



**MOPAN
COMMON
APPROACH**

World Bank 2009

February 19, 2010

Preface

This report on the World Bank was prepared for the Multilateral Organisation Performance Assessment Network (MOPAN), an informal network of 15 donor countries with a common interest in assessing the organisational effectiveness of multilateral organisations.

For more information on MOPAN and the Common Approach, please visit the MOPAN website (www.mopanonline.org)

Acknowledgements

We thank all participants in the World Bank assessment. Each of the respondents, World Bank clients and MOPAN donors alike, contributed valuable insights and time to respond to the survey. We also thank the World Bank's Executive Directors and their staff, who made valuable contributions throughout the assessment. The MOPAN Country Leads in each country oversaw the process and ensured its success. Representatives of the World Bank offered their support by providing complete lists of their clients in each country. Research firms in each country provided vital in-country research support by following up with clients to ensure adequate response rates.

Roles of Authors and the MOPAN Secretariat

The MOPAN Secretariat, in close cooperation with the MOPAN Technical Working Group, initiated and managed the survey. MOPAN developed the Key Performance and Micro-indicators, designed the survey methodology, coordinated the development of lists of survey respondents, and approved the final survey questionnaire. MOPAN oversaw the design, structure, tone, and content of the reports.

GlobeScan developed the survey instrument and conducted the survey and analysis.

Universalialia, GlobeScan, and several consultants wrote the reports.

Acronyms

AAA	Accra Agenda for Action
CAS	Country Assistance Strategy
COMPAS	Common Performance Assessment System
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IEG	Independent Evaluation Group
M&E	Monitoring and Evaluation
MOPAN	Multilateral Organisation Performance Assessment Network
NGO	Non-governmental organisation
OECD-DAC	Organisation for Economic Cooperation and Development - Development Cooperation Directorate
PBA	Program-based approach
PIU	Project Implementation Unit

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Executive Summary

Background

The World Bank in 2009

- Performance is perceived to be adequate or better on most indicators –but it is challenged to do better
- Recognised for knowledge, technical competence, and experience in development; also for independent evaluation and financial accountability
- Adjustment of procedures and use of some country systems are ongoing concerns for respondents

The MOPAN Common Approach assesses the organisational effectiveness of multilateral institutions based on the perceptions of MOPAN members and direct clients/partners of these organisations. It is an exercise developed by a group of donor countries in order to contribute to improved performance of multilateral organisations.¹

In an ideal world, the effectiveness of multilateral organisations would be assessed by their contributions to the results achieved by developing countries. While many multilaterals are improving their results frameworks and data-gathering systems, these are not yet developed enough across organisations to be used as the basis of a systematic effectiveness assessment. As a proxy, the MOPAN Common Approach therefore measures the effectiveness of multilateral organisations by seeking perceptions of respondents on behaviours, systems and processes that should enable these organisations to contribute to the achievement of development results at a country level.²

The MOPAN Common Approach is the successor to the Annual MOPAN Survey, conducted annually since 2003; however, it is broader and deeper than the previous surveys. It brings in the views of national clients/partners of multilateral organisations and those of multilateral donors, that is, MOPAN members at both headquarters and country level.³ The MOPAN Common Approach takes a more systematic look at organisational effectiveness and is organised around the widely recognised balanced scorecard approach that examines four dimensions of organisational effectiveness – strategic management, operational management, relationship management, and knowledge management.⁴ Within each of these dimensions or “quadrants”, the MOPAN Common Approach has developed key performance indicators (KPIs) of organisational effectiveness, and micro-indicators (MIs) that specify the measurement criteria for the KPIs.

The MOPAN Common Approach is intended to generate relevant and credible information to assist MOPAN members in meeting domestic accountability requirements and to support dialogue between MOPAN members, multilateral organisations and their direct clients/partners, with a

¹ MOPAN is an informal network of 15 donor countries. In 2009, members include Australia, Austria, Canada, Denmark, Finland, France, Germany, Ireland, The Netherlands, Norway, The Republic of Korea, Spain, Sweden, Switzerland and the United Kingdom. For more information on MOPAN, please visit www.mopanonline.org.

² Whether or not a multilateral organisation does in fact contribute to the achievement of development results will also depend on whether or not it is addressing the right development issues, with the right instruments, and at an appropriate scale, given the country context in which it operates.

³ The terms “donors” and “MOPAN members” are used interchangeably in this report and refer only to the respondents in this assessment.

⁴ Organisational effectiveness is defined by MOPAN as “being organised to support clients/partners to produce and deliver expected results.”

specific focus on improving organisational learning and effectiveness over time. The Common Approach complements other ongoing assessment processes such as the bi-annual Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) Survey on Monitoring the Paris Declaration and the annual reports of the Common Performance Assessment System (COMPAS) by the Multilateral Development Banks (MDBs). The Common Approach was used for the first time in 2009. MOPAN will review and further strengthen the methodology after each year of implementation.

In 2009, the World Bank was assessed at an institutional level and across nine countries: Ethiopia, Guatemala, Mozambique, Pakistan, Peru, Senegal, Serbia, Thailand and Uganda. Four of these countries – Guatemala, Peru, Serbia, and Thailand – are International Bank for Reconstruction and Development (IBRD) countries; the others are International Development Association (IDA) or Blend countries. The nine countries were selected based on established MOPAN criteria and they comprise only a small proportion of the World Bank's total portfolio of clients, thus limiting broader generalisations about the Bank.

The assessment draws on the perceptions of three groups of respondents: MOPAN members in-country and at headquarters, as well as clients and civil society stakeholders of the multilateral organisation. These were collected through a stakeholder survey that was conducted primarily online, although a small proportion of direct partners/clients completed it via face-to-face interviews for practical reasons. A total of 258 respondents participated in the survey on the World Bank.

Main Findings

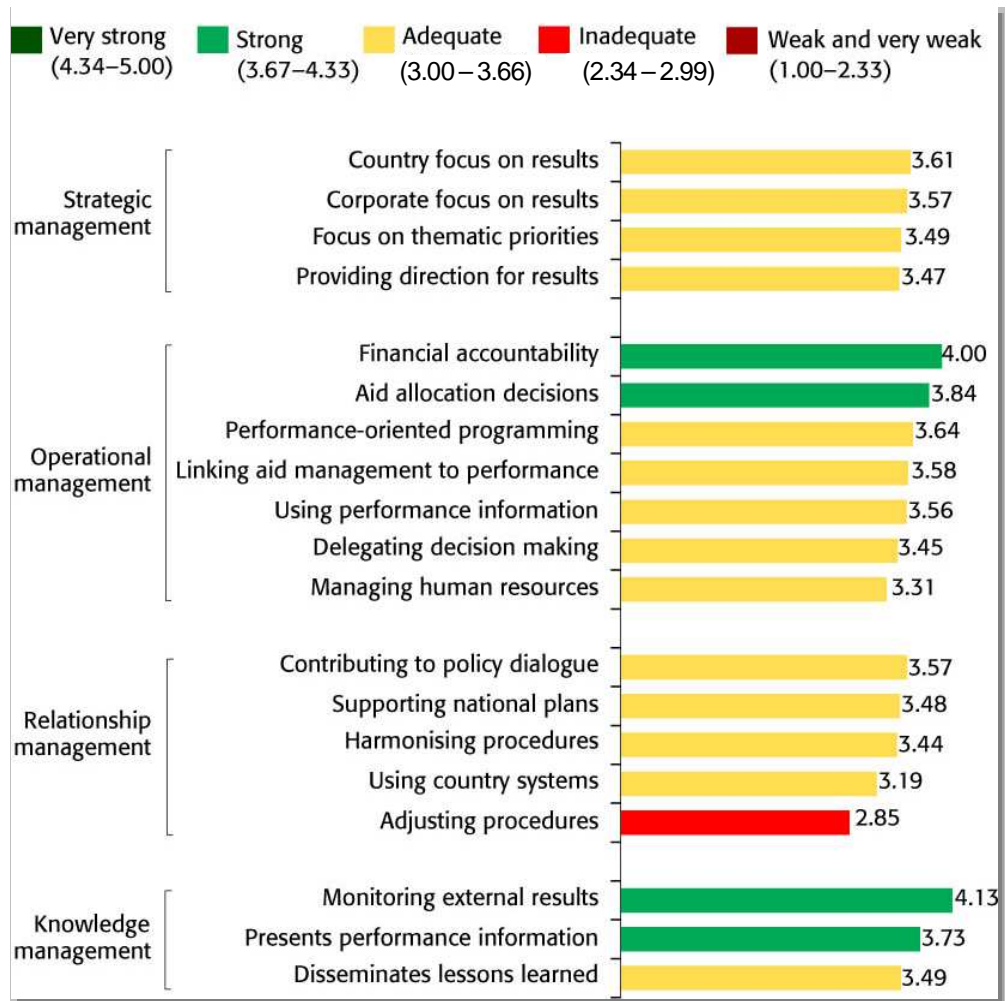
The World Bank continues to be recognised for its knowledge, technical competence, and experience in development. When asked the survey's open-ended question on the overall strength of the World Bank, respondents often point to its technical know-how and research. They also note the Bank's capacity to mobilise financial and non-financial resources and its role as a global organisation. In the MOPAN Common Approach, among the World Bank's areas of strongest performance, according to respondent ratings, are its monitoring of external results and its presenting of performance information through its reports to the Board of Directors. The World Bank is also perceived to have solid systems in place to support its operations, as reflected in respondents' positive ratings with regard to its capacity to ensure financial accountability and adhere to its criteria for allocating IDA resources. The Bank's efforts to deepen the results agenda are acknowledged – as captured in the findings on strategic management – yet the adequate ratings also illustrate that this is still a work in progress.

