3%
- Promote shared prosperity by fostering the income growth of the bottom 40% for every country

Governance

The World Bank has 189 member countries. Member countries, or shareholders, are represented by a Board of Governors, typically ministers of finance or development. The Board of Governors meets twice a year, jointly with the International Monetary Fund. The Governors delegate specific duties to 25 Executive Directors who make up the Board of Directors. The five largest shareholders appoint an Executive Director, while other member countries are represented by elected Executive Directors, organised into Constituencies.

The World Bank Group President chairs meetings of the Boards of Directors and is responsible for overall management of the Bank. The President, always a US citizen, is elected for a five-year, renewable once term.

Organisational structure

The World Bank has its headquarters in Washington DC, USA, and it maintains 127 country offices. The Bank has over 11,900 full time staff of 172 nationalities, located in 136 countries. 40% of these employees are based outside of the USA. It currently employs an additional 4,200 short term consultancy staff.

Strategy and Services

The World Bank's current strategy, the World Bank Group Strategy (2013) outlines how the World Bank will work in partnership to help countries end extreme poverty and promote shared prosperity in a sustainable manner.

The strategy identifies the Bank's strength and comparative advantage as deriving from, among other areas, its global reach, strong financial framework, its role as a bridge between the public and private sectors, and its status as a generator and disseminator of data, knowledge, and evidence-based, customised expertise.

Finances

The World Bank is engaging with an increasingly diverse set of clients (countries) through IBRD and IDA. Each is designed to cater to a different set of eligible clients through the deployment of various financial and non-financial instruments. The IBRD provides loans, guarantees, and knowledge for development focused projects and programs to middle-income and creditworthy lower-income countries. IDA provides concessional development credits, grants and guarantees to the world's poorest countries for programmes and operations that help meet their development needs.

IBRD finances its loans through its equity and through borrowings raised in the capital markets. IDA, on the other hand, is funded by contributions from developed and middle-income countries, repayments of earlier IDA credits by recipient countries, and transfers from IBRD and IFC. IDA's funds are replenished every three years the next replenishment (IDA18), currently underway.

The World Bank's commitments and disbursements were US$59.77 billion and US$44.58 billion respectively in 2015.

Organisational change initiatives

The World Bank has enacted a broad organisational reform process with the aim of aligning the World Bank's organisational architecture with a long-term vision of repositioning itself as a "solutions bank" and to enable "working as one Bank". A key component of this initiative includes the reorganisation of technical expertise into fourteen "Global Practices" and three "Cross-Cutting Solution Areas". One key intention is better flow and management of knowledge.

The Bank has also enacted a number of financial reforms, including a wide-ranging expenditure review, in order to enhance medium-term financial sustainability.

The World Bank's strategy emphasises the centrality of "working as one World Bank Group" – referring to fostering collaboration among the various institutions within the Bank through the integration of budgeting and planning processes. Another key area of organisational change involves a renewed approach to country engagement, initiated in 2013. Under this approach, which aims to enhance selectivity of engagement at the country level, Systematic Country Diagnostics are conducted to identify the key binding constraints that a country faces to the achievement of the twin goals. These form the basis for the development of Country Partnership Frameworks, which spell out, in broad terms, the main areas of the Bank's engagement over a five year period.

1.2 THE ASSESSMENT PROCESS

Assessment framework

This MOPAN 3.0 assessment covers the period from 2014 to mid-2016. It addresses organisational systems, practices and behaviours, as well as results achieved during the relevant period of the current strategic plan (2013 start). The assessment focuses on five performance areas. The first four performance areas, relating to organisational effectiveness, each have two Key Performance Indicators (KPIs). The fifth performance area (results), relating to development and humanitarian effectiveness, is comprised of four KPIs.

Each KPI is based on a set of micro-indicators (MIs) that, when combined, enable assessment against the relevant KPI. The full set of KPIs and MIs is available in Annex 1.

Table 1: Performance Areas and Key Performance Indicators

Performance Area	KPI	
Strategic Management	**KPI 1:**	Organisational architecture and financial framework enable mandate implementation and achievement of expected results
	KPI 2:	Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels
Operational Management	**KPI 3:**	Operating model and human/financial resources support relevance and agility
	KPI 4:	Organisational systems are cost- and value-conscious and enable financial transparency/accountability
Relationship Management	**KPI 5:**	Operational planning and intervention support tools support relevance and agility (within partnerships)
	KPI 6:	Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources
Performance Management	**KPI 7:**	Strong and transparent results focus, explicitly geared to function
	KPI 8:	Evidence-based planning and programming applied
Results	**KPI 9:**	Achievement of development and humanitarian objectives at the institutional/ corporate-wide level and regional/country level, with results contributing to normative and cross-cutting goals
	KPI 10:	Relevance of interventions to the needs and priorities of partner countries and beneficiaries
	KPI 11:	Results delivered efficiently
	KPI 12:	Sustainability of results

Lines of evidence

Four lines of evidence have been used in the assessment: a document review, a survey, interviews and consultations. These evidence lines have been collected and analysed in a sequenced approach, with each layer of evidence generated through the sequential assessment process informed by, and building on, the previous one. See Annex 2 for a list of documents analysed as part of the World Bank assessment and Annex 3 for a process map of the assessment. The full methodology for the MOPAN 3.0 assessment process is available at http://www.mopanonline.org/ourwork/ourapproachmopan30/

The following sequence was applied:

- The assessment began with the collection and analysis of 77 documents, including 25 external evaluative products. An interim version of the document review was shared with the World Bank. It set out the data extracted against the indicator framework and recorded an assessment of confidence in the evidence for each of the MIs. The World Bank provided feedback and further documentation to enable finalisation of the document review, which was completed in September 2016.
- An online survey was conducted to gather both perception data and an understanding of practice from a diverse set of well-informed partners of the World Bank. The survey was conducted on line. The survey generated a total of 113 responses from 15 countries (Afghanistan, Burkina Faso, Colombia, Haiti, India, Iraq, Liberia, Moldova, Mozambique, Nepal, Nigeria, Solomon Islands, Somalia, Tajikistan, Viet Nam) including from donor and national government representatives, UN agencies and INGOs/NGOs. An analysis of both the quantitative and qualitative survey data has informed the assessment. Annex 4 presents results of the Partner Survey.
- Interviews and consultations were carried out at the World Bank headquarters in Washington, DC, with 40 World Bank staff members, ensuring coverage of all of the main parts of the organisation. The interviews were conducted in a semi-structured way, guided by the findings and evidence confidence levels of the interim document review.
- Discussions were held with the Institutional Lead of the MOPAN 3.0 World Bank assessment, to gather insights on current priorities for the organisation from the perspective of MOPAN member countries.

Analysis took place against the MOPAN 3.0 scoring and rating system, which assessed data from all evidence lines combined. These scores and the evidence that underpins them form the basis for this report. Annex 1 presents the detailed scoring and rating system as applied to the World Bank.

The main limitations of the report in some areas are that many of the potentially far reaching reforms enacted by the Bank are in the early stages of implementation. Consequently, there is in many cases more evidence of intentions than implementation and in the absence of evaluative evidence it remains too early to judge the full effect of reforms. It has been challenging to reconcile the Bank's project centred approach to reporting results and performance measurement with some of the more demanding detailed requirements of the MOPAN 3.0 indicator framework. In three cases it has not been possible to make an assessment at the MI level. This assessment report itself represents a snapshot view of the World Bank at a particular moment in time.

1.3 STRUCTURE OF THE REPORT

This report has three sections. Section 1 introduces the World Bank and the MOPAN 3.0 assessment process. Section 2 presents the main findings of the assessment in relation to each performance area. Section 3 presents the conclusions of the assessment.

2. ASSESSMENT OF PERFORMANCE

2.1 ORGANISATIONAL EFFECTIVENESS

PERFORMANCE AREA: STRATEGIC MANAGEMENT

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities

Strategic Management: The Bank has a clearly articulated strategic vision and plan in place that is centred on the achievement of twin, overarching development goals. The Bank has a results framework in the form of a Corporate Scorecard and the International Development Association (IDA) has a Results Measurement System that tracks the implementation of the strategy. The Bank's strategy is based on a clear articulation of its comparative advantages, which stem from its global reach, its capacity to deploy financial resources, and its world-class, multi-sectoral expertise.

The Bank's organisational architecture is aligned with its mandate and operating model, and has recently been adjusted to better enable it to respond to evolving development challenges. This reform process has entailed structural reforms; a renewed approach to country engagement and working in partnership; financial reforms; measures to enhance collaboration across the World Bank Group; and efforts to strengthen the knowledge work underpinning Bank interventions. These reforms are also likely to further enhance the Bank's contribution to, and in some cases leadership role in, wider normative frameworks. Of the Bank's cross-cutting solution areas, Fragility Conflict and Violence emerges as an area in need of further attention in light of an anticipated increase in resources targeted at fragile states under IDA 18.

SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

KPI 1: Organisational architecture and financial framework enables mandate implementation and achievement of expected results

KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels

KPI 1: Organisational architecture and financial framework enable mandate implementation and achieve expected results

The World Bank's performance against this KPI is rated as **highly satisfactory**

A comprehensive corporate reform process to ensure more relevance to clients: The World Bank Group has identified twin overarching development goals for global achievement by 2030: ending extreme poverty by reducing to less than 3% the proportion of people living on less than USD 1.90 a day and promoting shared prosperity by boosting income growth for the bottom 40% of the population in every country.

The Bank's main challenge in contributing to these goals relates to how it chooses to deploy its resources — that is, providing the right combination of financial and non-financial resources to its clients, in the right quantity and quality and at the right time. Its current strategy identifies the Bank's strength and comparative advantages as inter alia, its global reach, strong financial framework, and role as a bridge between the public and private sectors, as well as its acknowledged status as a generator and disseminator of development data, knowledge, and evidence-based, customised expertise.

The Bank is thus a provider of financial resources on one hand and a knowledge institution on the other. This dual function was frequently highlighted during interviews, underscoring the importance that the Bank attaches to deploying knowledge of "what works" in combination with its financial resources — what the Bank's strategy calls the "science of delivery".

Recent changes in the international development landscape have presented challenges to the execution of the Bank's two functions, and have led the Bank to undertake a comprehensive corporate reform process to ensure that its organisational architecture and financial framework are supportive of its mandate and operating model. It is now better placed to propose services and products that are more relevant to the full diversity of its clients which span the full range of income categories, and includes countries facing unique development needs including those emerging from conflict, resource-rich developing countries and emerging economies. Ultimately, it is anticipated that these reforms will reposition the Bank as a "solutions" Bank that combines financial strength with global expertise and provides customised country-level services and products.

The Bank has expanded its country presence, relocating staff and devolving authority to an increasing number of country offices and regional hubs. This decentralisation process is a key supporting element of the Bank's chosen mode of engagement.

The reform process that the Bank is undergoing can be broadly classified into four strands:

Structural reforms adjusted for efficiency and to eliminate silo effect: The current strategy aims to facilitate rapid response to client demands and focus on cutting-edge development challenges. To accomplish this, the Bank restructured its operational staff into global practice groups and cross-cutting solution areas.

Evidence from interviews suggests, however, that the introduction of the Global Practices initially resulted in an unintended silo effect of decreased collaboration across sectors, the opposite of what the reforms set out to achieve. The Bank was quick to respond and correct course, however and restructured the 14 individual Global Practice groups into three clusters – 'Human Development', 'Sustainable Development' and 'Equitable Growth, Finance and Institutions'. It also reduced the number of cross-cutting solution areas to three from five as the reforms were rolled out. Overall, while these reforms were initially perceived as disruptive at the corporate level, they do not appear to have exerted any major negative effects on client engagement at the country level, at least in terms of overall lending volumes. In general, the Bank has made significant and appreciated course adjustments as the reforms were rolled out. Evidence from interviews at the corporate level suggests that the new structure is becoming embedded.

New tools for country engagement and relevance, and clear commitment to wider normative frameworks: The Bank's new approach to country engagement includes new tools and processes to facilitate selectivity, relevance and effectiveness at the country level. These tools, which are discussed in more detail in KPI 5, include Systematic Country Diagnostics (SCDs). These are now required to underpin the development of new country strategies and, in turn, the terms and direction of the strategies within Country Partnership Frameworks. SCDs have facilitated selectivity and relevance at the country level and the evidence suggests that they have been well received by staff and partner governments. It is understood that the Independent Evaluation Group (IEG) is in the process of conducting an evaluation of these tools.

In addition to country level engagement, the Bank is well-positioned to engage at the global level by virtue of its convening power, institutional memory and expertise, and its international reach. The Bank's global engagements are widely acknowledged as significant contributions to global public goods. For example, the Bank collates and makes accessible the world's largest repository of development data, hosts a number of global and regional programmes such as the Global Environmental Facility, Climate Investment Funds, and the Forest Carbon Partnership Facility. These come in addition to the Bank's influential flagship knowledge products, such as the World Development Report, Doing Business Report, and the International Debt Statistics Report.

Financial and budget reforms to strengthen sustainability and diversify resource base: The Bank has undertaken financial and budget process reforms to address a situation of growing demand in the face of dwindling resources. The broad aim of the reforms was to widen the Bank's margins for manoeuvre in the medium term, while strengthening longer-term financial sustainability. An expenditure review identified savings of USD 404 million, representing 8% of the World Bank Group's total expenditures, mainly in general service and administrative costs and thereby reducing any impact on client services. Budget reforms include the new "W" budgeting process that further ensures administrative expenditures are linked to strategic priorities. Financial reforms have included increasing the Single Borrower Limit for the Bank's five largest borrowers, lowering the IBRD's minimum equity-to-loans ratio, restoring the 25-basis-point commitment fee and other changes to lending conditions. This should allow the IBRD's annual lending commitment to expand significantly in the future.

The current strategic plan envisions diversification of the Bank's resource base, by 'crowding in' private resources and fostering public-private partnerships. In this respect, the Bank has placed renewed emphasis on public-private partnerships, has become a leading player in the issuance of "Green Bonds" and has taken steps to enhance collaboration with the International Finance Corporation (IFC). The Bank is also revisiting its approach to Trust Funds, which constitute a sizeable and growing share of its overall portfolio. External reviews have consistently confirmed that the Bank's financial outlook is very strong. The Bank is considering the case for a new capital increase in the future to further increase lending capacity in the face of heightened demand.

A commitment to better co-ordinate with partners: The current strategic plan identifies working in partnership as a necessity for achieving the twin development goals. It also underscores the need to ensure that partnerships are aligned with these goals, draw on the Bank's comparative advantages, and contribute to and align with country-level work. Partnership engagement also includes improving collaboration among the World Bank Group's different entities, both at the country level and in its role as provider of Global Public Goods. This is key to securing the Bank's comparative advantage in the knowledge field. The Bank has committed to ensuring that budgeting and planning processes are better co-ordinated at the corporate and country levels.

These reforms indicate that the Bank has been responsive to emerging challenges within the development landscape. While global changes have challenged its operating model, the Bank has reacted comprehensively with reforms geared towards enhancing its relevance and the effectiveness of its delivery. The Bank's strengths of combining knowledge and expertise with financial resources to address the most complex contemporary development challenges underpin its reform processes.

KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues

The World Bank's performance against this KPI is rated as **satisfactory.**

Institutional knowledge on cross-cutting issues not yet systematically integrated: The Bank's strategic vision has a clear and strong focus on cross-cutting issues. These are key focus areas of the replenishment commitments of IDA 17, and are likely to continue to receive priority in IDA 18. To better address and mainstream cross-cutting issues into all interventions, and as part of its wider structural reforms, the Bank established Cross-Cutting Solution Areas around climate change, gender, jobs, public-private partnerships, and fragility, conflict and violence. It is understood through interviews that the jobs and public-private partnership Cross-Cutting Solution Areas have now been integrated into the Global Practices structure.

The Cross-Cutting Solution Areas provide knowledge and advisory services to projects across the Global Practices and Regions, and operational and knowledge hubs support the implementation of their mandate. These include for example the Fragility Hub in Kenya and a number of Africa Region gender innovation labs.

However the evidence reviewed indicates that while the reforms have facilitated greater sharing of knowledge across the Bank, there are signs that the full benefit of institutional knowledge on cross-cutting issues has yet to be systematically integrated into operational designs. The new approach to country engagement, however, aims to address this concern. Tools and associated procedures have been developed to ensure that analyses of cross-cutting issues are reflected in intervention designs. These include the Systematic Country Diagnostics and procedures outlined in the Operations Manual on social and environmental safeguards, which together help ensure that cross-cutting issues are considered in new interventions.

Cross-cutting results unevenly tracked, and reporting does not provide clear view of achievements: Accountability for cross-cutting issues has been identified as an area in need of improvement. The Independent Evaluation Group (IEG) noted for example that monitoring and evaluation systems do not enable the tracking of results in gender. The corporate scorecards, which are the apex of the Bank's results monitoring, do not adequately capture results in other cross-cutting solution areas. While the IEG's annual results and performance reports do provide an assessment of performance across the Global Practices, they do not provide a similar examination of performance in cross-cutting solution areas. The exception is the Fragility, Conflict and Violence solution area. Results are tracked separately in fragile states on the corporate scorecards, and the IEG recently produced two detailed evaluative products on the Bank's engagement in fragile states. Overall partners seem satisfied with the Bank's engagement in the cross cutting areas, with few of the surveyed respondents expressing dissatisfaction, as seen in Figure 1.

Recent developments in the cross-cutting solution areas include:

Gender analyses and reporting increasing: As part of the structural reform process, a Gender Cross-Cutting Solution Area was established to lead and support efforts to further integrate gender dimensions in Bank operations. The Bank also set up several regional gender innovation labs to provide additional support. These structures are responsible for policy and target setting, skills development, and training. Gender analyses are required for all new interventions, although corporate scorecards indicate this is not yet fully integrated particularly in fragile states. The scorecards indicate that, as of April 2016, 50% of interventions included gender-informed analysis but in fragile states contexts only 43% of interventions overall included gender analyses. The scorecards indicate 70% of projects currently report on gender results. The percentage of projects reporting on gender results is expected to increase as the new approach to country engagement continues to roll out. The Bank's 2016 Gender Strategy outlines how the World Bank Group will support client countries and partners in achieving greater gender equality *"as a key pathway toward lasting poverty reduction and shared security and prosperity"*. The strategy includes a detailed results framework with specific outputs, indicators and targets. The Independent Evaluation Group has identified the strategy as "an opportunity to ensure that the mechanisms established to support gender integration in country strategies are fine-tuned to generate and produce meaningful information and reporting". However, the IEG's 2015 Results and Performance report noted that the quality of gender integration at entry in projects and country strategies was uneven, and that they often failed to identify a clear rationale for gender integration and did not spell out a complete results chain to link gender gaps to the intervention or strategy.

Strong policy architecture, tools and innovative financing for environmental sustainability and climate change: The Bank does not have a dedicated policy statement on environmental sustainability and climate change. However strong policy architecture is in place and the Bank is leading in a number of innovative financing mechanisms related to environmental sustainability and climate change including Green Bonds and carbon finance. In 2016, the World Bank also unveiled a new "Climate Change Action Plan" that outlines a series of "concrete actions to help countries and companies address current and future climate risks and opportunities, and describes how the WBG will build on its comparative advantage, scale up climate action, integrate climate change across its operations, and better work with others".

Environmental safeguards, outlined in the Bank's Operations Manual, require all Bank-supported projects to be accompanied by environmental assessments carried out by the borrower. A range of tools is available for this, and preliminary environmental screening is carried out to determine the "appropriate extent and type of environmental assessment". Projects that are deemed as likely to have a "significant" adverse environmental impact are subjected to full Environmental Impact Assessments. The independent Inspection Panel serves as a mechanism for investing allegations that the Bank has not followed its safeguard policies. It is understood through interviews that the Bank's environmental and social safeguards framework has been under review and that a new safeguards policy is being introduced. The cross-cutting issue of Environmental Sustainability and Climate Change emerges as a slightly weak area in terms of accountability for results, with some of the indicators relating to climate change on the scorecard not yet developed or reported against.

Financing tools and architecture support good governance across all Bank work: While no dedicated policy statement on good governance has been found, the World Bank Group strategy demonstrates acknowledgement of the centrality of good governance to the achievement of the twin goals; given existing architecture, guidance and procedures, a suitable policy architecture is considered to be in place. Good governance cuts across all of the Bank's work. Governance considerations are a cornerstone of the capacity assessments that the Bank must conduct before lending to borrowers, and also feature prominently in the Systematic Country Diagnostics that underpin Country Partnership Frameworks under the new approach to country engagement. The Bank also has at its disposal Development Policy Financing, a lending tool that is explicitly geared towards supporting governance reforms. A number of governance-related indicators are tracked through the corporate scorecards and IDA's Performance-Based Allocation System is based on governance considerations.

Limited instruments for engagement in situations of Fragility, Conflict and Violence: This has been identified as the cross-cutting area in need of most attention. While a Cross-Cutting Solution Area has been established for fragility, conflict and violence, evidence suggests that it has yet to produce the full programmatic and strategic tools and processes necessary to inform and guide the Bank's operations in these environments. A 2016 evaluation underscored this point, finding that operational responses to situations of fragility and violence were often *"constrained by the limited choice of instruments at [the Bank's] disposal and depend to a large extent on donor financing and the presence of large multi-donor trust funds".* Although fragility analyses, for example, have been introduced as a tool for informing the design of new country strategies, these are not mandatory. The evaluation also found that the Bank's approach to engagement in fragile states did not encourage building partnerships *"because of perceived high transaction costs, lack of strong staff incentives, incompatibility of the fiduciary and legal frameworks, and competition for influence and limited donor resources"*. Steps are being taken to address these issues and a regional fragility hub in Nairobi provides operational support to engagements in fragile situations, and to provide capacity development and technical assistance to country teams.

Figure 1: **Partner Survey Analysis – Strategic Management**

An illustration of aggregated partner views from across the countries

Qualitative analysis – illustrative quotes

"Governance in Fragile Contexts: As with Gender, the institutional commitment is there, and financial resources are increasing. The main problem is with staff capacity: there is currently no Bank budget to move more staff to the field, nor are there sufficient HR incentives to make jobs in fragile contexts more enticing to attract the best staff for these particularly challenging tasks."

"World Bank is world class in how it combines country programmes with global knowledge."

PERFORMANCE AREA: OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability

Operational Management: The Bank has initiated structural and operational reforms to strengthen delivery of the strategic plan. In most cases, these are still in the early to middle stages of implementation, but evidence suggests the reforms are becoming embedded and are contributing positively. This includes the important new approach to budgeting - the "W" process - which aims to ensure that the best possible use is made of limited resources, and financial reforms that are aimed at leveraging and expanding the Bank's resource base. Resources are allocated both in IDA and IBRD through clear, transparent and predictable systems. The Bank has a very strong internal control and accountability architecture, and practices a systematic and rigorous approach to risk management through the use of various tools and processes.

SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

KPI 3: Operating model and human/financial resources support relevance and agility

KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency/accountability

KPI 3: Operating model and human/financial resources support relevance and agility

The World Bank's performance against this KPI is rated as **highly satisfactory.**

The Bank has considerable financial resources at its disposal; yet demands are also strong and growing, and its resource needs and diversity of sources are increasingly complex. As such, revisions to the Bank's operating model have been made, and a medium-term framework for financial sustainability has been developed.

Operating model revisions: In terms of expenditures, a new budgeting and strategic planning process, referred to as the "W" process, has been introduced. It is simpler, more strategic and more flexible than past approaches, and is helping to align resources more directly with the World Bank Group strategy and the twin goals.

Box 1: The "W" process is so named because it entails five steps, corresponding to the five points on the letter "w"

These are:

- Senior management sets strategic planning priorities for the World Bank Group
- Management at the Vice Presidential Unit (VPU) level reviews and responds to corporate priorities
- Senior management refines the guidance on priorities and determines the programmes and three-year, unit-level budget envelopes for each institution within the World Bank Group
- VPU-level management develops work programmes and staffing plans in response to determined priorities and budget envelopes

Final funding decisions conclude the planning for the subsequent three fiscal years. The Board confirms and formally approves the VPU budget envelopes and work programmes.

Evidence from interviews has indicated that this process, which provides for increased interaction and dialogue between the various levels of management, has helped to make the Bank more agile and responsive to needs during the budgeting and strategic planning process. It also focuses on promoting selectivity, linking budgets to results and medium-term planning. Although it is still too early to assess the overall effect of the new budgeting process, interviews with staff at headquarters nevertheless suggested a high degree of satisfaction.

New mechanisms have also been introduced for managing the performance of the organisation in a more strategic and Group-oriented way, anchored in a bi-weekly Group Business Review between the Senior Management Team and all World Bank Group Vice Presidents. It is clear from evidence gathered during interviews that Group Business Reviews provide the opportunity for the Bank to respond better to both internal and external developments in a timely manner.

Programmatic changes are often initiated through Performance and Learning Reviews, which are conducted every two years or at the mid-point of a Country Partnership Framework, and are designed precisely to permit programmatic adjustments in response to changes in circumstances or capacity. In addition, the Bank's financing instruments include provisions for restructuring in response to changing circumstances, although evaluative evidence has indicated restructuring experiences bottlenecks that are challenging to address. These include complex project designs that engage multiple actors, making restructuring more time consuming. Furthermore, an Independent Evaluation Group survey of Bank staff found that only 51% of respondents agreed or strongly agreed that current Bank procedures for project restructuring have supported course correction. Institutional provisions for agility in engagements are discussed further in KPI 6.

Challenges to maximising the use of financial and human resources: Financial reforms (detailed under KPI 1) have led to increased lending capacity, although the Bank faces growing demand that may not immediately be matched with significantly increased resources. The forthcoming IDA 18 replenishment is expected to provide additional concessional resources. However, resource mobilisation and efficient use of existing resources are key challenges for the Bank, and selectivity and agility in engagement therefore becomes crucial. This underlines the need for swift and decentralised decision making in response to changing circumstances. At the country level the new approach to engagement, underpinned by Systematic Country Diagnostics, helps to ensure that lending resources are selectively applied in accordance with the Bank's strategic goals and country needs. If mid-course corrections are needed, Country Directors have full discretion to move resources across budget lines within their allocation, thus providing flexibility and agility.

Trust fund management identified as needing improvement: Trust funds constitute a sizeable share of the World Bank's portfolio. These are financing arrangements set up with contributions from one or more donors, and in some cases, from the World Bank Group. As earmarked resources, they take three forms: Recipient Executed Trust Funds, Bank-Executed Trust Funds and Financial Intermediary Funds. Trust funds generally provide grants to meet diverse development needs including project preparation, technical assistance, advisory services, debt relief, post-conflict transition, disaster recovery, climate change and co-financing of lending projects. As of June 2016, according to the Bank's trust fund audit a total of USD 18.398 billion was held in trust by the Bank, spread across hundreds of individual funds, in multiple countries. In FY16, a total of USD 8.273 billion in project-related disbursements was made from trust funds. Financial Intermediary Funds accounted for the largest source of disbursements, at USD 4.175 billion, followed by recipient-executed trust funds, at USD 3.104 billion, and Bank-executed trust funds, at USD 994 billion. In comparison, corporate scorecards indicate that by the second quarter of FY18, the total amount of IBRD/IDA disbursements stood at USD 19.9 billion.

The Bank also charges administrative fees and expenses to assist in the defrayment of the costs incurred by the Bank for administration, supervision and oversight of trust funds. In 2016, the total fees and expenses charged amounted to USD 220 million. This assessment notes that the Bank's management of trust funds is an area in need of improvement, especially in terms of the need to improve transparency — the last annual report on trust funds was released in 2013 — and ensure that the activities they fund align with country-level work and the Bank's corporate priorities. Financial information on Trust Funds is not considered public information according to the Bank's own access to information policy. It is clear that the Bank recognises that this is an area in need of improvement, and the IEG has recently reported progress in the implementation of recommendations emanating from its 2011 evaluation of the Trust Fund Portfolio.

Another key question for operational effectiveness is whether the current staffing model, which has 40% of the Bank's 12 000 staff based in the field, is optimal to support the Bank's revised operating model with its country-level focus. Furthermore, strong staff performance is essential and yet the Independent Evaluation Group found during focus group discussions with staff, referenced in the Results and Performance report from 2014, that incentives for improving work quality were not always well communicated. This is despite the requirement that management should sign individual results agreements with staff that contain performance objectives. In sum, the Independent Evaluation Group has found that the prolonged change process is yet to produce the desired institutional clarity, streamlined processes and enabling environment that motivates staff to strive for excellence.

KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency/accountability

The World Bank's performance against this KPI is rated as **highly satisfactory.**

The Bank has a highly developed accountability and internal control architecture in place that comprises:

- The Internal Audit Vice Presidency, which independently oversees and assesses the quality of risk management, internal controls and governance mechanisms
- The Integrity Vice Presidency, which serves as the Bank's dedicated anti-fraud and corruption arm
- The Inspection Panel, which has the mandate to independently investigate allegations pertaining to breaches of the Bank's social and environmental safeguards
- The Independent Evaluation Group, which evaluates the efficiency and effectiveness of the Bank's programmes and their contribution to development results.

Each of these units conforms to international standards, and they are widely regarded as examples of best practice in their respective fields. Together they ensure strong levels of accountability, due diligence, operational oversight, risk management and fraud prevention. The effectiveness of this architecture has been underscored by the external assessments of international credit rating agencies, which have consistently conferred AAA ratings on the Bank.

Principles of results-based budgeting incorporated in terms of client engagement: The procedure for the allocation of administrative budgets (used for loan supervision, staff emoluments, knowledge work, etc.) has been strengthened through the introduction of the "W" process. This is regarded as a progressive step which, although it does not formally constitute results-based budgeting, does represent a strategic approach to budgeting that has the potential to better ensure internal resources are allocated in accordance with corporate priorities; this was confirmed in the majority of interviews (see Figure 2).

Furthermore, in terms of client engagement, the Program-for-Results (P4R) financing instrument clearly incorporates principles of results-based-budgeting insofar as money is distributed in accordance with disbursement linked indicators.

Flexibility and transparency enabled in Bank lending options: The allocation of available lending resources for Bank-supported projects is largely transparent. Eligible borrowers are provided with significant flexibility in determining which of the Bank's financial products to access, in what combination and to what end, subject to alignment with the Bank's strategic priorities. Indicative available resource envelopes for borrowers are included within Country Partnership Frameworks. For IBRD-eligible borrowers, the amount of financing available over a given period is estimated based on the Bank's lending capacity, demand from other borrowing countries, the country's overall economic circumstances and credit-worthiness, and the extent to which proposed development interventions and activities would benefit from Bank financing. For the IDA, a long-standing performance-based allocation system, based on Country Policy and Institutional Assessments is in place, which is harmonised with other Multilateral Development Banks. Figure 2 shows the partner perception on issue of transparency; this is largely satisfactory with a few exceptions among surveyed respondents.

At the country level, the distribution of the Bank's resources within the overall available lending envelope across different sectors/projects/areas is outlined clearly in the Country Partnership Frameworks. These cover periods of five years, are based on Systematic Country Diagnostics, and are designed to ensure that selectivity is exercised and that resources are allocated in accordance with both country needs and the Bank's strategic objectives. These are also publicly available.

Evidence on disbursement ratios is mixed and ratios, unsurprisingly, are dependent on country context. External factors beyond the scope of the Bank's control have been noted to delay disbursements (notably approval of loans in client country legislatures). The President's Delivery Unit tracks the main phases of project preparation: concept note to Board approval, Board approval to effectiveness, and effectiveness to first disbursement. The first of these three phases, concept note to Board approval, is the lengthiest at an average of 15.2 months. This indicates the importance of internal factors, and possibly the heaviness of the Bank's own control environment and the complexity of its procedures. There is evidence of efforts to streamline these, signalled by the efficiency targets on the corporate scorecard and the President's Delivery Unit.

New procurement framework aims to speed disbursement: A major procurement reform has led to the adoption of a new procurement framework, which is seen less as a rigid control tool and more as a capacity-building and facilitation tool. It cuts back on the need for prior reviews on projects and contracts below a certain size. This represents a clear commitment to, and a major step towards, speeding up disbursement. The new framework seeks to cut the need for prior review by 70% and introduces simpler bidding procedures, inter alia. However there may be a trade-off in terms of the rigour and comprehensiveness of the Bank's risk and control environment, necessary for its AAA rating, on the one hand, and speed of implementation on the other. In the past, the Bank has erred on the conservative side of risk taking.

Risk management under review for situations of fragility, conflict and violence: The Bank practices a routine and standard approach to risk management through the use of the Systematic Operations Risk-Rating Tool. Interviews demonstrated an awareness that accelerated engagement in areas characterised by fragility, conflict and violence carries a new set of risks that the Bank is seeking to fully understand and address, including through intensified co-operation with the UN. Given that it deals with very large procurement contracts, the Bank is particularly aware of the risks presented by fraud and corruption. Measures to prevent corrupt practices are incorporated into all Bank-supported projects. In 2015, 74 entities were sanctioned following investigations by the Integrity Vice Presidency.

Figure 2: **Partner Survey Analysis – Operational Management**

An illustration of aggregated partner views from across the countries

Qualitative quotes

"It appears that human resources are shifted towards the loan component due to high disbursements pressure, while TA components with the comparably low amounts remain understaffed. Given the fact that the same staff is often working on the investment components as well as the TA component, the respective division of resources is not transparent."

"Staff are not always present in the country and manage programmes from abroad and through visits."

PERFORMANCE AREA: RELATIONSHIP MANAGEMENT

Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)

Relationship Management: The Bank's primary partners are governments, but as its product range and resource profile change, partnerships increasingly include knowledge partners, partnership programmes and trust funds. The Bank has recently renewed its approach to partnership at the country level. It introduced a set of tools and processes to ensure the selective application of its financial resources and technical expertise in a manner that is both context-sensitive and risk-aware. The evidence suggests a high degree of satisfaction with the new approach to country engagement, among both staff and clients (see Figure 3).

In terms of the Bank's approach to other types of partnerships than those with governments, there appears to be room for improvement. Corporate scorecards now indicate that 100% of new Country Partnership Frameworks include at least one joint objective with the different institutions of the World Bank Group in their Results Frameworks. Other evidence, however, points to the need for more consistent collaboration among the different institutions of the World Bank Group. 'Working as One World Bank Group', therefore, has emerged as a key focus area of the current strategic period, with efforts being made to foster increased collaboration among the Group's different institutions. Furthermore, there is a clear need to ensure that partnership programmes and trust funds are aligned with corporate objectives and priorities at the country level. A new framework for engaging in partnerships aims to address these challenges.

SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)

KPI 6: Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources

KPI 5: Operational planning and intervention design tools support relevance and agility

The World Bank's performance against this KPI is rated as **highly satisfactory**.

A more evidence-based, context-sensitive approach: At the country level, two key concerns, acknowledged in separate Independent Evaluation Group learnings, have contributed to shaping the development of the new country engagement approach. The first is a concern that Bank project preparatory work has been based on limited, largely internal and analytical sources as opposed to evaluative evidence. The second is that specific country knowledge has been shallow. The Bank has recognised that the scope and depth of its consultation, information sharing and co-ordination with governments needed to improve. Consultation with national authorities is now mandatory at all stages of the country engagement cycle, during Systematic Country Diagnostics, the preparation of Country Partnership Frameworks, and during Performance and Learning Reviews/Completion and Learning reviews.

The new approach requires Country Partnership Frameworks to be based on Systematic Country Diagnostics, which identify the most suitable points for engagement and draw on lessons learned from previous programmes. It also requires that Performance and Learning Reviews be conducted at the mid-way point of Country Partnership Frameworks, to provide a consultative assessment of progress to date and allow for course corrections as necessary. At the end of Country Partnership Frameworks, Completion and Learning Reviews aim to generate an assessment of the outcomes of engagement and highlight lessons learned. It is too early for a robust assessment of the new approach, but as of April 2016, 68% of country strategies were underpinned by a Systematic Country Diagnostic, representing considerable progress towards the target of having 100% coverage by FY17.

Although the new approach to country engagement remains in the relatively early stages of implementation, evidence from interviews suggests that where it has been rolled out, it has facilitated a more evidence-based approach to engagement. The evidence also suggests it has assisted in ensuring that projects are better aligned to country needs, are appropriate and responsive to context, operational risks and implementing partner capacity. Systematic Country Diagnostics are essentially detailed context and capacity analyses, which are used to determine the scope and the focus of the Bank's engagement. They take into account all cross-cutting issues where relevant, and are conducted, as far as possible, in consultation with national authorities, and, where possible, in alignment with the production of key national planning documents. Performance and Learning Reviews are also indicative of a stronger commitment to mutual accountability, as they require consultative reviews of progress to date. It is hoped that these tools will address past criticisms that consultation and review with government and other partners was ineffective.

System tools recognise importance of cross-cutting issues and strengthening partner capacity: Guidance issued for the development of Country Partnership Frameworks prescribes the inclusion of gender, governance, and environmental dimensions where relevant. The most recent Results and Performance Report by the Independent Evaluation Group, however, indicates that the quality of gender integration into country strategies has been uneven. All Bank-supported projects are required to conform to the Bank's social and environmental safeguards framework, and the Inspection Panel serves as an independent mechanism to ensure compliance. However, a recent Independent Evaluation Group report has raised concerns regarding the management of social and environmental risks in Development Policy Operations. These concerns comprised the main focus of a retrospective learning product, produced by the Independent Evaluation Group. Fragility analyses have been developed to enable World Bank engagement to take appropriate account of the drivers of fragility and violence in Fragile and Conflict Affected states, but it is understood that these are not mandatory.

World Bank policy allows staff to use national systems in projects the Bank supports where these are found to be adequate. This includes systems for financial management, monitoring environmental and social risks, procurement, and monitoring and evaluation. Where systems are not adequate, measures can be, and are, taken to strengthen national capacity: all of the Bank's financial instruments require prior assessments of the capacity of national partners to implement Bank-supported projects, and where capacity is found to be insufficient; several measures exist through which capacity constraints may be addressed.

Evidence from documentation, client surveys, interviews and the Bank's own corporate scorecards indicate that project preparation and implementation procedures and processes are complex and heavy, and not as agile and nimble as the Bank would wish (see Figure 3). The Bank has committed to improving this, as evidenced by the corporate scorecard target of reducing by one-third the preparation time from concept note to first disbursement. Also, procurement has often been a source of delay and this is being addressed with a new procurement framework (see MI 4 in Annex 1).