According to respondents, the Bank needs to continue its efforts to strengthen its relationship management. There still is room to improve the Bank's culture in promoting local ownership through more consistent use of some country systems, when appropriate. In addition, the Bank can still improve in adjusting its procedures.

“Knowledge, capacity, professionalism, effectiveness. The World Bank has a depth of knowledge and capacity that is unrivalled in the development assistance field. The ability to bring this expertise and experience to bear effectively in the development effort is the Bank's greatest strength.” (Donor at headquarter level)

As illustrated in the chart below, out of the 19 key performance indicators assessed by MOPAN in 2009, the Bank received strong ratings on four, inadequate ratings on one, and adequate ratings in all other areas, based on the total mean scores. In general, the World Bank’s clients and MOPAN members at headquarters assess its performance more positively than MOPAN members at the country level. Respondents in IBRD countries also tend to be more positive about the World Bank’s performance than those in IDA/Blend countries, particularly in the area of Relationship Management.

Performance across all indicators (mean scores, all respondents)



Strategic Management

The World Bank's Strategic Management

- Higher ratings: The Bank's country focus on results, corporate focus on results
- Mixed ratings: Strategic focus on gender equality

The World Bank's focus on results at the country level is considered adequate or strong by country level respondents surveyed. Client respondents and MOPAN members suggest that the Country Assistance Strategy (CAS) results frameworks are consistent with national development strategies and have quality results frameworks – with links between project, sector, and country levels and indicators for each of those levels. The Bank is seen to perform adequately on integrating results from cross-cutting thematic priorities (e.g., gender equality, environment, governance) and consulting with beneficiaries in defining results.

The Bank is noted for strengths in its results measurement system as part of its corporate focus on results. MOPAN members at headquarters give the Bank high ratings for including measurable indicators at output and outcome levels in its results frameworks, and also for including frameworks of expected management results and development results in its strategies. The frameworks are viewed to have adequate causal links from outputs through to outcomes and impact. On other aspects of a corporate results focus, such as the link between strategy and mandate and ensuring that results management is applied across the organisation, the Bank is rated adequately.

Respondents indicate that the World Bank is providing adequate direction for results. It is rated strongly by MOPAN representatives at headquarters for making key documents easily accessible to the public. Respondents give the Bank adequate ratings for having an institutional culture that reinforces a focus on results, the leadership shown by senior management on results management, and the client/partner focus of its institutional culture.

The World Bank is viewed to have a strong strategic focus on good governance and a strong or adequate focus on environmental protection. Respondents have mixed opinions on the Bank's focus on gender equality. Client respondents give strong or adequate ratings on the Bank's focus in all three of the cross-cutting thematic priorities analysed in this year's survey: good governance, environmental protection, and gender equality. MOPAN members provide strong or adequate assessments of the Bank's strategic focus on good governance and environmental protection, but respondents at the country level consider the Bank's strategic focus on gender equality inadequate.

Operational Management

The World Bank's Operational Management

- Higher ratings: Practices that ensure financial accountability
- Lower, but adequate ratings: Managing human resources and delegation of decision-making

The World Bank's strength in financial accountability is widely recognised by respondents. Client respondents and MOPAN donor respondents indicate that one of the Bank's strengths is its external audit practices (both corporate and project level) and its internal audit function, which is seen to provide objective information to the Board of Directors. On its institutional policies on corruption and strategies for risk management, the Bank is also rated strongly. It is rated adequately for ensuring timely action on irregularities when these are identified at the country level. In the area of financial accountability, donors at the country level may have less information on the practices of the Bank, indicating "don't know" on several questions.

The Bank is also rated strongly for allocating its concessional (IDA) resources in a way that is transparent and predictable. All respondents agree that the Bank performs strongly in allocating funding according to specified criteria. However, a large number of respondents, both clients and MOPAN country donors, indicate that they do not know if the Bank publishes criteria for allocating concessional aid funding. Those who indicated they had knowledge in this area--a large percentage of MOPAN donors at headquarters but also some country level MOPAN members and clients--indicated that they perceive that the Bank does publish the criteria.

The World Bank is seen to have adequate practices to support performance-oriented programming. The Bank is perceived to implement several practices that support better design and implementation of projects. It is rated strongly at country level for establishing milestones to enable monitoring of the progress of project implementation. For MOPAN members at headquarters, its practice of subjecting new operations to impact analysis prior to approval is adequate.

MOPAN respondents based at headquarters suggest that the Bank is adequately linking aid management to performance. MOPAN members at headquarters provide a rating of adequate on the extent to which the World Bank links loans and credit to expected development results.

Respondents in country and at headquarters also consider that the Bank adequately uses performance information as a tool for revising its strategies and operations. At the country level, respondents rate the Bank's performance strongly based on its use of country performance information to plan new operations. At headquarters, donors from MOPAN countries give the Bank adequate ratings on the use of project, sector and country information on performance to revise its corporate strategies. The Bank's proactive management of "unsatisfactory" projects also receives an adequate rating from all three respondent groups. Its practice of tracking the implementation of evaluation recommendations presented to the Board of Directors is rated as strong by respondents at the country level and adequate by donors at headquarters. MOPAN donor and client respondents in country may lack information in this area, given the number of "don't know" responses on this question.

The World Bank's is perceived to adequately delegate decision-making authority to the country level. Client and MOPAN donor respondents in country give ratings of adequate in this key performance area. They perceive that the Bank's tasks are managed at the country level and that the World Bank can propose new loan/credit activities locally, within a budget cap. However, on the latter indicator, MOPAN members are less

knowledgeable, with more than half indicating that they do not know if such action can be taken locally.

In its management of human resources, the Bank is seen to be performing adequately. MOPAN members and client respondents at the country level suggest that the Bank performs adequately in deploying international staff in country offices for a sufficient time to maintain effective partnerships at the country level. Donor respondents at headquarters give the Bank adequate ratings on its practices regarding human resource management: for using results-focused performance agreements for senior staff, for transparently recruiting and promoting staff based on merit, and for using a transparent system of incentives and rewards to manage staff performance. However, there also seems to be a gap in their knowledge of these specific HR practices.

Relationship Management

In the area of policy dialogue, the World Bank is perceived to be adequate or strong. MOPAN country donor respondents and client respondents rate the Bank strongly in terms of the valuable inputs it provides to policy dialogue. All three respondent groups rate the Bank's practice of respecting the views of clients/partners as adequate.

"...WB provides expertise and deep analyses that other actors are often even unable to do. It combines socio-economic and political issues in a very unique and useful manner and makes recommendations with a lot of significance..." (Donor at country level)

The World Bank is perceived to be adequate in supporting national plans. Client respondents perceive the World Bank to be strong in its support for funding proposals designed and developed by the national government or clients/partners, and adequate in the extent to which the conditionality applied by the Bank corresponds with the national government's goals and benchmarks. MOPAN country-level donors rate it as adequate on both micro-indicators.

Respondents generally perceive the World Bank to be adequate in harmonising arrangements and procedures with other programming partners, although donors at country level express some concerns. Client respondents rate the World Bank as strong on all three micro-indicators in this key performance indicator. MOPAN members at country level perceive the World Bank's participation in program-based approaches and joint missions to be adequate. They give an inadequate rating, however, to the technical assistance the Bank provides through coordinated programs in support of capacity development.

"The World Bank is a leader in setting up programme based approaches (e.g PBS and education). They are willing to harmonise but normally on their own terms. (Donor at country level)

The World Bank is perceived to be adequate overall in its use of country systems, but there are several areas of concern for clients and donors at the country level. Country-level respondents consider the World Bank to be strong with respect to ensuring that expected disbursements are recorded in national budgets. Its use of national budget execution procedures and its encouragement of mutual accountability assessments are both rated adequately. However, there are four areas where the Bank's use of country systems is considered to be inadequate by MOPAN donors

The World Bank's Relationship Management

- Higher ratings: Contribution to policy dialogue
- Lower ratings: Capacity to adjust procedures
- Mixed ratings: Harmonising procedures; donors are more concerned than clients

and client respondents: (i) its use of project implementation units that operate in parallel to the government;⁵ (ii) its use of national financial reporting procedures in making loans and credits; (iii) its use of national auditing procedures for making loans and credits; and (iii) its use of national procurement systems. There also appears to be a lack of awareness among donors and clients about the Bank's performance in this area. Furthermore, it is important to note that in some of the contexts in which the World Bank works the use of country systems may not be feasible or appropriate.

The Bank is considered inadequate in adjusting its procedures.

Responses from MOPAN members and client respondents are consistent in their assessment that the Bank's performance is inadequate on this indicator. This is the lowest rated key performance indicator out of the 19 indicators in this assessment. Client respondents consider the World Bank to be adequate in its use of procedures that can be easily understood and in flexibly adjusting its implementation of individual projects/programs as learning occurs. However, they rate it as inadequate in adjusting overall portfolios in-country quickly to respond to changing circumstances and in the extent to which the length of time it takes to complete procedures does not negatively affect implementation. MOPAN members in-country rate the World Bank as inadequate on all four of these indicators.

"WB has very complicated procedures and conditionalities for funding and implementation of projects, in a way it gets involved in micro management of projects which it is felt adversely affects the implementation of the projects." (Client)

Knowledge Management

The World Bank does well in the area of monitoring, evaluating, and reporting on its performance.

The independence of the Independent Evaluation Group (IEG) is seen as one of the absolute strengths of the Bank in relation to its monitoring of external results. The independence of the World Bank's evaluation unit receives a very strong rating in this year's assessment. Donor respondents also feel that the Bank does well in terms of evaluation coverage – an appropriate proportion of projects and programs are subject to independent evaluation. Client respondents view its performance to be strong for involving clients and beneficiaries in monitoring and evaluation functions, but country-based donors are more moderate in their assessment (giving a rating of adequate).

MOPAN members at headquarters recognise the quality of the World Bank's reporting on performance. They consider it to be strong with regard to reporting to the Board of Directors on performance, including outcomes, and adequate in reporting on its Paris Declaration commitments.

Donor respondents at headquarters suggest that the Bank is performing adequately in disseminating lessons learned. The Bank is rated adequately on how it identifies and disseminates lessons learned from performance information. It is also seen to adequately provide opportunities at all levels of the organisation to share lessons from practical experience.

⁵ Respondents were asked to rate the extent to which: "The World Bank uses project implementation units that operate in parallel to the government." Respondents were not provided with a definition of Parallel Project Implementation Units. However, MOPAN assumes that respondents have a common reference of the definition used in the Survey on Monitoring the Paris Declaration.

The World Bank's Knowledge Management

- High ratings: The independence of the IEG

Key Strengths and Areas for Improvement

Based on the findings of the MOPAN Common Approach, there are several key strengths and areas for improvement that provide a basis for discussion between MOPAN members, the World Bank and its clients. A broader list of issues for discussion can be found in the concluding section of the report.

Key Strengths

The World Bank's key strengths are based on the indicators that are rated as "strong" by more than one respondent group or that received a rating of "strong" overall. These include:

- **Financial accountability:** Stakeholders express confidence in the World Bank's fiduciary systems, including external and internal audit, risk management, and policies to address corruption.
- **Monitoring external results:** This is seen to be a strength by MOPAN members at headquarters, largely due to their high ratings of the independence of the IEG and appropriate coverage of World Bank operations through independent evaluation. For client respondents, the Bank's strength in this area relates to its involvement of key clients and beneficiaries in monitoring and evaluation functions.
- **Aid allocation decisions:** The Bank's system for allocating concessional (IDA) resources is considered to be transparent and predictable and is rated strongly by MOPAN donors at headquarters. Client respondents and MOPAN donors in-country also give a rating of strong to the Bank's allocation of concessional resources according to established criteria.
- **Setting targets for monitoring implementation of projects:** This practice in performance-oriented programming is viewed as strong by respondents at the country level.
- **Inputs to policy dialogue:** This is viewed as a strength by respondents at the country level.
- **Recording expected disbursements in governments' national budgets:** is seen as a strength by MOPAN donors at country level and client respondents.
- **Focus on certain thematic priorities:** MOPAN donors at headquarters and client respondents give the Bank strong ratings for its strategic focus on good governance and on environmental protection.
- **Use of performance information:** At the country level, the Bank is seen by client respondents and MOPAN donors to perform strongly in its use of performance information to plan new interventions. These groups also view the Bank's practice of tracking implementation of evaluation recommendations reported to the Board as a strength.

- **Focus on results at country level:** Client respondents rate the Bank strongly on most of the dimensions that assess the results focus in its CAS. Donor respondents at the country level also perceive strong performance with regard to the alignment of the results frameworks with national development strategies and the inclusion of indicators at all levels (country, sector, and project).
- **Presenting performance information:** The quality of the Bank's reporting on performance— in particular with regard to outcomes – is seen as a strength by MOPAN members at headquarters.

Key Areas for Improvement

The key areas for improvement for the World Bank are based on indicators that are rated as “inadequate” by more than one respondent group or that received an overall rating of “inadequate.”

According to respondent ratings, the Bank has room to improve in:

- **Adjusting procedures:** Client and donor respondents at country level see the need for greater efficiency and flexibility of the Bank's administrative procedures. All of the criteria in this area are rated inadequately.
- **Use of country systems:** Client and donor respondents at country level provide inadequate ratings for the Bank's use of national financial reporting procedures, auditing procedures, and procurement systems. In addition, they see room for further reduction in the use of parallel PIUs. However, the World Bank's ability to improve its use of country systems may depend on the particular country contexts in which it operates.

1. Introduction

The MOPAN Common Approach assesses the *organisational effectiveness* of multilateral organisations based on the perceptions of MOPAN members and direct clients/partners of these organisations. In an ideal world, the effectiveness of multilateral organisations would be assessed by their contributions to the results achieved by developing countries. While many multilaterals are improving their results frameworks and data-gathering systems, these are not yet developed enough across organisations to be used as the basis of a systematic effectiveness assessment. As a proxy, the MOPAN Common Approach therefore measures the effectiveness of multilateral organisations by seeking perceptions of respondents on behaviours, systems and processes that should enable these organisations to contribute to the achievement of development results at a country level. Whether or not a multilateral organisation does in fact contribute to the achievement of development results will also depend on whether or not it is addressing the right development issues, with the right instruments, and at an appropriate scale given the country context in which it operates.

The MOPAN Common Approach is the successor to the Annual MOPAN Survey, conducted annually since 2003; however, it is broader and deeper than the previous surveys. During the first year of implementation, it brings in the views of the national clients/partners of multilateral organisations and those of multilateral donors, that is, MOPAN members at both headquarters and country level.⁶ The MOPAN Common Approach takes a more systematic look at organisational effectiveness organised around the widely recognised balanced scorecard approach that examines four dimensions of organisational effectiveness – strategic management, operational management, relationship management, and knowledge management.⁷ Within each of these dimensions or “quadrants”, the MOPAN Common Approach has developed key performance indicators (KPIs) of organisational effectiveness, as well as micro-indicators (MIs) that specify the measurement criteria for the KPIs.

The MOPAN Common Approach is intended to generate relevant and credible information to assist MOPAN members in meeting domestic accountability requirements and to support dialogue between MOPAN members, multilateral organisations and their direct clients/partners that focuses on improving organisational learning and effectiveness over time. The Common Approach complements other ongoing assessment processes such as the bi-annual Survey on Monitoring the Paris Declaration and the annual reports of the Common Performance Assessment System (COMPAS) published by the Multilateral Development Banks.

In 2009, MOPAN used the Common Approach for the first time in order to assess the effectiveness of four multilateral organisations: the World Bank, the African Development Bank (AfDB), the United Nations Development Program (UNDP), and United Nations Children’s Fund (UNICEF). The Common Approach was carried out at an institutional level and across nine developing countries: Ethiopia, Guatemala, Mozambique, Pakistan, Peru, Thailand, Senegal, Serbia, and Uganda.⁸ The nine countries were selected based on established MOPAN criteria and they comprise only a small proportion of the World Bank’s total portfolio of clients, thus limiting broader generalisations about the Bank.⁹

⁶ The terms “donors” and “MOPAN members” are used interchangeably in this document and refer only to the respondents in this assessment.

⁷ Organisational effectiveness is defined by MOPAN as “being organised to support clients/partners to produce and deliver expected results.”

⁸ For more information on MOPAN and the Common Approach, please visit the MOPAN website (www.mopanonline.org)

⁹ MOPAN criteria for country selection include: presence and availability of MOPAN members, no recent inclusion in the survey, and the need for geographical spread, with a bias toward African countries given that the AfDB was assessed in 2009.

MOPAN will review and further strengthen the methodology, which is described in the following section, after each year of implementation.

Methodology

The Common Approach in 2009 used an online survey (as well as face-to-face interviews) conducted in June and July.