KPI 6: Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources

The World Bank's performance against this KPI is rated as **highly satisfactory**.

A new approach to partnerships: The Bank's primary partners are governments, but as its product range and resource profile change, so will the range and nature of partnerships. These include knowledge partnerships, partnership programmes and trust funds. In the past, no clear strategic approach to partnerships had been articulated, with the result that the Bank is engaged in very many partnerships at both the country and global levels. The Independent Evaluation Group has noted that clear guidance on types of governance arrangements and how to reconcile these partnerships with country programmes, has been missing and that this leads to a risk of fragmentation and increasing complexity if not managed strategically. The release of a new framework for engaging in partnerships, and the ongoing reform of the Bank's approach to trust funds, indicate that this shortcoming is acknowledged and is being addressed. However, the extent to which this new framework is being implemented is not clear.

Efforts to strengthen responsiveness: Numerous mechanisms are in place to ensure that agility is maintained in partnerships. All of the Bank's lending instruments include provisions for restructuring. The Bank's policies governing Investment Policy Financing and Program-for-Results financing, for example, stipulate that during implementation, the Bank and the borrower may agree to restructure the Project to respond to changes in circumstances. Mid-point Performance and Learning Reviews provide the opportunity for both parties in the partnership to take stock of changes in the operating context and make strategic/programmatic adjustments to the Country Partner Framework as necessary. Overall, the Bank's 2015 Poverty Evaluation found that *"deviations of the Bank's portfolio from formulated strategy often occurred in response to a changing external or internal environment. This is understandable and necessary when driven by external shocks or major political changes that lead to changing national strategies".* This signals that partnerships are meant to be flexible and responsive to changing context. However, recent Independent Evaluation Group reports have pointed to common institutional bottlenecks to project restructuring. Lessons from projects rated as 'unsatisfactory', for example, suggest that complex designs, which engage multiple actors, make restructuring more time-consuming.

Challenges to deploying knowledge: Knowledge generation and deployment is one of the pillars of the Bank's operating model yet there is some evidence that the Bank has not yet fully overcome what an Independent Evaluation Group evaluation called its *"history of unsatisfactory management of this key resource"*. The most recent changes and reforms, which are intended to facilitate knowledge generation and sharing, appear to be on a positive trajectory. Weaknesses persist, as acknowledged by both the Independent Evaluation Group and the World Bank's own client surveys. While client surveys do indicate strong satisfaction with the quality of the Bank's knowledge work, the timely deployment of knowledge work is noted as an area of perceived weakness. At the global level, the Bank regularly produces and disseminates a large number of knowledge products, including flagship reports such as the World Development Report and the Doing Business Report that are very highly regarded and used by the international community. However evidence from interviews points to a perception within the Bank that sometimes poor analytical work is undermining the theoretical underpinnings of interventions. Evaluative evidence also points to "shallow" country-level knowledge in some interventions. The reforms are designed to address these issues.

One area of concern raised during interviews relates to how knowledge work is funded. Fixed lending coefficients for administrative budgets purportedly lead to knowledge work being funded by residual budgets, rather than as a strategic priority area. This represents a potentially serious issue, given that the World Bank Group has identified its capacity to combine knowledge and financial resources as one of its comparative advantages.

Synergies with internal and external stakeholders: Fostering synergies among the different institutions of the World Bank Group has been a priority since the One World Bank Group initiative was introduced under the 2013 strategy, and it is tracked on the scorecard. The scorecard shows that 100% of new Country Partnership Frameworks have at least one joint objective in their results matrix. However, staff perceptions of collaboration among the different institutions of the World Bank Group, also tracked on the corporate scorecards, remain relatively low.

Bank efforts to foster synergies with other partners that are based on clearly articulated comparative advantage are more difficult to document, although Country Partnership Frameworks are required to consider the activities of other donors and guidelines encourage Systematic Country Diagnostics to be conducted at the same time as other national development planning exercises. Evidence from interviews indicates that the Bank has a fiduciary principles accord with 12 UN agencies, and seeks to work closely with the United Nations System in country. Assessments have indicated that Bank support is most effective at harnessing synergies when it combines a range of complementary lending and non-lending instruments (i.e. financial resources combined with technical expertise). The Independent Evaluation Group's 2015 Poverty Evaluation has highlighted the importance of this, *"given the small size of the Bank's resources relative to the economies that it seeks to influence".* The evaluation recommended that leverage would best be achieved by strengthening *"the complementarity among diagnostic work, technical assistance, and lending instruments, and among policy and investment lending instruments".* However, it also found that to date the Bank's lending instruments might not have been *"used enough to maximise complementarities and synergies to strengthen their collective impact on poverty reduction. In particular, project lending is often viewed narrowly on its own terms rather than as a means of leveraging far greater non-Bank resources and having a broader and more sustained impact".*

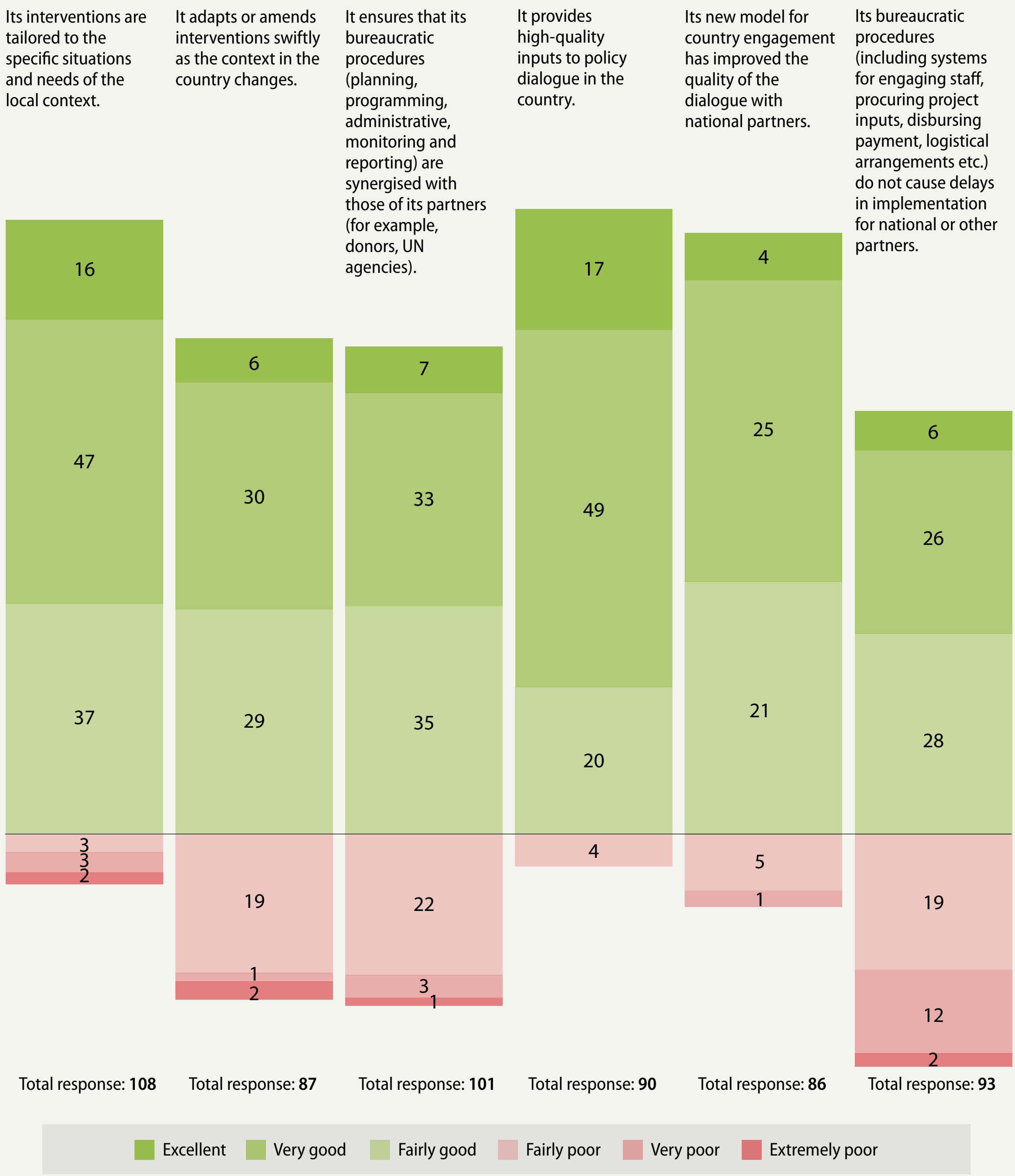
Strong commitment to accountability: Procedures for ensuring accountability to beneficiaries are strong. They include various tools and processes such as periodic client feedback surveys, two-minute surveys and a mandatory beneficiary feedback indicator for all projects, as well as the independent Inspection Panel, which investigates allegations of the Bank breaching its social and environmental safeguards framework.

The Bank is also strongly committed to the transparency of information, and was the first multilateral organisation to publish its data to the International Aid Transparency Initiative (IATI) standard. The Bank regularly publishes data relating to the projects it supports under its Access to Information Policy. Key information is therefore accessible to all interested stakeholders. However, one concern that was noted by the Independent Evaluation Group was that stakeholders occasionally felt poorly informed about the Bank's work and strategy, calling into question the effectiveness of consultations during strategy and project preparation, and weak active dissemination of key documentation. The client surveys reviewed for this exercise revealed "not enough public disclosure of its work" as a perceived shortcoming of the Bank, indicating that open access is not synonymous with easy access.

Figure 3: **Partner Survey Analysis – Relationship Management**

An illustration of aggregated partner views from across the countries

Quantitative analysis



Qualitative analysis – illustrative quotes

"The introduction of the Systematic Country Diagnostic framework and the Country Partnership Framework has truly helped to ensure that the World Bank's strategy in a given country is as tailored to national development plans as possible."

"The World Bank works quite well with other donors and its systems are well aligned with national systems. They are also not overly bureaucratic. Too often however, programming seems to be driven by the need to disburse."

PERFORMANCE AREA: PERFORMANCE MANAGEMENT

Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning.

Performance Management: The Bank has a strong corporate commitment to Results Based Management, which is given operational force by a well-developed results architecture that includes tools, systems and reporting processes that clearly articulate responsibility for results and that permit a well-rounded view of performance across the Bank. However, the Bank's results architecture draws heavily on data produced at the country and project levels. Recent assessments have indicated that the quality of this data is uneven. Moreover, behaviours required for a strong organisational culture of results-based-management are not fully in place and the recent restructuring has not favoured the establishment of a strong central results-based management capacity.

The Independent Evaluation Group (IEG) is fully independent and produces high quality evaluations on all aspects of the Bank's work. It oversees and quality-assures the Bank's self-evaluation systems, which achieve 100% coverage of Bank projects. Systems are in place to ensure the quality of the evaluations that the IEG produces, track the uptake of recommendations by management, and identify poorly performing projects in need of remedial action. However, an external review of the IEG by an independent panel raised concerns about how the lessons learned from evaluations are distilled and communicated to Bank staff and in general that learning in some ways has taken a back seat to accountability. This may be addressed through the development of an overarching evaluation policy, which both Management and the IEG are committed to developing.

SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

KPI 7: Strong and transparent results focus, explicitly geared to function

KPI 8: Evidence-based planning and programming applied

KPI 7: Strong and transparent results focus explicitly geared to function

The World Bank's performance against this KPI is rated as **satisfactory**.

The Bank has tools and processes in place for measuring and managing results, signalling a strong corporate commitment to results-based management. These include the corporate scorecards, IDA's Results Measurement System, the Bank's self-evaluation systems that are overseen by the Independent Evaluation Group, and a suite of internal management dashboards that enable a real-time view of performance across the Bank. At the operational level, all Country Partnership Frameworks and Bank-supported projects are required to articulate results chains with indicators to track overall progress.

Corporate scorecards ensure accountability on performance and progress: Corporate scorecards are at the apex of the Bank's performance management system. They are updated biannually and aim to provide a comprehensive overview of the Bank's progress towards implementing its strategy and achieving the twin goals. The scorecards are an accountability and management tool, and track through three tiers. The first tier is progress towards addressing key development challenges faced by clients (not attributed to the Bank, as these challenges represent "the outcome of collective efforts of countries and their development partners". The second tier is development results achieved by clients with Bank support. The third tier is the Bank's own organisational performance and effectiveness. Tier 2 results are divided into three categories: growth, inclusiveness, and sustainability and resilience. Tier 3 results are divided into five categories: development impact, strategic context, operational delivery for clients, financial sustainability and efficiency, and managing talent.

Clear articulation of responsibility for achieving results: A system of cascading performance indicators is integral to the Bank's wider performance monitoring framework. While the scorecards provide a bird's-eye view of overall progress, each of the Bank's Managing Directors, as well as the Vice Presidents of the Global Practices and Cross-Cutting Solutions Areas, have performance objectives, indicators, and targets that are aligned with the scorecards. Key performance objectives, based on the targets articulated in the corporate scorecards, are formalised in memoranda of understanding between the Managing Directors and the Vice Presidents. These objectives are filtered down to managers' objectives and to results agreements with individual staff members. As such, the responsibility for achieving results is clearly articulated.

The IDA's Results Measurement System is a separate performance management system that is used to measure development results in IDA-supported countries. However, it is closely related to the corporate scorecards in that many of the indicators are identical or similar, and that it presents results through the three tiers used in the scorecards. The IDA's Results Measurement System also has some unique indicators that reflect the IDA's own priorities.

A generally strong results architecture, but poor data quality poses challenges: The Independent Evaluation Group produces annual results and performance reports that synthesise project and country-level data from the Bank's self-evaluation systems and other evaluative products to provide a global view of performance.

Overall, it is clear that the Bank has a well-developed results architecture in place which permits the consideration of performance data in decision making. The Bank's overall approach to results reporting also allows for an assessment of performance over time as well as an identification of areas of strong performance and deviations between planned and actual results. However the foundations which underpin the Bank's corporate commitment to results-based management may be undermined by inconsistencies in the quality of data that is produced at the project and country levels, and by a lack of behaviours and incentives among staff that would facilitate a stronger results orientation.

The Independent Evaluation Group has noted that overall the monitoring and evaluation (M&E) systems depend on data that are often flawed and incomplete. Only 3% of projects are rated as "high" in monitoring and evaluation quality; the monitoring and evaluation quality of approximately 60% as a share of total commitments, and 70% of the total number of projects is rated as "modest" or "negligible". At the project level, formal monitoring and evaluation processes are required but are not consistently implemented. Moreover they tend to focus narrowly on outputs or immediate outcomes, and often fail to reflect the broader impact of an intervention in the medium or long term. Despite the requirement for baselines and targets, a recent review of Implementation and Completion Reports found that many lacked appropriate indicators and many lacked baselines.

All Country Partnership Frameworks are required to incorporate results frameworks, and detailed guidance does exist for the development of these. However a recent assessment has noted that shortcomings remain despite various initiatives to strengthen results orientation. The IEG's 2014 Results and Performance report notes that 90% of the 25 country programme strategies that were given Board approval had measureable indicators. But fewer than 50% of these were fully aligned with objectives. This means that there is often a substantial gap between the World Bank Group strategic objectives and the indicators used to measure programme impact, with the further implication that plausible associations between Bank Group contributions and final country-level outcomes are hard to establish.

Knowledge and lessons learned from self-evaluation systems underutilised: A recent report on the Bank's self-evaluation systems also suggested that the behaviours that would be required for effective results-based management are not fully in place. It found for example that information generated through Implementation Completion Reports (ICRs) is not regularly mined for knowledge and learning except by the Independent Evaluation Group, and that its use for project and portfolio performance management can be improved. The report also noted that knowledge from the World Bank Group self-evaluation systems is rarely valued or used, and that there is little effort to extract and synthesise evidence and lessons or to use these to inform operations. A number of managers reported that information from ICRs was not used to make strategic change at the level of the portfolio.

KPI 8: Evidence-based planning and programming

The World Bank's performance against this KPI is rated as **highly satisfactory**

Evaluation function accountable, but should be formalised: The Bank has a central independent evaluation function, and accountability is strong. However, every evaluation function has to balance accountability and learning, and this balance is seen to need further attention in the Bank. Independence carries a trade-off with effectiveness and relevance. More engagement by the evaluation function with different parts of the Bank would strengthen its effectiveness, as would a more strategic approach to learning and knowledge sharing, differentiated evaluative products and a clear policy framework for evaluation. The Independent Evaluation Group is aware of these issues and various initiatives are being taken, for example in terms of different types of evaluative products.

The adoption of a formal evaluation policy would also strengthen the function, as was suggested following an independent review of the Independent Evaluation Group. In its response to the review, the Independent Evaluation Group *"strongly endorsed the need for an institution-wide, principle-based evaluation policy".* It is understood from interviews that the Bank's management has committed to the implementation of this recommendation during meetings of the Committee on Development Effectiveness. If carried forward, this would greatly augment the two-page operational policy on monitoring and evaluation that is currently in place.

The Independent Evaluation Group's annual work plan and budget clearly set out planned coverage, and indicate that validating the Bank's self-evaluation systems is one of the IEGs core functions. It does this by reviewing Implementation Completion Reports and Completion and Learning Reviews (showing the proportion of projects rated satisfactory, etc.), which feed into corporate scorecards and annual performance and results reports.

Evaluations increasingly aim to inform responses to development challenges: The Independent Evaluation Group produces other evaluative products including impact evaluations (financed mainly through trust funds), learning products and county-level evaluations. It is increasingly seeking to produce pertinent evaluations that provide knowledge to inform responses to current challenges. The quality of

Independent Evaluation Group products is considered high. All evaluative products are subjected to a rigorous, multi-layered quality assurance framework, which includes detailed guidelines for methodology and recommendation development, in-depth reviews by internal and external peers, and a methods advisory function. Evidence from interviews confirmed that this quality assurance framework was consistently implemented and all evaluation reports reviewed presented evidence, findings, conclusions and recommendations in a complete and balanced way, and the methodologies consistently highlighted limitations and concerns.

Lessons learned not systematically incorporated in project design: The Bank has a formal requirement to demonstrate how lessons from evaluative approaches are incorporated in operations. Corporate scorecards track the extent to which this is implemented. The latest iteration of the scorecards indicates that 71% of operational designs drew lessons from evaluative approaches. However, it is also suggested that analytical work tends to take precedence over evaluative work in project design, and that lessons from project experience are not systematically incorporated from the outset. The Independent Evaluation Group's 2015 Poverty Evaluation found that the Bank's feedback loops for learning from project experience have generally been weak. At the project level, they tend to *"focus narrowly on outputs or immediate outcomes";* at the strategy level *"they tend to focus on the process itself (i.e. 'checking the box') without an assessment of whether a real difference is being made to poverty."* In both cases, *"the processes are not systematically integrated in the strategy or in individual projects".*

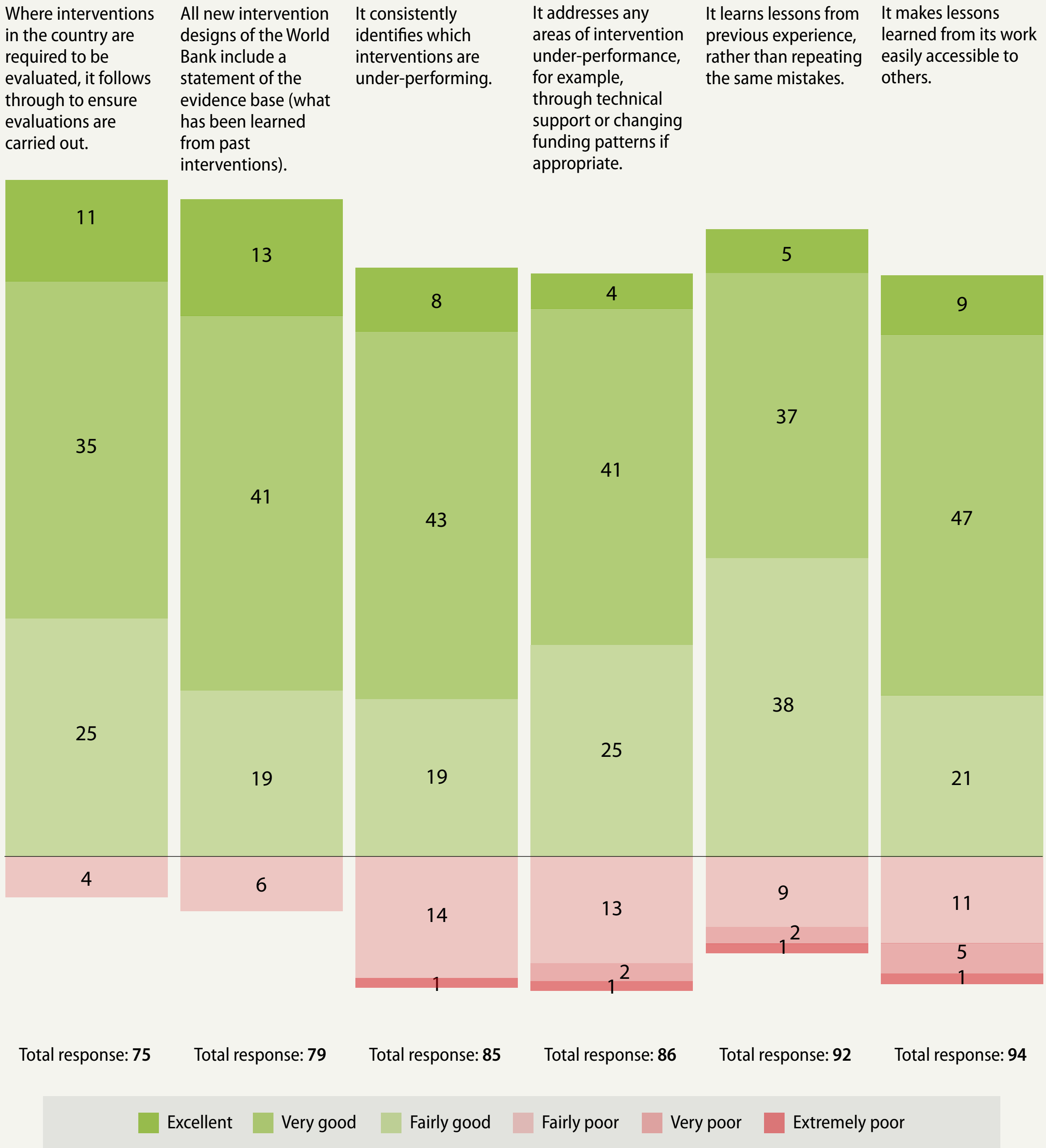
Recommendations and performance tracked, but reaction time can be slow: Recommendations are tracked through the Independent Evaluation Group's Management Action Record (MAR) System, which is updated annually and is publicly available. The MAR system is currently tracking the implementation of 152 recommendations from different evaluations dating back to 2012 across the entire World Bank Group. Overall, the IEG reports that these show substantial adoption and progress by the World Bank Group Management.

The Bank has a system in place to track poorly performing interventions, which currently represent approximately 20% of the Bank's active portfolio. This is facilitated by the biannual preparation of Implementation Status Reports for all projects, which help to identify problem projects in need of management attention. The Internal Audit Vice Presidency has found that *"when flags are raised at the right time, and teams and managers act on these flags, problem projects can be turned around and ultimately obtain a satisfactory rating."* However the Bank's 2015 Results and Performance Report noted that the information that is entered into Implementation Status Reports is often not candid enough, and therefore does not permit course adjustments. Another Independent Evaluation Group report found that midterm reviews often occur late, leading to delayed remedial action. It suggested that the Bank *"move toward more adaptive project management in which course corrections occur as frequently as needed, informed by relevant and timely monitoring data".* These findings are consistent with perceptions among surveyed partners for this exercise as can be seen in Figure 4.

Figure 4: **Partner Survey Analysis – Performance Management**

An illustration of aggregated partner views from across the countries

Quantitative analysis



Qualitative analysis – illustrative quotes

"The Bank has a very good commitment to results-based development. The primary problem lies in the length of evaluation, which in some cases can take up to seven years. That is far too long, and it prevents the effective incorporation of lessons learned into future projects."

"The Independent Evaluation Group does excellent work and the World Bank in general is a global leader in creating the evidence base for development. This is enormously useful for all development partners in Mozambique. It is not well reflected in the World Bank's own programming however, as the same mistakes seem to be repeated over and over."

Organisational Effectiveness scoring summary

SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

PERFORMANCE AREA: STRATEGIC MANAGEMENT

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities.

KPI 1: Organisational architecture and financial framework	MI 1.1	MI 1.2	MI 1.3	MI 1.4
KPI 2: Implementation of cross-cutting issues	MI 2.1	MI 2.2	MI 2.3	MI 2.4

PERFORMANCE AREA: OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability.

KPI 3: Operating model and human/financial resources	MI 3.1	MI 3.2	MI 3.3	MI 3.4		
KPI 4: Financial transparency/ accountability	MI 4.1	MI 4.2	MI 4.3	MI 4.4	MI 4.5	MI 4.6

PERFORMANCE AREA: RELATIONSHIP MANAGEMENT

Engaging in inclusive partnerships to support relevance, leverage effective solutions and maximise results (in line with the Busan Partnership commitments).

KPI 5: Planning and tools support relevance and agility	MI 5.1	MI 5.2	MI 5.3	MI 5.4	MI 5.5	MI 5.6	MI 5.7		
KPI 6: Leveraging/ensuring catalytic use of resources	MI 6.1	MI 6.2	MI 6.3	MI 6.4	MI 6.5	MI 6.6	MI 6.7	MI 6.8	MI 6.9

PERFORMANCE AREA: PERFORMANCE MANAGEMENT

Systems geared to managing and accounting for development and humanitarian results, and the use of performance information, including evaluation and lesson learning.

KPI 7: Strong and transparent results focus	MI 7.1	MI 7.2	MI 7.3	MI 7.4	MI 7.5		
KPI 8: Evidence-based planning and programming	MI 8.1	MI 8.2	MI 8.3	MI 8.4	MI 8.5	MI 8.6	MI 8.7

2.2 Development Effectiveness

PERFORMANCE AREA: RESULTS

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way

Results: One of MOPAN's main challenges in this aspect of the assessment is reconciling the Bank's approach to reporting results with the detailed requirements of the MOPAN indicator framework. The 2016 MOPAN assessment of the Bank's achievements with regard to development effectiveness has relied heavily on the annual reporting of the Bank's results and performance by the Independent Evaluation Group (IEG), which is based largely on the aggregation of individual, IEG-validated project ratings as well as other evaluative evidence. This has permitted a sound overview of the Bank's overall performance, which has been found to be generally strong albeit with some variance across practice areas and regions. The project ratings upon which this assessment is based take into account a number of factors including relevance of design, efficiency of delivery and attainment of expected project outcomes. However these factors are not reported on separately but instead are collapsed into a single, composite indicator.

The Bank's approach to results and performance measurement has two broad implications for this MOPAN assessment of development effectiveness. First, it makes assessment against some of the more detailed demands of the MOPAN indicator framework particularly challenging. Beyond inference from overall project ratings, the Bank's approach to results and performance management does not allow for a detailed assessment of development effectiveness in terms of relevance, efficiency and sustainability. Second, the MOPAN framework depends on aggregate reporting, which means that a great deal of faith must be placed in the systems and processes that underpin the IEG's approach to results and performance reporting. While the IEG is widely regarded as a leader in its field, the system of self-evaluation upon which a great deal of the Bank's performance management is premised is challenged by concerns regarding the quality and reliability of the data that the IEG draws on.

Bearing these limitations in mind, it is nevertheless clear that the Bank's overall performance in terms of development effectiveness has been strong, with the majority of supported projects having achieved their expected outcomes. Corporate scorecards point to strong achievements in growth, inclusiveness, and sustainability and resilience. Client feedback on effectiveness and impact of results is positive.

SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

KPI 9: Achievement of development and humanitarian objectives and results

KPI 10: Relevance of interventions to needs and priorities of partner countries and beneficiaries

KPI 11: Results delivered efficiently

KPI 12: Sustainability of results

KPI 9: Achievement of development and humanitarian objectives and results

The World Bank's performance against this KPI is rated as **satisfactory**.

Challenges to assessing Bank achievement: Bank reports do not present evaluative results systematically in line with OECD DAC criteria; rather, reporting on performance of projects and country programmes is based on a composite indicator that includes effectiveness, relevance and efficiency. Results from this system are collated annually in the Independent Evaluation Group's Results and Performance (RAP) report, and biannually in the corporate scorecards. This system of self-evaluation renders collating evidence against micro-indicators 9.1 to 12.3 particularly challenging, as aggregate reporting does not detail results registered against the three assessment criteria. Cross-cutting issues, with the exception of interventions in Fragile and Conflict Affected States, also are not reported on separately within the system.

Performance of Bank interventions can be measured as a proportion of all projects achieving an outcome of "Moderately Satisfactory" or better, or can be weighted by net commitment. The latest RAP report indicates that between FY12-15, 70% of projects were rated Moderately Satisfactory" or better. This is still slightly below, but on track to achieve, the corporate target of 75% by FY17. When weighted by net commitment, however, Bank projects performance exceeded the FY17 corporate target of 80%, with a success rate of 81% for the period FY12-14.

This approach masks differences among regions and global practice clusters. At the regional level, the best-performing region was South Asia where 79% of projects were rated "Moderately Satisfactory" or better; the lowest-ranking region was the Middle East and North Africa where 63% of projects were similarly rated. It is important to note however, that this variance is influenced by a number of factors, including the total number of projects closed and assessed in the time period. Between FY2012-2014 for example, only 75 projects were closed in the MENA region, whilst 283 projects were closed in the Africa region. The lowest-performing cluster was Equitable Growth, Finance and Institutions where only 54% of projects were rated Moderately Satisfactory or better. There are many explanatory factors for this including the number of projects, types of lending instruments and types of countries represented in the cluster.

Corporate scorecard data suggest the strongest results on strengthening institutions, policies and capacity are in financial management, which has improved in more than 50 countries, followed by civil service and public administration (38 countries). Tax management and administration and procurement have improved in 29 countries. Procurement is at the bottom with only 11 countries showing improvement in 2015.

Measuring results on cross-cutting and governance issues a challenge: Results on gender are reported mainly in terms of the extent to which interventions include the analyses of gender dimensions, and not in terms of direct impact on empowerment and gender equality. The 2015 Results and Performance Report recognises that "the monitoring and evaluation frameworks of operations and country strategies do not adequately measure and report on gender results". Tier 2 of the corporate scorecard (client results supported by World Bank operations) tracks the number of female beneficiaries across 23 indicators, data were available for only four of these indicators in the April 2016 iteration of the corporate scorecards.

In terms of environment and climate change, the Bank reports some significant aggregate, global-level outcomes, for example USD 6.9 billion of commitments with climate co-benefits in FY14. IDA 17's Mid-Term Review on Climate Change update noted that *"efforts to mainstream climate and disaster risk management in IDA countries' strategies, policies and investments are on track"*, and that *"IDA has supported* *seven countries to develop national energy plans and investment prospectuses to achieve the Sustainable Energy for All objective of universal access to energy by 2030".*

The 2015 Results and Performance report, however, found that among the 14 Global Practices, the Environment and Natural Resources Global Practice *"showed the only statistically significant decline in performance between FY09-11 and FY12-14"*; only a slim majority of projects from this Global Practice were rated as "moderately satisfactory" or better. Several examples were found in evaluations of problems in these projects and the evidence thus far indicates that there is a need for improvement in this area.

The majority of Bank-supported projects touch on governance issues in some respect. The Governance Global Practice is responsible for developing *"innovative, integrated solutions to pernicious institutional problems using a problem-driven, diagnostic approach that combines knowledge of reform successes and failures with a keen understanding of institutional challenges and opportunities in developing countries".* Between 2012 and 2014, 50% of projects in the Governance Global Practice were rated as "Moderately Satisfactory" or better. Development Policy Operations in particular have strong implications for governance in member countries, especially considering the need for prior actions. Between 2012 and 2014, 76% of these were rated as "Moderately Satisfactory" or better.

KPI 10: Relevance of interventions to needs and priorities of partner countries and beneficiaries

The World Bank's performance against this KPI is rated as **satisfactory**.

Bank country strategies well aligned with national priorities, and generally rated as relevant: Country strategies are well aligned with, and contribute to, the realisation of national development goals and the Bank's demand-driven business model ensures a degree of de facto relevance to national priorities. The Bank applies Systematic Country Diagnostics to ensure relevance and consistency with its strategic priorities. Interviews suggest a largely positive experience to date regarding the use of this tool. This is also borne out by Independent Evaluation Group's 2015 Poverty Evaluation, which found that the Bank's *"country strategies and the interventions supported by its lending and non-lending portfolio broadly reflect the client countries' poverty reduction strategy and development priorities".*

Relevance is a necessary but not sufficient condition, and the extent to which projects actually contribute to national objectives is best measured by outcome ratings – a composite rating developed by the Independent Evaluation Group that is based on relevance of design, achievement of objectives and efficiency. As outlined above, the proportion of Bank projects rated as moderately satisfactory or better is approaching the corporate target of 75% by FY17. One component of "bank performance in ensuring quality at entry" is the strategic relevance of projects, and the April 2016 corporate scorecard reported that 72.6% of projects in FY12-14 were rated "moderately satisfactory" or better in this measure.

A review of ten client surveys revealed mixed perceptions regarding the extent to which the World Bank's knowledge services met country needs. Ratings (on a scale of 1 to 10) ranged from 7.6 (Viet Nam), to 5.8 (Nigeria). The surveys also measured perceptions regarding the overall relevance of the Bank's role in each country. On this note, perceptions were generally favourable, ranging from 7.8 (Viet Nam) to 6.1. (Haiti).

While relevance overall is rated as good, interventions in fragile and conflict-afflicted situations are however reported to lack tailoring and responsiveness to citizen needs. Furthermore, a recent evaluation of the Bank's engagement in middle-income and fragile and conflict-affected situations found that middle-income countries are *"less receptive than [low-income countries] to Bank involvement, given their ability to 'contain' subnational violence and to manage the fiscal consequences of such violence".* In a related example, an Internal Evaluation Group review of the Bank's engagement in resource-rich developing countries found that the principal challenge was how to retain relevance, given that its *"value proposition is no longer its financial resources, but its knowledge and global experience".* These examples highlight the acknowledged need for the Bank to appropriately tailor its approach in middle income contexts, where financial resources may not constitute the principal component of its value proposition.

KPI 11: Results delivered efficiently

The World Bank's performance against this KPI is rated as **satisfactory**.

Efficiency is a challenge to assess, because of the Independent Evaluation Group's use of composite indicators. Overall project ratings are based on an assessment of efficiency, along with other factors. The latest data indicate that the Bank's performance in this regard is strong, with the majority of projects assessed as favourable.

A commitment to reduce delivery delays: Speed of implementation, however, is an area of concern, as highlighted in KPI 4. The Bank acknowledges this and targets have been set and measures put in place to begin to increase the speed of delivery. Prominent among these is the introduction of the new procurement framework, which significantly reduces the need for time-consuming prior reviews. It should be noted, however, that implementation speed is sometimes beyond the control of the Bank, with national processes (i.e. parliamentary assent to loans) often contributing to delays.

The scorecard indicator target is to cut by one-third the time it takes to get from the concept note stage to the first disbursement. This is ambitious and is a strong indication of commitment to improve. However, current results indicate that this remains an area in need of improvement. The target stated on the President's Delivery Unit, to cut time from concept note to disbursement to 19 months from 28 months, has not been achieved, with average delivery time still at 28 months.

KPI 12: Sustainability of results

The World Bank's performance against this KPI is rated as **satisfactory**.

There is little aggregate reporting on sustainability. In 2014, the Independent Evaluation Group's Results and Performance report found that development outcomes for projects in primary education, health, nutrition and population, and water supply and sanitation, had hovered around Bank averages, but that *"many faced significant or high risk to development outcomes due to uncertain financial sustainability and institutional weakness".* It added that addressing the financial sustainability risk would require *"greater attention to improving domestic resource mobilisation capacity".*

Data gathering on sustainability stymied by country conditions: There is evidence that the sustainability of data gathering efforts is threatened in countries where other claims on resources take priority. If support is sporadic the quality of data can be jeopardised. In Guatemala for example the quality of household survey data worsened after the Bank and a donor-supported project ended (although this may have been influenced by other factors, including a lack of capacity). Elsewhere, political constraints to data access undermine their value as, for example, in Egypt, where data access has been limited. In countries where poverty is a politically sensitive topic, restrictions on data remain a major obstacle to analysing the magnitude, nature, and distribution of poverty.

The corporate scorecards include three indicators relating to sustainability and resilience. These refer to strengthened public management systems in civil service and public administration, tax policy and administration, and public financial management and procurement. Although the Bank does appear to have supported many countries in this regard, the lack of targets for these indicators makes an assessment of performance against expectations particularly challenging. Also, an evaluation of the Bank's support to low-income fragile states also found for example that while considerable efforts had been made to assist with civil service reform, these efforts had, in many instances, been undermined by the substitution of externally funded advisers for civil servants. These advisers, in effect, became a "second civil service".

Evaluative evidence from three countries (Tajikistan, Viet Nam, Iraq) and the Africa region evaluation show strong results in terms of strengthened the enabling environment for development.

Development Effectiveness scoring summary

SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

PERFORMANCE AREA: RESULTS

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way.

KPI 9: Achievement of results	MI 9.1	MI 9.2	MI 9.3		MI 9.5	MI 9.6
KPI 10: Relevance of interventions	MI 10.1	MI 10.2				
KPI 11: Results delivered efficiently	MI 11.1	MI 11.2				
KPI 12: Sustainability of results	MI 12.1		MI 12.3			

3. CONCLUSIONS

3.1 Current standing of the organisation against requirements of an effective multilateral organisation

This section brings together the findings of the analysis against the micro-indicators (MIs) and Key Performance Indicators (KPIs) of the MOPAN assessment methodology to report against MOPAN's understanding of the current requirements of an effective multilateral organisation. These are reflected in four framing questions corresponding to relevance, efficiency, effectiveness and impact/ sustainability.

Illustrative quotes from Partners Survey on overall performance

"Country-based operational model, which allows for utilisation of global knowledge while going deep in the local circumstances together with country authorities, and according to their own priorities. The new diagnostics tool provides a systematic basis [that] the authorities and the Bank can together benefit from in focusing operations where they most efficiently reduce poverty and promote shared prosperity."