Sampling

The Common Approach seeks to access respondents identified either by MOPAN members or the multilateral organisations as having an expert opinion on the multilateral organisation being assessed. This purposive sampling method is called 'expert sampling'.

The identification process (involving all MOPAN members in collaboration with the four multilateral organisations assessed) resulted in a master list of over 1,000 names that defined the universe of potential respondents. Following the identification process, respondents were invited to participate in the survey.

MOPAN set quotas for the percentage of respondents that would be considered satisfactory for each group:

- 50% response rate among direct clients/partners of multilateral organisations
- 75% response rate among MOPAN members in country offices and at headquarters

The strength of this approach lies in the views of respondents who are generally considered qualified to assess the multilateral organisation. However, since the MOPAN Common Approach allows MOPAN members and the organisations assessed to identify the most relevant individuals to complete the survey, MOPAN does not have a way of determining the knowledge and qualifications of the selected survey respondents. In addition, MOPAN was unable to meet the established quotas in some countries, despite efforts to follow up with respondents (see Figure 1.3).

Although the sample size limits the use of statistical analysis on these data, the procedures for respondent identification and recruitment, and overall survey response rate, allows for conclusions that are indicative of perceptions among the stakeholder groups.¹⁰ Comparisons across countries and respondent groups are provided as indicative information that can be used as a basis for discussion.

Survey Instrument

The survey consists primarily of a series of statements on the effectiveness of an organisation's systems and behaviours. Respondents were asked to rate the extent to which they believe each statement describes the multilateral organisation, using a 5-point scale where "1" represents very little and "5" very much. The three numerical points between these two end points were not specified to the respondent.¹¹ Respondents were also given the opportunity to provide written comments following their numerical rating of each micro-indicator.

A core set of questions was developed for all respondents and additional questions were designed for specific respondents (reflecting their functional responsibility or relationship with

¹⁰ Out of the 1000 individuals invited to complete the survey, 524 completed it, resulting in an overall response rate of 52%.

¹¹ This is a common methodological procedure in multinational survey research due to the difficulties in finding verbal anchors for each survey language that capture the same degree of difference between each point on the scale. Verbally specifying the end points only has also been shown to lead to them being utilised more often than if all points are verbally specified. This counteracts the phenomenon where, sometimes, respondents will tend to avoid the use of end points to avoid appearing 'extreme.' Copies of the surveys are available on the MOPAN web site (www.mopanonline.org).

the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, were asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems, were asked only of donors in-country and national clients/partners of multilateral organisations.

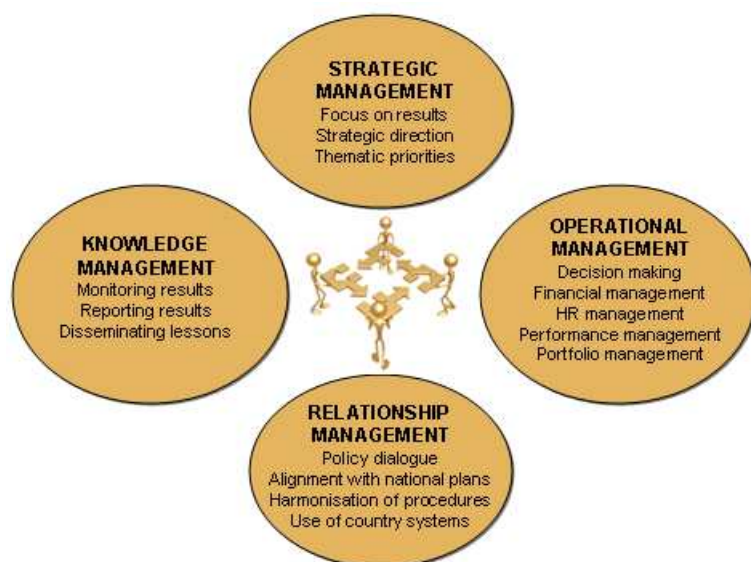
At the beginning of the survey, respondents were invited to assess the overall internal effectiveness of the multilateral organisation and were asked two open-ended questions on their views of the organisation's overall strengths and areas for improvement.

All respondents had the opportunity to complete the online survey in English, French, Spanish or Portuguese, and clients in Serbia and Thailand had the opportunity to complete the survey in Serbian or Thai.

Data Analysis

For analytical purposes, the 63 questions (i.e., micro-indicators) in the survey were rolled up into the 19 key performance indicators. These, in turn, were clustered together in the four organisational performance areas of the balanced scorecard as shown below.

Figure 1.1 Dimensions of Organisational Effectiveness in the MOPAN Common Approach



SPSS Version 17.0 statistical software was used to analyse the data collected and calculate an overall mean score for each question (micro-indicator). For each question, respondents had the option to indicate that they 'don't know' and these responses were not incorporated into the calculation of mean scores. As a result, some mean scores are based on fewer responses than others.¹² (The respondent base size and rate of "don't know" response by KPI for the World Bank are provided in Appendix II.)

Due to the fact that the numbers of respondents answering differs – both between respondent types and between survey countries – the means were calculated to give equal weight to:

¹² Although this reduces the respondent base, the results can still be taken to be indicative of perceptions of those who provided an answer and are presented as a basis for discussion between MOPAN and the multilateral organisation.

- the views of each of the three respondent groups;¹³
- the countries where the survey took place;¹⁴
- donors in-country and clients within each country where the survey took place.¹⁵

Mean scores for each KPI were then calculated by taking the mean of the scores for each question (micro-indicator) within that KPI. For example, a KPI consisting of three micro-indicators which individually scored 2, 3, and 4 has a KPI mean of 3.

The resulting mean scores are in turn interpreted according to which of the bands outlined below they fall into. This system assigns mean scores (which potentially range from 1 to 5) into six bands. The band ranges, and descriptors attached to them, are set on the basis of an examination of the overall spread of mean scores in the study and also by examining the written comments that respondents offered following their numerical rating. These responses show that a rating of 3 indicates that a respondent considered the multilateral organisation to be not exhibiting the particular system or behaviour consistently throughout the organisation. A six-band system is thus employed to interpret mean scores so that any mean score below 3.0 is interpreted as, at best, inadequate.

The findings presented in the report are formulated based on this interpretation of the survey data.

Figure 1.2 Band Ranges and Descriptors

Band	Range	Descriptors
1	1 to 1.66	Very Weak
2	1.67 to 2.33	Weak
3	2.34 to 2.99	Inadequate
4	3.00 to 3.66	Adequate
5	3.67 to 4.33	Strong
6	4.34 to 5.00	Very Strong

Content analysis was applied to responses to open-ended questions using an emergent coding technique to organise the data into themes, and then the frequency of occurrence of each theme was calculated.

Section 3.4 of the report summarises findings based on the data from the two open-ended questions on areas of strength and areas for improvement for the multilateral organisation. Respondent comments on individual survey questions were also analysed in order to put the ratings into context. Respondent quotes were drawn from open-ended questions in order to illustrate tendencies in the ratings and the comments, wherever possible illustrating the positive and negative points of view provided on the theme.

Wherever relevant, the findings presented in this report have been triangulated by examining other sources of evidence. The highlights from previous MOPAN surveys are presented in

¹³ This is via the application of individual weights, whereby in-country donors, headquarter-level donors, and direct partners are given different weights in order to account for the fact that different numbers of each group were interviewed.

¹⁴ In-country donor and direct partner weights are also determined by the total number of respondents from each group who answered in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

¹⁵ The terms "Direct Partners" and "National Partners" are used interchangeably in this report.

Section 2 of the report and where relevant, they are referenced in the context of the main findings.¹⁶

Strengths and Limitations of the Approach

MOPAN recognises that there are both strengths and limitations to the MOPAN Common Approach.

Its strengths include:

- The Common Approach seeks information from two different perspectives: MOPAN members (both at headquarters and country level) and direct clients/partners of the multilateral organisation. This is in line with the commitments made by donors to the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action regarding harmonisation, partner voice, and mutual accountability
- It uses a mix of quantitative and qualitative information (through close- and open-ended questions) which strengthen the accuracy of measurement. It provides a basis for discussion about improving agency effectiveness
- Where possible, it compares findings with other sources (for example Paris Declaration Survey results)
- It is customised to take into account the differences between the different types of multilateral organisations
- The MOPAN Common Approach webtool improves the efficiency of data collection and data analysis, and reduces the burden on survey respondents.

Its limitations include:

- Because the MOPAN Common Approach allows MOPAN members and the organisations assessed to choose the most relevant individuals to complete the survey, MOPAN does not have a way of determining if the most knowledgeable and qualified individuals are the ones completing the survey.
- The approach is based on a perception survey and not an actual analysis of the behaviours, systems and procedures. It produces numerical scores with a high degree of precision. However, the scores only provide a picture of effectiveness in priority areas, not deep insight into the different dimensions of organisational effectiveness.
- Findings are based on a single line of evidence (perception data) but these are compared to (and triangulated with) other findings where possible.¹⁷
- The collection of more factual information was not possible for the MOPAN Common Approach 2009. It was therefore necessary to collect perception data against certain indicators. Although this may be a limitation for the 2009 assessment, this was in line with one of MOPAN's intentions, namely to merge existing assessment tools into one, and to forestall the development of others.
- Some questions, particularly those referring to factual information, were characterised by high levels of respondents answering "don't know".
- As a consensus-based approach, some compromises must be made between cost, timeframes, and methodology.

¹⁶ This varies from the approach taken in the reports on the Annual MOPAN Survey, which included a separate section with a comparison of the multilateral organisation's partnership performance from one survey year to another.

¹⁷ Findings from COMPAS, the results of the Survey on Monitoring the Paris Declaration, and previous MOPAN surveys, where relevant.

- In some countries, MOPAN was either just short or systematically short of the quota for the different respondent groups. Greater efforts to achieve the established quotas will be made in 2010.

As a learning organisation, MOPAN will continue to make improvements in the methodology based on the experience in each year of implementation.

Respondents

A description of the respondent profile for the World Bank is provided in Appendix I.

The table below shows the quotas and actual number of respondents in each country, from each respondent group, who assessed the World Bank. On an overall basis, the quota for World Bank respondents (211) was exceeded by the total number of respondents (258).

As noted in Appendix I, 90 percent of client respondents indicate a good level of familiarity¹⁸ with the World Bank; but only 38 percent indicate that they have daily or weekly contact with the Bank. Among country donor respondents, 65 percent indicate that they have a good level of familiarity with the Bank and 39 percent reported daily or weekly contact with the Bank. Donors based at headquarters have the highest level of familiarity with the Bank, with 91 percent indicating a good level of familiarity and 71 percent interacting with the Bank either daily or weekly.

Figure 1.3 Number of Respondents and Quotas for the World Bank by Country and Respondent Group

Country	Country-based Donors		Clients		Headquarter-based Donors		Total Respondents
	Respondents	Quota	Respondents	Quota	Respondents	Quota	
Ethiopia	16	15	10	7			26
Guatemala	5	4	13	11			18
Mozambique	17	12	13	14			30
Pakistan	10	8	11	7			21
Peru	8	6	18	17			26
Senegal	10	4	3	7			13
Serbia	14	6	6	11			20
Thailand	5	2	10	9			15
Uganda	14	9	7	9			21
Sub-total	99	66	91	92	68	53	
Total							258

Country-based donors say that they “don’t know” for 16 percent of their answers. Clients indicate they “don’t know” in only 10 percent of responses. At headquarters, MOPAN members indicate they “don’t know” only in 7 percent of their answers. Further detail on ‘don’t know’ responses is provided in Appendix II.

¹⁸ In other words, indicated either a 4 or a 5 out of 5 on the Likert scale for that question.

2. The World Bank

This section provides a brief overview of the World Bank and its mandate and areas of work. In addition, it summarises the results of previous MOPAN surveys on the World Bank and highlights the Bank's performance in COMPAS and the Survey on Monitoring the Paris Declaration. This information is intended to provide background and context for the MOPAN Common Approach findings on the World Bank in 2009.

Background on the World Bank

The World Bank Group, headquartered in Washington D.C., is made up of five closely associated organisations: the International Bank for Reconstruction and Development (IBRD), established in 1944; the International Development Association (IDA), established in 1960; the International Finance Corporation (IFC), established in 1956; the Multilateral Investment Guarantee Agency (MIGA), established in 1985; and the International Centre for Settlement of Investment Disputes (ICSID) established in 1966. MOPAN's focus is on the activities of the IBRD and the IDA, herein called the World Bank (WB).¹⁹

The World Bank has 186 country member shareholders. The World Bank's vision is "to contribute to an inclusive and sustainable globalisation - to overcome poverty, enhance growth with care for the environment, and create individual opportunity and hope." The World Bank President has identified six strategic themes: emphasis on the poorest countries, and Africa in particular; fragile and post-conflict states; middle income countries; global and regional public goods; expanding opportunity for the Arab world; and knowledge and learning.

The World Bank provides analytical and advisory services together with low-interest loans, credits and grants in support of a wide array of investments and technical assistance in such areas as agriculture, education, health, infrastructure, finance and private sector development, natural resource management, environment, urban development, trade and integration, and public sector governance.

Previous MOPAN surveys on the World Bank

The World Bank was surveyed by MOPAN in 2005 and 2008. The main findings in 2008 suggest that MOPAN members:

- Perceived the World Bank to perform strongly in areas of policy dialogue, local donor coordination, and alignment with national development strategies of partners.
- Expressed concerns in relation to the Bank's performance in promoting government ownership and contributing to local level capacity development. Respondents also regarded its use of parallel implementation structures, a limited decision making authority at the local level and its capacity to adapt technical advice to local needs to be challenges.
- Considered the Bank to have improved in relation to alignment and harmonisation with clients/partners.
- Expressed mixed views regarding the Bank's advocacy role and level of alignment with national systems and procedures (e.g., parallel project implementation structures). The survey also revealed diverse opinions about the Bank's capacity to share information with development partners.

¹⁹ The MOPAN survey at country level referred to the respective relevant organisation in IBRD and IDA countries; at headquarter level, the survey referred to both IBRD and IDA.

Other Recent Assessments of the World Bank

The Paris Declaration on Aid Effectiveness, launched in March 2005, and the subsequent Accra Agenda for Action provide a framework within which donors and partner countries have committed to strengthen their efforts in harmonisation, alignment and managing aid for results with a set of monitorable actions and indicators. The OECD-DAC is responsible for bi-annual monitoring and periodic evaluation of the implementation of the Paris Declaration. The World Bank was surveyed in both the 2005 and 2008 Survey on Monitoring the Paris Declaration. In the 2008 survey, the results for the Bank illustrate that it is progressing well on the great majority of indicators apart from its use of common arrangements and procedures where its performance has shown a slightly decreasing trend.

The Bank also participates in the Multilateral Development Banks' Common Performance Assessment System (COMPAS), an approach to self-assessment that provides annual joint reports on the MDBs and their institutional effectiveness in managing for results. According to the COMPAS 2008 report, the performance of the World Bank Group has particularly improved in relation to management for development results (MfDR). Over a three year period, the Bank recorded similar results regarding the number and percentage of projects with unsatisfactory implementation progress. It also notes improvements in the strengthening of results frameworks of projects at the time of approval.

3. Main Findings

3.1 Introduction

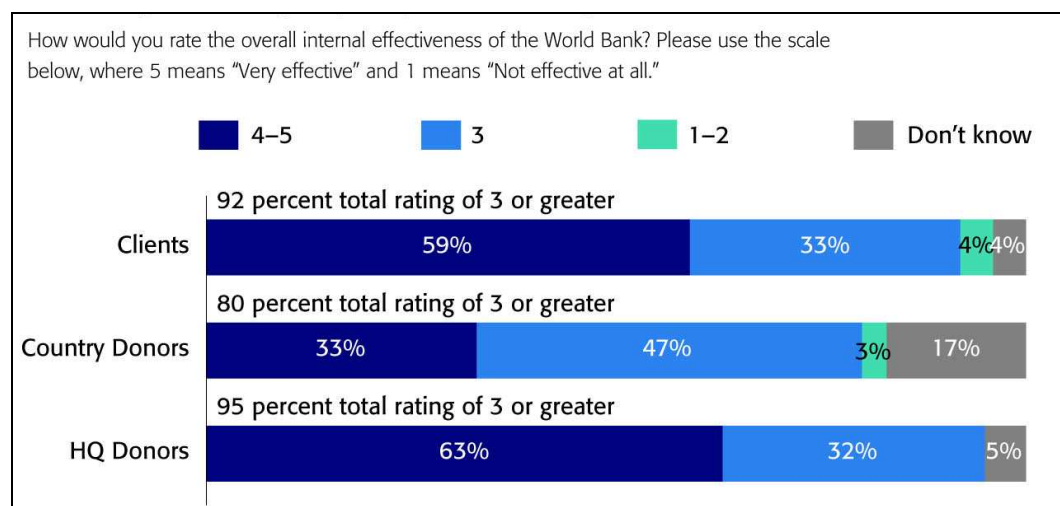
This chapter presents the main findings of the 2009 MOPAN Common Approach assessment. The first section presents findings that give an overview of respondent perceptions on the performance of the World Bank. Subsequent sections provide the assessment results in each of the dimensions (strategic, operational, relationship, and knowledge management) analysed by the MOPAN Common Approach and highlight respondent views on the Bank's main strengths and areas for improvement.

3.2 Overview

Finding 1: The perceptions of the World Bank's overall internal effectiveness suggest that the Bank is performing well in terms of how it is organised to support client results.