"The fact that they engage with the national and state governments and tailor their projects to the expressed needs of the partners is its biggest strength. However, this is also a big challenge as sometimes the partner wish lists are difficult to address and bridging the gaps becomes challenging."

RELEVANCE

Does the World Bank have sufficient understanding of the needs and demands it faces in the present, and may face in the future?

The Bank has displayed considerable understanding, anticipation and responsiveness to changes in the global economy and development architecture. It has adjusted to, among other changes, the diversity of its clients, who have increasingly different and complex demands; to the proliferation of multifaceted situations of fragility, conflict and violence in different types of country settings; and to increasing demands on the Bank's resources. The Bank has responded with structural reforms that aim to strengthen its generation and management of knowledge, and ensure that this better underpins the Bank's operations and its global leadership in different areas. It has also introduced new business processes and tools to build better knowledge of context and thus ensure relevance to clients. Additionally, the Bank has enacted financial reforms to increase lending capacity and start building a case for more financial resources. It needs these to meet demand, tackle the development challenges it seeks to address and achieve the goals that it hopes to achieve.

The Bank has a deep knowledge and understanding of global challenges thanks to its experience from operations, its research, and its partnerships. It also has understood that its role of providing financial resources combined with multidisciplinary knowledge has the potential to address some of the most intractable global problems associated with poverty. It has furthermore acknowledged that one size does not fit all, and that therefore it faces two challenges. The first relates to selectivity, or rightly identifying key problems. The second relates to resources, or being able to provide the appropriate resources, financial and non-financial, in a timely manner.

To remain relevant, the Bank is undertaking horizon scanning at the global level, expressed in the 2016 document "Forward Look" that aims to anticipate developments and challenges that may arise in future, and to think through possible options so it is poised to respond.

The ability to link this global understanding and knowledge with the country level is one of the Bank's strengths; it has used its understanding to continuously develop the range of its lending and non-lending products, providing it with multiple options for engaging with its mixed client base. As the Bank's clients evolve, so will their needs. The Bank's strategy already notes that the traditional classification of countries into income categories is increasingly insufficient to capture the differentiated needs of clients. The Bank's new approach to country engagement, which remains the primary focus of its efforts, aims to maintain its operational relevance. The Bank's largely demand-driven business model also ensures a degree of de facto relevance to national priorities. Systematic Country Diagnostics in particular constitute country-specific analytical exercises to identify how the Bank can maximise its contribution to meeting clients' needs. These also serve as a tool through which binding constraints to the realisation of development objectives are identified so that resources may be directed accordingly.

The Bank has understood the centrality of forming partnerships to address multifaceted global problems and clients' needs. However this emerges as an area where further reflection may be needed. Trust funds in particular constitute a growing proportion of the Bank's resources. Yet to some extent they elude the otherwise finely meshed policy and procedural frameworks that the Bank has in place to ensure that all activity contributes tangibly and transparently to its objectives and to clients' needs. The Bank's review of its Trust Fund portfolio and practices therefore needs to balance trade-offs between the flexibility afforded by a more ad hoc partnership approach (and openness to establish Trust Funds that respond to member demand), and a more rigidly planned and managed approach. It needs to decide whether it is possible to develop an approach that preserves the best of both worlds. No doubt, the Bank will be engaging in the future in increasingly diverse partnerships, and a basic policy and performance framework to manage these would help to minimise the different risks that partnerships entail and ensure achievement of the intended results.

EFFICIENCY

Is the World Bank using its assets and comparative advantages to maximum effect in the present, and is it prepared for the future?

The World Bank's key assets are its staff, its financial strength, its AAA rating, and its considerable experience and knowledge of development issues as well as the trust and confidence of its member countries and partners. These assets also confer its comparative advantage, as few other international development organisations are able to muster these in the right combination and to the same degree as the World Bank.

The Bank is aware of its own strengths and continuously assesses opportunities and challenges. Its current reforms demonstrate how it strives to ensure the best application of its assets and leveraging of its resources, building on its own analysis as well as external input. The knowledge area is one such example, and deserves to be highlighted here because of its centrality to the Bank's mission. While knowledge has long been seen as one of the Bank's comparative advantages, past MOPAN assessments found stronger management of this resource was a key issue. Various steps have been taken over the years to strengthen knowledge management, and today it is again at the centre of the reform agenda.

The Bank clearly articulates the importance of knowledge, and the centrality of the complimentary deployment of knowledge and financial resources for its business model. However it considered that insufficient attention had been paid to the knowledge dimension and to ensuring that both financing and knowledge are available to clients in sufficient quality and quantity, and in the right combination.

Aware of the risks that this poses in terms of meeting its mandate, especially in middle-income countries, the Bank took strong steps to redress this imbalance. The first step was to restructure and reorganise operational staff to generate, share, apply and disseminate the knowledge the Bank garners through its lending operations and global engagement. The second step was the development of a new, more evidence- and context-based approach to country engagement (i.e. a more knowledge-intensive approach). New analytical tools such as the Systematic Country Diagnostic and the Country Partnership Framework have driven this approach.

Bank knowledge takes different forms including explicit or implicit, local or global, or using explorative or exploitative approaches, and is generated by different organisational units, including operations, research departments and the evaluation office. Funding for knowledge also comes from different sources. Some funding is a residual in the current budget (e.g. once mandatory budget coefficients for supervision have been applied); some comes from external sources through trust funds or reimbursable advisory services, etc. Overall, while recognised as a mission-critical asset, knowledge-related costs are not yet as transparently and rigorously managed as lending or the administrative budget. This is an area that deserves more attention in the Bank, and which is critical for ensuring the Bank's continued role as a knowledge institution.

EFFECTIVENESS

Are the World Bank's systems, planning and operations fit for purpose? Are they geared in terms of operations to deliver on their mandate?

Overall, the Bank's systems, planning and operations are fit for purpose and enable the effective delivery of its mandate, with some room for improvement in specific areas. The Bank has a very strong internal control and accountability architecture, and practices a systematic and rigorous approach to risk management. A variety of units, processes and tools support risk management and control throughout the Bank. These are sometimes considered too heavy and bureaucratic, and cause delays in implementation, but the trade-off benefits are the Bank's consistent AAA rating and the trust of its member countries and partners, which it earns partly due to the rigorous control environment.

Country engagement remains the core focus of the Bank's work, and it is clear that the Bank maintains strong and collaborative relationships with its clients. This has been enhanced further by the recent reform process, which has resulted in the development of a renewed approach to country engagement that promises to be more evidence-based, selective and responsive to client needs. Numerous provisions for the use of country systems for a number of processes, alongside the introduction of a modernised procurement framework that provides ample scope for hands-on assistance to national authorities, indicate a mature approach to partnership. Client surveys clearly suggest that the Bank is highly valued as a long-term development partner.

The Bank's systems for monitoring and measuring the effectiveness of its interventions have been highlighted as an area in need of improvement. Despite a strong corporate commitment to results-based management, the evidence reviewed indicates that current systems for monitoring performance, which depend heavily on data generated at the project level, are not producing data of a sufficient quality or reliability to enable the rigorous scrutiny of performance. It was also found that the systems in place are not supported by the behaviours required to facilitate the identification and internalisation of lessons learned, or to permit course adjustments when interventions are found to be performing poorly. This is an area requiring attention for the future.

The Bank's operations in situations of fragility, conflict and violence are an area that needs more attention. Further efforts are needed to develop an appropriate delivery framework, a clear strategic approach, and the operational tools necessary to ensure relevance in fragile and conflict-affected situations. The establishment of the Fragility, Conflict and Violence Cross-Cutting Solution Area represents a step in the right direction, but more strategic and operational guidance should be put in place. Reporting on results in gender and climate change and environmental sustainability should also be strengthened.

The transformational change implied by the recently undertaken reforms requires more co-operation across the Bank's different units, as well as new and constantly evolving external partnerships including across the World Bank Group. While a partnership approach is now well developed at the country level with national partners, there remains room for improvement in other types of partnerships. Consistent collaboration between the different institutions of the World Bank Group is gradually being strengthened, but needs continuous attention. There is also a further need to ensure that partnership programmes and trust funds contribute in a tangible manner to corporate objectives, and align with priorities at the country level. A new framework for engaging in partnerships aims to address these challenges, and "Working as One World Bank Group" is a key focus of the strategy.

IMPACT/SUSTAINABILITY

Is the World Bank delivering and demonstrating relevant and sustainable results in a cost-efficient way?

The Bank's largely demand-driven business model implies a degree of built-in relevance to national priorities, enhanced through the Systematic Country Diagnostics (SCDs). These are prepared in close consultation with national authorities and other stakeholders. The SCDs also constitute the backbone of consultations to focus the joint efforts towards achieving the global goals of ending absolute poverty and boosting shared prosperity in a sustainable manner. The process of preparing the SCDs in itself helps ensure relevance in that inputs and feedback from country partners and citizens are expected to inform SCD's assessment of a country's development constraints and opportunities. Systematic Country Diagnostic teams can achieve this through two possible avenues. First, it is recommended that they collaborate or work jointly with government teams, think tanks, the private sector and civil society. Second, they are encouraged to elicit public input regarding citizens' priorities and preferences through consultations with various stakeholders such as civil society and private sector organisations. The process of engagement is also likely to enhance the probability of sustainable results because Systematic Country Diagnostics seek to be inputs into an organic engagement with clients, rather than being prescriptive and offering impractical "first-best" solutions.

The World Bank clearly has processes to ensure relevance and sustainably in place. These have recently been revamped, which provides some indication that past processes were not achieving expected results. These new processes, however, have only been in place for a short time, and thus a full assessment of results is not yet possible. Furthermore, an assessment of relevance based on the Bank's own performance measurement systems is challenged by the fact that "relevance" is subsumed within the Independent Evaluation Group's composite indicators for deducing project outcome ratings. Relevance is considered as part of "Bank Performance in Ensuring Quality at Entry", a composite indicator that considers relevance of design alongside other factors such as the quality of monitoring and evaluation (M&E) frameworks, risk assessment, and underlying analytical documentation. The latest scorecards indicate that 73% of the Bank's commitments scored favourably in this respect — below, but arguably on tract towards, the corporate target of 80% by 2017.

The Bank shows strong performance in terms of its interventions meeting the stated objectives. However, its own reporting indicates that performance is uneven across regions and global practice groups.

The Bank's reporting contains little aggregate information on the sustainability of interventions. Although Tier 2 of the Scorecards does contain some indicators relating to "sustainability and resilience", this is interpreted as "countries with strengthened public management systems", and the lack of targets for this indicator makes an assessment of performance against expectations challenging. However some of the evaluative evidence reviewed does indicate that the sustainability of development results is in some instances threatened by uncertain financial sustainability and institutional weakness in partner countries.

3.2 THE PERFORMANCE JOURNEY OF THE ORGANISATION

The overall conclusion of this 2016 MOPAN 3.0 assessment is that the World Bank is a mature and well performing organisation and that is able to anticipate and adjust to a changing world. Its internal structures, processes and procedures support the efficient and effective delivery of services in line with the organisation's mandate.

Against the 12 MOPAN key performance indicators (KPIs) the World Bank has achieved in 2016 either a Highly Satisfactory rating (7 KPIs) or Satisfactory rating (5 KPIs). Most KPIs rated satisfactory relate to the performance area of results, or to measuring results, and to some extent these ratings are due to the difficulty of obtaining evidence of certain aspects of the results dimension. Scores in these KPIs were generally at the upper end of the satisfactory rating scale, indicating a strong performance overall and the potential for a higher rating if more attention is devoted to these areas. The survey results indicate a very high level of stakeholder satisfaction with the Bank's performance, with most areas rated as very positive.

The MOPAN 3.0 methodology has evolved significantly since MOPAN last assessed the World Bank 2012. It is not therefore feasible to provide a direct comparison. Nonetheless, it is possible, on the basis of the analysis presented here, to identify some areas of progression since 2012. The 2012 assessment was well received by Bank management and echoed a number of the Bank's own concerns. Commitment was given to address these. To chart this trajectory see Tables 2 and 3 below. Table 2 summarises key strengths and areas for improvement identified by the MOPAN assessment in 2012. It highlights those aspects on which Bank management agreed and on which it was initiating action. Table 3 presents some key recommendations from an earlier MOPAN assessment in 2009 because they are relevant for the 2016 MOPAN assessment.

Table 2: Summary of strengths and areas for improvement from the MOPAN 2012 assessment

Strengths in 2012
Global role as a provider of knowledge
Convening power to develop and maintain global development partnerships
Overall effectiveness and efficiency and strong control environment
Leadership on global "managing for results" agenda
Areas for improvement in 2012
Better presentation of the results chain in the Bank's Scorecard
Simplifying procedures and bureaucratic processes
Results-based budgeting – linking expenditures or disbursements to reported results
Delegation of decision-making authority

Table 3: Areas for improvement from the MOPAN 2009 assessment

Key areas for improvement in 2009
• Enhancing the strategic focus on gender equality
• Enhancing the simplicity and flexibility of procedures
• Strengthen focus on knowledge, including through adjustment to the matrix structure
• Enhance decentralisation and devolution of authority

It is evident from the MOPAN 2016 assessment that the Bank is committed to continuous organisational improvement, is open to self-assessment and introspection, and is willing to address identified weaknesses. The Bank has responded to areas previously identified as needing improvement, and has introduced a range of measures to further increase its already strong operational efficiency, effectiveness and relevance. Clearly some areas of change need a longer time frame to fully embed and produce tangible results, and the Bank deserves acknowledgement for its persistence and resolve, as evidenced by the current structural changes. The 2009 MOPAN assessment highlighted the basis for some of these changes. Thus the Bank has not shied away from major reforms and organisational change seems a permanent feature of the organisation.

However the current ambitious change and reform programme, not unsurprisingly, has sparked reactions from staff ranging from support and agreement to apprehension and doubt. The Bank has created a number of communication mechanisms to provide staff the opportunity to raise questions and voice anxieties. But a level of anxiety amongst staff remains and needs to be addressed. At the headquarters level, a process of physical reorganisation is underway that is intended to facility the flow of information and knowledge, but which potentially could also affect staff morale, satisfaction and engagement.

Ongoing course adjustments have been a necessary and positive feature of the reforms. For example, the Global Practices structural reform initiative was initially perceived as disruptive, in particular at headquarters. Recent adjustments could be viewed as a return to a familiar structural matrix model, and represent an incremental change approach rather than a significant and potentially jarring change. These adjustments seem to have somewhat alleviated staff apprehensions.

The full delivery of the Bank's planned work and lending programmes during the reform period is a significant achievement, indicating a resilient and mature organisation. Furthermore, when the reforms are fully implemented and the effects begin to kick in, it is expected that the Bank will be even better equipped to face immediate and medium-term challenges and opportunities. Those immediate challenges include ensuring relevance of the Bank's work in middle-income countries and ensuring effective operations in situations of fragility, conflict and violence. A growing share of Bank resources is going to these situations of fragility, conflict and violence, changing the Bank's risk profile. This means that the Bank needs to devote great attention to the trade-off between flexibility and speed on the one hand, and control and accountability on the other. The Bank's relevance will also depend on how it balances its roles as a Bank providing financial resources and as a knowledge institution. To ensure maximum effectiveness, flexibility of resources becomes paramount and the Bank needs an adequate volume of non-earmarked resources to fully meet the high expectations of its diverse member countries and partners.

This MOPAN 2016 assessment finds that, notwithstanding the different methodology applied, there is continuity in several strengths of the Bank (see Table 4) identified by the earlier MOPAN assessments.

Key among these is the role the Bank plays in the global architecture providing funding, knowledge and leadership in a number of shifting areas. The Bank also continues to be appreciated for the overall efficiency and effectiveness of its interventions and organisational performance. The areas where performance could be strengthened and improved (see Table 5) include i) situations in fragility, conflict and violence, ii) knowledge management, iii) partnerships, iv) and the measurement and reporting of results.

Table 4: Strengths identified in 2016

Strengths
• **Unparalleled global reach and financial resources** – The Bank is one of the most well-established and influential actors in the development field. It is widely regarded as a long-term development partner by the countries with which it engages, and its flagship knowledge products, such as the World Development Reports and the Doing Business Reports, are acknowledged internationally as first-class sources of development data and knowledge.
• **Strong country level engagement** – A demand-driven model, which helps to ensure relevance at the country level, has been complemented by the introduction of tools to promote heightened selectivity in engagement at the country level, which remains the primary focus of the Bank's operating model.
• **Ability to anticipate and adjust to a changing global environment** – The Bank's strategy is based on an in-depth analysis of changes in the international development landscape, and their bearing on the role of the Bank. It identifies a clear strategic vision to reposition the Bank in light of these changes, based on a sound articulation of its comparative advantages and which emphasise the complimentary deployment of financial resources and institutional expertise to achieve maximum effectiveness.
• **Robust oversight, accountability and due diligence structure** – The Bank has an extremely robust oversight and accountability architecture, comprising a number of dedicated units that oversee financial integrity, compliance with social and environmental safeguards, risk, governance and internal processes, and contribution to development results.

Table 5: Areas identified for improvement and/or attention in 2016

Areas for improvement
• **Further developing the organisational structures for operations in situations of fragility, conflict and violence** – Fragility, Conflict and Violence is emerging as a priority agenda, and this will need to be complimented by a clear strategic and operational approach to effective engagement in these situations, drawing on the Bank's significant track record of engagement in fragile and conflict-affected states.
• **Generating, sharing, using and disseminating knowledge effectively** – The Bank's strategy clearly articulates the centrality of knowledge production and utilisation, but the evidence reviewed indicates that historically this has been somewhat under-prioritised in favour of lending operations. Getting the balance between knowledge and funding right, and packaging them in the right combination, remain the Bank's key challenge and opportunity. This also includes the need to continue investing in the creation of a learning culture within the organisation, so that staff are better placed to learn from operational performance to optimise future delivery.
• **Transparent and rigorous planning and budgeting for knowledge management:** Evidence suggests that planning and budgeting frameworks for knowledge generation and management are more ad hoc than for lending, yet there is a need for strong strategic management of this key resource.
• **Firming up the framework for working in partnerships** – While partnerships are considered essential to the realisation of the twin goals, the Bank's approach to working in partnerships has been assessed as ad hoc, and is currently under review. More selective engagement in partnerships is needed to ensure that they both align with the Bank's country programmes and contribute to the twin goals.
• **Speed of implementation** – The Bank and its partners recognise this as an area in need of improvement. A simplification agenda is underway to reduce the procedural complexity of the Bank's operations. A landmark achievement in this regard has been the introduction of a new framework for procurement in 2016, which demonstrates significant potential for increasing the efficiency of operations.
• **Strengthening results and performance reporting** remains essential. While it is clear that the Bank has made commendable efforts in enhancing its results focus, it is important that M&E frameworks at the project and country level continue to be strengthened, as these provide the foundation of wider reporting. There is also a need to strengthen accountability for cross-cutting issues, particularly in terms of reporting on results in gender and climate change. Currently, the corporate scorecard only provides a view of the Bank's performance as a whole, without defining the performance of individual global practices or cross cutting solution areas.

4. ANNEXES

1. Detailed scoring and rating on KPIs and MIs for World Bank
2. List of documents analysed for World Bank
3. Process map of the MOPAN 3.0 assessment of World Bank
4. Results of the MOPAN survey of World Bank Partners

Annex 1: Detailed scoring and rating on KPIs and MIs for The World Bank

The Scoring and Rating was agreed by MOPAN members in May 2016.

Scoring

For KPIs 1-8: The approach **scores** each Micro Indicator per element, on the basis of the extent to which an organisation implements the element, on a range of 1-4. Thus:

Score per element	Descriptor
0	Element is not present
1	Element is present, but not implemented/implemented in zero cases
2	Element is partially implemented/implemented in some cases
3	Element is substantially implemented/implemented in majority of cases
4	Element is fully implemented/implemented in all cases

For KPIs 9-12: An adapted version of the scoring system for the OECD DAC's Development Effectiveness Review is applied. This also **scores** each Micro Indicator on a range of 0-4. Specific descriptors are applied per score.

Score per element	Descriptor
0	Not addressed
1	Highly unsatisfactory
2	Unsatisfactory
3	Satisfactory
4	Highly satisfactory

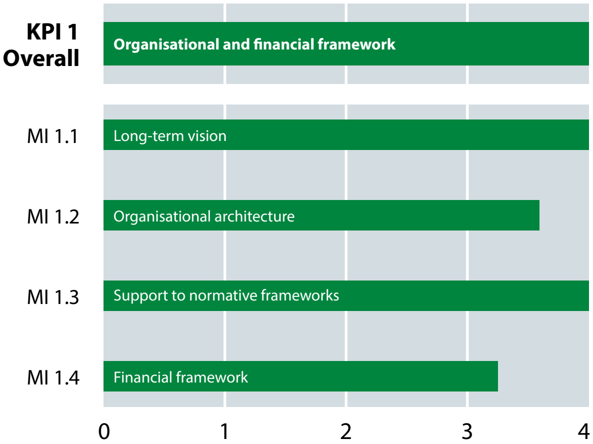
Rating

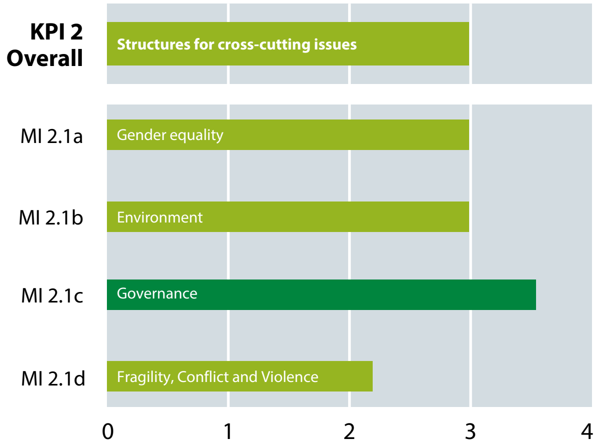
Taking the average of the constituent scores per element, an overall **rating** is then calculated per MI/KPI. The ratings scale applied is as follows:

Rating	Descriptor
3.01-4	Highly satisfactory
2.01-3	Satisfactory
1.01-2	Unsatisfactory
0-1	Highly unsatisfactory

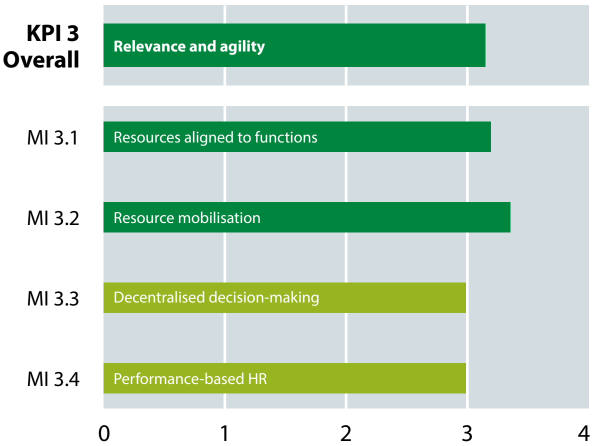
MOPAN scoring summary

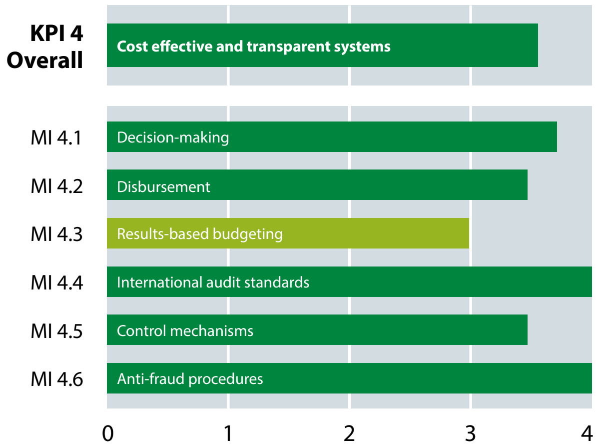
PERFORMANCE AREA: STRATEGIC MANAGEMENT



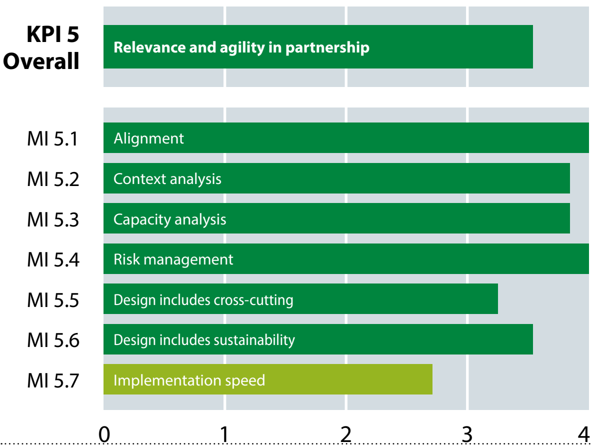


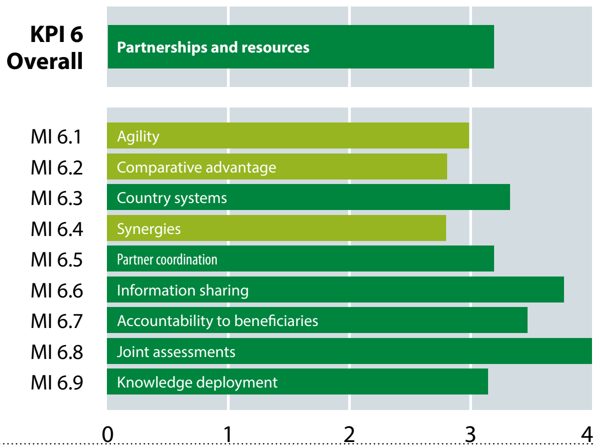
PERFORMANCE AREA: OPERATIONAL MANAGEMENT





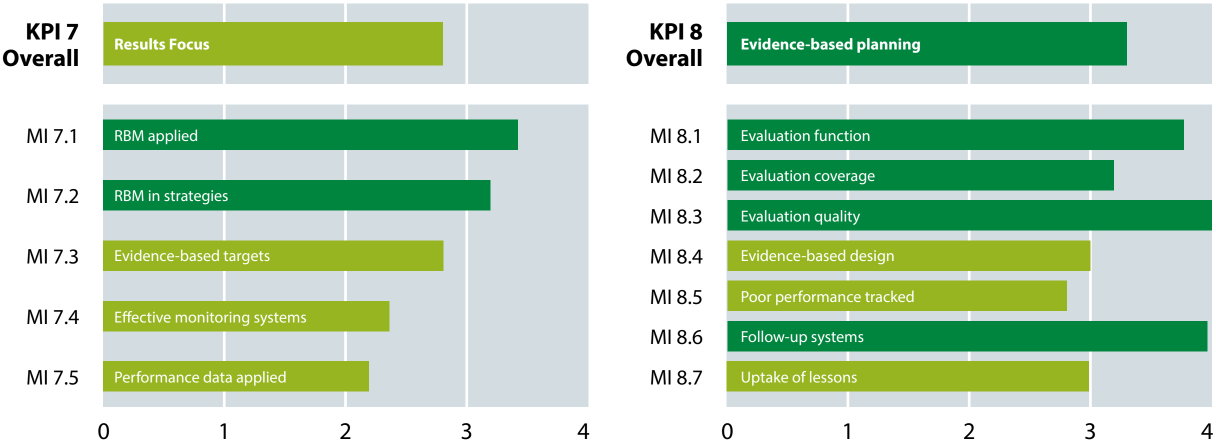
PERFORMANCE AREA: RELATIONSHIP MANAGEMENT



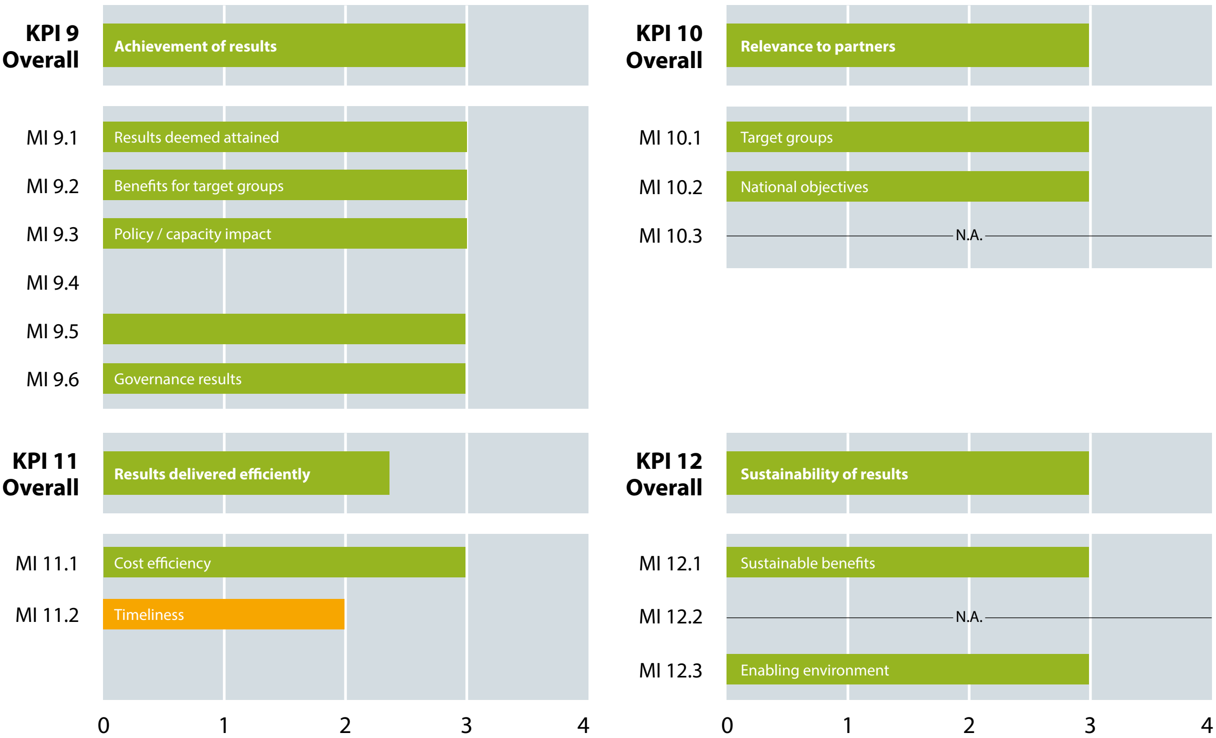


MOPAN scoring summary

PERFORMANCE AREA: PERFORMANCE MANAGEMENT



PERFORMANCE AREA: RESULTS



SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)

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Performance Area: Strategic Management

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities

KPI 1: Organisational architecture and financial framework enables mandate implementation and achievement of expected results			
Overall KPI Score	**3.75**	**Overall KPI Rating**	**Highly satisfactory**

MI 1.1: Strategic plan and intended results based on a clear long term vision and analysis of comparative advantage

Element	Score	Narrative	Source Documents
Element 1: The Strategic Plan (or equivalent) contains a long term vision	4	The World Bank Group's (WBG) 2013 Strategic Plan articulates a set of organisational outcomes that are expected to enable the realisation of twin-overarching development goals; ending extreme poverty by 2030 and enhancing shared prosperity for the poorest 40% in developing countries. The WBG's comparative advantage is identified as its capacity to combine knowledge/expertise and financial resources, as well as its global reach. Intended results are identified in International Development Association's (IDA) Results Measurement System and in the Corporate Scorecard. This serves as an integrated results and performance framework which aggregates the contributions of the Bank, IFC and MIGA. It is the apex from which indicators cascade into the individual monitoring frameworks of the three institutions, and the departments within them. Progress in implementing the Strategic Plan is reviewed regularly, at annual sessions as well as more frequently during General Business Reviews. A 'forward look' initiative has recently been established to ensure the WBG's continued relevance in the face of emerging development challenges.	1, 2, 3, 4, 5, 10, 11, 17, 18, 23, 24, 29, 30, 33, 34, 39, 40, 41, 45, 78-87
Element 2: The vision is based on a clear analysis and articulation of comparative advantage	4		
Element 3: A strategic plan operationalizes the vision, including defining intended results	4		
Element 4: The Strategic Plan is reviewed regularly to ensure continued relevance	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		High confidence

MI 1.2: Organisational architecture congruent with a clear long term vision and associated operating model

<table>
<tr><th>Element</th><th>Score</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Element 1: The organisational architecture is congruent with the strategic plan</td><td>4</td><td rowspan="4">The World Bank has recently undergone a broad process of internal reforms designed to facilitate delivery of the strategy. This has entailed the re-organisation of technical staff into fourteen ‘Global Practices’ and five ‘Cross-Cutting Solutions Areas’. The establishment of the Global Practices is intended to facilitate the exchange and flow of technical knowledge across the various geographical regions in which the Bank operates. The plan also places emphasis on “Working as One World Bank Group”, identifying cooperation among the different institutions as a key priority. The corporate scorecard tracks three indicators relating to “Working as One”. These point to areas needing some improvement:
Share of Country Partnership Frameworks that have at least one joint objective in the results matrix (Achieved 2016: 100%)
Staff time across Global Practices/Cross-Cutting Solution Areas (Achieved 2016: 10.6%)
Staff perception of World Bank Group collaboration (Achieved 2016: 27%)
The World Bank has also recently introduced a new approach to country engagement, which remains at the core of the organisation’s operating model. The new approach is premised the preliminary conduct of Systematic Country Diagnostics, which are anticipated to enable the Bank to exercise greater selectivity in its engagements. Results are generated at country level, with all projects and Country Partnership Frameworks including results framework, which feeds in to corporate reporting.</td><td rowspan="4">1, 2, 3, 4, 10, 13, 16, 25, 26, 28, 29, 33, 34, 39, 47</td></tr>
<tr><td>Element 2: The operating model supports implementation of the strategic plan</td><td>4</td></tr>
<tr><td>Element 3: The operating model is reviewed regularly to ensure continued relevance</td><td>4</td></tr>
<tr><td>Element 4: The operating model allows for strong cooperation across the organisation and with other agencies</td><td>2</td></tr>
</table>

Element 5: The operating model clearly delineates responsibilities for results	4	Evidence gathered during interviews indicates that these reforms have been challenging internally, and that, not surprisingly, course adjustments have been necessary. These have included the re-organisation of the Global Practices into three clusters; 'Human Development', 'Sustainable Development' and 'Equitable Growth, Finance and Institutions'. It Is also understood that two of the Cross-Cutting Solutions Areas (Public Private Partnerships and Jobs) have been incorporated into the Global Practices structure. However, it seems that the new architecture is now 'bedding in', and lending volumes have not been negatively affected by the reform process.	
Overall Score:	3.6		
Overall Rating	Highly satisfactory		High confidence

MI 1.3: Strategic plan supports the implementation of wider normative frameworks and associated results (i.e. the quadrennial comprehensive policy review (QCPR), replenishment commitments, or other resource and results reviews)

<table>
<tr><th>Element</th><th>Score</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Element 1: The strategic plan is aligned to wider normative frameworks and associated results</td><td>4</td><td rowspan="7">IDA 17 replenishment commitments clearly respond to wider normative frameworks in several areas, including climate change, financial sector standards, heath, food security, anti-corruption and data and transparency. Intended results in these areas are reflected in IDA’s Results Measurement System, and are regularly reported externally in the Corporate Scorecard and tracked and reported by the President’s Delivery Unit. As with most of the Bank’s work, results are generated at the country level.

The President’s Delivery Unit tracks results registered against a number of Global Commitments. These include:
Fragile and Conflict Situations: Increasing IFC investment in fragile states
Capital mobilisation: Attracting external funds for development projects
Pandemic disease: Channelling resources to countries affected by Ebola
Climate Change: Increasing Climate Financing
Universal Financial Access: Enable access to transaction account
Special themes suggested for IDA 18 include gender, fragile states, jobs and economic transformation, governance and institutions, thus ensuring corporate focus on these issues.

The World Bank Group also participates in a number of other global engagements (including support to the Sustainable Development Goals), but the evidence reviewed points to the need to apply selectivity in this respect, through focusing on areas of comparative advantage and ensuring that engagements align with the Bank’s corporate goals.</td><td rowspan="6">1, 2, 3, 4, 10, 11, 16, 19, 23, 24, 29, 30, 31, 33, 34, 35, 39, 46</td></tr>
<tr><td>Element 2: The strategic plan includes clear results for normative frameworks</td><td>4</td></tr>
<tr><td>Element 3: A system to track results is in place and being applied</td><td>4</td></tr>
<tr><td>Element 3: Clear accountability is established for achievement of normative results</td><td>4</td></tr>
<tr><td>Element 4: Progress on implementation on an aggregated level is published at least annually</td><td>4</td></tr>
<tr><td>Overall Score:</td><td>4</td></tr>
<tr><td>Overall Rating:</td><td>Highly satisfactory</td><td>High confidence</td></tr>
</table>

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MI 1.4: Financial Framework (e.g. division between core and non-core resources) supports mandate implementation

Element	Score	Narrative	Source Documents
Element 1: Financial and budgetary planning ensures that all priority areas have adequate funding in the short term or are at least given clear priority in cases where funding is very limited	3	The IBRD and IDA have strong financial frameworks in place, underscored by their AAA ratings. However, the Bank's strategy recognises the need for a new framework for medium term financial sustainability to ensure that its resources are commensurate with the roles and responsibilities it carries out on behalf of the international community. This need comes in the face of increased demand straining existing resources, reluctance by some Middle Income Countries to 'subsidise' Lower Income Countries through IDA transfers, and questions regarding the adequacy of existing financing instruments to an increasingly diverse set of clients. The World Bank's administrative budget is publically available, and indicative lending envelopes are specified in Country Partnership Framework Documents. However, more information is needed regarding the Bank's trust fund portfolio. The World Bank's financial framework is frequently reviewed by governing bodies, and accordingly, a series of financial reforms instigated in 2014 were geared to improve the Bank's margins for manoeuvre in the medium term while strengthening long-term financial sustainability. Earmarked funding is provided through trust funds, constitute a sizeable and growing share of the WBG's portfolio. The Bank's approach to Trust Funds is undergoing review, as concerns were raised by the Independent Evaluation Group in an evaluation on working in partnerships regarding the need for selectivity in this area as well as clear procedures for ensuring accountability and transparency.	1, 3, 4, 8, 10, 11, 12, 16, 18, 20, 23, 25, 26, 29, 30, 31, 34, 39, 40, 41, 43, 44, 45, 78-87
Element 2: A single integrated budgetary framework ensures transparency	2		
Element 3: The financial framework is reviewed regularly by the governing bodies	4		
Element 4: Funding windows or other incentives in place to encourage donors to provide more flexible/un-earmarked funding at global and country levels	4		
Element 5: Policies/measures are in place to ensure that earmarked funds are targeted at priority areas	4		
Overall Score:	3.4		
Overall Rating:	Highly satisfactory		High confidence

KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels			
Overall KPI Rating	**2.98**	**Overall KPI**	**Satisfactory**

Multilateral Organisation Performance Assessment Network

MI 2.1: Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for cross-cutting issues.

a) Gender equality and the empowerment of women

Element	Score	Narrative	Source Documents
Element 1: Dedicated policy statement on gender equality available and showing evidence of use	3	While highlighting the importance of gender at several points, the WBG strategy does not, however, provide a detailed indication of how gender will be addressed across interventions. However, gender equality is clearly central to the Bank's twin goals, and there is a strong and long standing commitment to integrating gender across the Bank's portfolio. A 2016 Gender Strategy outlines the support that the WBG will give to client countries, and focuses on four objectives. The strategy includes a detailed results framework with associated outputs, indicators and targets. As part of the structural reform process, a Gender Cross-Cutting Solution Area was established to lead and support efforts to further integrate gender dimensions in Bank operations. A number of Regional Gender Labs have also been established to provide additional support. These structures are responsible for policy-setting, target-setting, skills-development and training. Accountability for gender appears somewhat limited, with the 2015 Results and Assessment report having indicated that "the monitoring and evaluation frameworks of operations and country strategies do not adequately measure and report on gender results". At the corporate level, the scorecards track the percentage of projects with gender informed analyses, action and monitoring. The latest (April 2016) scorecards indicate that this figure sits at 50%. Scorecards also track the percentage of projects reporting on gender results. The latest scorecard indicates that this figure is 70%. It is expected that with the continued roll-out of the new approach to country engagement, this will increase. Concerns have been raised in a 2013 evaluation by the Independent Evaluation Group regarding the Bank's support to addressing gender inequalities and gender-based violence in fragile and conflict affected states. As of April 2016, 43% of interventions in fragile and conflict affected states included gender informed analyses, action and monitoring, according the latest iteration of the Corporate Scorecards.	1, 2, 3, 4, 5, 8, 10, 13, 14, 16, 23, 24, 37, 38, 39, 42, 44, 45, 53, 63
Element 2: Gender equality indicators and targets fully integrated into the organisation's strategic plan and corporate objectives	3		
Element 3: Accountability systems (including corporate reporting and evaluation) reflect gender equality indicators and targets	3		
Element 4: Gender screening checklists or similar tools used for all new intervention	2		
Element 5: Human and financial resources (exceeding benchmarks) are available to address gender issues	4		
Element 6: Capacity development of staff on gender is underway or has been conducted	NE		
Overall Score	3		
Overall Rating:	Satisfactory		High confidence

b) Environmental Sustainability and Climate Change

<table>
<tr><th>Element</th><th>Score</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Element 1: Dedicated policy statement on environmental sustainability and climate change available and showing evidence of use</td><td>3</td><td rowspan="8">There is a clear corporate commitment to environmental sustainability and climate change, with the climate change Cross Cutting Solution Area established as part of the reform process. Climate change is also included as a key focus area in IDA17's Results Measurement System, and a 'Climate Change Action Plan' has recently been produced. The evidence suggests, therefore, that suitable policy architecture is in place.

A major step was taken in April 2016, with the unveiling of the new "Climate Change Action Plan" which outlines a series of "concrete actions to help countries and companies address current and future climate risks and opportunities, and describes how the World Bank Group will build on its comparative advantage, scale up climate action, integrate climate change across its operations, and better work with others."

The corporate scorecards and the President's Delivery Unit report on indicators related to environmental sustainability and climate change, and this is also included in all Memoranda of Understanding between management and staff. However, some climate-related indicators on the corporate scorecard are yet to be determined or reported against.

A strong environmental safeguards framework ensures that all prospective projects supported by the Bank undergo environmental assessments carried out by the borrower. A range of tools are available for this, and preliminary environmental screening is carried out to determine the "appropriate extent and type of environmental assessment." Projects which are deemed as likely to have a "significant" adverse environmental impact are subjected to full Environmental Impact Assessments. The Independent Inspection Panel serves as mechanism for ensuring that guidelines are followed and redress when these safeguards are not followed.

The Bank has also assumed a leading role in the development of innovative, climate-related financing mechanism, including green bonds and carbon financing.</td><td rowspan="7">1, 2, 3, 4, 5, 8, 10, 11, 14, 16, 18, 19, 23, 30, 33, 34, 40, 43</td></tr>
<tr><td>Element 2: Environmental sustainability and climate change indicators and targets fully integrated into the organisation's strategic plan and corporate objectives</td><td>2</td></tr>
<tr><td>Element 3: Accountability systems (including corporate reporting and evaluation) reflect environmental sustainability and climate change indicators and targets</td><td>2</td></tr>
<tr><td>Element 4: Environmental screening checklists or similar tools used for all new intervention</td><td>4</td></tr>
<tr><td>Element 5: Human and financial resources (exceeding benchmarks) are available to address environmental sustainability and climate change issues</td><td>4</td></tr>
<tr><td>Element 6: Capacity development of staff on environmental sustainability and climate change is underway or has been conducted</td><td>NE</td></tr>
<tr><td>Overall Score:</td><td>3</td></tr>
<tr><td>Overall Rating:</td><td>Satisfactory</td><td>High confidence</td></tr>
</table>

c) *Good governance (peaceful and inclusive societies for sustainable development, reduced inequality, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)*

<table>
<tr><th>Element</th><th>Score</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Element 1: Dedicated policy statement on good governance available and showing evidence of use</td><td>3</td><td rowspan="8">While no dedicated policy statement on good governance has been found, the WBG strategy demonstrates acknowledgement of the centrality of good governance to the achievement of the twin goals. The evidence suggests, therefore, that suitable policy architecture is in place.

‘Governance’ has been established as a Global Practice, and is currently the largest Global Practice in the WBG, comprising over 750 staff in more than 100 countries, providing “lending, fiduciary, knowledge, advisory and technical assistance services”.

All interventions require prior assessments of the borrowers’ capacity to implement projects, and two of the Bank’s lending instruments – Development Policy Financing and Programme for Results Financing – are geared towards supporting partner states’ development programmes and policies, and provide a flexible route through which support to governance reforms may be channelled.

Governance dimensions are taken into account in the preparation of new Country Partnership Frameworks, primarily through the Systematic Country Diagnostic tool, and a number of governance-related indicators are tracked through the corporate scorecards and IDA’s Results Measurement System and also inform the Performance Based Allocation System.</td><td rowspan="7">1, 3, 5, 8, 10, 14, 40, 42, 45</td></tr>
<tr><td>Element 2: Good governance indicators and targets fully integrated into the organisation’s strategic plan and corporate objectives</td><td>3</td></tr>
<tr><td>Element 3: Accountability systems (including corporate reporting and evaluation) reflect good governance indicators and targets</td><td>4</td></tr>
<tr><td>Element 4: Good governance screening checklists or similar tools used for all new intervention</td><td>4</td></tr>
<tr><td>Element 5: Human and financial resources (exceeding benchmarks) are available to address good governance issues</td><td>4</td></tr>
<tr><td>Element 6: Capacity development of staff on good governance and climate change is underway or has been conducted</td><td>NE</td></tr>
<tr><td>Overall Score:</td><td>3.6</td></tr>
<tr><td>Overall Rating:</td><td>Highly satisfactory</td><td>High confidence</td></tr>
</table>

d) Any other cross-cutting issues included in organisational mandates/commitments (Fragility, Conflict and Violence)

<table>
<tr><th>Element</th><th>Score</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Element 1: Dedicated policy statement on Fragility, Conflict and Violence, cross-cutting issues available and showing evidence of use</td><td>2</td><td rowspan="4">The World Bank is present in a large number of Fragile and Conflict Affected States, which present a unique set of operational risks and challenges. As such, fragility, conflict and violence has emerged as a key strategic priority for the Bank, and has been established as a Cross-Cutting Solution Area. Although no explicit policy statement guiding the Bank's approach to fragility, conflict and violence has been produced the Bank has a long standing experience and a wealth of knowledge which as guided the evolution of it approach in this field.

The strategic focus on fragility, conflict and violence is reflected in the World Bank Group's results architecture, and results in fragile states are reported separately in the corporate scorecards. Two major evaluations of the Bank's engagement in fragile states have also been recently produced by the Independent evaluation group. The 2016 evaluation indicated that weak monitoring and evaluation frameworks "undermined the assessment of results in many of the cases observed, and diminished the learning potential from the projects even where they were designed as pilots.

Analytical tools, including fragility analyses and conflict filters, have been developed for engagement in fragile states, but a 2016 evaluation by the Independent Evaluation Group found that their application was optional and "not the norm" in the countries reviewed.

The two evaluations by the Independent Evaluation Group raised a number of important concerns regarding the Bank's engagement in situations of fragility, conflict and violence. These included:
Insufficient resource allocation to fragile and conflict affected states. The 2016 evaluation, for example, found that "institutional and staff incentives for engagement in conflict situations and risk-taking seem to be lagging behind the spirit of its strategic approach to fragility,</td><td rowspan="4">1, 3, 5, 8, 10, 14, 40, 42, 45</td></tr>
<tr><td>Element 2: Fragility, Conflict and Violence indicators and targets fully integrated into the organisation's strategic plan and corporate objectives</td><td>3</td></tr>
<tr><td>Element 3: Accountability systems (including corporate reporting and evaluation) reflect Fragility, Conflict and Violence indicators and targets</td><td>3</td></tr>
<tr><td>Element 4: Fragility, Conflict and Violence screening checklists or similar tools used for all new intervention</td><td>2</td></tr>
</table>

Element 5: Human and financial resources (exceeding benchmarks) are available to address Fragility, Conflict and Violence issues	2	conflict and violence…" • **Limited operational instruments for engagement.** The 2016 evaluation found that "operational response was often constrained by the limited choice of instruments at its disposal and depended to a large extent on donor financing and presence of large multi-donor trust funds (2016). • **Poor approach to partnerships in fragile states:** The 2016 evaluation found that the Bank's approach to engagement in fragile states did not encourage building partnerships "because of perceived high transaction costs, lack of strong staff incentives, incompatibility of the fiduciary and legal frameworks, and competition for influence and limited donor resources. A regional fragility hub has been established in Nairobi to provide operational support to engagements in fragile state, and to provide capacity development and technical assistance to country teams as needed.	
Element 6: Capacity development of staff on Fragility, Conflict and Violence is underway or has been conducted	2		
Overall Score:	2.33		
Overall Rating:	Satisfactory		High confidence

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Performance Area: Operational Management

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability

KPI 3: Operating model and human/financial resources support relevance and agility			
Overall KPI Rating	**3.59**	**Overall KPI**	**Highly Satisfactory**

MI 3.1: Organisational structures and staffing ensure that human and financial resources are continuously aligned and adjusted to key functions

Element	Score	Narrative	Source Documents
Element 1: Organisational structure is aligned with, or being reorganized to fit the requirements of, the current Strategic Plan	4	The WBG is engaged in an ongoing process of organisational reform to align its structures with the requirements of the strategic plan. As well as the new organisational architecture which organises operational staff across GPs and CCSAs, budgeting and strategic planning reforms are being carried out to align human and financial resources with their new functions. The 'W' process has been introduced as a means of allocating administrative/operational financial resources in accordance with strategic priorities across the organisation, and the new model of country engagement provides the framework for selectivity in lending. The main area of concern raised during interviews relates to knowledge work. Concerns here relate to funding, as fixed lending coefficients for administrative budgets purportedly lead to knowledge work being funded by residual budgets. And despite efforts to attract external funding for advisory and analytical services; the latest corporate scorecards indicate that this has decreased from USD 156 million in FY13 to USD 82.9 million in FY16Q2. This represents a potentially serious issue, given that the WBG has identified its comparative advantage as its capacity to combine knowledge and financial resources.	2, 3, 4, 14, 16, 17, 18, 26, 28, 29, 30, 31, 38, 41, 45, 64, 74
Element 2: Staffing is aligned with, or being reorganized to, requirements set out in the current Strategic Plan,	3		
Element 3: Resource allocations across functions are aligned to current organisational priorities and goals, as set out in the current Strategic Plan	3		

Element 4: Internal restructuring exercises have a clear purpose and intent, aligned to the priorities of the current Strategic Plan	3	Interviews furthermore revealed a perception that decreasing analytical work is jeopardizing the theoretical underpinnings of interventions. Concerns were raised in interviews about the current staffing structure, as currently 7,000 out of 12,000 staff are in operations and 35-40% of staff are field based (document 74), despite country engagement being the primary focus of the Banks work. A strategic staffing exercise has been initiated to identify the optimum proportion of operational staff. The Internal Audit Vice Presidency has identified the need for the Bank to upgrade its IT infrastructure to facilitate connectivity and knowledge flows.	
Overall Score:	3.25		
Overall Rating:	Highly Satisfactory		High confidence

MI 3.2: Resource mobilisation efforts consistent with the core mandate and strategic priorities

Element	Score	Narrative	Source Documents
Element 1: Resource mobilization strategy/case for support explicitly aligned to current strategic plan	2	The IBRD and IDA have distinctive funding models, with IBRD loans financed through equity and borrowings in the international capital markets, and IDA still financed largely through contributions from developed and middle income countries, despite efforts to engage more widely with new donors and donor groupings. IDA's replenishment cycles are explicitly aligned to strategic objectives, and results are tracked through a dedicated RMS. The strategy calls for an increase in IBRD's lending capacity, and a series of reforms have been enacted to facilitate this. These have included an increase in the Single Borrower Limit for the Bank's largest and most creditworthy countries, lowering the minimum equity to loans ratio to 20% from 23% and conducting an expenditure review to identify savings that may increase lending capacity. The process to conduct a general capital increase is being initiated although it is uncertain when it may take effect. The current strategic plan places emphasis on diversifying the resource base of the Bank by "*crowding in private resources and fostering public-private partnerships*." The Bank has also led on the development of innovative financing products, including Green Bonds and enhanced collaboration with the IFC. The Bank also mobilises resources through trust funds, though an evaluative product by the Independent Evaluation Group on the challenges and opportunities to working in partnerships has suggested the need for heightened selectivity and transparency in this area to ensure alignment with strategic priorities and reduced aid fragmentation.	1, 2, 3, 4, 10, 11, 12, 16, 21, 23, 24, 25, 26, 30, 31, 34, 38, 72
Element 2: Resource mobilization strategy/case for support reflects recognition of need to diversify the funding base, particularly in relation to the private sector;	4		
Element 3: Resource mobilization strategy/case for support seeks multi-year funding within mandate and strategic priorities.	4		
Element 4: Resource mobilization strategy/case for support prioritises the raising of domestic resources from partner countries/institutions, aligned to goals and objectives of the Strategic Plan/relevant country plan	4		
Element 5: Resource mobilization strategy/case for support contains clear targets, monitoring and reporting mechanisms geared to the Strategic Plan or equivalent	3		
Overall Score:	3.4		
Overall Rating:	Highly satisfactory		High confidence

MI 3.3: Aid reallocation/programming decisions responsive to need and can be made at a decentralised level

<table>
<tr><th>Element</th><th>Score</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Element 1: An organisation-wide policy or guidelines exist which describe the delegation of decision-making authorities at different levels within the organisation</td><td>4</td><td rowspan="3">The Bank's Operations Manual establishes guidelines for the delegation of decision making, and country directors are accorded full discretion to allocate resources across budget lines after the supervision coefficient has been set.

All of the Bank's lending instruments include provisions for restructuring at the decentralised level. The Bank Policies governing investment policy financing and programme for results financing, for example, stipulate that "during implementation, the Bank and the borrower may agree to restructure the Project to strengthen its development effectiveness, modify its development objectives, improve Project performance, modify indicators, address risks and problems that have arisen during implementation, make appropriate use of undisbursed financing, cancel unwithdrawn amounts of the financing prior to the Closing Date, extend the Closing Date, or otherwise respond to changed circumstances."

Restructurings in investment policy financing and programme for results financing are categorised as "Level One" or "Level Two". Level One Restructurings are those which involve modifications of the original project development objectives or changes in safeguard category, and must be approved by Executive Directors. Management has the delegated authority to approve Level Two restructurings, which involve more minor modifications.

In terms of modifications to Country Partnership Frameworks, Performance and Learning Reviews provide the opportunity for both parties to the partnership to take stock of changes in the operating context and make strategic/programmatic adjustments as necessary.

However, recent Independent Evaluation Group reports (on "How the Bank Learns" and 2015 Results and Performance Report) have pointed to common institutional bottlenecks to project restructuring. Lessons from projects rated as 'unsatisfactory', for example, suggest that complex designs which engage multiple actors make restructuring more time consuming. Another evaluation found that information entered into the Bank's Implementation and Status Report is not "candid enough, and therefore restructuring does not always take</td><td rowspan="3">1, 2, 3, 14, 15, 17, 20, 36, 41, 53, 78-87</td></tr>
<tr><td>Element 2: (If the first criterion is met) The policy/guidelines or other documents provide evidence of a sufficient level of decision making autonomy available at the country level (or other decentralized level as appropriate) regarding aid reallocation/programming</td><td>4</td></tr>
<tr><td>Element 3: Evaluations or other reports contain evidence that reallocation / programming decisions have been made to positive effect at country or other local level, as appropriate</td><td>2</td></tr>
</table>

Element 4: The organisation has made efforts to improve or sustain the delegation of decision-making on aid allocation/programming to the country or other relevant levels	2	place when it should." (Documents 53 and 17) Efforts to resolve these bottlenecks have met with some success. For example, according to the IEG, "although restructuring of projects is generally perceived to be less problematic than it was, staff report that they are not always encouraged to acknowledge problems with projects. Furthermore, an IEG survey of Bank staff found that only 51% of respondents agreed or strongly agreed that current Bank procedures for project restructuring have supported course corrections. (Documents 54 and 17) The Bank's recent (2015) Poverty Evaluation found that "deviations of the Bank's portfolio from formulated strategy often occurred in response to a changing external or internal environment. This is understandable and necessary when driven by external shocks or major political that lead to changing national strategies." This signals re-programming decisions being taken in response to need.	
Overall Score:	3		
Overall Rating:	Satisfactory		High confidence

MI 3.4: HR systems and policies performance based and geared to the achievement of results

Element	Score	Narrative	Source Documents
Element 1: A system is in place which requires the performance assessment of all staff, including senior staff	4	All staff in the Bank have MoUs signed with management that set out expected performance targets, and these are clearly linked to corporate objectives. Concerns have been raised in the Independent Evaluation Group's 2014 Results and Performance Report about the extent to which HR policies and systems provide an enabling environment for staff to strive for excellence and results. Incentives for improving work quality appear poorly communicated to staff, who remain largely unconvinced that an individual's performance can contribute to better development outcomes. Evidence from interviews also suggests that the organisation reform process resulted in considerable anxiety among staff. These shortcomings have been recognised however, and strategies are being developed to address them. These include a new performance rating system designed to reward positive performance, results and behaviour. A new career framework is also under development; alongside a People Strategy also being developed	2, 3, 23, 29, 30, 33, 39, 74
Element 2: There is evidence that the performance assessment system is systematically and implemented by the organisation across all staff and to the required frequency	2		
Element 3: The performance assessment system is clearly linked to organisational improvement, particularly the achievement of corporate objectives, and to demonstrate ability to work with other agencies	2		
Element 4: The performance assessment of staff is applied in decision making relating to promotion, incentives, rewards, sanctions etc	3		
Element 5: A clear process is in place to manage disagreement and complaints relating to staff performance assessments	4		
Overall Score:	3		
Overall Rating:	Satisfactory		High confidence

KPI 4: Organisational systems are cost and value conscious and enable financial transparency/accountability			
Overall KPI Rating	**3.51**	**Overall KPI**	**Highly Satisfactory**

MI 4.1: Transparent decision-making for resource allocation, consistent with strategic priorities

Element	Score	Narrative	Source Documents
Element 1: An explicit organisational statement or policy exists which clearly defines criteria for allocating resources to partners	3	The Bank has recently introduced a new budgeting process for the allocation of administrative resources (for supervision of lending and knowledge work, inter alia), designed to ensure that these are consistently allocated in accordance with strategic priorities. Known as the 'W' process, it involves five steps: W1: World bank Group senior management specify institutional priorities W2: Vice Presidential Units (regions, Global Practices) and departments respond to strategic priorities W3: Senior management determines programmes, and three year, unit level budget envelopes for each World Bank Group institution W4: Vice Presidential Unit level management develop work programmes and staffing plans in response to determined priorities and budget envelopes W5: Final funding decisions conclude the planning for the subsequent three fiscal years The process for allocating lending resources to partner states is different. For IDA, a performance based allocation guides the allocation of resources, "in which individual country allocations are derived substantially base on the Country Policy and Institutional Assessment (CPIA). For IBRD, the total lending amount available for each country is determined by a countries credit-worthiness, the Bank's lending capacity, demand from other borrowing countries, the country's overall economic circumstances, and the readiness of development interventions for WBG financing. The World Bank cannot provide estimates of likely future borrowing from IBRD, but historical commitments and disbursements are available from a number of resources. The allocation of lending resources at the country level across different interventions is described in CPFs on a five-year basis. These are developed following the conduct of SCDs, geared towards identifying, in each country, the binding constraints to the realisation of the twin goals. Both SCDs and CPFs are publically available.	2, 3, 4, 6, 12, 16, 27, 31, 39
Element 2: The criteria reflect targeting to the highest priority themes/countries/areas of intervention as set out in the current Strategic Plan	4		
Element 3: The organisational policy or statement is regularly reviewed and updated	4		
Element 4: The organisational statement or policy is publicly available	4		
Overall Score:	3.75		
Overall Rating:	Highly satisfactory		High confidence

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MI 4.2: Allocated resources disbursed as planned

Element	Score	Narrative	Source Documents
Element 1: The institution sets clear targets for disbursement to partners	4	Disbursement ratios are tracked by the WB corporate scorecards. This comes from investment project financing only. The disbursement ratio for end of FY16 was 19.3% , very close to the annual target of 20%. Evidence from interviews however suggest that this target, is being changed to reflect the many conditions that influence disbursement across the Global Practices. It is understood that although external factors (i.e. clients taking time to fulfil lending conditions, as well as ratifying loans) are a major cause of delays in disbursement, internal factors, such as procedural complexity, contribute to delays. The Presidents Delivery Unit tracks the "main phases of project preparation": concept note to board approval, board approval to effectiveness, and effectiveness to first disbursement. Of these three phases, the first (concept note to board approval) is the lengthiest at 15.2 months, signalling that internal factors are responsible for the bulk of delays. (See: pdu.worldbank.org)	5, 23, 25, 30, 40, 42, 43, 44
Element 2: Financial information indicates that planned disbursements were met within institutionally agreed margins	4		
Element 3 Clear explanations are available in relation to any variances	4		
Element 4: Variances relate to external factors rather than internal procedural blockages	2		
Overall Score:	3.5		
Overall Rating:	Highly Satisfactory		Medium confidence

MI 4.3: Principles of results based budgeting applied

Element	Score	Narrative	Source Documents
Element 1: The most recent organisational budget clearly aligns financial resources with strategic objectives/intended results of the current Strategic Plan	3	The newly introduced budgeting process (described above) clearly permits the alignment of financial resources with corporate strategic objectives. The budget document clearly shows how administrative resources are divided among regions. However, it is less clear how trust funds are aligned to the strategic plan, and the budget document does not include indicative lending envelopes.	2, 4, 6, 15, 26, 33, 34
Element 2: A budget document is available which provides clear costings for the achievement of each management result	2	The use of loan supervision coefficients enables the systematic costing of management results, at least in terms of successful project outcomes. There is no evidence of costings of other management results, however.	
Element 3: Systems are available and used to track costs from activity through to result (outcome)	NE	The latest budget document, however, does not provide clear management costings for the achievement of each management result.	
Element 4: There is evidence of improved costing of management and development results in budget documents reviewed over time (evidence of building a better system	4	In terms of client engagement, the Bank's newest financial instrument – Programme for Results Financing – incorporates some principles of results based budgeting, insofar as payments are disbursed upon the achievement of key results.	
Overall Score:	3		
Overall Rating:	Satisfactory		Medium confidence

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MI 4.4: External audit or other external reviews certifies the meeting of international standards at all levels, including with respect to internal audit

Element	Score	Narrative	Source Documents
Element 1: External audit conducted which complies with international standards	4	Both the external audit and the internal audit functions comply with international standards. The independent external audit is conducted in compliance with the standards established International Standards on Auditing. The internal audit function is subjected to an external quality assessment, at least once every five years. The latest assessment found that the Bank's internal audit function "generally conforms" to the definition of internal auditing, the Institute of Internal Auditors Code of Ethics, and the Standards. "Generally Conforms" is the top rating suggested by the Institute of Internal Auditors Quality Assessment Manual. The World Bank Audit Committee is responsible for appointing the external auditor and the auditor general (internal audit) and annually reviewing and confirming the independence of the external auditor. The Internal Audit reports to the president under the oversight of the Audit Committee. Audited financial statements are accompanied by the management's discussion and analysis. All internal audit reports are accompanied by a management response and time bound action plan to address gaps and weaknesses. Summaries of Internal audit reports are publically available.	2, 25, 26, 29
Element 2: Most recent external audit confirms compliance with international standards across functions	4		
Element 3: Management response is available to external audit	4		
Element 4: Management response provides clear action plan for addressing any gaps or weaknesses identified by external audit	4		
Element 5: Internal audit functions meet international standards, including for independence	4		
Element 6: Internal audit reports are publicly available	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		High confidence

MI 4.5: Issues or concerns raised by internal audit mechanisms (operational and financial risk management, internal audit, safeguards etc) adequately addressed

Element	Score	Narrative	Source Documents
Element 1: A clear policy or organisational statement exists on how any issues identified through internal control mechanisms will be addressed	4	The WB has a robust internal controls architecture, comprising a set of operational, financial, social and environmental safeguards outlind in the Operations Manual. A new framework has recently been introduced for procurement, and new environmental and social safeguards frameworks are under development. A set of independent departments within the WB are responsible for monitoring adherence to internal controls, and for providing redress when these are breached. Specifically, these departments are: a) Internal Audit VP: An independent advisory body established to evaluate and improve the effectiveness of risk management, control and governance processes b) Integrity VP: This investigates allegations of fraud and corruption and also assists in prevention efforts through conducting diagnostic reviews, developing preventative tools, staff training etc. c) The Inspection Panel: An independent complaints mechanism for people and communities who feel that they have been negatively impacted by the WBG's failure to comply with its own safeguards. Issues of non-compliance with internal controls identified by these bodies are brought to the attention of management and result in the development of time-bound management action plan for addressing them. With respect to the Internal Audit, for example, in FY 2015, the Internal Audit raised 59 issues and closed 61 issues. However, during the first quarter of 2015, there were 26 overdue management action plans, 10 of which were overdue by more than a year. For the Inspection Panel, management action plans are publically tracked on their website. The corporate scorecard also tracks the percentage of resolved grievances, although no data is available for the latest iteration.	2, 19, 23, 32, 35, 40, 65
Element 2: Management guidelines or rules provide clear guidance on the procedures for addressing any identified issues, including timelines	4		
Element 3: Clear guidelines are available for staff on reporting any issues identified	4		
Element 4: A tracking system is available which records responses and actions taken to address any identified issues	4		
Element 5: Governing Body or management documents indicate that relevant procedures have been followed/action taken in response to identified issues, including recommendations from audits (internal and external)	2		
Element 6: Timelines for taking action follow guidelines/ensure the addressing of the issue within twelve months following its reporting.	2		
Overall Score:	3.33		
Overall Rating:	Highly satisfactory		High confidence

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MI 4.6: Policies and procedures effectively prevent, detect, investigate and sanction cases of fraud, corruption and other financial irregularities

Element	Score	Narrative	Source Documents
Element 1 : A clear policy/guidelines on fraud, corruption and any other financial irregularities is available and made public	4	Measures to prevent corrupt practices are incorporated into all Bank-supported projects, and a dedicated body – the Integrity Vice Presidency – investigates all cases of financial irregularity. In 2015, investigations by the Integrity Vice Presidency led to the sanctioning of 74 entities. The Integrity Vice Presidency also "assists in prevention of integrity risks by supporting diagnostic reviews, development of preventative tools, staff training and capacity building activities." The newly introduced Procurement Framework also requires borrowers and all service providers to uphold the highest standards of integrity during the procurement process, and includes procedures and processes to facilitate this. The Integrity Vice Presidency annual reports include all cases and indicate actions taken (debarring and sanctioning).	1, 2, 8, 15, 19, 29, 30,35, 40, 67
Element 2: The policy/guidelines clearly define the roles of management and staff in implementing/complying with the guidelines	4		
Element 3: Staff training/awareness-raising has been conducted in relation to the policy/guidelines	4		
Element 4: There is evidence of policy/guidelines implementation, e.g. through regular monitoring and reporting to the Governing Body	4		
Element 5: There are channels/mechanisms in place for reporting suspicion of misuse of funds (e.g. anonymous reporting channels and "whistle-blower" protection policy	4		
Element 6: Annual reporting on cases of fraud, corruption and other irregularities, including actions taken, ensures that they are made public	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		High confidence

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Performance Area: Relationship Management

Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)

KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)			
Overall KPI Rating	**3.6**	**Overall KPI**	**Highly satisfactory**

MI 5.1: Interventions aligned with national /regional priorities and intended national/regional results

Element	Score	Narrative	Source Documents
Element 1 : Reviewed country or regional strategies make reference to national/regional strategies or objectives	4	The Bank's new approach to country engagement requires interventions to be aligned with national priorities and intended results. Under the new arrangements, the terms of engagement between the Bank and a given country are outlined in 5-yearly Country Partnership Frameworks, which start "*from the member country's vision of its development goals*". The development of Country Partnership Frameworks is preceded by the conduct of a Systematic Country Diagnostic that describes the principal binding constraints to the achievement of the twin goals in a given country, and outlines priority areas for the Bank's engagement. These are aligned, when possible, with the preparation of key national development planning documents. As of April 2016, 68% of country strategies were underpinned by a Systematic Country Diagnostic, representing considerable progress towards the target of having 100% coverage by FY17. Country Partnership Frameworks and Systematic Country Diagnostics are prepared in consultation with national partners, and although the Independent Evaluation Group has historically raised concerns regarding the effectiveness of previous consultations with national partners, the new engagement model, alongside the essentially demand-driven nature of Bank lending, is expected to ensure that interventions are aligned with national priorities going forward. The IEG's recent (2015) poverty evaluation found that the Bank's "country strategies and the interventions supported by its lending and non-lending portfolio broadly reflect the client countries' poverty reduction strategy and development priorities."	1, 2, 3, 4, 7, 9, 10, 11, 12, 14, 17, 20, 20, 23, 24, 27, 29, 33, 38, 39, 40, 41, 42, 43, 44, 45, 66
Element 2: Reviewed country strategies or regional strategies link the results statements to national or regional goals	4		
Element 3: Structures and incentives in place for technical staff that allow investment of time and effort in alignment process.	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		High confidence

MI 5.2: Contextual analysis (shared where possible) applied to shape the intervention designs and implementation

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs contain a clear statement that positions the intervention within the operating context.	4	The Independent Evaluation Group's 2015 Poverty Evaluation found that the Bank "produces poverty diagnostics of high technical quality, often in partnership with countries and other agencies." It also found, however, that poverty assessments often "do not fully take into account the social and political economy framework for and obstacles to poverty reduction, or tailor the recommendations on poverty reduction to the specific country context." The Systematic Country Diagnostics, which are now a mandatory stage in the preparation of new Country Partnership Frameworks are required to present "a systematic and evidence-based assessment of the constraints a country has to address and the opportunities it can embrace to accelerate progress toward the goals of ending extreme poverty and promoting shared prosperity in a sustainable way." These pave the way for the development of context statements, which frame all Country Partnership Frameworks. Guidance issued for the development of Country Partnership Frameworks prescribes the inclusion of gender, governance, and environmental dimensions where relevant. Additionally, all Bank-supported projects are required to conform to the Bank's safeguards framework, and mechanisms are in place to track compliance. Performance and Learning Reviews are conducted as a process of monitoring and learning from implementation every two years, or at the mid-term in the Country Partnership Framework cycle. These are conducted in consultation with national stakeholders, including the private sector.	1, 2, 3, 4, 7, 9, 10, 11, 12, 14, 17, 20, 20, 23, 24, 27, 29, 33, 38, 39, 40, 41, 42, 43, 44, 45
Element 2: Context statement has been developed jointly with partners	4		
Element 3: Context analysis contains reference to gender issues, where relevant	4		
Element 4: Context analysis contains reference to environmental sustainability and climate change issues, where relevant	4		
Element 5: Context analysis contains reference to governance issues, including conflict and fragility, where relevant	3		
Element 6: Evidence of reflection points with partner(s) that take note of any significant changes in context.	4		
Overall Score:	3.83		
Overall Rating:	Highly satisfactory		High confidence

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MI 5.3 Capacity analysis informs intervention design and implementation, and strategies to address any weaknesses are employed

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs contain a clear statement of capacities of key national implementing partners	4	All of the Bank's financial instruments require prior assessments of the capacity of national partners to implement Bank-supported projects. Where capacity is found to be insufficient, several measures exist through which capacity constraints may be addressed. Additionally, scope is provided for the use of national systems in Bank-supported projects, for monitoring environmental and social risks, procurement and M&E, where these are found to be adequate. Systematic Country Diagnostics and Country Partnership Frameworks, which define the focus of the Bank's engagement in a given country, provide ample scope for the assessment of a country's capacity constraints alongside measures to address these. Performance and Learning Reviews, which are conducted every two years or at the mid-point of a Country Partnership Frameworks, are designed permit programmatic adjustments in response to changes in capacity. In addition, the Bank's financing instruments include provisions for restructuring in response to changing circumstances, although evaluative evidence (see, for example Document 17 and 53) has indicated that there are bottlenecks to restructuring that are challenging to address (see KPI 3 and 6 for further detail on this point).	7, 8, 10, 12, 17, 18, 19, 20, 23, 28, 37, 53
Element 2: Capacity analysis considers resources, strategy, culture, staff, systems and processes, structure and performance	4		
Element 3: Capacity analysis statement has been developed jointly where feasible	4		
Element 4: Capacity analysis statement includes clear strategies for addressing any weaknesses, with a view to sustainability	4		
Element 5: Evidence of regular and resourced reflection points with partner(s) that take note of any significant changes in the wider institutional setting that affect capacity	3		
Overall Score:	3.8		
Overall Rating:	Highly satisfactory		High confidence

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MI 5.4: Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs include detailed analysis of and mitigation strategies for operational risk	4	All country engagements are required to incorporate calculated risk assessments and corresponding mitigation strategies using the "Systematic Operations Risk-Rating Tool" This applies to all the Bank's lending instruments and to Country Partnership Frameworks. It is structured around a matrix of nine risk categories, and includes an Accountability and Decision Making Framework which applies to risk assessment and management throughout the project cycle to clarify responsibility and ownership for different levels of risk. The IEG has raised concerns regarding the management of social and environmental risks in Development Policy Operations. However, measures are being taken to address this, including the preparation of a new social and environmental safeguards framework. Performance and Learning Reviews require the period assessment of risks by the partnership.	7, 8, 10, 12, 18, 19, 20, 23, 28, 37, 38, 40, 41, 42, 43, 44, 45, 67, 68, 78-87
Element 2: Intervention designs include detailed analysis of and mitigation strategies for strategic risk	4		
Element 3: Intervention designs include detailed analysis of and mitigation strategies for political risk	4		
Element 4: Intervention designs include detailed analysis of and mitigation strategies for reputational risk	4		
Element 5: Risks are routinely monitored and reflected upon by the partnership	4		
Element 6: Risk mitigation actions taken by the partnership are documented and communicated	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		High confidence

MI 5.5: Intervention designs include the analysis of cross-cutting issues (as defined in KPI 2)

Element	Score	Narrative	Source Documents
Element 1 : Intervention design documentation includes the requirement to analyse cross cutting issues	4	Country Partnership Frameworks are required to include assessments of gender, governance, environmental sustainability and fragility. In addition, all Bank-supported projects are required to conform to the safeguards framework, which includes cross-cutting issues. The most recent results and performance report by the Independent Evaluation Group does indicate that the quality of gender integration into country strategies has been uneven, and a recent Independent Evaluation Group report has raised concerns regarding the management of social and environmental risks in Development Policy Operations. Furthermore, a recent evaluation by the Independent Evaluation Group found that the analytical tools designed to support the Bank's engagement in Fragile and Conflict affected states were not mandatory. (Document 60) The corporate scorecard tracks the integration of gender and climate co-benefits in projects, as well as the percentage of Country Partnership Frameworks underpinned by Systematic Country Diagnostics, which are required to consider all cross cutting issues. A results framework and M&E guidance note was produced in 2013. This makes little reference to cross cutting issues, but does encourage the use of gender disaggregated data, and special arrangements for M&E in conflict affected states. Guidance for County Partnership Frameworks states that they may include a discussion on any special arrangements for monitoring and evaluation, and all are required to include a results framework.	1, 3, 4, 5, 7, 8, 13, 14, 23, 28, 30, 37, 40, 45, 53, 60 63, 66, 88
Element 2: Guidelines are available for staff on the implementation of the relevant guidelines	2		
Element 3: Approval procedures require the assessment of the extent to which cross-cutting issues have been integrated in the design	4		
Element 4: Intervention designs include the analysis of gender issues	3		
Element 5: Intervention designs include the analysis of environmental sustainability and climate change issues	4		
Element 6: Intervention designs include the analysis of good governance issues	4		
Element 7: Plans for intervention monitoring and evaluation include attention to cross cutting issues	2		
Overall Score:	3.29		
Overall Rating:	Highly satisfactory		High confidence