The respondents in the 2009 MOPAN survey were asked to rate the overall internal effectiveness²⁰ of the World Bank on a scale ranging from 5 (very effective) to 1 (not effective at all). The spectrum of responses (see figure below) illustrate that the World Bank is generally considered to perform well. Of note is that client respondents and MOPAN members based at headquarters are most positive about the Bank's internal effectiveness (with 59 percent and 63 percent respectively giving it a rating of 4 or a 5) whereas MOPAN donor respondents at the country level give it a more mixed review.

Figure 3.1 Overall Ratings of World Bank's Internal Effectiveness, by Respondent Group



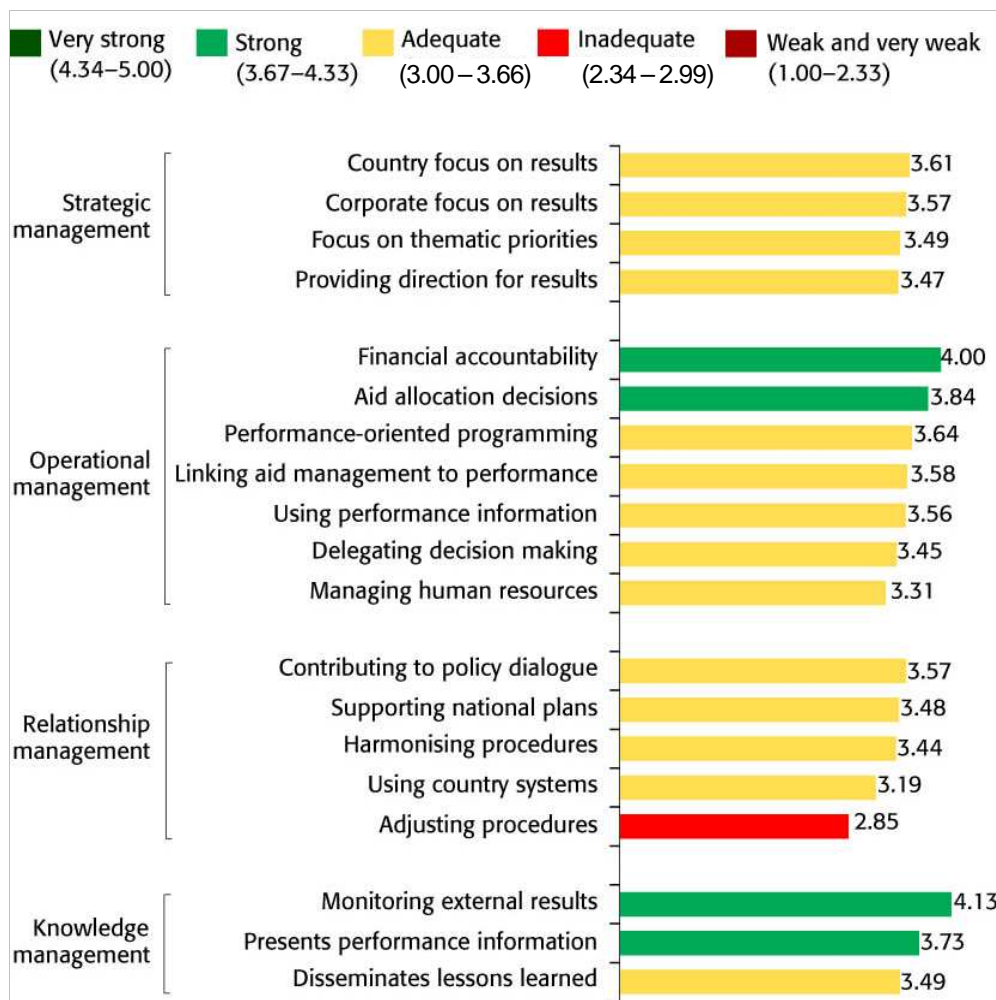
Finding 2: Of the 19 indicators assessed by the MOPAN Common Approach, the World Bank is seen to perform strongly on four indicators, adequately on 14, and inadequately on only one.

The World Bank received scores of adequate or better on 18 of the 19 key performance indicators assessed in 2009, based on the mean scores among total respondents. Respondents note the World Bank's strong performance in monitoring external results, financial

²⁰ Internal effectiveness is defined as being organised to support clients/partners to produce and deliver expected results.

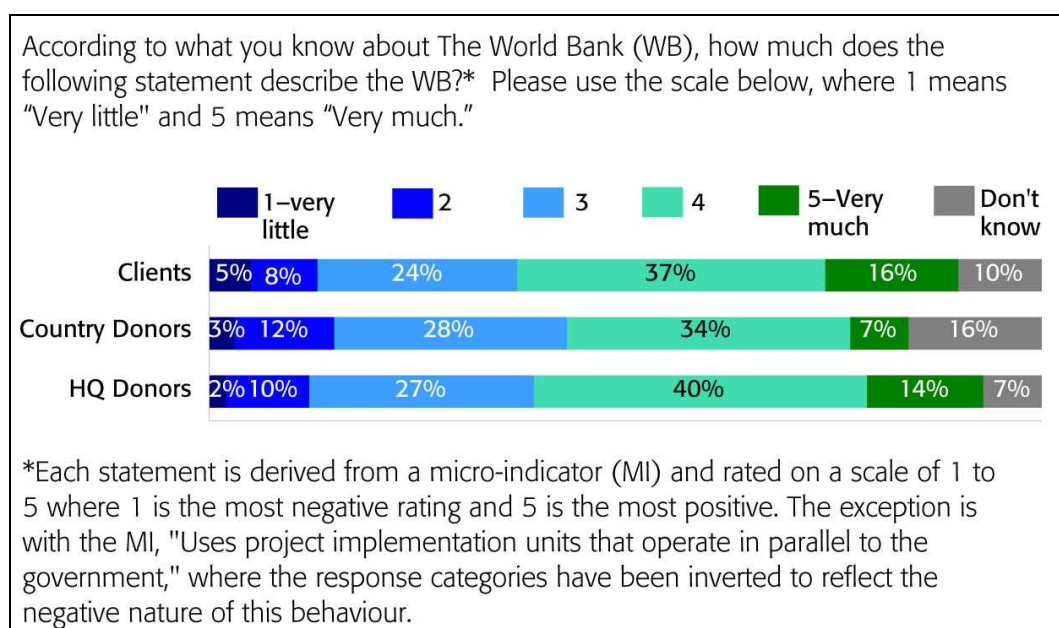
accountability, and the way it makes aid allocation decisions. They also considered the Bank to perform well in presenting performance information. The only area that respondents see as inadequate is the Bank’s performance in adjusting procedures. Furthermore, out of the 63 micro-indicators assessed, the World Bank received only 7 ratings of “inadequate” and no ratings of “very weak” or “weak.”

Figure 3.2 Overall Ratings on Key Performance Indicators (mean scores, all respondents)



Finding 3: Client respondents and MOPAN members at headquarters provide positive and similar assessments of the World Bank’s performance on most indicators. MOPAN members in-country assess it somewhat less favourably.

As illustrated in the figure below, both client respondents and donor respondents at headquarters give a 4 or a 5 in over half of their responses across all micro-indicators, while donors in-country do so less often (41 percent). The level of awareness on different measures appears to be strong among both clients and donors at headquarters who participated in the assessment, with these groups saying they “don’t know” to only 10 percent and 7 percent of questions, respectively. Awareness appears to be slightly weaker among country donors participating in this year’s survey; 16 percent of their responses are “don’t know”. The respondent base and level of ‘don’t know’ responses is provided in Appendix II.

Figure 3.3 Distribution of Ratings across all Micro-Indicators, by Respondent Group

Finding 4: Respondents from IBRD countries tend to rate the Bank's performance more favourably than respondents from IDA/Blend countries, particularly in the area of relationship management.

The MOPAN survey was implemented in four IBRD countries (Guatemala, Peru, Serbia, Thailand) and five IDA/Blend countries (Ethiopia, Mozambique, Pakistan, Senegal, and Uganda). Statistical tests were carried out to identify any significant differences between these two groups of countries.²¹ A statistically significant difference was found in 15 out of the 41 micro-indicators assessed by client respondents and MOPAN members at the country level. In all 15 cases, respondents in IBRD countries rated the Bank's performance higher, on average, than their counterparts in IDA/Blend countries.²² The table below lists the questions where respondents from IBRD countries rated the Bank's performance significantly higher than respondents from IDA/Blend countries.

²¹ The test conducted was a non-parametric test (Mann-Whitney U), considered appropriate for data generated from Likert scale questions, which do not satisfy all requirements for parametric tests (including the requirements for interval-level data and a normally distributed underlying population).

²² Statistical significance obtained from Mann-Whitney U tests ($\alpha = 0.05$).