MI 5.6: Intervention designs include detailed and realistic measures to ensure sustainability as defined in KPI 12)

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs include statement of critical aspects of sustainability, including; institutional framework, resources and human capacity, social behaviour, technical developments and trade, as appropriate.	4	Sustainability is considered as a component of the contextual analysis in CPFs, which are also required to include a discussion of debt sustainability. The Bank's lending instruments also require technical analyses of the borrowers capacity to implement and sustain projects. For example, the approval of DPFs is subject to the maintenance of an adequate macroeconomic policy framework, implementation of the programme in a manner that is satisfactory to the Bank, and compliance with the Bank's prior actions. Considerations of sustainability are also required for IPFs and P4R. A Results Framework and M&E Guidance note issued in 2013 does not speak to the issue of sustainability, although Performance and Learning Reviews are required to include discussions of changes in the institutional context which may affect the sustainability of a Country Partnership Framework. Where shifts in policy and legislation are required, these are identified as prior actions in Development Policy Financing.	1, 7, 24, 25, 33, 37, 38, 89
Element 2: Key elements of the enabling policy and legal environment that are required to sustain expected benefits from a successful intervention are defined in the design	4		
Element 3: The critical assumptions that underpin sustainability form part of the approved monitoring and evaluation plan.	2		
Element 4: Where shifts in policy and legislation will be required these reform processes are addressed (within the intervention plan) directly and in a time sensitive manner.	4		
Overall Score:	3.5		
Overall Rating:	Highly satisfactory		High confidence

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MI 5.7: Institutional procedures (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.) positively support speed of implementation

Element	Score	Narrative	Source Documents
Element 1 : Internal standards are set to track the speed of implementation	4	The speed of implementation has been identified as an area of weakness in the Bank. The Bank's Strategy, for example, acknowledges that clients perceive the Bank as falling short in this area, and a review of client surveys indicates that bureaucratic and procedural complexity is frequently regarded as a major shortcoming. Although delays in implementation cannot always be attributed to bottlenecks that are internal to the Bank, it is clear that management has adopted a proactive stance vis-a-vis this perceived shortcoming, and targets have been set to reduce the time taken from concept note to first disbursement. Progress towards meeting these targets is tracked by the corporate scorecards and the President's Delivery Unit. The latest results indicate that there remains room for considerable improvement in this area, with an average of 25.2 months separating approval of concept to first disbursement. A benchmark has been set to reduce this by a third. Evidence from interviews indicates that discussions are underway to change this indicator however, because it does not sufficiently capture the various internal and external factors that may affect the time from concept note to first disbursement. The Presidents Delivery Unit tracks the time taken to complete the three main phases of project preparation, but does not do so across different operating contexts. The release of the new Procurement Framework in 2016 marks a major step towards streamlining procedures that may speed up delivery. The new framework cuts prior review by 70%, introduces simpler bidding procedures and gives more choice for technical leads to provide hands on help. It also provides for the use of alternative procurement frameworks when appropriate.	3, 4, 8, 9, 12, 15, 19, 20, 23, 24, 28, 32, 35, 38, 40, 41, 42, 43, 45, 67, 78-89
Element 2: Organisation benchmarks (internally and externally) its performance on speed of implementation across different operating contexts	2		
Element 3: Evidence that procedural delays have not hindered speed of implementation across interventions reviewed	2		
Element 4: Evidence that any common institutional bottlenecks in speed of implementation identified and actions taken leading to an improvement	3		
Overall Score:	2.75		
Overall Rating:	Satisfactory		High confidence

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KPI 6: Working in coherent partnerships directed at leveraging / ensuring relevance and catalytic use of resources			
Overall KPI Rating	**3.31**	**Overall KPI**	**Highly Satisfactory**

MI 6.1: Planning, programming and approval procedures enable agility in partnerships when conditions change

Element	Score	Narrative	Source Documents
Element 1 : Mechanisms in place to allow programmatic changes and adjustments when conditions change	3	All of the Bank's lending instruments include provisions for restructuring. The Bank Policies governing Investment Policy Financing and Programme For Results Financing, for example, stipulates that "during implementation, the Bank and the borrower may agree to restructure the Project to strengthen its development effectiveness, modify its development objectives, improve Project performance, modify indicators, address risks and problems that have arisen during implementation, make appropriate use of undisbursed financing, cancel unwithdrawn amounts of the financing prior to the Closing Date, extend the Closing Date, or otherwise respond to changed circumstances." Restructurings in Investment Policy Financing and Programme for Results Financing are categorised as "Level One" or "Level Two". Level One Restructurings are those which involve modifications of the original project development objectives or changes in safeguard category, and must be approved by Executive Directors. Management has the delegated authority to approve Level Two restructurings, which involve more minor modifications.	3, 9, 10, 14, 15, 17, 20, 24, 31, 36, 40, 41, 42, 43, 44, 45, 53, 78-87
Element 2: Mechanisms in place to allow the flexible use of programming funds as conditions change (budget revision or similar)	3		

Element 3: Institutional procedures for revisions permit changes to be made at country/regional/HQ level within a limited timeframe (less than three months)	NE	In terms of modifications to Country Partnership Frameworks, mid-point Performance and Learning Reviews provide the opportunity for both parties to the partnership to take stock of changes in the operating context and make strategic/programmatic adjustments as necessary. At the project level, Implementation and Status Reports should enable the identification of projects in need of restructuring. However, recent Independent Assessment Group reports (documents 17 and 53) have pointed to common institutional bottlenecks to project restructuring. Lessons from projects rated as 'unsatisfactory', for example, suggest that complex designs which engage multiple actors make restructuring more time consuming. Another evaluation found that information entered into the Bank's Implementation and Status Report is not "candid enough, and therefore restructuring does not always take place when it should." Efforts to resolve these bottlenecks have achieved progress, though further efforts are needed. For example, according to the Independent Evaluation Group, "although restructuring of projects is generally perceived to be less problematic than it was, staff report that they are not always encouraged to acknowledge problems with projects. Furthermore, an IEG survey of Bank staff found that 51% of respondents agreed or strongly agreed that current Bank procedures for project restructuring have supported course corrections. The Bank's recent (2015) Poverty Evaluation found that "deviations of the Bank's portfolio from formulated strategy often occurred in response to a changing external or internal environment. This is understandable and necessary when driven by external shocks or major political that lead to changing national strategies." This signals that partnerships are flexible, and responsive to changing context.	
Element 4: Evidence that regular review points between partners support joint identification and interpretation of changes in conditions	3		
Element 5: Evidence that any common institutional bottlenecks in procedures identified and action taken leading to an improvement	3		
Overall Score:	3		
Overall Rating:	Satisfactory		High confidence

MI 6.2: Partnerships based on an explicit statement of comparative advantage e.g. technical knowledge, convening power/partnerships, policy dialogue/advocacy

Element	Score	Narrative	Source Documents
Element 1 : Corporate documentation contains clear and explicit statement on the comparative advantage that the organisation is intending to bring to a given partnership	3	The Bank's principal 'partners' are country governments, who hold primary responsibility for the implementation of Bank-supported projects. At the corporate level, the Bank clearly articulates its comparative advantage as deriving from its capacity to simultaneously deploy financial resources alongside technical expertise. A review of client surveys suggests this perception is shared with partners. At the country level, a recent emphasis on selectivity in engagements is facilitated through the conduct of Systematic Country Diagnostics, which identify the primary constraints that a country faces to achieving the twin goals, and the areas in which the Bank can intervene to greatest effect. The Bank also engages in partnership programme and trust funds. Partnership programmes are "collaborative ventures with dedicated funding, a multi-country focus, and shared governance arrangements. Trust funds are funds donated by official and private donors which are administered by the Bank and may fund bank activities. The Bank administers numerous Trust Funds, many of which fund regional and global partnerships. The Independent Evaluation Group has found that although "most partnership programmes tackle relevant development problems and that the Bank often makes strong contributions", there is a need for heightened selectivity for engagement in partnership programmes and trust finds to ensure that they are more "systematically aligned with the strategic priorities of the Bank and its clients and consistent with the Bank Group's comparative advantage". Evidence from interviews indicates that the Bank has no central definition for partnership programmes, no central clearing house for partnership programmes and that their legal status is ambiguous. To this end, a new strategy for engagement in partnership programmes has been introduced, which highlights the need for selectivity based on comparative advantage in engagement in partnership programmes.	2, 3, 7, 8, 11, 14, 21, 24, 27, 29, 30, 31, 33, 36, 39, 40
Element 2: Statement of comparative advantage is linked to clear evidence of organisational capacities and competencies as it relates to the partnership	3		
Element 3: Evidence that resources/ competencies needed for intervention area(s) are aligned to the perceived comparative advantage	3		
Element 4: Comparative advantage is reflected in the resources (people, information, knowledge, physical resources, networks) that each partner is able (and willing) to bring to the partnership	2		
Overall Score:	2.75		
Overall Rating:	Satisfactory		High confidence

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MI 6.3: Clear adherence to the commitment in the Busan Partnership for Effective Development Cooperation on the use of country systems

Element	Score	Narrative	Source Documents
Element 1 : Clear statement on set of expectations for how the organisation will seek to deliver on the Busan commitment/QCPR statement (as appropriate) on use of country systems within a given time period	3	Country governments hold primary responsibility for the implementation of Bank-supported projects, with the Bank playing a supervisory role. The Bank's procurement and safeguards framework encourages the use of country systems, where appropriate. The new procurement framework allows for hands on assistance when national systems are deemed inadequate. The new model for country engagement also encourages exploration of the use of national systems for financial management, programme management and the generation of statistics. The P4R lending instrument is also an example of the increased use of country systems. Though no evidence was found regarding monitoring organisational trends on the use of country systems, the corporate scorecard does track Bank-supported results related to strengthened public management systems, and the evidence here shows progress over time.	3, 4, 5, 8, 12, 15, 19, 20, 22, 31, 34, 36, 37, 39, 40, 42, 43, 67, 78-87
Element 2: Internal processes (in collaboration with partners) to diagnose the condition of country systems	4		
Element 3: Clear procedures for how organisation to respond to address (with partners) concerns identified in country systems	4		
Element 4: Reasons for non-use of country systems clearly and transparently communicated	4		
Element 5: Internal structures and incentives supportive of greater use of country systems	NE		
Element 6: Monitoring of the organisation trend on use of country systems and the associated scale of investments being made in strengthening country systems	2		
Overall Score:	3.4		
Overall Rating:	Highly satisfactory		Medium confidence

MI 6.4: Strategies or designs identify synergies, to encourage leverage/catalytic use of resources and avoid fragmentation

Element	Score	Narrative	Source Documents
Element 1 : Strategies or designs clearly recognise the importance of synergies and leverage	3	Assessments have revealed that Bank support is most effective at harnessing synergies when it involves a range of complementary lending and non-lending instruments (i.e. financial resources combined with technical expertise). The Independent Evaluation Group's recent Poverty Evaluation (2015) highlighted the importance of leverage, "given the small size of the Bank's resources relative to the economies it seeks to influence". It recommended that leverage could be best achieved by strengthening "the complementarity among diagnostic work, technical assistance, and lending instruments, and among policy and investment lending instruments." It also found that the Bank's lending instruments may not have been "used enough to maximize complementarities and synergies to strengthen their collective impact on poverty reduction. In particular, project lending is often viewed narrowly and on its own terms rather than as a means of leveraging far greater non-Bank resources and having a broader and more sustained impact." The World Bank Group clearly recognises the need to enhance collaboration across the different institutions of the group, and the new approach to country engagement encourages the development of shared objectives where possible. This is tracked in the corporate scorecards, which currently indicate that 100% of new Country Partnership Frameworks have at least one joint objective in their results matrix. However, the Independent Evaluation Group's 2014 Results and Performance Report suggested that collaboration across the WBG institutions is not yet entirely systematic. At the country level, Systematic Country Diagnostics are designed to channel the Bank's resources to areas that will result in the greatest change, and all new Country Partnership Frameworks are required to be underpinned by Systematic	3, 4, 10, 11, 14, 19, 24, 27, 28, 31, 33, 36, 38, 39, 40, 41, 42, 43, 44, 45, 56
Element 2: Strategies or designs contain clear statements of how duplication/fragmentation will be avoided based on realistic assessment of comparative advantages	4		
Element 3: Strategies or designs contain clear statement of where an intervention will add the most value to a wider change.	4		
Element 4: Strategies or designs contain a clear statement of how leverage will be ensured	2		

Element 5: Strategies or designs contain a clear statement of how resources will be used catalytically to stimulate wider change	2	Country Diagnostics. Country Partnership Frameworks are also required to discuss "complementary actions by other stakeholders,--other donors, government, beneficiaries, etc.-- necessary for World Bank Group interventions to achieve their objectives." An Independent Evaluation Group learning product has noted however that multi-donor trust funds and global partnership programmes have, in some cases, been challenging to reconcile with the Bank's country-driven model, and has repeatedly stressed the need for heightened selectivity in partnership programmes and trust funds to ensure added value for clients.	
Overall Score:	3		
Overall Rating:	Satisfactory		High confidence

MI 6.5: Key business practices (planning, design, implementation, monitoring and reporting) coordinated with other relevant partners (donors, UN agencies, etc.) as appropriate.

<table>
<tr><th>Element</th><th>Score</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Element 1 : Evidence that the organisation has participated in joint planning exercises, such as the UNDAF</td><td>3</td><td rowspan="4">According to the Independent Evaluation Group “most Bank country strategies include some participatory consultations with both government and non-government stakeholders”. (see document 24)

Evidence from interviews indicates that the Bank has fiduciary arrangements with 12 UN agencies, and works closely with the United Nations System in-country. Systematic Country Diagnoses are required to consider the role of other donors within the country, and interim guidelines emphasises that Systematic Country Diagnoses should be carried out at the same time as other key national planning documentation is being prepared.

Documentation has, however, revealed mixed views among partners regarding the extent and scope of the Bank’s coordination and consultation. Concerns were also raised about the extent to which consultations with national authorities have a meaningful impact during the implementation of country strategies. (Document 24) Evidence from interviews has suggested that since the introduction of the new approach to country engagement, consultation with national authorities has improved.

Another report from the Independent Evaluation Group (document 60) highlighted concerns pertaining to the World Bank’s collaboration with the United Nations agencies in fragile and conflict affected states. It found that partnerships with the United Nations agencies had not been systematic and had variable levels of effectiveness; “the existing system did not encourage building partnerships because of perceived high transaction costs, lack of strong staff incentives, incompatibility of the fiduciary and legal frameworks, and competition for influence and limited donor resources.”</td><td rowspan="4">2, 4, 7, 8, 9, 10, 12, 14, 15, 24, 28, 29, 31, 36, 34, 39, 40, 42, 44, 45</td></tr>
<tr><td>Element 2: Evidence that the organisation has aligned its programme activities with joint planning instruments, such as UNDAF</td><td>3</td></tr>
<tr><td>Element 3: Evidence that the organisation has participated in opportunities for joint programming where these exist</td><td>3</td></tr>
<tr><td>Element 4: Evidence that the organisation has participated in joint monitoring and reporting processes with key partners (donor, UN etc)</td><td>3</td></tr>
</table>

Element 5: Evidence of the identification of shared information gaps with partners and strategies developed to address these	NE	Although some multi-donor trust funds involve joint monitoring and reporting processes, it is noted that there is often parallel monitoring and reporting by the Bank and some donors and partners in trust funds. The IEG has noted the need for more transparency in this area. Strategic documentation also emphasises the importance of coordination between the different institutions of the World Bank Group, although according to the latest corporate scorecards staff perceptions regarding collaboration across the World Bank Group was well below target, with only 27% of staff feeling that collaboration was strong However, the scorecards do indicate that 100% of existing Country Partnership Frameworks have at least one joint objective in their results frameworks. The Bank regularly engages in joint evaluations. Recent examples include the “Joint Evaluation of Budget Support to Uganda”, conducted with the European Commission, and the Joint Evaluation of the Global Environmental Facility Cycle and Modalities.	
Element 6: Evidence of participation in the joint planning, management and delivery of evaluation activities	4		
Overall Score:	3.2		
Overall Rating:	Highly satisfactory		Medium confidence

MI 6.6: Key information (analysis, budgeting, management, results etc.) shared with strategic/implementation partners on an ongoing basis

Element	Score	Narrative	Source Documents
Element 1 : Clear corporate statement on transparency of information	3	The Bank regularly publishes data relating to the projects its supports under its Access to Information Policy. Key information is therefore accessible to all interested stakeholders. Concerns were raised by the IEG however regarding weak mechanisms for disseminating crucial strategic and operational documentation, and client surveys reviewed revealed 'not enough public disclosure of its work' as a perceived shortcoming of the Bank. Nevertheless, the World Bank was the first multi-lateral agency to publish its data to the IATI standard.	4, 8, 12, 17, 20 24, 29
Element 2: The organisation has signed up to the International Aid Transparency Initiative	4		
Element 3: Information is available on analysis, budgeting, management in line with the guidance provided by the International Aid Transparency Initiative	4		
Element 4: Evidence that partner queries on analysis, budgeting, management and results are responded to in a timely fashion	NE		
Element 5: Evidence that information shared is accurate and of good quality.	4		
Overall Score:	3.75		
Overall Rating:	Highly satisfactory		Medium confidence

MI 6.7: Clear standards and procedures for accountability to beneficiaries implemented

Element	Score	Narrative	Source Documents
Element 1 : Explicit statement available on standards and procedures for accountability to beneficiary populations e.g. Accountability to Affected Populations	4	Bank policies require that all projects adhere to the social and environmental safeguards set out in section 4 of the operations manual which lays out detailed procedures to ensure adherence. The Bank is currently in the process of updating its environmental and social framework policy. The Inspection Panel serves as an independent means of investigating allegations of failure to adhere to the safeguards framework. Interviews indicate that the Inspection Panel has been involved in outreach activities to ensure that affected populations are aware of this mechanism. The Bank has also committed to ensuring that all projects include a beneficiary feedback indicator at design by FY17. The latest scorecards indicate that 86% of new projects incorporate this. The scorecards also publically track the percentage of registered grievances that are resolved, although the latest iteration has no data against this indicator. Very little guidance is provided by the operations manual on Monitoring and Evaluation requirements, and according to a recent, external assessment of the IEG, the Bank does not have an overarching policy on evaluation. This was reiterated during interviews. As such, there is no explicit requirement to assess the extent to which procedures for accountability to beneficiaries have been addressed within interventions. A guidance note issued to staff in 2013 on Monitoring and Evaluation and Results Frameworks notes that information produced by the Bank's M&E systems is normally used to report to different stakeholders on progress and performance of a project, as a means of facilitating public awareness and promoting accountability. However, it does not require M&E frameworks to assess the extent to which procedures for accountability to beneficiaries have been assessed within the intervention.	1, 2, 4, 5, 14, 23, 28, 30, 31, 32, 33, 39, 40, 89
Element 2: Guidance for staff is available on the implementation of the procedures for accountability to beneficiaries	4		
Element 3: Training has been conducted on the implementation of procedures for accountability to beneficiaries	NE		
Element 4: Programming tools explicitly contain the requirement to implement procedures for accountability to beneficiaries	4		
Element 5: Approval mechanisms explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries will be addressed within the intervention	NE		
Element 6: Monitoring and evaluation procedures explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries have been addressed within the intervention	2		
Overall Score:	3.5		
Overall Rating:	Highly satisfactory		Medium confidence

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MI 6.8: Participation with national and other partners in mutual assessments of progress in implementing agreed commitments

Element	Score	Narrative	Source Documents
Element 1 : Evidence of participation in joint performance reviews of interventions e.g. joint assessments	4	During the course of Country Partnership Frameworks, Performance and Learning reviews are conducted jointly by the Bank and national authorities to assess progress and make course adjustments as necessary. Completion and Learning Reviews are conducted at the end of every Country Partnership Framework to inform the next Strategic Period. These are mainly an internal exercised, but the Bank may consult other stakeholders where appropriate to determine the effectiveness of interventions. The Bank administers a large portfolio of multi-donor trust funds which involve multi-stakeholder dialogue around sectoral or normative commitments. The Bank frequently administers client surveys which gauge stakeholder perceptions regarding a wide range of issues pertaining to Bank performance. In addition, "2-minute" surveys are administered at the end of each Bank project, and these are completed by both the Borrower and Bank operational teams, and are designed as a mutual assessment of performance.	2, 4, 7, 12, 14, 15, 22, 23, 36, 42
Element 2: Evidence of participation in multi-stakeholder dialogue around joint sectoral or normative commitments	4		
Element 3: Evidence of engagement in the production of joint progress statements in the implementation of commitments e.g. joint assessment reports	4		
Element 4: Documentation arising from mutual progress assessments contains clear statement of the organisation's contribution, agreed by all partners	NE		
Element 5: Surveys or other methods applied to assess partner perception of progress	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		Medium confidence

MI 6.9: Deployment of knowledge base to support programming adjustments, policy dialogue and/or advocacy

Element	Score	Narrative	Source Documents
Element 1 : Statement in corporate documentation explicitly recognises the organisation's role in knowledge production	4	The production and deployment of knowledge alongside financial resources is identified in strategic documentation as the key comparative advantage of the Bank. The WBG strategy aims to position the Bank as a "Solutions Bank". However, there are differing views regarding the utility of the Bank's knowledge products. Of the client surveys reviewed, an average of 18% of respondents said that they never consult the Bank's knowledge work, and an average of 28% said that they rarely consult the Bank's knowledge work. The latest corporate scorecards also indicate that 58% of advisory and analytical services are delivered in a timely manner. Client perceptions regarding the quality of advisory and analytical services are positive. The Bank's strategic plan, however, notes that a concern among client's related to the quality of technical expertise and its timely deployment in areas of competition and in countries with sophisticated counterparts. The Bank produces a series of flagship knowledge products, including the World Development Reports and the Doing Business Reports that are widely respected, and used to inform interventions at the country, regional and global level by a range of actors. The Bank holds the world's largest repository of publically available development data. For example, the Independent Evaluation Group's 2015 Poverty Evaluation found that the World Bank "provides an important public good in supporting and reporting global poverty data, and producing high quality poverty diagnostics", but that the bank could better perform this role "by investing more in sustainable data collection and by adopting data reporting standards as part of its mission." It also found that Analytic and Advisory Activities (i.e. knowledge production) are usually well-deployed to impact on policy and on lending related to poverty reduction.	2, 3, 4, 8, 10, 11, 17, 24, 29, 32, 37, 39, 45, 46, 78-87
Element 2: Evidence of knowledge products produced and utilised by partners to inform action	3		
Element 3: Knowledge products generated and applied to inform advocacy at country, regional or global level.	4		
Element 4: Evidence that knowledge products generated are timely/perceived as timely by partners	2		
Element 5: Evidence that knowledge products are perceived as high quality by partners	3		
Element 6: Evidence that knowledge products are produced in a format that supports their utility to partners.	NE		
Overall Score:	3.2		
Overall Rating:	Highly satisfactory		Medium confidence

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Performance Area: Performance Management

Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning

KPI 7: Strong and transparent results focus, explicitly geared to function			
Overall KPI Rating	**2.8**	**Overall KPI**	**Satisfactory**

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MI 7.1: Leadership ensures application of an organisation-wide RBM approach

Element	Score	Narrative	Source Documents
Element 1 : Corporate commitment to a result culture is made clear in strategic planning documents	4	The World Bank Group strategy articulates the need for a results based approach to development, and Country Partnership Frameworks are required to articulate "a results-based engagement, centred on a results framework, that lays out the objectives that the World Bank Group activities are expected to help the country achieve, and links those objectives to the country's development goals". Individual Bank-supported projects are also required to incorporate results frameworks, and the Independent Evaluation Group has produced detailed guidance for the development of results frameworks. However, a recent review by the Independent Evaluation Group found that the behaviours required for effective results based management are not fully in place. For example, it found that "information generated through the systems is not regularly mined for knowledge and learning except by the Independent Evaluation Group, and its use for project and portfolio performance management can be improved." (Document 54) The Bank has a set of tools and processes in place for measuring and managing results, including IDA's Results Measurement System, the World Bank Group Corporate Scorecards and regular senior management meetings to review results and progress. A system of 'cascading' performance indicators is integral to the Bank's wider performance monitoring framework; whilst the Scorecards provide a bird's-eye view of overall progress, the Bank's Managing Directors, as well as the Vice Presidents of the Global Practices and Cross Cutting Solutions Areas, each have performance objectives, indicators, and targets that are aligned with the Scorecards. Key performance objectives, based on the targets articulated in the corporate scorecards, are formalised in Memoranda of Understanding between the Managing Directors and the VPS, and are filtered down to managers' objectives and to results agreements with individual staff members". As such, the	3, 4, 5, 8, 9, 12, 14, 15, 16, 23, 25, 27, 29, 31, 33, 39, 47, 54, 89
Element 2: Clear requirements/incentives in place for the use of an RBM approach in planning and programming	2		
Element 3: Guidance for setting results targets and develop indicators is clear and accessible to all staff	4		
Element 4: Tools and methods for measuring and managing results are available	4		
Element 5: Adequate resources are allocated to the RBM system	NE		

Element 6: All relevant staff are trained in RBM approaches and method	3	responsibility for achieving results is clearly articulated. A set of electronic dashboards allow managers to access a real-time view of performance across Global Practices and Regions. Evidence from interviews indicates that staff have been trained in results based management, but that with the recent structural reforms, personnel with results based management expertise are now dispersed across the institution. In response to concerns raised by the Independent Evaluation Group regarding the inconsistent application of M&E requirements and results reporting, the "Measurement and Evidence Stream Network" has been created and dedicated resources have been made available to strengthen institutional skills for M&E.	
Overall Score:	3.4		
Overall Rating:	Highly satisfactory		High confidence

MI 7.2. Corporate strategies, including country strategies, based on a sound RBM focus and logic

Element	Score	Narrative	Source Documents
Element 1 : Organisation-wide plans and strategies include results frameworks	2	Corporate scorecards sit at the apex of the Bank's performance management system. The scorecards are described as an accountability and management tool that track, through three tiers; i) progress towards addressing key development challenges faced by clients (not attributed to the Bank, as they represent "the outcome of collective efforts of countries and their development partners"; ii) development results achieved by clients with Bank support; and iii) the Bank's own organisational performance and effectiveness. Tier 2 results are divided into three categories; growth, inclusiveness, and sustainability and resilience. Tier 3 results are divided into five categories: development impact, strategic context, operational delivery for clients, financial sustainability and efficiency, and managing talent. All CPFs as well as Bank-supported projects are required to include results frameworks. However, a number of concerns have been raised regarding the quality of results frameworks at the country level, alongside the consistent application of M&E requirements. For example, a recent IEG assessment noted that "shortcomings remain in the project M&E systems that generate evidence despite various initiatives to strengthen results orientation… ..Of the 25 Country Programme Strategies approved in FY14, 90 percent had measurable indicators, although less than 50 percent were fully aligned with objectives. Plausible association between Bank Group contributions and final country-level outcomes is hard to establish. The results frameworks are primarily based on Bank project-level M&E frameworks and in many cases lack country-level indicators. This results in a substantial gap between Bank Group strategic objectives and the indicators to measure programme impact." A recent IEG report further reiterated that monitoring at the projects level was a long standing issue, with only 3% of projects rated as "high" on M&E quality. The majority (approximately 60%) of	3, 4, 5, 7, 8, 9, 14, 15, 18, 23, 24, 27, 31, 34, 39, 40, 41, 43, 44, 54
Element 2: Clear linkages exist between the different layers of the results framework, from project through to country and corporate level	2		
Element 3: An annual report on performance is discussed with the governing bodies	4		

Element 4: Corporate strategies are updated regularly	4	projects are rated as "modest" on M&E quality. The Independent Evaluation Group's 2015 Poverty Evaluation found that at the project level, formal M&E processes are required but not consistently implemented, and that they "tend to focus narrowly on outputs or immediate outcomes and often fail to reflect the broader impact of an intervention in the medium or long term." It also found that in most country case studies, "the results frameworks of projects were not linked in a substantive way to the Country Assistance Strategy results framework or results chain.	
Element 5: The annual corporate reports show progress over time and notes areas of strong performance as well as deviations between planned and actual results	4	Additional concerns have been raised regarding the results focus of partnership programmes and trust funds. An IEG assessment found that "although there has been progress in recent years, many partnerships the IEG has reviewed lacked clear goals and indicators. It is often hard to attribute results to specific partnerships let alone assess results across the portfolio". Every year, the IEG produces a Results and Performance Report which synthesises the findings of IEG-validated Implementation Status Reports and Implementation Completion Reports. Results from these reports also feed into the Corporate Scorecards, which also draw on performance data from other	
Overall Score:	3.2	sources. Results are discussed by governing bodies during annual sessions, IDA replenishments and during General Business Reviews.	
Overall Rating:	Highly satisfactory	In general, the annual corporate results reports enable a view of progress over time, and the identification of areas of strong performance as well as deviations between planned and actual results.	High confidence

MI 7.3: Results targets based on a sound evidence base and logic

Element	Score	Narrative	Source Documents
Element 1 : Targets and indicators are adequate to capture causal pathways between interventions and the outcomes that contribute to higher order objectives	2	A recent review by the IEG of Implementation and Completion Reports, that ultimately achieved a rating of “marginally unsatisfactory” or below, found with respect to their monitoring frameworks that: - 69% had inappropriate indicators - 37% had no baselines or targets For Implementation and Completion Reports that ultimately achieved a rating of “marginally satisfactory” or better found with respect to their monitoring frameworks that: - 49% had inappropriate indicators - 16% had no baselines or targets The Bank has set a corporate target of ensuring that 100% of projects have baselines for all Project Development Objective Indicators by Financial Year 2017. The latest scorecards indicate that in FY13, 69% had baselines, and that FY16, 77% had baselines.(Document 54) Evidence obtained during interviews suggested that there were regular opportunities for adjusting results targets, including during project restructurings and following the completion of Implementation Status Reports.	3, 4, 5, 7, 8, 9, 14, 15, 18, 23, 24, 27, 31, 34, 39, 40, 41, 43, 44, 54
Element 2: Indicators are relevant to the expected result to enable measurement of the degree of goal achievement	2		
Element 3: Development of baselines are mandatory for new Interventions	3		
Element 4: Results targets are regularly reviewed and adjusted when needed	4		
Overall Score:	2.75		
Overall Rating:	Satisfactory		High confidence

MI 7.4: Monitoring systems generate high quality and useful performance data

Element	Score	Narrative	Source Documents
Element 1 : The corporate monitoring system is adequately resourced	NE	The Bank's monitoring systems draw principally on data that is generated at the project level as reported in Implementation Status Reports and Implementation Completion Reports. Status Reports are completed biannually by team leaders for all active projects and report on outcome indicators; Completion Reports are compiled once a project has been completed, and "*aim to provide a complete and systematic account of the performance and results of each operation*". This process has been found to have numerous shortcomings by the IEG. The IEG's 2015 evaluation on learning found that the information entered into ISRs was not sufficiently candid to permit course adjustments in programming. A recent review by the IEG of Implementation Completion Reports that had ultimately achieved a rating of marginally unsatisfactory or below, found with respect to their results frameworks that; - For 19% data was not collected or was of poor quality - For 42% there were weak institutions for M&E For Implementation Completion Reports that had ultimately achieved a rating of marginally satisfactory or above, the IEG with respect to their results frameworks that: - For 30% data was not collected or was of poor quality - For 18% there were weak institutions for M&E Overall, the IEG has found that 3% of World Bank projects were rated as "high quality", with most rated as "modest". Moreover, "*there is no systematic ongoing quality control or assessment of project monitoring data. These shortcomings call into question the capacity of data to adequately capture key corporate results.*" In terms of ensuring timely data for reporting, a recent innovation includes the "2 minute feedback survey" which covers all lending and advisory services, and is fielded to clients and Bank staff in relevant roles at project milestones. Results from this are available in real time and are used by Senior Management as performance indicators for Regions and Global Practices.	9, 10, 14, 23, 24, 39, 41, 44, 46, 54
Element 2: Monitoring systems generate data at output and outcome level of the results chain	2		
Element 3: Reporting structures are clear	4		
Element 4: Reporting processes ensure timely data for key corporate reporting, and planning	3		
Element 5: A system for ensuring data quality exists	0		
Element 6: Data adequately captures key corporate results	3		
Overall Score:	2.4		
Overall Rating:	Satisfactory		High confidence

MI 7.5: Performance data transparently applied in planning and decision-making

Element	Score	Narrative	Source Documents
Element 1 : Planning documents are clearly based on performance data	2	There is a clear corporate commitment to encouraging the further use of performance data in planning and decision making, and all Country Partnership Frameworks are required to include a section detailing lessons learned from previous engagements, as outlined in Completion and Learning Reviews. Tools to facilitate the application of performance data in decision making include the corporate scorecards, internal performance dashboards, and the two minute survey. Mechanisms through which performance can be applied to inform planning and decision making include newly introduced General Business Reviews and Performance and Learning Reviews. A recent review by the IEG, however, has pointed to serious concerns in this area. The review does acknowledge that the Bank's management has "processes in place to manage operational quality and portfolio performance using a comprehensive system of cascading indicators", and that this "information is used in regular processes for performance management". However, the performance management system draws heavily on Implementation Status Reports, which "are not always precise because of weak project monitoring and optimistic reporting." The review also found that "many mid-term reviews occur late, as does remedial action to address identified problems". It was also found that "knowledge from Bank Group systems is rarely valued or used and there is little effort to extract and synthesise evidence and lessons or to inform operations." A number of managers "reported that information from the systems was not used to make strategic change at the level of the portfolio". The Independent Evaluation Group's 2015 Poverty Evaluation also found that the "Bank's mechanisms for learning from project experience, from results to data analysis to diagnostics to strategy formulation and implementation, have generally been weak, though with significant variation across countries."	17, 23, 24, 54
Element 2: Proposed adjustments to interventions are clearly informed by performance data	2		
Element 3: At corporate level, management regularly reviews corporate performance data and makes adjustments as appropriate	3		
Element 4: Performance data support dialogue in partnerships at global, regional and country level	2		
Overall Score:	2.25		
Overall Rating:	Satisfactory		High confidence

KPI 8: Evidence based planning and programming applied			
Overall KPI Rating	**3.47**	**Overall KPI**	**Highly Satisfactory**

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MI 8.1: A corporate independent evaluation function exists

Element	Score	Narrative	Source Documents
Element 1: The evaluation function is independent from other management functions such as planning and managing development assistance *(operational independence)*	4	The Committee on Development Effectiveness recently commissioned an external assessment on the Bank's independent evaluation function, the IEG. Among other things, this assessment "measured the IEG's independence as it is now defined and operationalized against the good practice standards for independence outlined in the Development Assistance Committee (DAC), of the Organization for Economic Cooperation and Development (OECD)". The review found that the IEG "meets the independence criteria established by the global evaluation community: it demonstrates strong organizational and behavioural independence; it is protected from outside interference and avoids conflicts of interest. The WBG respects and supports IEG's independence as critical for both IEG's as well as the WBG's credibility and impact." Although the majority of the IEG programme is funded through core resources, funding for some Impact Evaluations comes through trust funds. The same report, however, also found that the IEG's own interpretation of independence has led to isolation, and that "more strategic engagement with management, CODE, the Board, and the broader development community is needed to increase IEG's effectiveness and the utilization of its work."	1,2,7,21,23,29,45,47,54
Element 2: The Head of evaluation reports directly to the Governing Body of the organisation *(Structural independence)*	4		
Element 3: The evaluation office has full discretion in deciding the evaluation programme	4		
Element 4: A separate budget line (approved by the Governing Body) ensures *budgetary independence*	4		
Element 5: The central evaluation programme is fully funded by core funds	3		
Element 6: Evaluations are submitted directly for consideration at the appropriate level of decision-making pertaining to the subject of evaluation	4		
Element 7: Evaluators are able to conduct their work throughout the evaluation without undue interference by those involved in implementing the unit of analysis being evaluated. *(Behavioural independence)*	4		
Overall Score:	3.86		
Overall Rating:	Highly satisfactory		High confidence

MI 8.2: Consistent, independent evaluation of results (coverage)

Element	Score	Narrative	Source Documents
Element 1 : An evaluation policy describes the principles to ensure coverage, quality and use of findings, including in decentralised evaluations	1	One of the key findings of the external review of the IEG was that the World Bank Group "lacks a framework which outlines the principles, criteria and accountabilities for evaluation across the organisation, that provides clarity to all staff on the merits of robust, high quality and credible evaluation, and that clearly delineates the respective roles of all parties." This finding led to the recommendation that the bank establish a policy that would lay out, "for the first time", an organisation-wide "basis for evaluation" which would "lend clarity to how the institution balances evaluation between learning and accountability…" It is understood from evidence gathered during interviews that the Bank's management has responded positively to this finding and recommendation and that an evaluation policy is presently being developed to address this. Though the IEG does not have a policy or evaluation manual that guides the implementation of the different categories of evaluations, it does have a set of "Guidelines for Reviewing World bank Implementation Completion and Results Reports," a publication called "Monitoring and Evaluation: Some Tools, Methods and Approaches", and a detailed set of guidance on developing results frameworks. The Bank's approach to evaluating results is built to a large degree upon a system of "self-evaluation – the formal, written assessment of a project, programme or policy by an entity engaged in that activity". At present, these are carried out for all IBRD and IDA operations, and assess them against their original objectives, based on the criteria of relevance, effectiveness and efficiency. The IEG is responsible for validating all self-evaluations, and separately assesses and rates project M&E and the quality of self-evaluation. In addition to validating self-evaluations, which feed into corporate scorecards, the IEG produces other evaluative products, including impact evaluations (financed mainly through trust funds), learning products and county level evaluations. The IEG's annual work plan and budget clearly sets out planned coverage "which reflects and responds to significant changes that are underway in the WBG".	2, 3, 5, 7, 8, 9, 10, 12, 14, 17, 18, 19, 23, 24, 30, 39, 46, 47, 54, 88, 89
Element 2: The policy/an evaluation manual guides the implementation of the different categories of evaluations, such as strategic, thematic, corporate level evaluations, as well as decentralized evaluations	3		
Element 3: A prioritized and funded evaluation plan covering the organisation's planning and budgeting cycle is available	4		
Element 4: The annual evaluation plan presents a systematic and periodic coverage of the organisations' Interventions, reflecting key priorities	4		
Element 5: Evidence from sample countries demonstrate that the policy is being implemented	4		
Overall Score:	3.2		
Overall Rating:	Highly satisfactory		High confidence

MI 8.3: Systems applied to ensure the quality of evaluations

Element	Score	Narrative	Source Documents
Element 1: Evaluations are based on design, planning and implementation processes that are inherently quality oriented	4	The IEG has a multi-layered quality assurance framework which includes in-depth review of all evaluation products by internal and external peers, detailed methodological guidelines and guidelines for formulating recommendations, and a Methods Advisory Function. Evidence from interviews confirmed that this quality assurance framework was consistently implemented. All evaluation reports reviewed presented evidence, findings, conclusions and recommendations in a complete and balanced way, and the methodologies consistently highlighted limitations and concerns.	4, 5, 6, 9, 46, 47
Element 2: Evaluations use appropriate methodologies for data-collection, analysis and interpretation	4		
Element 3: Evaluation reports present in a complete and balanced way the evidence, findings, conclusions, and where relevant, recommendations	4		
Element 4: The methodology presented incudes the methodological limitations and concerns	4		
Element 5: A process exists to ensure the quality of all evaluations, including decentralized evaluations	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		High confidence

MI 8.4: Mandatory demonstration of the evidence base to design new interventions

Element	Score	Narrative	Source Documents
Element 1: A formal requirement exists to demonstrate how lessons from past interventions have been taken into account in the design of new interventions	3	The evidence indicates that the mechanisms and tools are largely in place to support the demonstration of the evidence base to design new interventions, but that the behaviours and incentives to do so are often lacking. There is a formal requirement to demonstrate how lessons from evaluative approaches are incorporated in operations, and the extent to which this is implemented is tracked by the corporate scorecards. The latest iteration of the scorecards indicates that 79% of operations draw on lessons from evaluative approaches. The Independent Evaluation Group's 2015 Poverty Evaluation found that the Bank's mechanisms (feedback loops) for learning from project experience have generally been weak; at the project level, they tend to "focus narrowly on outputs or immediate outcomes and often fail to reflect the broader impact of an intervention in the medium or long term"; and at the strategy level "they tend to focus on the process itself (i.e. "checking the box") without an assessment of whether a real difference is being made to poverty. In both cases, "the processes are not systematically integrated in the strategy or in individual projects." A recent assessment of how the bank learns also pointed to serious concerns in the Bank's feedback loops. (IEG's learning evaluation) However, the IEG has found that "self-evaluations are not regularly used for extracting and synthesising evidence and lessons that would be used to inform new or ongoing operations, and if a particular self-evaluation report were to raise a policy or strategic issues, no mechanism exists to elevate it for management's attention."	7, 14, 17, 22, 23, 24, 27, 28, 54
Element 2: Clear feedback loops exist to feed lessons into new interventions design	2		
Element 3: There is evidence that lessons from past interventions have informed new interventions.	3		
Element 4: Incentives exist to apply lessons learnt to new interventions	3		
Element 5: The number/share of new operations designs that draw on lessons from evaluative approaches is made public	4		
Overall Score:	3		
Overall Rating:	Satisfactory		High confidence

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MI 8.5: Poorly performing interventions proactively identified, tracked and addressed

Element	Score	Narrative	Source Documents
Element 1: A system exists to identify poorly performing interventions	3	The Bank has a system in place to track poorly performing interventions, facilitated by the biannual preparation of Implementation Status Reports for all projects, which "help to identify problem projects in need of management attention." The Internal Audit Vice Presidency has found that "when flags are raised at the right time, and teams and managers act on these flags, problem projects can be turned around and ultimately obtain a satisfactory rating." A Quarterly Portfolio and Pipeline Quality Report is also produced. However the Bank's 2015 Results and Performance report noted that the information that is entered into Implementation Status Reports is often not candid enough, and therefore does not permit course adjustments. Another IEG report found that mid-term reviews often occur late, therefore leading to delayed remedial action. It suggested that the Bank "move toward more adaptive project management in which course corrections occur as frequently as needed, informed by relevant and timely monitoring data." The evidence also points to a number of common institutional bottlenecks to restructuring poorly performing projects. Currently, approximately 20% of the Bank's active portfolio is designated as "problem projects".	7, 14, 17, 22, 23, 24, 27, 28, 54
Element 2: Regular reporting tracks the status and evolution of poorly performing interventions	4		
Element 3: A process for addressing the poor performance exists, with evidence of its use	2		
Element 4: The process clearly delineates the responsibility to take action	2		
Overall Score:	2.75		
Overall Rating:	Satisfactory		High confidence

MI 8.6: Clear accountability system ensures responses and follow

Element	Score	Narrative	Source Documents
Element 1: Evaluation reports include a management response (or has one attached or associated with it)	4	Evidence from the document review indicates that all evaluations are required to have a corresponding management responses, and these include time-bound action plans that clearly state responsibilities and accountabilities. The Bank has a Management Action Record System in place which tracks the implementation of all agreed actions in management responses. The Management Action Record is open to the public online, where a dashboard tracks the status and use and implementation of evaluation recommendations. (http://ieg.worldbankgroup.org/managementactionrecord) Evidence from interviews reiterated this.	39. 46, 47
Element 2: Management responses include an action plan and /or agreement clearly stating responsibilities and accountabilities	4		
Element 3: A timeline for implementation of key recommendations is proposed	4		
Element 4: A system exists to regularly track status of implementation	4		
Element 5: An annual report on the status of use and implementation of evaluation recommendations is made public	4		
Overall Score:	4		
Overall Rating:	Highly satisfactory		High confidence

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MI 8.7: Uptake of lessons learned and best practices from evaluations

Element	Score	Narrative	Source Documents
Element 1: A complete and current repository of evaluations and their recommendations is available for use	4	The IEG maintains an open website which has complete repository of all evaluative products. This serves as a dissemination mechanism to partners, peers and other stakeholders. Mechanisms exist for disseminating lessons learned internally, and all new projects and Country Partnership Frameworks are required to take into account lessons from past interventions. The extent to which new projects draw lessons from evaluative approaches is publically tracked in the corporate scorecards, which indicate that at present 79% of operations are doing so. This does not, however, fully constitute a system for tracking the uptake of lessons, given that the IEG itself has raised serious concerns regarding the mechanisms in place for distilling and disseminating lessons learned. According to the IEG itself, "learning has taken a back seat to accountability", "lessons are recorded but rarely used", and "results from impact evaluations are well regarded but still underused in reporting on project effectiveness". The Independent Evaluation Group has noted that overall, "information generated through the systems is not regularly mined for knowledge and learning except by the Independent Evaluation Group, and its use for project and portfolio performance management can be improved." A recent external evaluation of the IEG found the lesson-learning at the Bank to be an area of weakness, a finding that is in keeping with the IEG's own evaluation of how the Bank learns. The external review found that, among other things, the current process of producing an evaluation and addressing evaluation recommendations creates an unproductive, confrontational and adversarial dynamic between the IEG and Management and diminishes opportunities for learning. Overall, it found that the current system and processes are "broken" and that "learning is not prioritised, accountability is mechanical and does not support necessary learning or continuous improvement."	2, 4, 5, 9, 10, 17, 23, 27, 30, 39, 40, 42, 43, 44, 47, 54, 66
Element 2: A mechanism for distilling and disseminating lessons learned internally exists	2		
Element 3: A dissemination mechanism to partners, peers and other stakeholders is available and employed	3		
Element 4: A system is available and used to track the uptake of lessons learned	2		
Element 5: An annual report on the status of use and implementation of evaluation recommendations is made public	4		
Element 6: Evidence is available that lessons learned and good practices are being applied	2		
Element 7: A corporate policy for Disclosure of information exists and is also applied to evaluations	4		
Overall Score:	3		
Overall Rating:	Satisfactory		High confidence

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Performance Area: Results

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way

KPI 9: Achievement of development and humanitarian objectives and results e.g. at the institutional/corporate wide level, at the regional/country level, and contribution to normative and cross-cutting goals			
Overall KPI Score	**n/a**	**Overall KPI Rating**	**Satisfactory**

MI 9.1: Interventions assessed as having achieved their stated development and/or humanitarian objectives and attain expected results

Rating	Narrative	Source Documents
Satisfactory *Organisations either achieve at least a majority of stated output and outcome objectives (more than 50% if stated) or the most important of stated output and outcome objectives are achieved*	The Bank's overall performance may be measured by the number of projects rated as "Moderately Satisfactory" or better, or alternatively as the share of net commitments achieving a "Moderately Satisfactory" rating or higher. The rating is based on three criteria: "i) relevance of the objectives and design (relevance); ii) extent to which the objectives were achieved (efficacy); iii) extent to which the operation achieves a higher rate of return than the opportunity cost of capital, or is able to provide a similar economic justification (efficiency). According to the IEG's 2015 Results and Assessment Report, between FY12-14, the share of project outcomes rated as "Moderately Satisfactory" or better "stabilized at 70 percent, but was below the corporate target of 75 percent by FY17". When the percentage of projects rated as "Moderately Satisfactory" or better is weighted by net commitment however, "Bank project's performance exceeded the FY17 corporate target of 80%, with a success rate of 81% for the period FY12-14".	23, 39, 38, 48, 49, 50, 51, 52, 53, 54, 53, 78-87 High confidence

MI 9.2 Interventions assessed as having realised the expected positive benefits for target group members

Rating	Narrative	Source Documents
Satisfactory *Interventions have resulted in positive changes experienced by target group members (at the individual, household or community level). These benefits may include the avoidance or reduction of negative effects of a sudden onset or protracted emergency*	The terminology associated with Bank-supported projects does not include "target group members". Instead, Bank performance can be further disaggregated by region and by global practice: By region: • Africa: 65% of projects rated "Moderately Satisfactory" or better (N=283) • East Asia and Pacific: 65% of projects rated "Moderately Satisfactory" or better (N=146) • Europe and Central Asia: 75% of projects rated "Moderately Satisfactory" or better (N=147) • Latin America and the Caribbean: 75% of projects rated "Moderately Satisfactory" or better (N=144) • Middle East and North Africa: 63% of projects rated "Moderately Satisfactory" or better (N=75) • South Asia: 79% of projects rated "Moderately Satisfactory" or better (N=89) (All data relates to FY12-14. Data dashboards can be accessed at: http://ieg.worldbankgroup.org/rap2015/wbg-lending-by-region) By Global Practice: Human Development Cluster • Education: 65% of projects rated "Moderately Satisfactory" or better (N=84) • Health, Nutrition and Population: 74% of projects rated "Moderately Satisfactory" or better (N=76) • Social Protection and Labour: 91% of projects rated "Moderately Satisfactory" or better (N=32) Human Development Cluster Average: 77% of projects rated "Moderately Satisfactory" or better (N=192)	23, 24, 38, 50, 51, 52, 53, 69

	Sustainable Development Cluster: • Environment and Natural Resources: 52% of projects rated "Moderately Satisfactory" or better (N=56) • Water: 64% of projects rated "Moderately Satisfactory" or better (N=67) • Energy and Extractives: 68% of projects rated "Moderately Satisfactory" or better (N=81) • Transport and ICT: 74% of projects rated "Moderately Satisfactory" or better (N=78) • Social, Urban, Rural and Resilience: 76% of projects rated "Moderately Satisfactory" or better (N=112) • Agriculture: 76% of projects rated "Moderately Satisfactory" or better (N=62) Sustainable Development Cluster Average: 68% of projects rated "Moderately Satisfactory" or better (N=456) Equitable Growth, Finance and Institutions • Poverty and Equity: 33% of projects rated "Moderately Satisfactory" or better (N=3) • Macro Economics and Fiscal Management: 43% of projects rated "Moderately Satisfactory" or better (N=7) • Governance: 50% of projects rated "Moderately Satisfactory" or better (N=54) • Finance and Markets: 71% of projects rated "Moderately Satisfactory" or better (N=48) • Trade and Competitiveness: 75% of projects rated "Moderately Satisfactory" or better (N=8) Equitable Growth, Finance and Institutions Average: 54% of projects rated "Moderately Satisfactory" or better (N=120) (All data relates to FY12-14. Data dashboards can be accessed at: http://ieg.worldbankgroup.org/rap2015/wbg-lending-by-global-practice) Of particular note here is the fact that the Equitable Growth, Finance and Institutions Global Practice Cluster has performed less well in comparison to other global practices. Two factors must be taken into account here, however. The first is that relatively few rated by the IEG in this cluster in the time period FY12-14. Ratings in this cluster are based on a total of 120 projects, whilst for the Sustainable and Human Development Clusters, ratings were based on 456 and 192 projects respectively. Secondly, performance varies significantly within this cluster according to lending instrument. According to the 2015 Results and Performance Report, Development Policy Operations in the Equitable	

	Growth, Finance and Institutions Global Practice consistently had higher ratings compared with Development Policy Operations in the other two clusters. Tier 2 of the Bank's corporate scorecards also reports on results for specific classes of beneficiary, which may be construed as 'target groups'. Most of these indicators show progress over time: • People provided with direct/inferred access to electricity: 15.1/7.9 million in FY15 (Baseline in FY 13: 6.9/2.3 million) • Students that have benefited from learning assessments: 17.7 million in FY15 (Baseline in FY13: 15.5 million) • Teachers recruited or trained: 6.6 million in FY15 (Baseline in FY13: 1.0 million) • People who have received essential health, nutrition and population (HNP services: 377 million in FY15 (Baseline in FY13: 250.9 million) • People who have been provided with access to an improved water source: 42.2 million in FY15 (Baseline in FY13: 35.3) • People provided with access to improved sanitation facilities: 16.6 million in FY15 (Baseline in FY13: 6.8 million) • Beneficiaries covered by social safety net programs: 32.7 million in FY 15 (Baseline in FY13: 37.4 million) • People, microenterprises and SMEs reached with financial services: 14.9 million in FY 15 (Baseline in FY13: 15.3 million) • Farmers adopting improved agricultural technology: 3.47 million in FY15 (Baseline in FY13: 1.8 million)	High confidence

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MI 9.3: Interventions assessed as having contributed to significant changes in national development policies and programs (policy and capacity impacts), or needed system reforms

Rating	Narrative	Source Documents
Satisfactory *Interventions have made a substantial contribution to either re-orienting or sustaining effective national policies and programmes in a given sector or area of development disaster preparedness, emergency response or rehabilitation*	Tier 2 of the corporate scorecard (client results supported by World Bank Operations) tracks countries "with strengthened public management systems in the areas if civil service and public administration, tax policy and administration, public financial management and procurement". Results for FY 15 are: • Civil service and public management: 38 countries • Tax policy and administration: 29 countries • Public financial management: 53 countries • Procurement: 11 Another way of assessing success in this area is to look at the outcomes ratings of Development Policy Operations, which aim to support a member country's "program of policy and institutional actions that promote growth and sustainable poverty reduction". (OP 8.60) Outcome ratings for Development Policy Operations across the regions for the time period FY12-14 are as follows: • Africa: 68% of projects rated "Moderately Satisfactory" or better (N=40) • East Asia and the Pacific: 67% of projects rated "Moderately Satisfactory" or better (N=15) • Europe and Central Asia: 88% of projects rated "Moderately Satisfactory" or better (N= 16) • Latin America and the Caribbean: 89% of projects rated "Moderately Satisfactory" or better (N=28) • Middle East and North Africa: 69% of projects rated "Moderately Satisfactory" or better (N= 13) • South Asia: 75% of projects rated "Moderately Satisfactory" or better (N=4) Average outcome Rating of Development Policy Operations: 76% of projects rated "Moderately Satisfactory" or better (N=116) According to the IEG's 2015 Results and Performance Report, "Development Policy Financing performance, measured by the percentage of projects rated moderately satisfactory or above, improved during FY09-15; however, when weighted by net commitment, there is a slight decline caused by some	19, 23, 48, 50, 51, 53, 78-87

	large operations rated moderately satisfactory or below". Specific examples raised by other evaluations in this area include: • In Fragile and Conflicted Affected states, an IEG evaluation found that "although the Bank had made considerable efforts on civil service reform, these had been undermined by "the substitution of civil servants by externally funded advisors who function as a 'second civil service', the recruitment of civil servants to project implementation units implementing donor-financed projects, and the competition for skilled national staff among donor agencies and international non-governmental organisations (NGOs)". • An Independent Evaluation Group report on Bank efforts to support procurement building efforts in client countries found that while seen to be broad agreement on the contribution that bank procurement guidelines make to ensure fairness, competition and transparency in procurement for Bank financed projects, there had also "been an absence of strategic planning for procurement capacity building" and that efforts had been "fragmented". It found that although procurement-related issues had been considered a priority area for engagement by the Bank's management, there had been only a "loose translation of priorities from procurement discussions in country strategies to specific actions, in the country work program for procurement reform."	High Confidence

MI 9.4: Interventions assessed as having helped improve gender equality and the empowerment of women

<table>
<tr><th>Rating</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td rowspan="2">Not Assessed</td><td rowspan="2">Evidence of results in this area is elusive, and one of the key findings of the 2015 Results and Assessment Report was that “the monitoring and evaluation frameworks of operations and country strategies do not adequately measure and report on gender results”. (see https://ieg.worldbankgroup.org/evaluations/results-and-performance-2015). It report found specifically that:

• “Indicators used in country strategies and projects were generally inadequate to capture gender results”
• “Reporting of gender results was generally poor, especially in country strategies”
• “Lessons learned from country strategies rarely capture gender results.”

That said, the tier 2 (client results supported by World Bank Operations) of the corporate scorecard tracks the number of female beneficiaries across 23 indicators. However, data was available for only 4 of these indicators in the April 2016 iterations of the corporate scorecards.

One IEG evaluation of the Bank’s engagement in fragile and conflict affected states found that the Bank had failed to respond adequately to conflict-related violence against women, and had neglected legal discrimination against women. It recommended that in post conflict countries “gender programmes need to be more responsive to the conflict context and help the government address the effects of violence against women and the legal constraints on economic empowerment. The Bank’s Management has responded positively to this finding, noting that implementation of the recommendation is underway, with proposals to deepen the integration of gender considerations into country strategies under IDA 17.

A review of ten client surveys revealed uneven perceptions regarding the effectiveness of the Bank’s work in gender equity, with ratings (on a scale of 1 to 10) ranging from 8 (Liberia) to 5.5. (Nigeria).

The available evidence does not permit a fair assessment of performance in this area. It is therefore classified as “not assessed.”</td><td>23, 38, 48, 50, 51, 53, 70, 78-87</td></tr>
<tr><td>No evidence</td></tr>
</table>

MI 9.5: Interventions assessed as having helped improve environmental sustainability/helped tackle the effects of climate change

<table>
<tr><th>Rating</th><th>Narrative</th><th>Source Documents</th></tr>
<tr><td>Satisfactory

Interventions include some planned activities and project design criteria to ensure environmental sustainability and help tackle climate change. These activities are implemented successfully and the results are environmentally sustainable and contribute to tackling the effects of climate change</td><td>The 2015 Results and Performance Report found that among the 14 Global Practices, the Environment and Natural Resources Global Practice "showed the only statistically significant decline in performance between FY09-11 and Fy12-14"; from 69 percent to 51 percent rated moderately satisfactory or higher."

Examples from the 2015 Results and Performance Report include:
In South Asia, although climate change mitigation and environment were main pillars under the regional strategy, these were "not prominent in any of the reviewed country programs except India the outcome of which was rated moderately unsatisfactory.... ...World Bank engagement and performance on issues related to climate change mitigation, environment, sustainable development and disaster management in South Asia seems still sparse and uneven.
In Ghana, progress was made on increasing revenue collection by the forestry agency, changing royalties to increase revenue collection from large-scale mining, improving relationships and interaction between government and civil society on governance, and incremental improvements on environmental impact assessment and strategic environmental assessment.
In Turkey, although Bank support to the electricity sector was designed to include climate change and environmental pillars, these were not particularly successful.
Brazil has made progress in strengthening and mainstreaming environmental sustainability. The Bank's sustained efforts in this sector and the partnership between the Bank and the Government of Brazil are acknowledged. Nonetheless, an evaluation by the IEG of a Development Policy Operation that aimed to strengthen environmental management noted the difficulty of attributing impacts and results in development policy operations.
Two sustainable land management projects in Brazil were evaluated, the Sao Paulo Restoration of Riparian Forests Project and the Rio de Janeiro Sustainable Integrated Ecosystem Management in Production Landscapes of North-North-western Fluminese Project. For the first project, there was "little evidence that land degradation was arrested or reversed", and for the second project "there was little evidence to show that the sustainable land management interventions financed by the project have generated the global environmental benefits that the project set out to achieve."
IDA 17's MTR Climate Change update, however, noted that "efforts to mainstream climate and disaster risk management in IDA countries' strategies, policies and investments are on track", and that "IDA has</td><td>23, 48, 51, 53, 78-87</td></tr>
</table>

	supported seven countries to develop national energy plans and investment prospectuses to achieve the Sustainable Energy for All objective of universal access to energy by 2030." Despite the examples of poor performance cited above, performance in this area is still rated as satisfactory, given that all Bank interventions have strong environmental safeguards, that efforts to mainstream climate and disaster risk management in IDA countries are on track, and that a slim majority of projects from the Environmental and Natural Resources Global Practice were rated as moderately satisfactory or higher. The evidence indicates however that there is need for improvement in this area.	Medium confidence

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MI 9.6: Interventions assessed as having helped improve good governance

Rating	Narrative	Source Documents
Satisfactory *Interventions include some planned activities and project design criteria to promote or ensure 'good governance'. These activities are implemented successfully and the results have promoted or ensured 'good governance'*	The majority of Bank supported projects touch on governance issues in some respect. The Governance Global Practice, however, is responsible for developing "innovative, integrated solutions to pernicious institutional problems using a problem-driven, diagnostic approach that combines knowledge of reform successes and failures with a keen understanding of institutional challenges and opportunities in developing countries." Between 2012 and 2014, 50% of projects in the governance GP were rated as "Moderately Satisfactory" or better. Development Policy Operations in particular have strong implications on governance in member countries, especially considering the need for prior actions (the completion of a set of mutually agreed prior policy actions between the Bank and the client). Between 2012 and 2014, 76% of the Bank's Development Policy Operations were rated as "Moderately Satisfactory" or better. However, an IEG learning product on results frameworks in Development Policy Operations raised a number of concerns. For example, "some Development Policy Operations suffer from a lack of clear statements of objectives and outcomes", "excessive flexibility in a programmatic series can compromise a Development Policy Operation's focus on results", and the "Implementation and Completion Reports of Development Policy Operations need to focus more on the quality of prior actions and provide a more comprehensive account of policy changes triggered within them." Specific examples in this area noted in the 2015 Results and Performance Report (drawn from major evaluations) include: • A major IEG evaluation of Bank support to Reforms of Business Regulations found that "the World Bank Group supported a comprehensive menu of investment climate reforms in the right countries and generally in the right areas of the regulatory environment", and that it was "successful in improving investment climate in client countries". However, "the impact on investment, jobs, business formation, and growth is not straightforward, and the social value of regulatory informs… …was not properly included in the design of reforms and assessment of their impact." • In an evaluation of Bank support to Public-Private Partnerships, the IEG found that "the	23, 27, 48, 51, 53, 78-87

	Bank's upstream policy reform and institution building reaches the right countries, but that sector reform work failed in almost half of the cases because of the complexity an political implications of the reform processes." It also found that the Bank's support significantly contributed to "capacity building for Public-Private Partnerships, but a lack of local skills and resources for the preparation of a Public-Private Partnership pipeline and bankable Public Private Partnership projects poses a serious limitation." Another key finding was that "public-private partnerships supported by the World Bank Group are largely successful in achieving their development outcomes, but data are scarce on the effects on the poor.	Medium confidence

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KPI 10: Relevance of interventions to the needs and priorities of partner countries and beneficiaries, and extent to which the multilateral organisation works towards results in areas within its mandate			
Overall KPI Score	**n/a**	**Overall KPI Rating**	**Satisfactory**

MI 10.1: Interventions assessed as having responded to the needs/priorities of target groups

Rating	Narrative	Source Documents
Satisfactory *Interventions are designed to take into account the needs of the target group as identified through a situation or problem analysis (including needs assessment for relief operations) and the resulting activities are designed to meet the needs of the target group*	Project outcomes ratings are a composite rating, based on three separate criteria – "the relevance of the project's objectives and design, achievement of the objectives (efficacy), and efficiency." Between FY12-14, the share of project outcomes rated as "Moderately Satisfactory" or better "stabilized at 70 percent, but was below the corporate target of 75 percent by FY17". When the percentage of projects rated as "Moderately Satisfactory" or better is weighted by net commitment however, "Bank project's performance exceeded the FY17 corporate target of 80%, with a success rate of 81% for the period FY12-14" The IEG's assessment of projects includes "Bank performance in ensuring quality at entry", which considers, among other criteria, the "strategic relevance and approach" of the project. According to the April 2016 corporate Scorecards, 72.6% of projects in FY12-14 were rated moderately satisfactory or higher in terms of Bank performance in Ensuring Quality at Entry. Evidence from the IEG suggests that interventions in fragile and conflict afflicted situations sometimes lack tailoring and responsiveness to citizen needs. Also, the Bank's economic and sector work on youth and employment seems poorly targeted, according to evidence. For example, an IEG evaluation of the Bank's engagement in promoting electricity access found that "there were significant gaps in the Bank Group's coverage of low-access countries, mostly in Sub-Saharan Africa.... ...Despite the size of the Bank Group's overall engagement in and financial assistance to the electricity sector, low-access countries received the lowest share of Bank Group assistance, especially those in Sub-Saharan Africa" (Document 55) In another example, an evaluation of the Bank's support to financial inclusion found that "despite the	23, 39, 38, 48, 49, 50, 51, 52, 53, 54, 53, 78-87

	World Bank Group's growth and relative reach, its support to financial inclusion is small, given the large number of unbanked ($2 billion globally) and the size of the microenterprise credit gap, according to IFC's calculation (more than $1 trillion). This calls for a strategic allocation of the World Bank Group's resources, devoting its scarce resources where they are needed the most and where they can have the highest impact, either in terms of creating new markets or scaling up existing markets." (Document 55) A review of ten client surveys revealed mixed perceptions regarding the extent which the World Bank's knowledge services met country needs. Ratings (on a scale of 1 to 10) ranged from 7.6 (Vietnam), to 5.8 (Nigeria). The surveys also measured perceptions regarding the overall relevance of the Bank's role in each country. On this note, perceptions were generally favourable, ranging from 7.8 (Vietnam) to 6.1. (Haiti).	Medium confidence

MI 10.2: Interventions assessed as having helped contribute to the realisation of national development goals and objectives

Rating	Narrative	Source Documents
Satisfactory *Interventions have contributed substantially to the achievement of specific national development goals or have contributed to meeting humanitarian relief objectives agreed to with the national government and/or the humanitarian community*	The IEG's recent (2015) poverty evaluation found that the Bank's "country strategies and the interventions supported by its lending and non-lending portfolio broadly reflect the client countries' poverty reduction strategy and development priorities." The Bank's business model is demand driven, meaning that clients – national or sub-national governments – are largely responsible for selecting which areas the Bank will support. The Bank provides advice and supervision, but borrowers ultimately decide where the money goes. This model ensures a degree of de-facto relevance, assuming of course that governments do choose to seek support in areas that their own development goals and objectives. The tools used to guide the engagement at the country level (Systematic Country Diagnostics, Country Partnership Frameworks, and Performance and Learning Reviews) should help towards further relevance, and guide governments in the selection of projects most relevant to their national development goals and objectives. The extent to which interventions actually contribute to the realisation of these objectives is best measured by overall project outcome – a composite rating developed by the IEG that is based on relevance of design, achievement of objectives and efficiency. Between FY12-14, the share of project outcomes rated as "Moderately Satisfactory" or better "stabilized at 70 percent, but was below the corporate target of 75 percent by FY17". When the percentage of projects rated as "Moderately Satisfactory" or better is weighted by net commitment however, "Bank project's performance exceeded the FY17 corporate target of 80%, with a success rate of 81% for the period FY12-14 In the client surveys reviewed, respondents were asked to what extent they agreed that the World Bank Group's work in their country was well aligned with its development priorities. Responses were largely favourable, ranging (on a scale of 1 to 10) from 8 (Vietnam) to 5.9 (Nigeria).	23, 24, 39, 38, 48, 49, 50, 51, 52, 53, 54, 53, 78-87 Medium confidence

MI 10.3: Results assessed as having been delivered as part of a coherent response to an identified problem

Rating	Narrative	Source Documents
Not assessed	Coherence is not sufficiently raised in reviewed sources to enable an assessment.	
		No evidence

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KPI 11: Results delivered efficiently			
Overall KPI Score	**n/a**	**Overall KPI Rating**	**Satisfactory**

MI 11.1: Interventions assessed as resource/cost efficient

Rating	Narrative	Source Documents
Satisfactory *Results delivered when compared to the cost of activities and inputs are appropriate even when the program design process did not directly consider alternative program delivery methods and their associated costs*	While there are no detailed or aggregate assessments on efficiency, the scorecard includes two measures of corporate efficiency: • Disbursement ratio (8.4% by end FY16Q2 – target of 20%) • Expense to business revenue ratio (111 in FY16Q2 – target of less than 100) • Support cost ratio (0.5% in Fy16 Q2 – no target set) The IEG's assessment of projects also includes a measure of "Quality of Supervision", which examines, alongside other criteria, the "supervision of fiduciary and safeguard aspects", the "adequacy of supervision inputs and processes", and the "role in ensuring adequate transition arrangements". The latest corporate scorecards indicate that 87% of projects in FY12-14 achieved a rating of Moderately Satisfactory or Higher. (Document 66) In addition, the outcome rating is a composite indicator which considers relevance, efficacy and efficiency. Between FY12-14, the share of project outcomes rated as "Moderately Satisfactory" or better "stabilized at 70 percent, but was below the corporate target of 75 percent by FY17". When the percentage of projects rated as "Moderately Satisfactory" or better is weighted by net commitment however, "Bank project's performance exceeded the FY17 corporate target of 80%, with a success rate of 81% for the period FY12-14"	23, 66, 53, Medium confidence

MI 11.2: Implementation and results assessed as having been achieved on time (given the context, in the case of humanitarian programming)

Rating		Source Documents
Unsatisfactory *Less than half of intended objectives are achieved on time but interventions have been adjusted to take account of difficulties encountered and can be expected to improve the pace of achievement in the future. In the case of humanitarian programming, there was a legitimate explanation for delays*	The latest corporate scorecards indicate that in FY 2016Q2, an average of 25.9 months elapse between the development of concept notes and the first disbursements in Bank-supported operations. This is below the corporate target of reducing time by a third from the 28 month baseline. It is important to note though, that delays may occur for several reasons, many of which are beyond the scope of control for the Bank (i.e. approval of loans by national legislatures). Evidence relevant to this indicator drawn from evaluations includes an IEG evaluation of the Bank's support to financial inclusion, which found that "to assist countries in policy reforms and in creating an enabling environment, the World Bank Group has implemented 232 interventions during FY07–13, about one-fourth of the total financial inclusion interventions… …For both the World Bank and IFC, interventions focused on oversight, regulations, and financial infrastructure obtained the best ratings. Financial literacy interventions for the World Bank and financial inclusion strategy interventions for IFC advisory services are the two areas of involvement where effectiveness has most substantially faltered The WBG Strategy acknowledges that clients perceive the Bank as falling short in this area, and a review of client surveys indicates that bureaucratic and procedural complexity is frequently regarded as a major shortcoming.	2, 19, 48, 49, 57 High confidence

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KPI 12: Sustainability of results			
Overall KPI Score	**n/a**	**Overall KPI Rating**	**Satisfactory**

MI 12.1: Benefits assessed as continuing or likely to continue after project or program completion or there are effective measures to link the humanitarian relief operations, to recover, resilience eventually, to longer-term developmental results

Rating	Narrative	Source Documents
Satisfactory *Evaluations assess as likely that the intervention will result in continued benefits for the target group after completion. For humanitarian relief operations, the strategic and operational measures to link relief to rehabilitation, reconstruction*	There is no aggregate reporting on this but IEG reports that development outcomes for projects in primary education, HNP, and WSS hovered around Bank averages, but many faced significant or high risk to development outcomes due to uncertain financial sustainability and institutional weaknesses. Bank analysis also show that addressing the financial sustainability risk would require greater attention to improving domestic resource mobilization capacity and, more generally, establishing stronger linkages between direct MDG support and public sector governance initiatives. Furthermore, there is evidence that the sustainability of data efforts is challenging in many countries where other claims on resources take priority. Un-sustained support can jeopardize data progress. In Guatemala, the quality of household survey data worsened after the Bank and a donor-supported project ended. Elsewhere, political constraints to data access undermine their value, as in the Arab Republic of Egypt, where data access has been limited. In countries where poverty is a politically sensitive topic, restrictions on data remain a major obstacle to analysing the magnitude, nature, and distribution of poverty. The Corporate Scorecards to include three indicators relating to "sustainability and resilience". These are countries with strengthened public management systems in civil service and public administration, tax policy and administration, public financial management and procurement. Although the Bank does appear to have supported a number of countries in this regard, the lack of targets for these indicators makes an assessment of performance against expectations particularly challenging.	39, 24 High confidence

MI 12.2: Interventions/activities assessed as having built sufficient institutional and/or community capacity for sustainability, or have been absorbed by government.

Rating		Source Documents
Not assessed	There is scant evidence on this indicator except for one evaluation which shows that community-driven development has been a useful vehicle for short-term assistance to local communities in fragile and conflict-affected states; but in the absence of a mechanism to ensure sustainability their long-term viability remains questionable. An evaluation of the Bank's support to low-income fragile states also found that whilst considerable efforts had been made to assist with civil service reform, these had, in many instances, been undermined by the substitution of civil servants by externally funded advisors who, in effect, became a "second civil service". The lack of evidence against this indicator does not permit a fair assessment.	23, 39, 38, 54 No evidence

MI 12.3. Interventions/activities assessed as having strengthened the enabling environment for development

Rating		Source Documents
Satisfactory *Interventions have made a notable contribution to changes in the enabling environment for development including one or more of: the overall framework and process for national development planning; systems and processes for public consultation and for participation by civil society in development planning; governance structures and the rule of law; national and local mechanisms for accountability for public expenditures, service delivery and quality; and necessary improvements to supporting structures such as capital and labour markets*	Evaluative evidence from three countries (Tajikistan, Vietnam, Iraq) and one regional (Africa) evaluation show a strong result in this area. An IEG evaluation of the Bank's support to financial inclusion found that "to assist countries in policy reforms and in creating an enabling environment, the World Bank Group has implemented 232 interventions during FY07–13, about one-fourth of the total financial inclusion interventions… …For both the World Bank and IFC, interventions focused on oversight, regulations, and financial infrastructure obtained the best ratings. Financial literacy interventions for the World Bank and financial inclusion strategy interventions for IFC advisory services are the two areas of involvement where effectiveness has most substantially faltered. (Document 57)	39, 24, 49, 50, 51, 55 Little to no confidence

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Annex 2: List of documents analysed for World Bank

2a) Bibliography

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GRI; World Bank (2014), *GRI Index Report*
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2b) List of documents numbered as source material for Document Review

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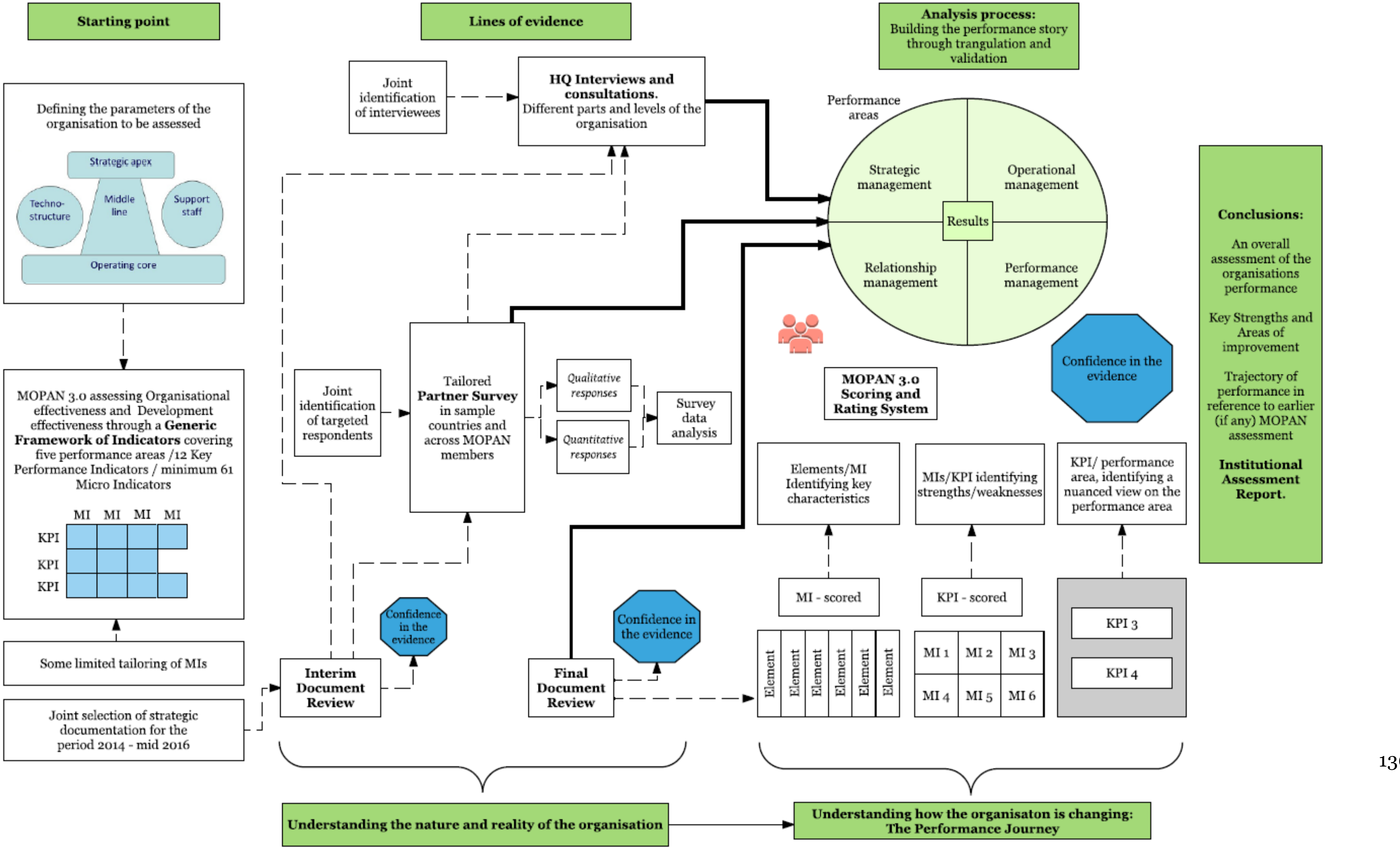
75	World Bank; IDA; IBRD (2015), *The World Bank Policy on Access to Information (Directive)*
76	IBRD; World Bank (2016), *Moody's Investors Service Credit Analysis:* IBRD
77	S&P Global (2015) *World Bank, Standard And Poor's Ratings Services Research Update*: International Bank for Reconstruction and Development 'AAA/A-1+' Ratings Affirmed; Outlook Stable
78	World Bank Group (2015), *Afghanistan Client Survey*
79	World Bank Group (2013), *Brazil Client Survey*
80	World Bank Group (2014), *Haiti Client Survey*
81	World Bank Group (2014), *India Client Survey*
82	World Bank Group (2014), *Liberia Client Survey*
83	World Bank Group (2016), *Moldova Client Survey*
84	World Bank Group (2014), *Mozambique Client Survey*
85	World Bank Group (2013), *Nigeria Client Survey*
86	World Bank Group (2014), *Tajikistan Client Survey*
87	World Bank Group (2014), *Vietnam Client Survey*

Annex 3: Process map of the MOPAN 3.0 assessment of World Bank



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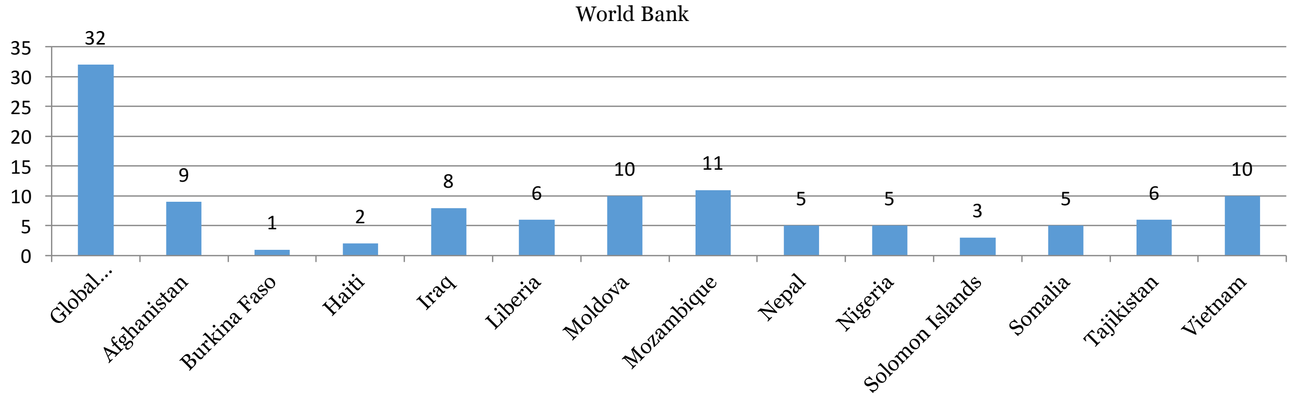
Annex 4: Results of the MOPAN survey of World Bank Partners

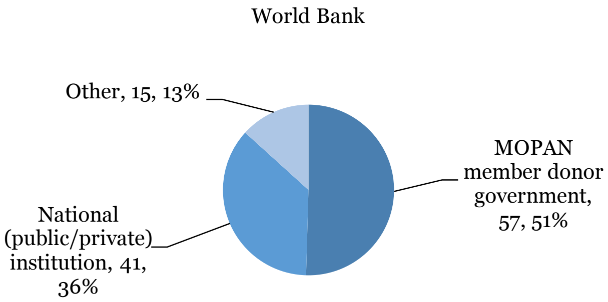
An Evidence Stream for the MOPAN 3.0 assessment of the World Bank, 2016

Total number of responses for the World Bank Survey: 113

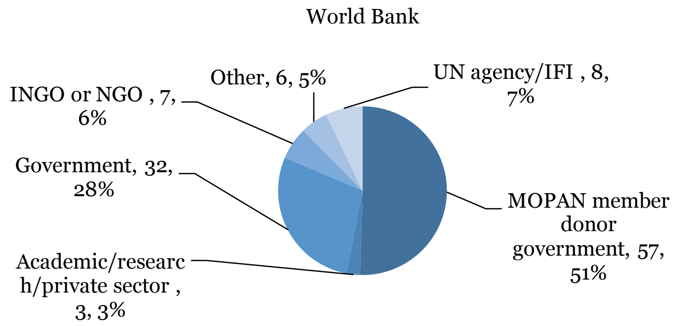
Respondents by Country.