Figure 3.4 Areas in which the World Bank was rated significantly higher by IBRD respondents

Strategic Management

- Institutional culture is focused on clients
- Has a significant strategic focus on good governance
- Consults with beneficiaries to develop its expected results
- Country strategies include results for cross-cutting thematic priorities

Operational Management

- Project tasks are managed at a country level
- Can propose new loan/credit activities locally, within a budget cap

Relationship Management

- Uses national procurement systems in making loans/credits
- Encourages mutual accountability assessment according to commitments made in the Paris Declaration and AAA
- Respects the views of clients when it undertakes policy dialogue
- Technical assistance is provided through coordinated programs in support of capacity development
- Applies conditionality that corresponds with the national government's goals and benchmarks
- Uses procedures that can be easily understood and followed by clients.
- The length of time it takes to complete procedures does not negatively affect implementation
- Flexibly adjusts its implementation of individual projects/programs as learning occurs

Knowledge Management

- Requires the involvement of key clients and beneficiaries in monitoring and evaluation functions

Most of the differences in ratings between respondents in the two groups of countries are in the area of relationship management. However, while we can argue that there are real differences in how respondents rate the Bank's performance between IBRD and IDA-blend countries, we cannot say what causes these differences: they may simply reflect differences in individual countries that are not related to their status as IBRD or IDA members.

3.3 Performance in Strategic, Operational, Relationship, and Knowledge Management

3.3.1 Overview

The following sections present the assessment results for key performance indicators in the areas of Strategic, Operational, Relationship, and Knowledge Management.

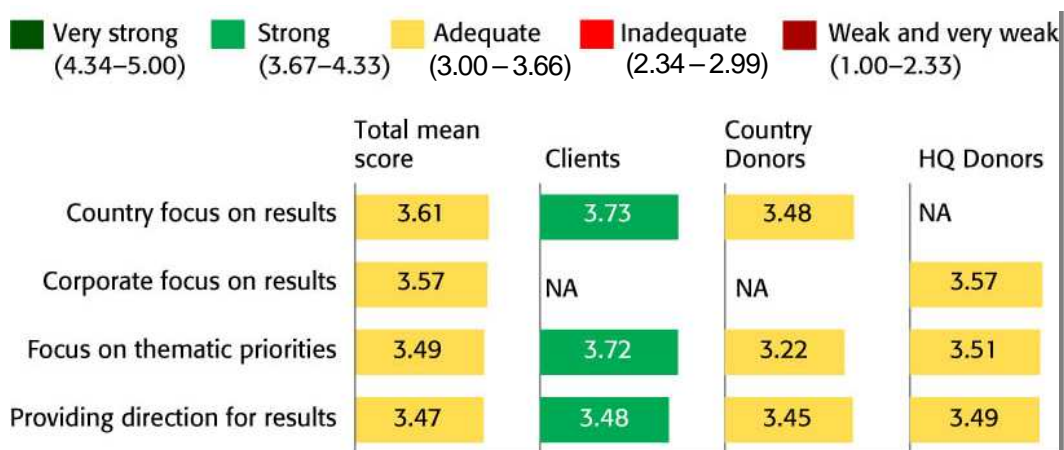
The findings are drawn from an analysis of the ratings of the key performance indicators and micro-indicators by the different respondent groups. Findings also highlight areas where there is a mixed picture of performance, i.e., where there are divergent perspectives among the respondent groups or where there are observed differences in the ratings of individual criteria within any one key performance indicator.²³ Appendix III provides the data for each key performance indicator and micro-indicator, by each dimension or quadrant of the MOPAN Common Approach. The mean scores for each of the key performance indicators are presented by respondent group in Appendix IV.

²³ In general, the findings are presented in order from highest to lowest rated key performance indicators within each of the quadrant areas.

3.3.2 Strategic Management

Respondents rate the World Bank as adequate or strong on all key performance indicators in the area of strategic management (as illustrated in the figure below).

Figure 3.5 Strategic Management Performance, Mean Scores by Respondent Group



Finding 5: The World Bank's focus on results at the country level is considered adequate or strong by country level respondents surveyed.

In questions on the World Bank's focus on results at the country level, client respondents gave the Bank an overall strong rating and MOPAN donor respondents gave it an overall adequate rating. (Headquarters donors were not asked to respond to these questions.)

Both groups give strong ratings for the Bank's country strategies that contain statements of expected results consistent with those in the country's national development strategies, and for having results frameworks that include indicators at all levels (country, sector, and project).

The Bank is seen to perform adequately by both respondent groups on its consultation with beneficiaries in defining results.

On two dimensions of its results focus in countries, clients rate the Bank as strong and country donors as adequate: the extent to which results frameworks link results across project, sector, and country levels; and the extent to which country strategies include results for cross-cutting priorities.

The perspectives of respondents echo the findings of the 2008 COMPAS report, in which the Bank reported that all of the Country Assistance Strategies produced in FY08 were results-based and prepared in consultation with various stakeholders including country authorities, development partners, and other stakeholders.

Finding 6: At the corporate level, the Bank is rated adequately by MOPAN members for its corporate focus on results.

Only MOPAN donors at headquarters were asked questions about the Bank's focus on results at the corporate level. They consider the Bank to perform strongly in developing results frameworks that include expected management and development results and measurable indicators at output and outcome levels.

They provide a rating of adequate on the other micro-indicators in this area: the extent to which the Bank's results frameworks have causal links from outputs through to outcomes and impact, the extent to which organisation-wide strategy/strategies are based on a clear mandate, and the extent to which the Bank ensures the application of results management across the organisation.

Finding 7: The World Bank is viewed to have a strong strategic focus on good governance and a strong or adequate focus on environmental protection. Respondents have mixed opinions on the Bank's focus on gender equality.

Client respondents and MOPAN members at headquarters rate the Bank strongly for its focus on good governance and on environmental protection. MOPAN donor respondents at the country level consider these adequate.

Despite the Bank's work to mainstream gender considerations through, among other things, its Gender Action Plan,²⁴ respondents have divergent views on its progress in this area: clients and donors at headquarters rate the Bank as adequate but country-based donors rate it as inadequate.

"Overall they manage a complex set of considerations well. It is simply unfortunate that given the fundamental importance of gender sensitive policies and programs for achieving MDGs and sustainable development more generally, that people still need to be continually convinced of this, in spite of having policies requiring them to do so". (Donor at country level)

Finding 8: Respondents indicate that the World Bank is providing adequate direction for results.

The Bank is seen to perform adequately on all of the indicators for providing direction on results. Its strength in this area relates to transparency: it is seen to make key documents available to the public, a criterion that is rated strongly by MOPAN members at headquarters and adequately by their colleagues in the field and by client respondents.

The Bank is rated adequately for having an institutional culture that reinforces a focus on results, for the leadership shown by senior management in results management, and for an institutional culture that is focused on the client/partner.

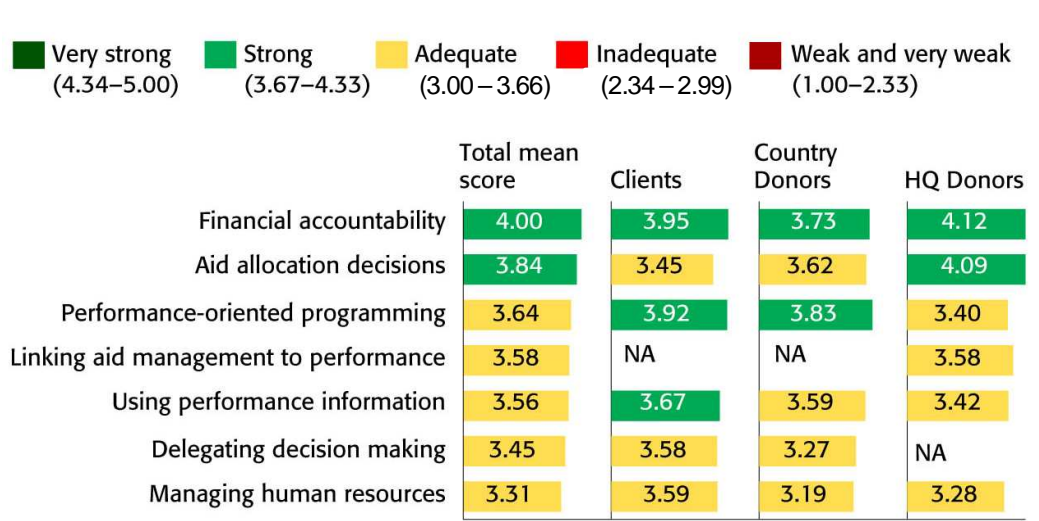
3.3.3 Operational Management

The World Bank is considered to perform strongly on two out of the seven key performance indicators in operational management and adequately on the other indicators, as shown in the figure below.

However, for several questions in the area of operational management, there was also a high overall rate of "Don't Know" responses (33 percent or more). Where relevant, this is highlighted in the findings.²⁵

²⁴ World Bank, 2006, Gender Equality as Smart Economics: A World Bank Group Gender Action Plan

²⁵ Although this reduces the respondent base, the results can still be taken to be indicative of perceptions of those who provided an answer and are presented as a basis for discussion between MOPAN and the MO.