Respondent Type.



Non-Mopan Member Respondent Type.

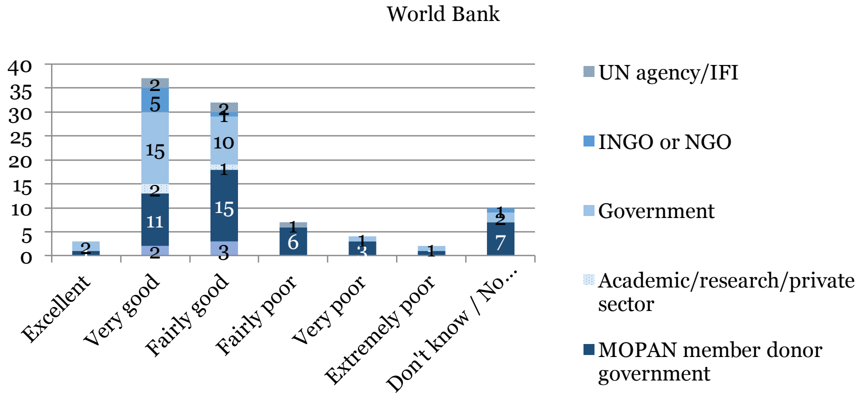


Respondents who identified their geographical focus as "global" were not asked the questions which were only relevant to respondents with a specific country focus. This will be highlighted for the individual questions below.

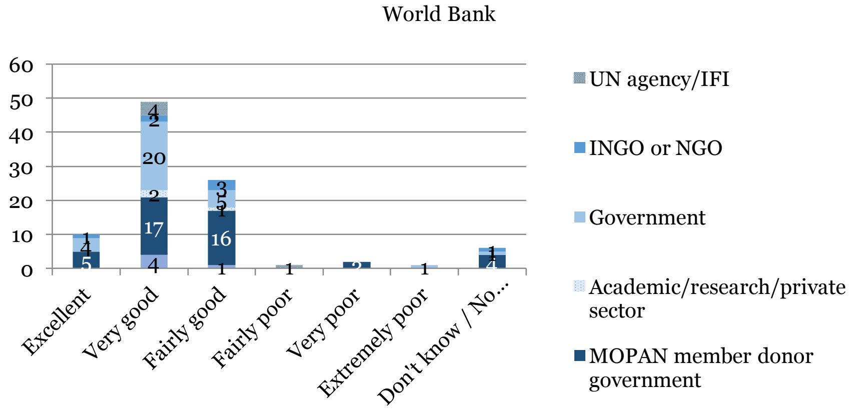
Staffing

How well do you think the World Bank performs in the areas below?

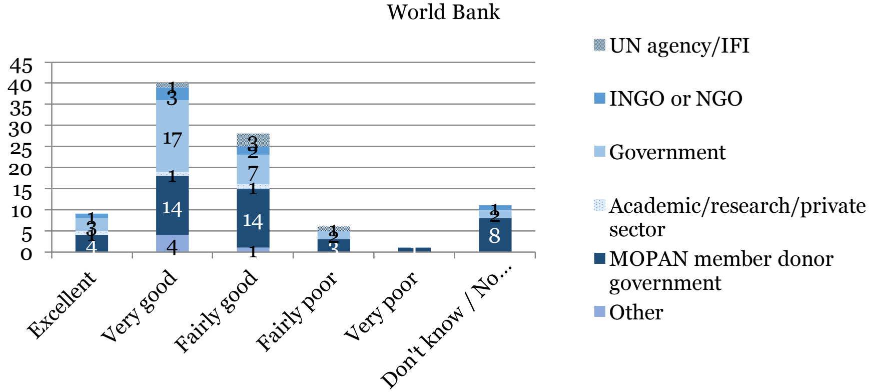
It has sufficient staffing in the country to deliver the results it intends.



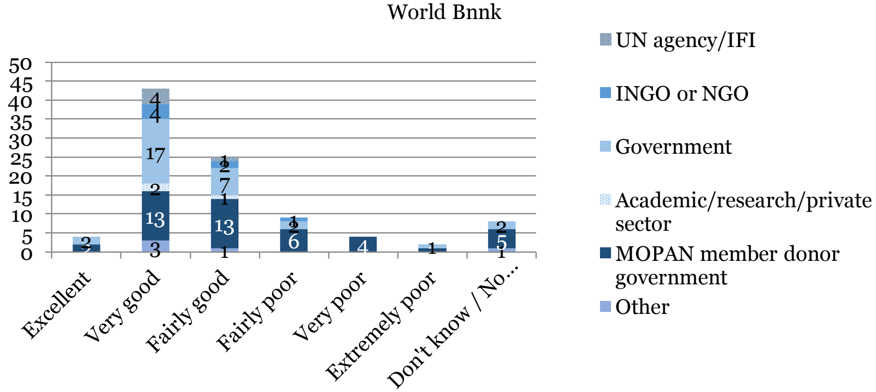
Its staff are sufficiently senior/experienced to work successfully in the country.



It has sufficient continuity of staff to build the relationships needed in the country.



Its staff can make the critical strategic or programming decisions locally in the country.

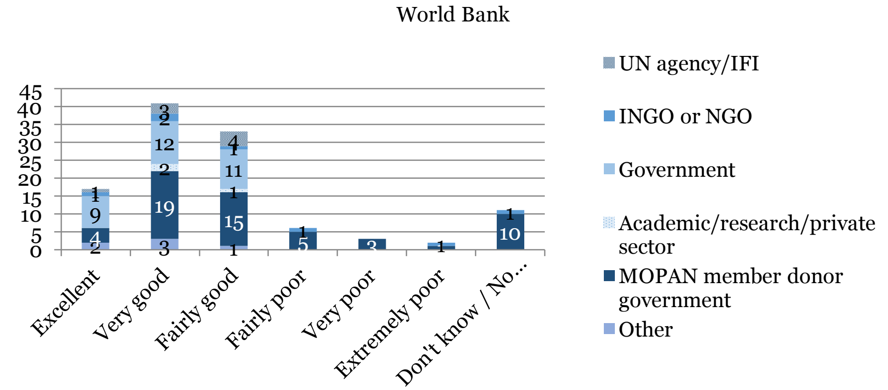


Respondents who identified their geographical focus as "global" were not asked to answer these questions since it is only relevant to respondents with a specific country focus.

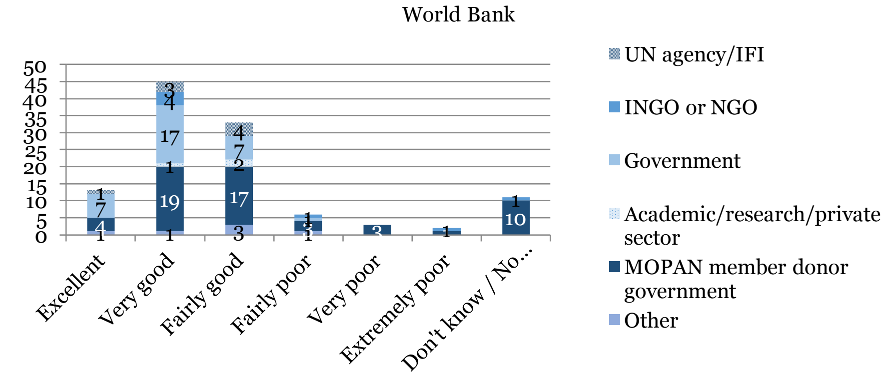
Managing Financial Resources

How well do you think it performs in relation to the statements below?

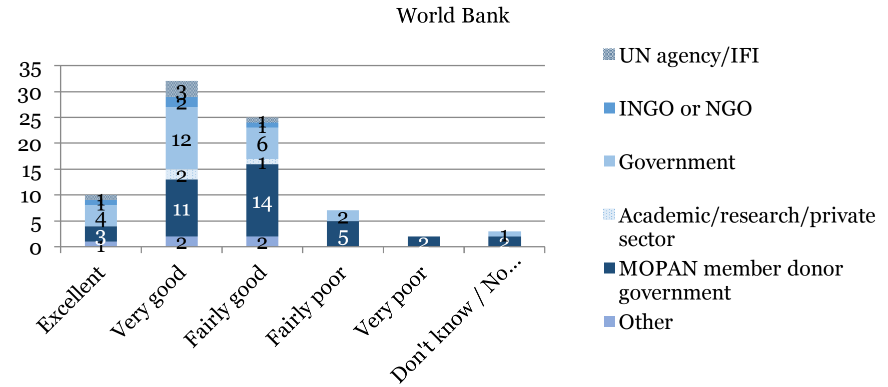
It communicates openly the criteria for allocating financial resources (transparency).



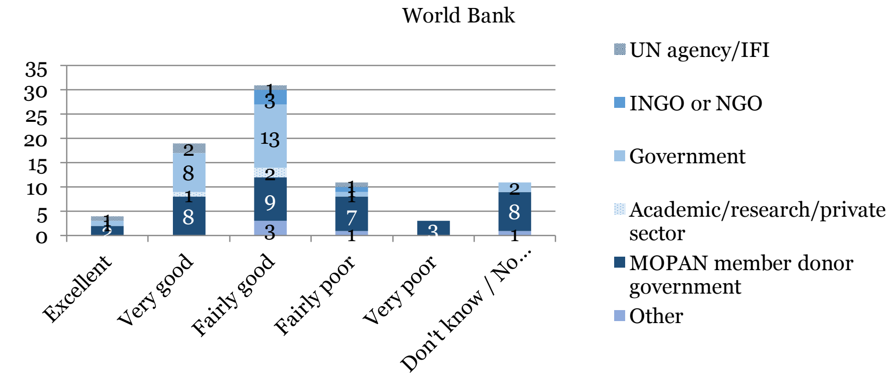
It provides reliable information on how much and when financial allocations and disbursement will happen (predictability).



It co-operates with development partners to make sure that financial co-operation in the country is coherent and not fragmented).



It has enough flexible financial resources to enable it to meet the needs it targets in the country.



Respondents who identified their geographical focus as "global" were not asked to answer the two lower questions since it is only relevant to respondents with a specific country focus.

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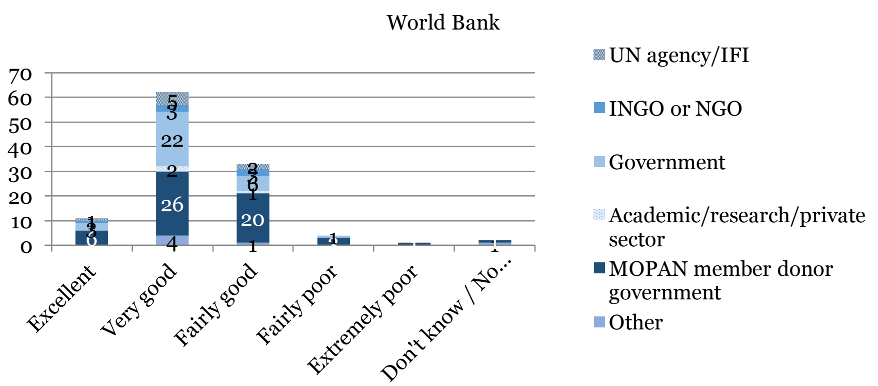
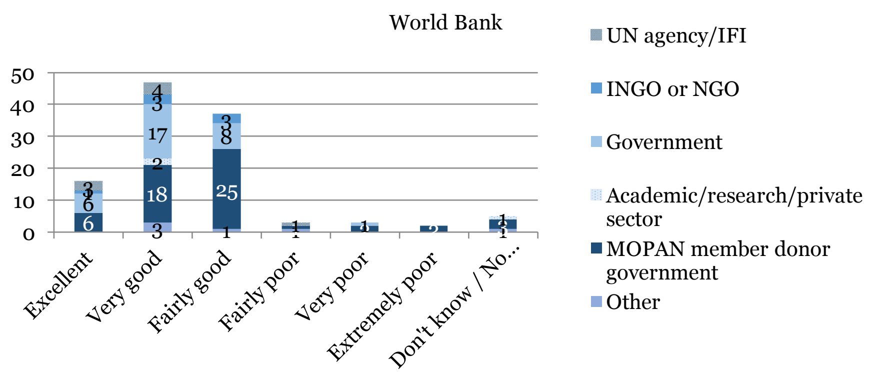
Interventions (Programmes, projects, normative work)

How well do you think The World Bank performs in relation to the areas below?

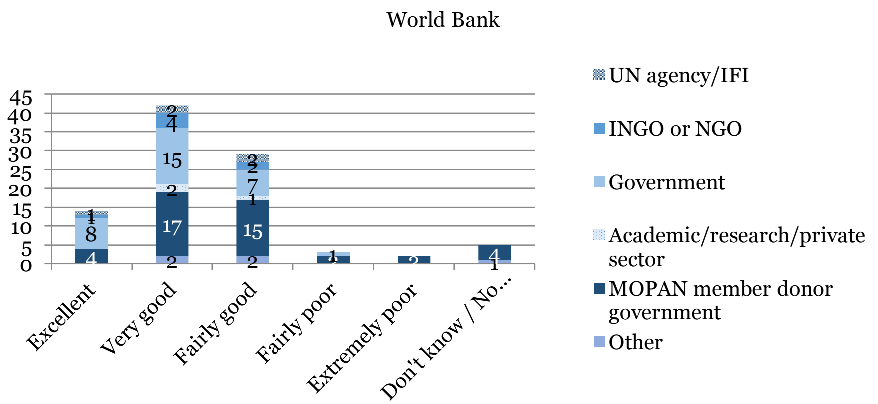
Its interventions are designed and implemented to fit with national programmes and intended results.



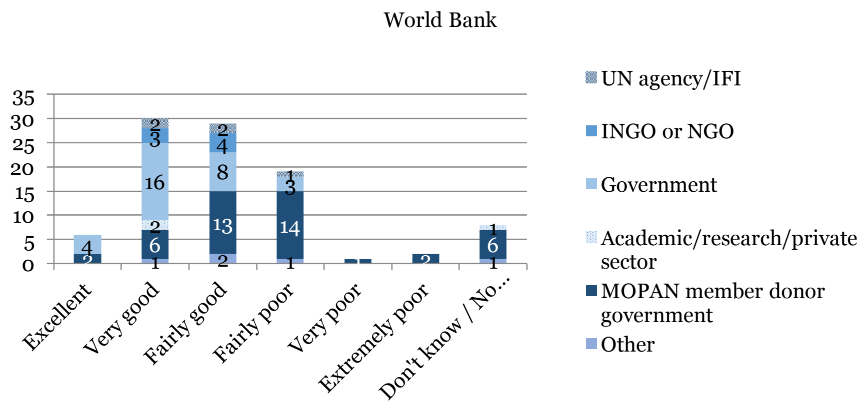
Its interventions are tailored to the specific situations and needs of the local context.



Its interventions are based on a clear understanding of why it is best placed (comparative advantage) to work in the sectoral and/or thematic areas it targets in the country.

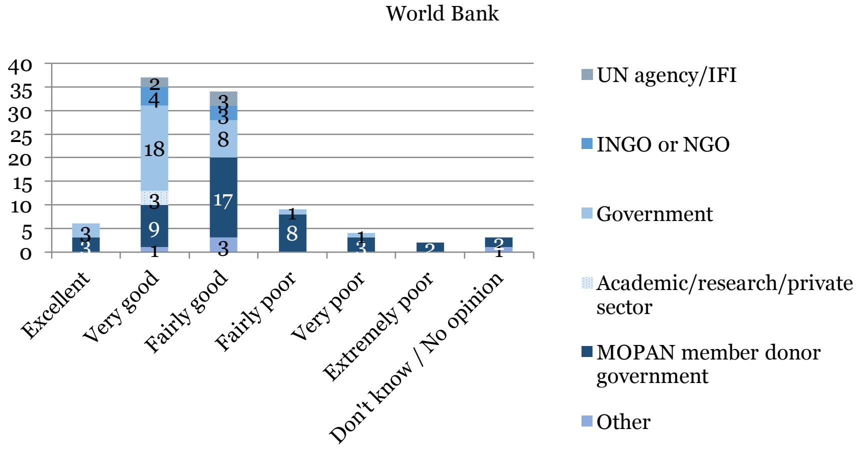


It adapts or amends interventions swiftly as the context in the country changes.

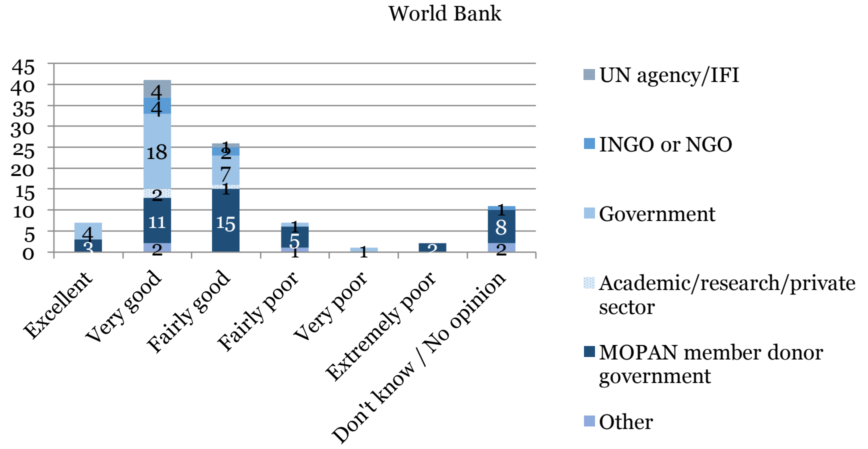


Respondents who identified their geographical focus as "global" were not asked to answer the two lower questions since it is only relevant to respondents with a specific country focus.

Its interventions in the country are based on realistic assessments of national / regional capacities, including government, civil society and other actors.



Its interventions appropriately manage risk within the context of the country.



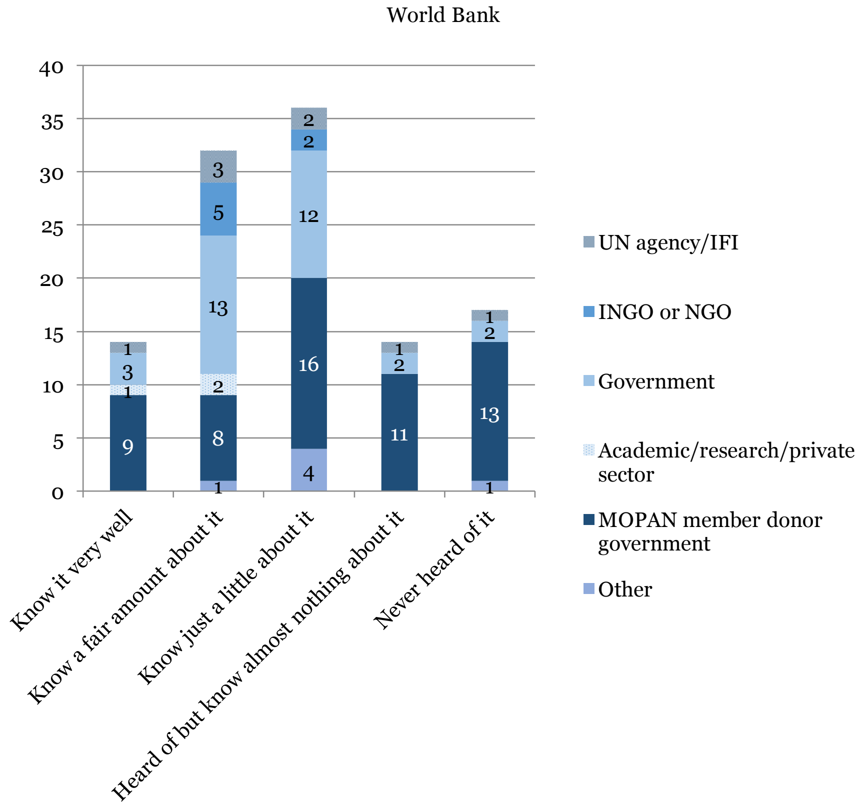
Respondents who identified their geographical focus as "global" were not asked to answer these questions since it is only relevant to respondents with a specific country focus.

Multilateral Organisation Performance Assessment Network

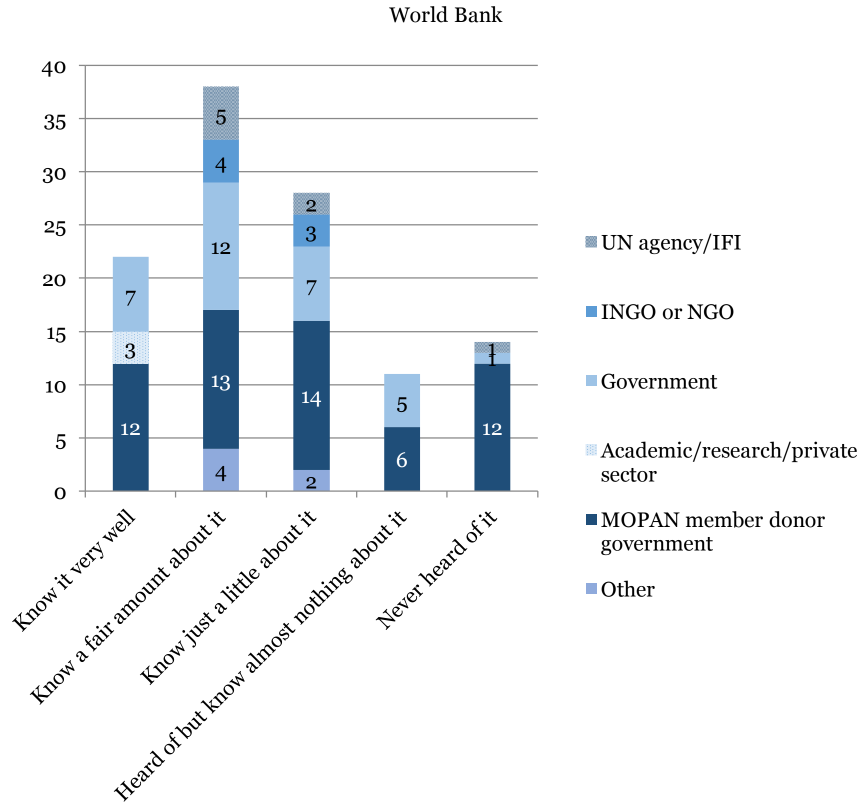
Interventions (Cross cutting issues) Part 1

How familiar are you with each of the following?

The Gender Equality Agenda at the World Bank Group.



The environmental sustainability strategy of World Bank including addressing climate change.



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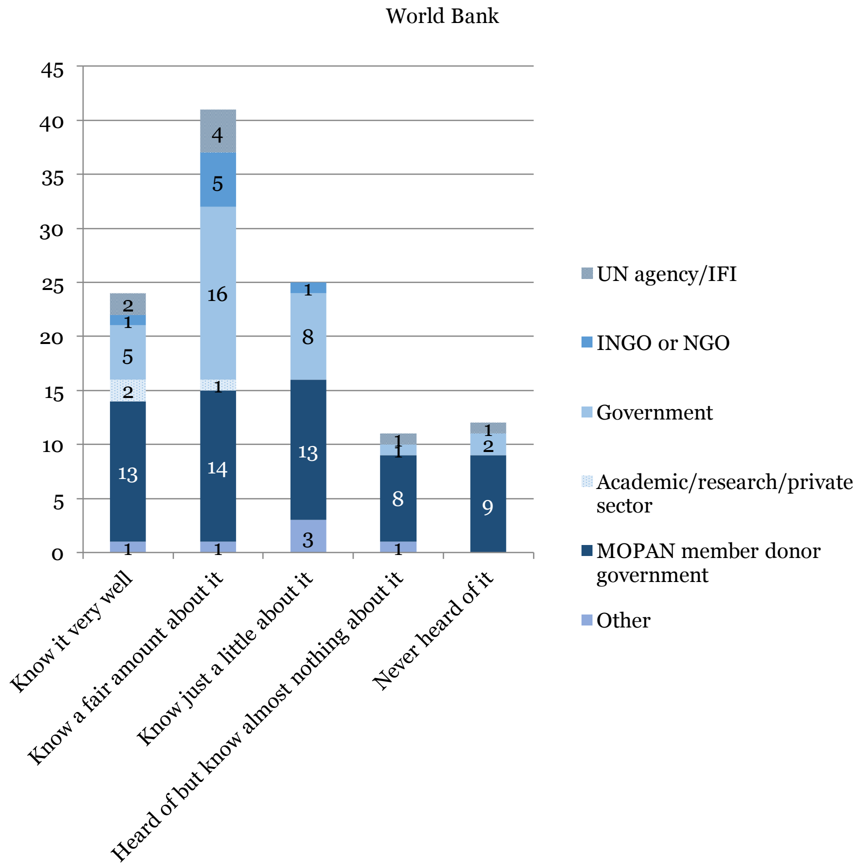
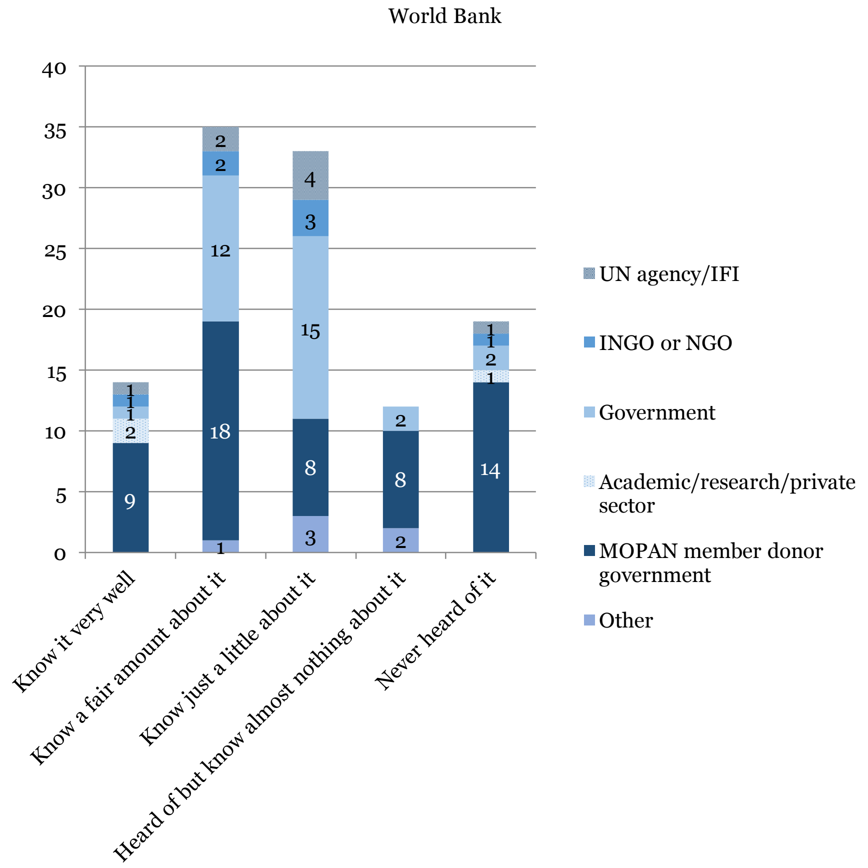
The strategy of World Bank setting out how it intends to engage with promoting good governance in low income, fragile and conflict affected states.



World Bank's strategy to address jobs as a cross cutting issue.



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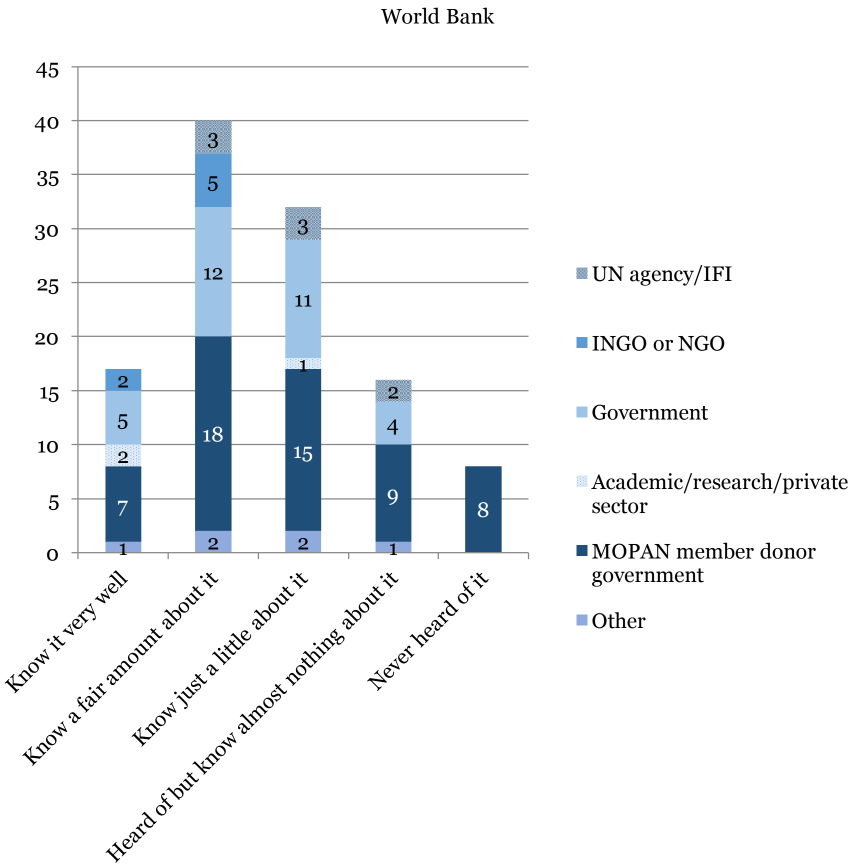
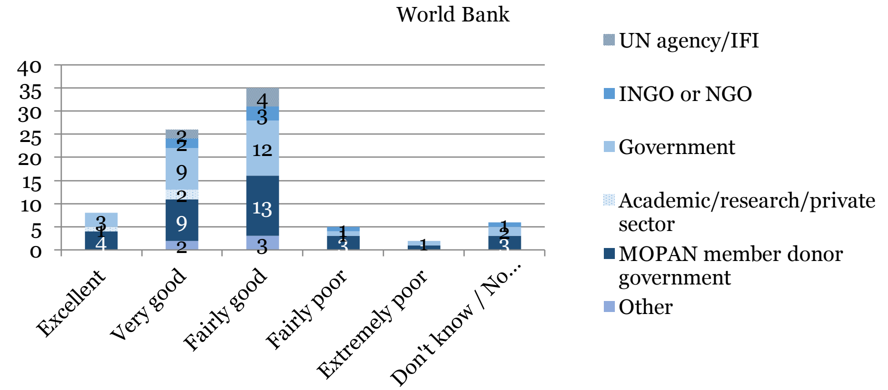
World Bank's strategy to foster public private partnerships as a cross cutting issue.



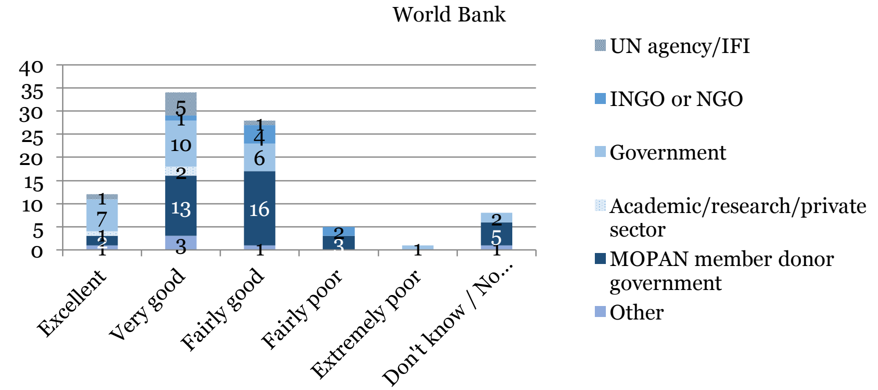
Interventions (Cross cutting issues) Part 2

How well do you think The World Bank performs in relation to the priorities/areas stated below?

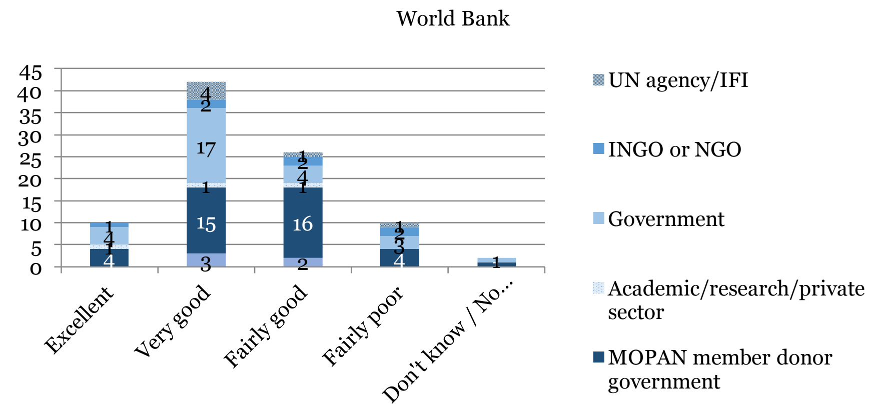
It promotes gender equality in all relevant areas of its work.



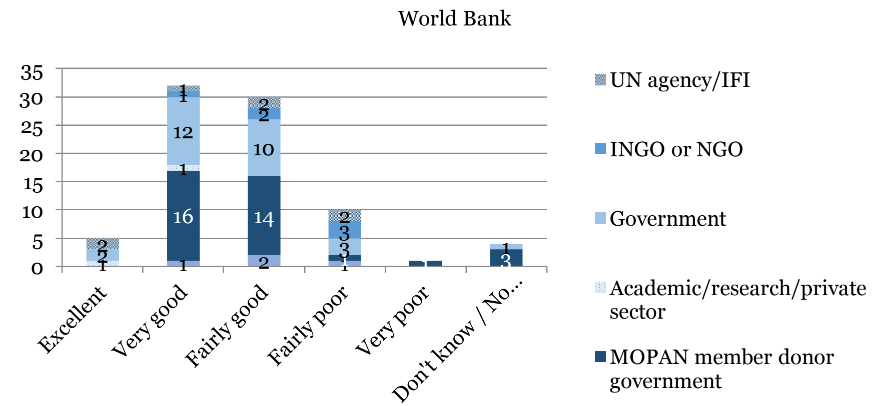
It promotes environmental sustainability and addressing climate change in all relevant areas of its work.



It promotes the principles of good governance in all relevant areas of its work in low income fragile and conflict affected states.



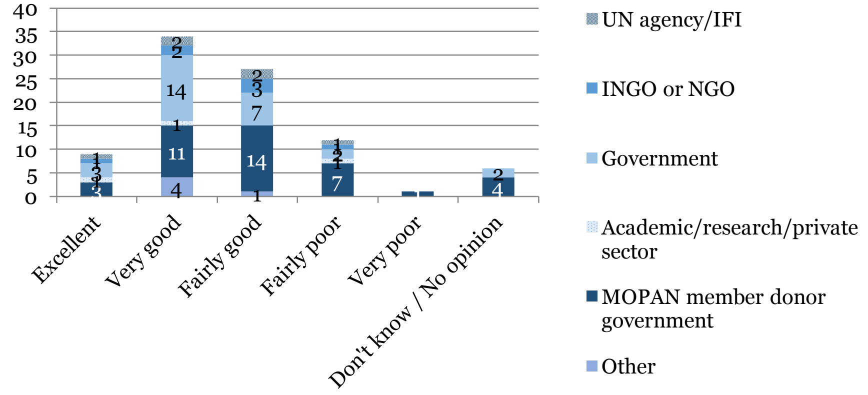
It promotes the creation of jobs in all relevant areas of its work.



Respondents who identified in 'Interventions (Cross cutting issues), part 1 that they know almost nothing or have never heard about the priority/area, have not been asked to answer these questions since it is only relevant to respondents with at least a little knowledge about it.

It fosters public private partnerships in all relevant areas of its work.

World Bank



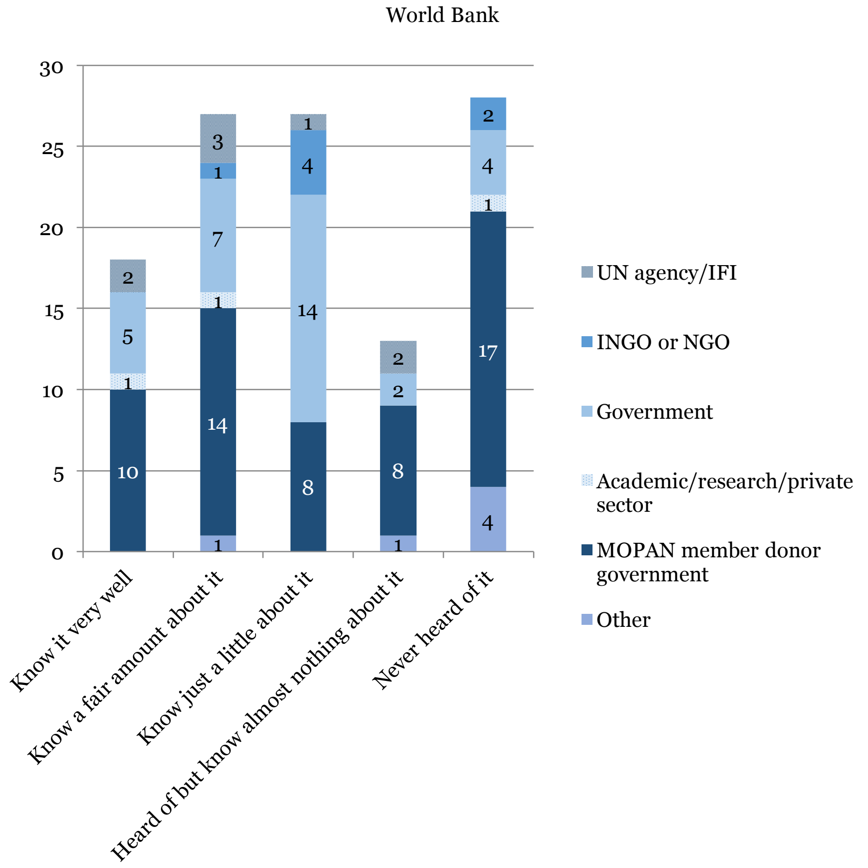
Respondents who identified in 'Interventions (Cross cutting issues), part 1 that they know almost nothing or have never heard about the priority/area, have not been asked to answer this question since it is only relevant to respondents with at least a little knowledge about it.

Multilateral Organisation Performance Assessment Network

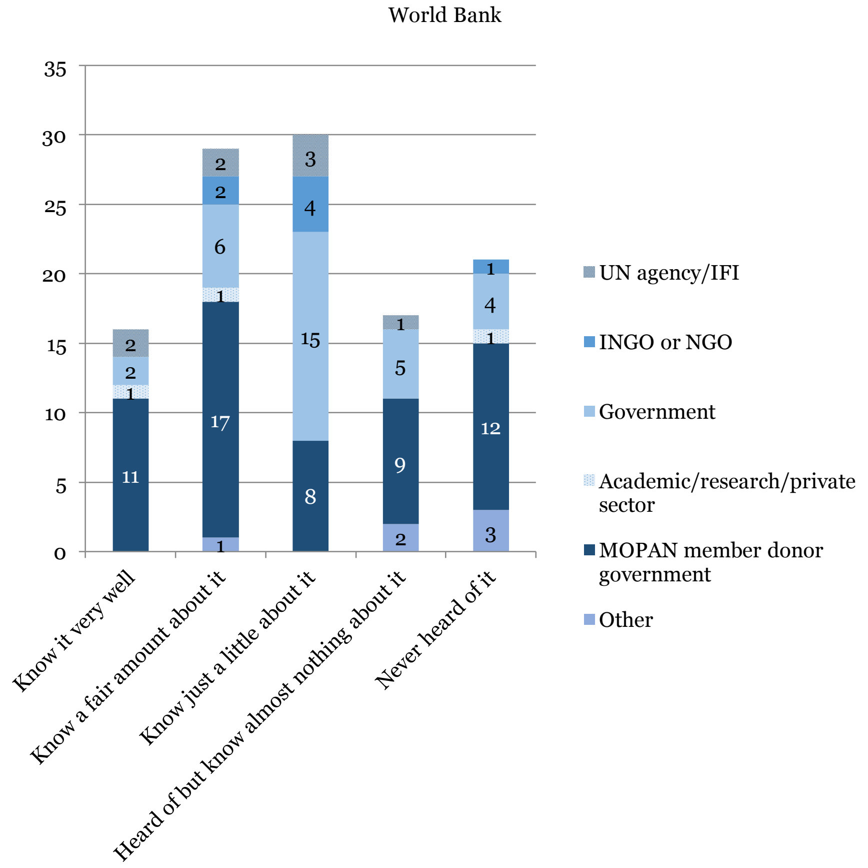
Managing relationships, part 1

How familiar are you with each of the following?

World Bank's new model (being rolled out from 2013) for country engagement.



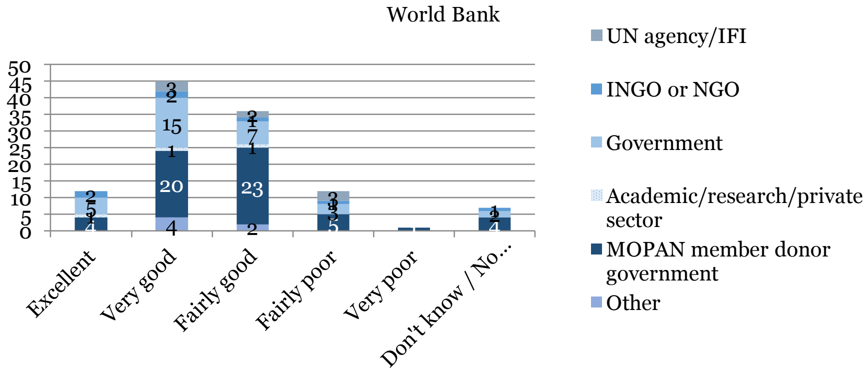
World Bank's Systematic Country Diagnostic Tool (part of the new model for country engagement).



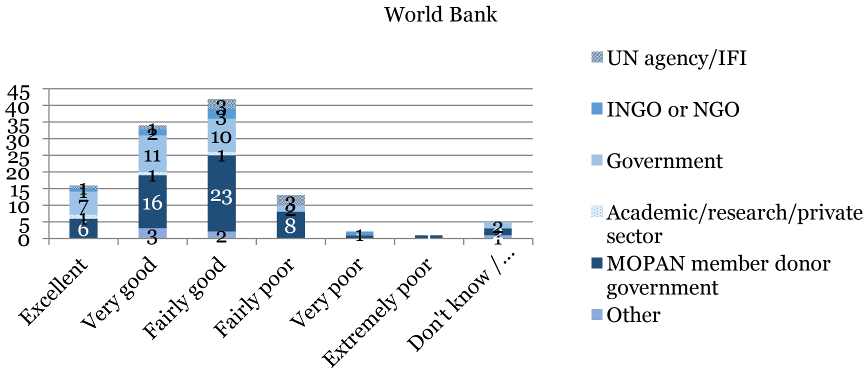
Managing relationships, part 2

How well do you think the World Bank performs in relation to each of these areas?

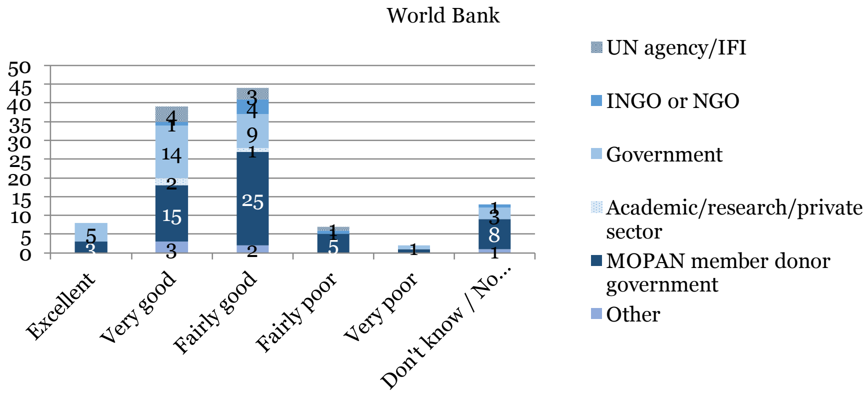
It prioritises working in synergy/ partnerships as part of its business practice.



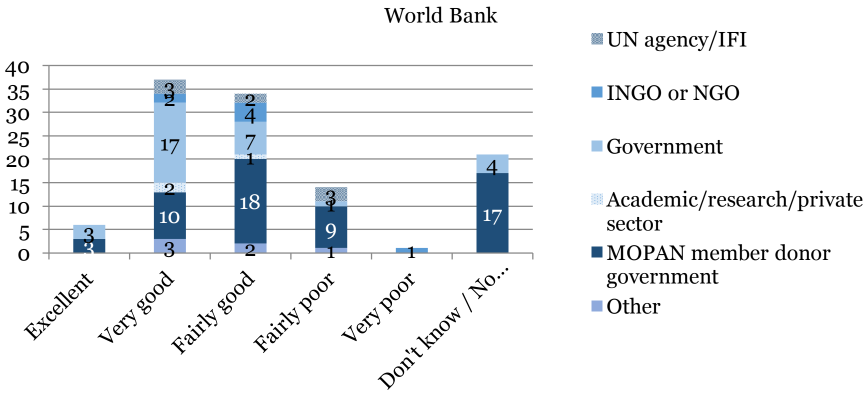
It shares key information (analysis, budgeting, management, results) with partners on an ongoing basis.



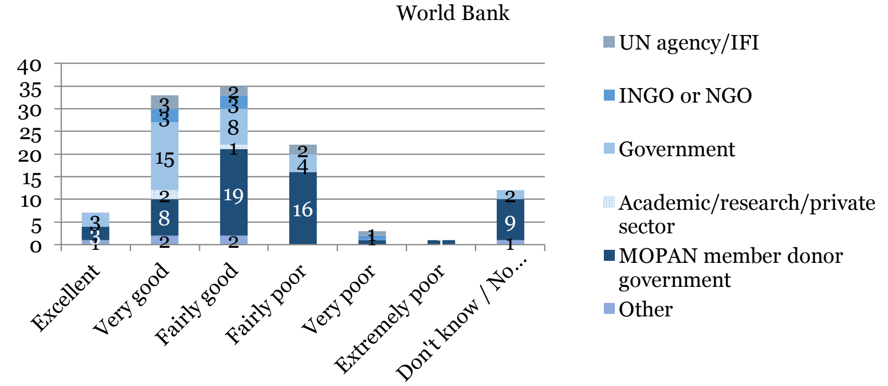
Governance arrangements for partnership with the World Bank are clear and appropriate.



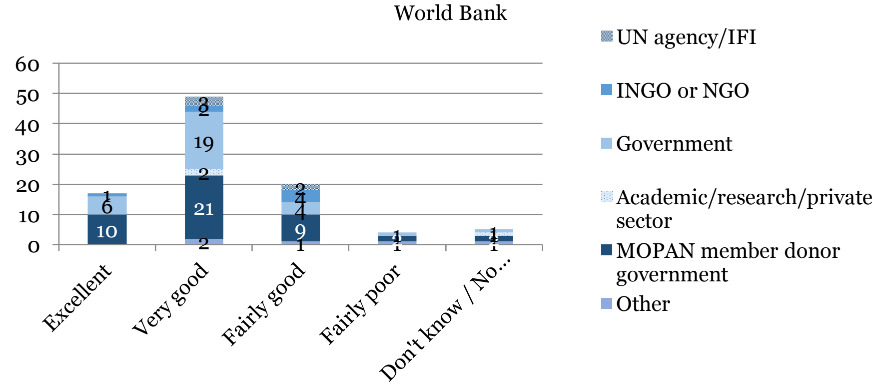
Partnership with the World Bank has a clear framework for assessing the performance of the partnership.



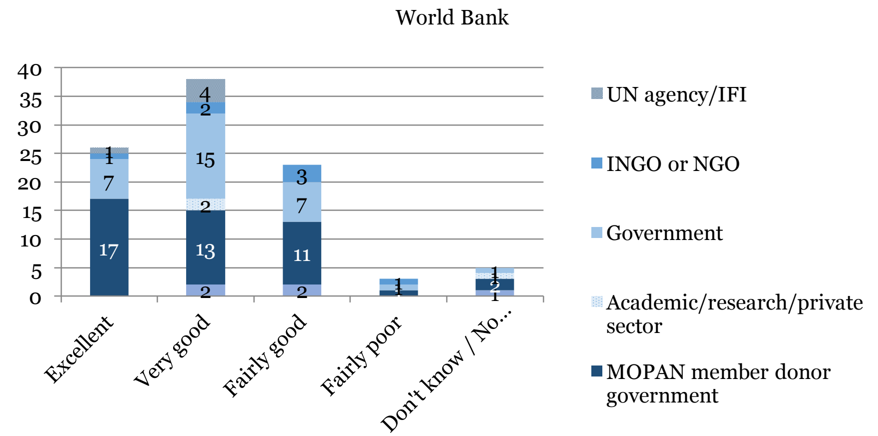
It ensures that its bureaucratic procedures (planning, programming, administrative, monitoring and reporting) are synergised with those of its partners (for example, donors, UN agencies).



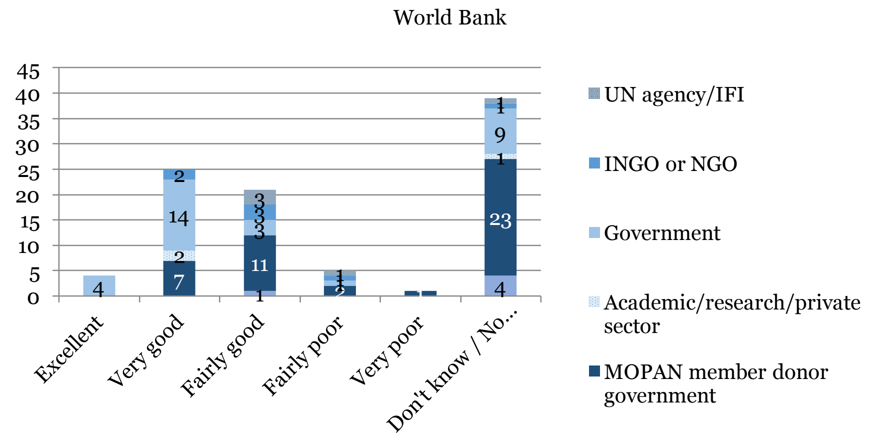
It provides high-quality inputs to policy dialogue in the country.



Its views are well respected in policy dialogue forums in the country.

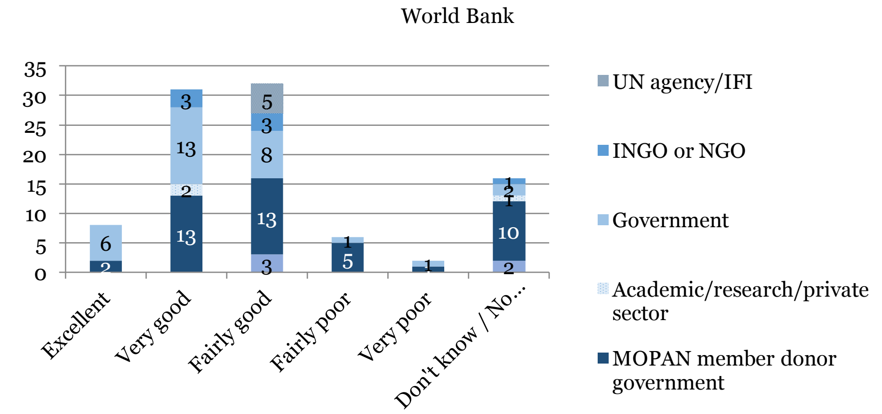


Its new model for country engagement has improved the quality of the dialogue with national partners.

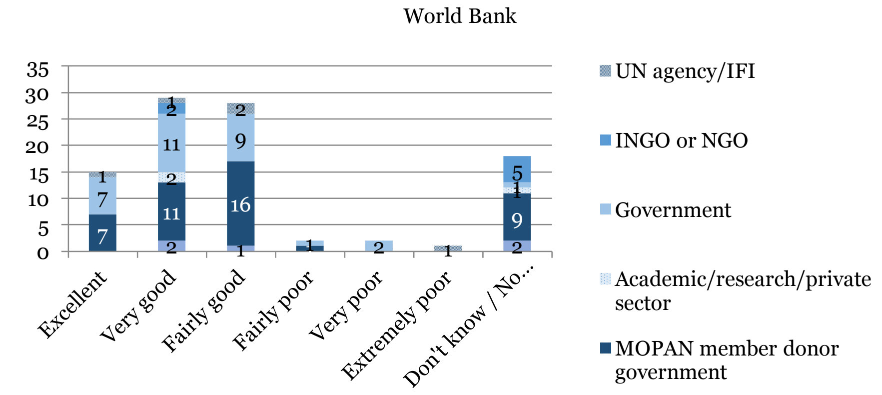


Respondents who identified their geographical focus as "global" were not asked to answer the three last questions since it is only relevant to respondents with a specific country focus.

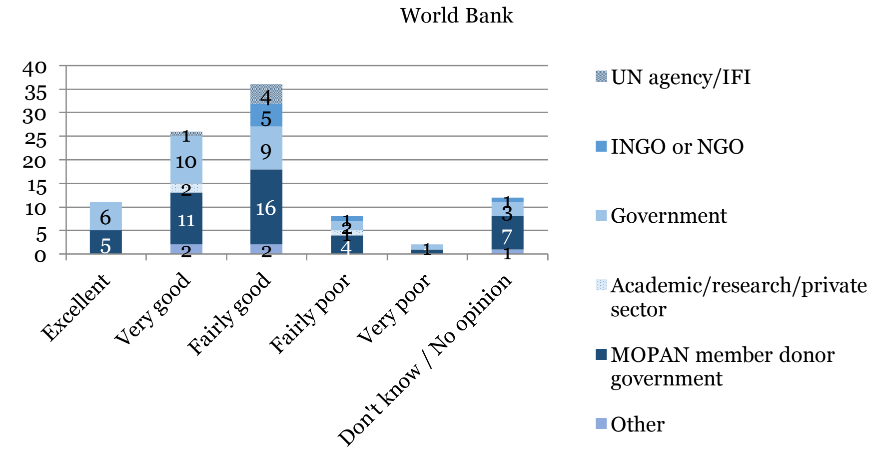
It conducts mutual assessments of progress in the country with national partners.



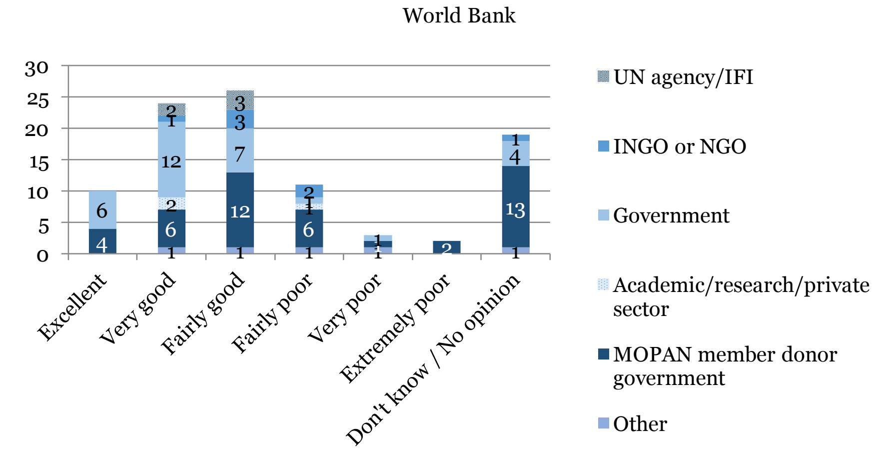
It channels financial resources through country systems (both financial and non-financial) in the country as the default option.



It takes action to build capacity in country systems in the country where it has judged that country systems are not yet up to a required standard.

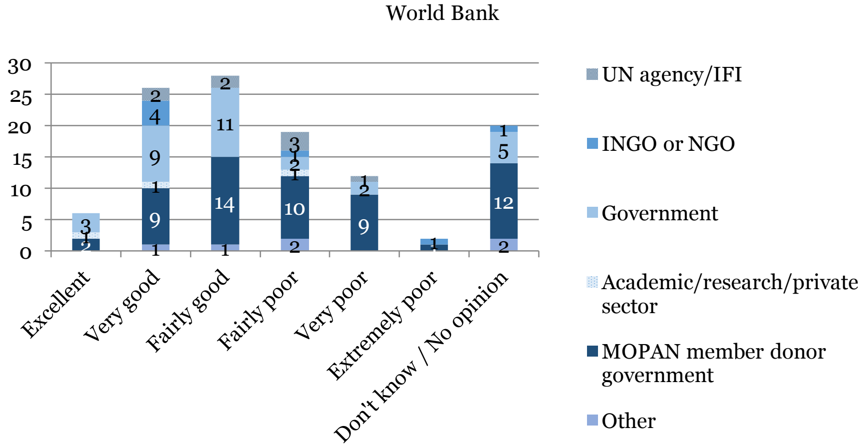


It puts sufficient efforts into strengthening national level Monitoring and Evaluation system where these are shown to be weak.



Respondents who identified their geographical focus as "global" were not asked to answer these questions since it is only relevant to respondents with a specific country focus.

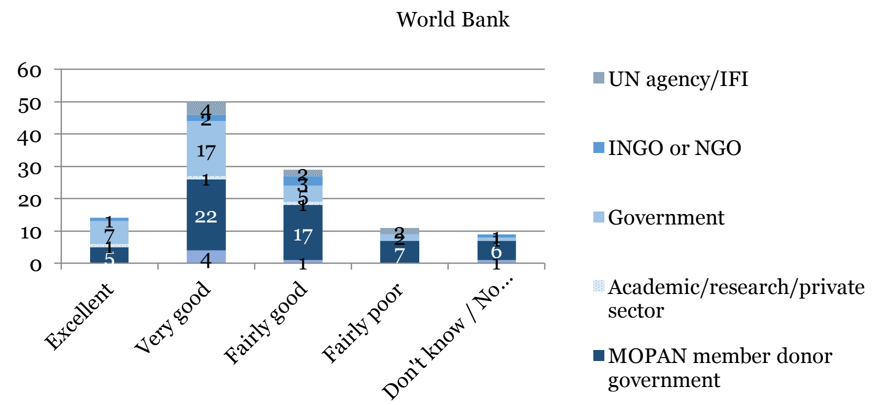
Its bureaucratic procedures (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.) do not cause delays in implementation for national or other partners.



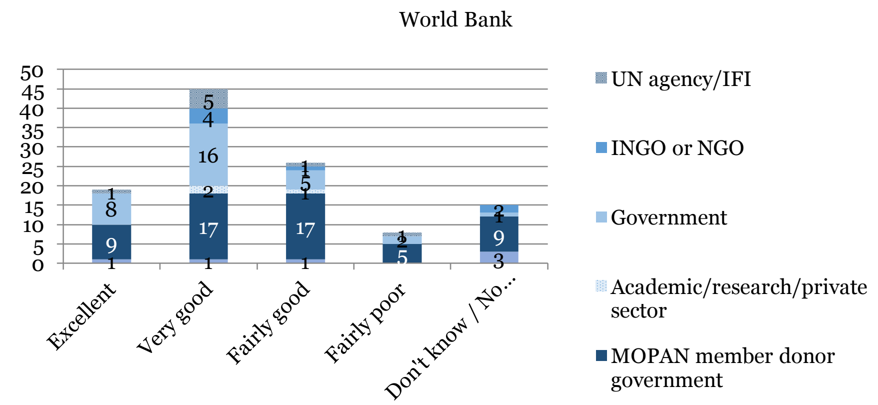
Performance management, part 1

How well do you think the World Bank performs in relation to the areas below?

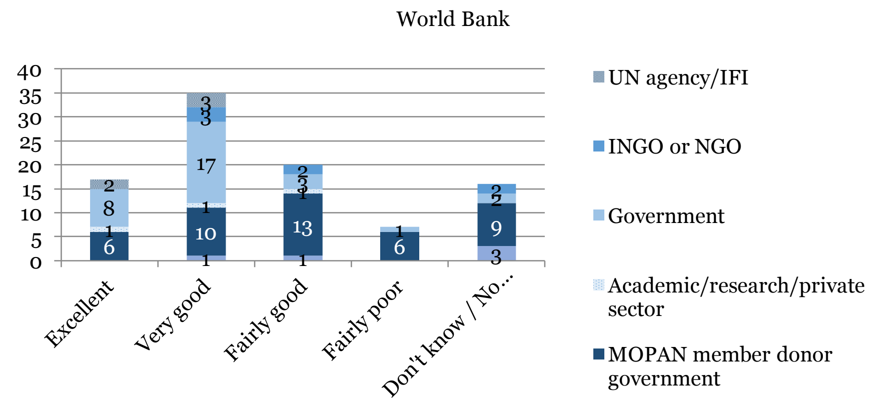
It prioritises a results-based approach – for example when engaging in policy dialogue, or planning and implementing interventions.



It insists on the use of robust performance data when designing or implementing interventions.



It insists on basing its guiding policy and strategy decisions in relation to its work in the country on the use of robust performance data.

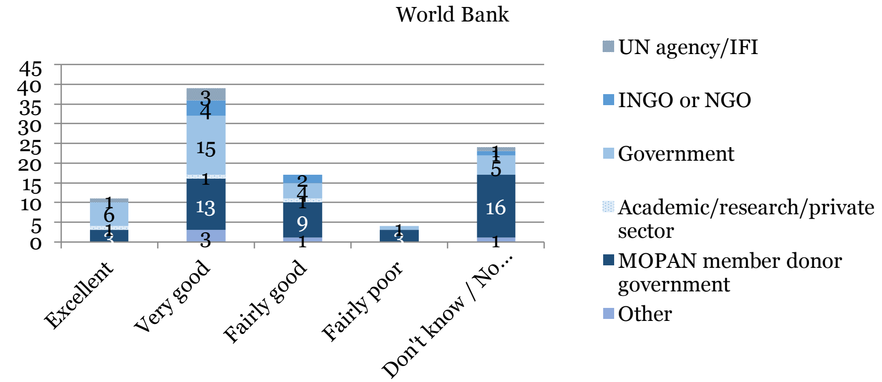


Respondents who identified their geographical focus as "global" were not asked to answer the lower left sided question since it is only relevant to respondents with a specific country focus.

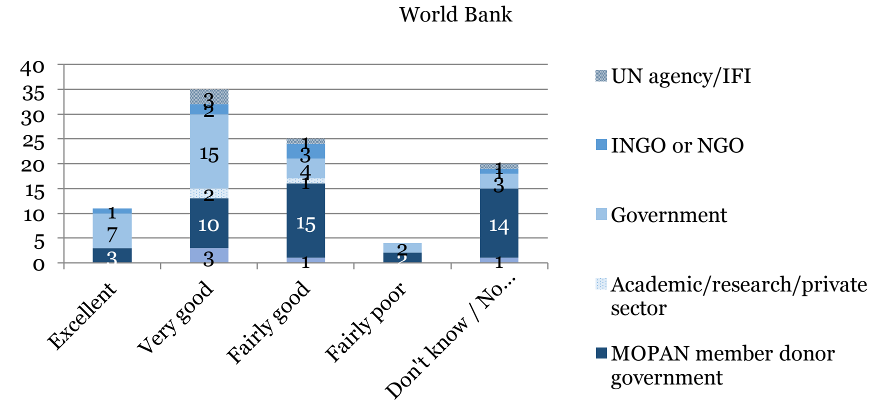
Performance management, part 2

How well do you think the World Bank performs in relation to the areas below?

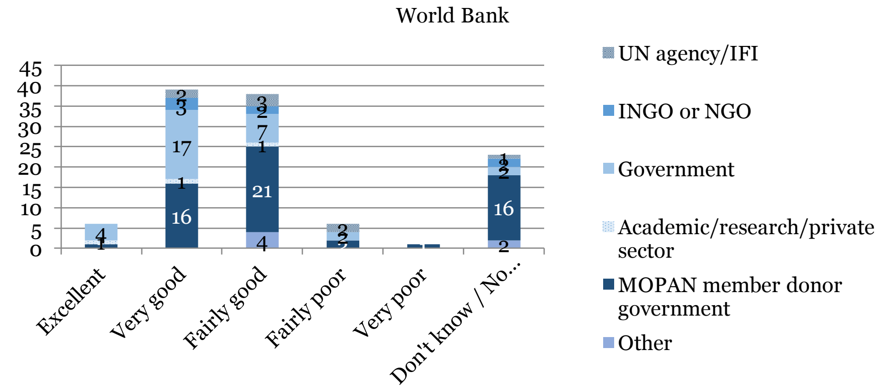
It has a clear statement on which of the interventions it has funded in the country must be evaluated (e.g. a financial threshold).



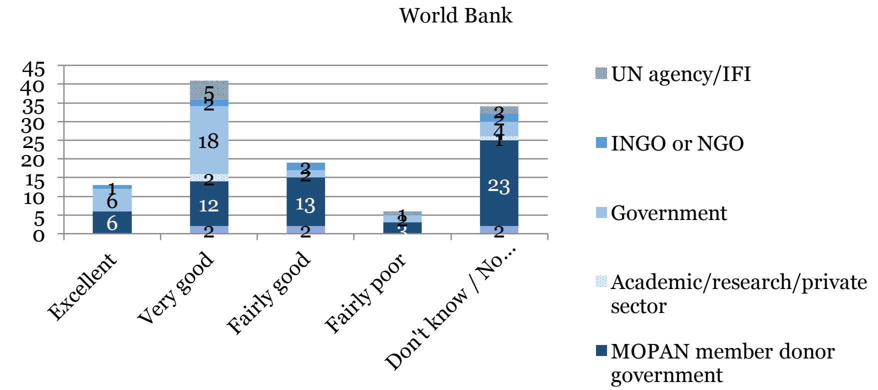
Where interventions in the country are required to be evaluated, it follows through to ensure evaluations are carried out.



It participates in joint evaluations at the country/regional level.

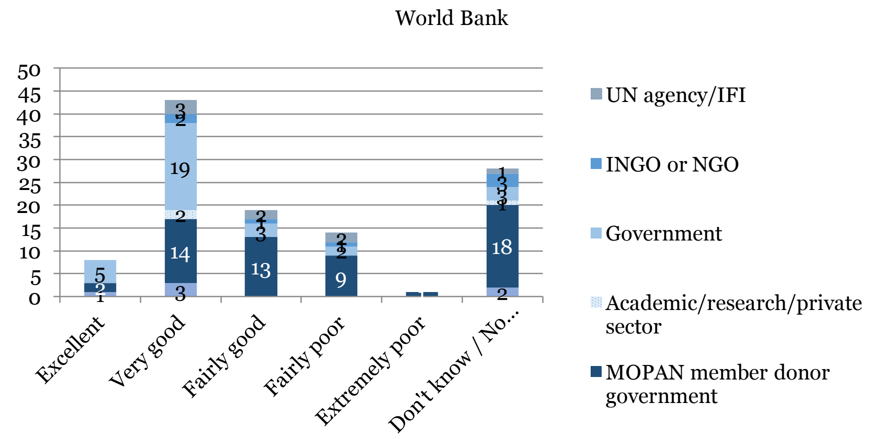


All new intervention designs of the World Bank include a statement of the evidence base (what has been learned from past interventions).

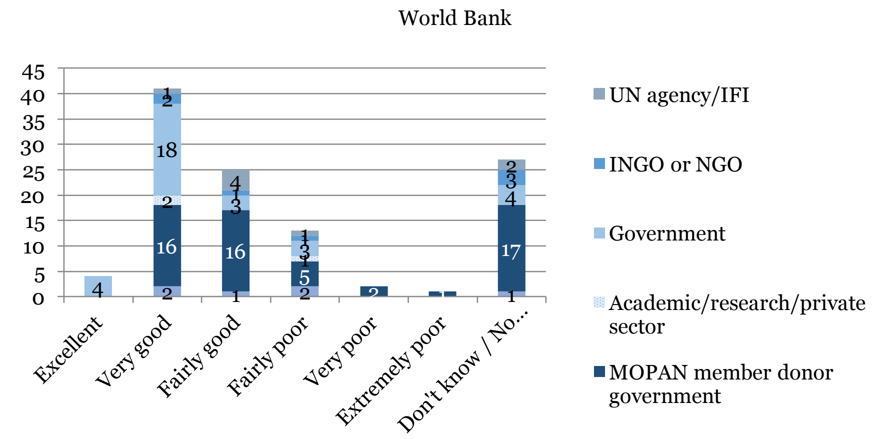


Respondents who identified their geographical focus as "global" were not asked to answer the two top questions since it is only relevant to respondents with a specific country focus.

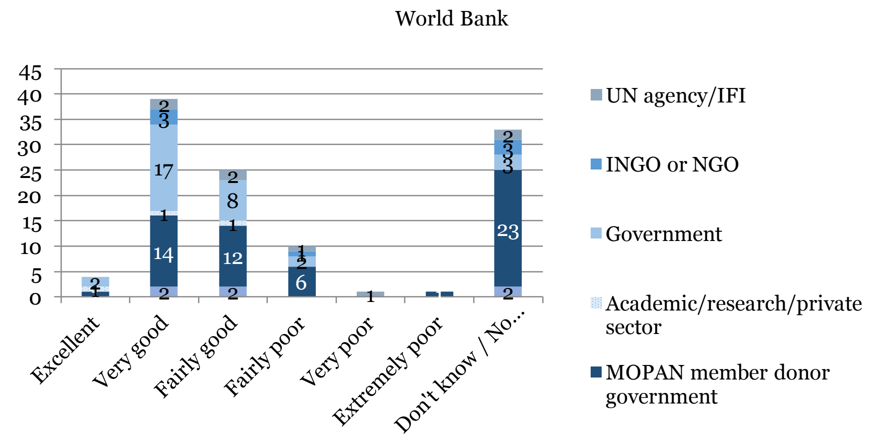
It consistently identifies which interventions are under-performing.



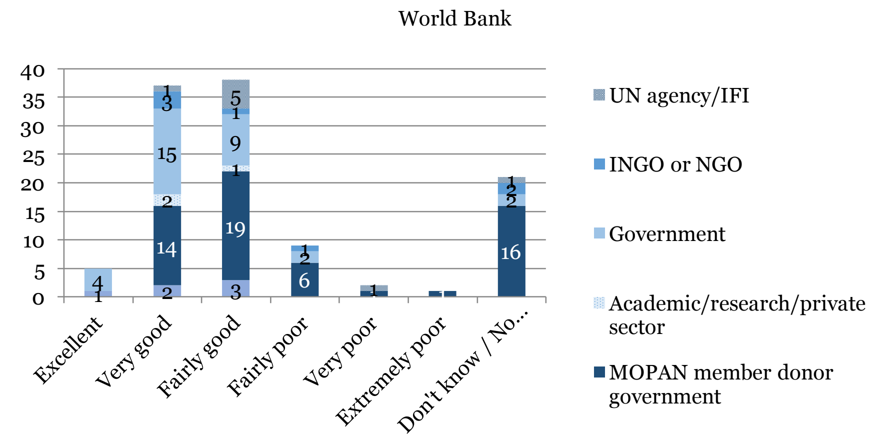
It addresses any areas of intervention under-performance, for example, through technical support or changing funding patterns if appropriate.



It follows up any evaluation recommendations systematically.



It learns lessons from previous experience, rather than repeating the same mistakes.



It makes lessons learned from its work easily accessible to others.