Figure 3.6 Operational Management Performance, Mean Scores by Respondent Group

Finding 9: The World Bank is recognised by both donor and client respondents for its practices in support of financial accountability: internal and external audit, anti-corruption policies, and implementation of risk-management strategies are rated highly.

All respondent groups give the Bank high ratings for its financial accountability. The Bank is viewed to perform strongly in terms of its external audit practices at the corporate and project level: it is perceived to perform corporate audits according to international standards and require external audits (meeting international standards) of financed programs and projects at the country level.

The Bank also gets strong ratings for its implementation of a policy addressing corruption within the institution and for implementing strategies and plans for risk management. However, this is an area where MOPAN donors who responded at the country level seem to have limited awareness of the Bank's practices, as reflected in their high level of "don't know" responses (about 48 percent on the question relating to the Bank's anti-corruption policy, and 26 percent on its implementation of a risk management strategy).

Country respondents consider the Bank's performance adequate in ensuring timely action on irregularities identified at the country level. On this question, which is only rated by respondents in-country, 27 percent of donor respondents indicated that they "don't know."

Finding 10: The Bank receives strong marks for making transparent and predictable allocation decisions about its concessional resources.

The Bank is seen to publish its criteria for allocating concessional funding. On this question, it is rated strongly overall and by MOPAN members at headquarters. MOPAN donor respondents at the country level and client respondents rate it as adequate. However, about one-third of the MOPAN members in-country indicate that they "don't know" whether the Bank publishes these criteria.

Among those who perceive that the Bank publishes its criteria, there is also a perception that it allocates concessional funding according to those criteria. The World Bank is rated strongly by all respondent groups on this micro-indicator.

Finding 11: The World Bank is rated adequately for its performance-oriented programming.

The Bank is recognised by respondents for certain practices that can support better design and implementation of projects.

The respondents in-country were asked about the Bank's practice of setting targets to enable monitoring of progress in project implementation at country level. Both donor and client respondents rate the World Bank strongly on this indicator.

Donors at headquarters, who were not asked about country-level issues, were asked about the World Bank's practice of subjecting new loans and credits to impact analysis²⁶ and credits prior to approval, which they rated as adequate.

In the 2008 COMPAS report, the Bank reports on two indicators (4a and 4b) that relate to the overall quality of project design and the strengthening of the results frameworks of projects at the time of approval. The Quality at Entry Assessment (QAE8) was carried by the Quality Assurance Group (QAG) on a sample of 115 projects, representing 18% of the approvals in FY06-07. Out of these, 93% received a rating of moderately satisfactory or better. The QEA also rated 96% of projects as moderately satisfactory or better on the quality and coherence of economic rationale and analysis underpinning the project. COMPAS does not report on the adequacy of other types of analysis intended to improve project design.

Finding 12: The World Bank is perceived to link aid management to performance.

MOPAN members at headquarters were asked about the extent to which the World Bank links loans and credit to expected development results. This micro-indicator was rated adequately by this group of respondents.

Finding 13: Overall, the World Bank is seen to use performance information to plan and revise its strategies and operations.

Both client respondents and MOPAN donors at country level give the World Bank strong ratings for using information on country performance to plan new interventions at country level. Donors at headquarters also indicate that the Bank makes adequate use of project, sector and country information on performance to revise its corporate strategies.

MOPAN members in-country and client respondents rate the Bank strongly for its practice of tracking the implementation of evaluation recommendations reported to the Board, and donors at headquarters give it an adequate rating in this area. However, a high percentage of respondents indicate that they don't know if the Bank tracks implementation of evaluation recommendations (49 percent of country donor respondents and 29 percent of clients).

In the 2007 COMPAS report, the World Bank reports on its system for tracking evaluation recommendations. It notes that the IEG's Management Action Record rated 60 percent of its recommendations as having been adopted by management at high or substantial levels.

MOPAN respondents consider the Bank performs adequately in using information for actively managing "unsatisfactory" activities from the previous fiscal year. Other sources of evidence confirm the Bank's efforts in proactive management of unsatisfactory projects. The 2008 COMPAS report indicates that the Bank's proactivity index²⁷ was at 81 percent in FY08,

²⁶ Impact analysis was defined for respondents and includes environmental, social, and economic impacts.

²⁷ The proactivity index for the World Bank is the proportion of projects rated as actual problem projects 12 months earlier that have been upgraded, restructured, suspended, closed, or partially (20 percent plus of commitment) or fully cancelled. (COMPAS 2008, p. 36)

suggesting a proactive management of most of the projects identified as unsatisfactory 12 months earlier.

Finding 14: Respondents suggest that the World Bank is performing adequately in its delegation of decision making.

Client and donor respondents at the country level were asked about their perceptions of the Bank’s performance in delegating decision making. Both groups consider the Bank’s performance to be adequate in the two indicators rated: (i) the World Bank’s project tasks are managed at a country level and (ii) the World Bank can propose new loan/credit activities locally, within a budget cap. However, donors are less knowledgeable on the latter indicator, with more than half of the respondents (61 percent) indicating that they do not know the extent to which new loan and credit activities can be proposed locally.

Finding 15: The World Bank is also perceived to perform adequately in managing human resources. At the same time, there are some gaps in the level of knowledge that MOPAN donors at headquarters have about HR practices.

Donor and client respondents give the Bank adequate ratings for management of human resources.

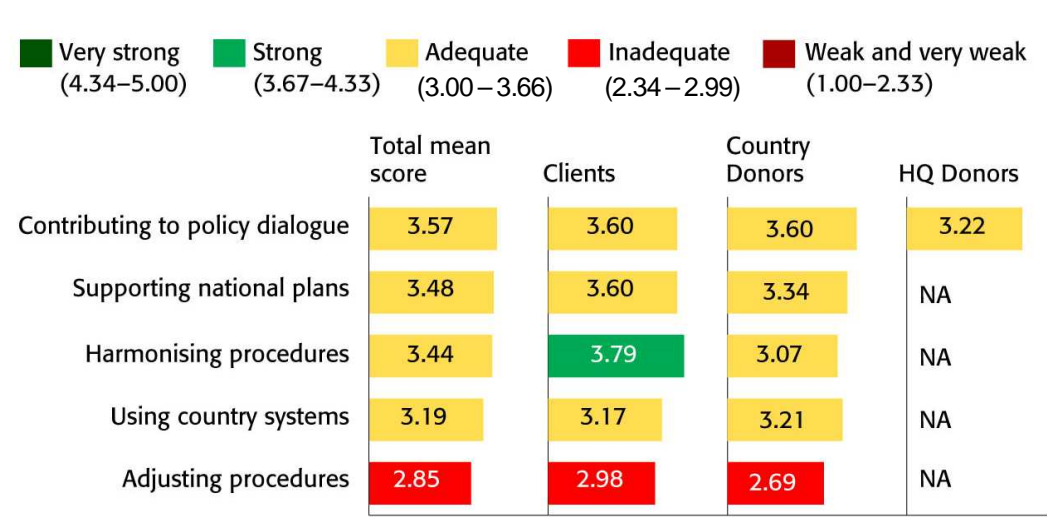
MOPAN members at headquarters were asked about three micro-indicators in this area. They rated the Bank as adequate in using results-focused performance agreements for senior staff, for transparently recruiting and promoting staff based on merit, and for using a transparent system of incentives and rewards to manage staff performance. This group also indicates limited awareness of human resources issues: 40 percent say they do not know if the Bank’s staff incentive system is transparent and 44 percent say they do not know if it uses results-focused performance agreements with senior staff.

At the country level, the respondents (MOPAN donors and clients) were asked about the extent to which the World Bank keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level. Both of these respondent groups suggest that the Bank performs adequately in this regard.

3.3.4 Relationship Management

The World Bank is perceived to perform adequately in four of the five key performance indicators of relationship management, but is considered inadequate in adjusting procedures – as shown in the figure below.

Figure 3.7 Relationship Management Performance, Mean Scores by Respondent Group



Finding 16: In the area of policy dialogue, the World Bank is perceived to be adequate.

All respondent groups concur that the Bank performs adequately in contributing to policy dialogue. MOPAN members at the country level and client respondents both rate the Bank strongly in terms of the valuable inputs it provides to policy dialogue. This demonstrates continuity with the 2008 MOPAN survey of the World Bank in which almost all country donors expressed positive opinions about the Bank's performance in country dialogue, although a few noted that the Bank at times can be too dominant.

All three respondent groups rate the Bank's practice of respecting the views of clients/partners as adequate. This result is in line with their adequate rating of the Bank's institutional culture and its focus on clients/partners (see finding 8).

When asked in an open-ended question to identify the main strengths of the World Bank, the majority (60 percent) of respondents noted the Bank's technical competence and experience of its staff, which many of them consider facilitates the Bank's contributions to policy dialogue. However, 13 percent of these respondents noted that the Bank could improve in respecting the views of its clients.

"Ability to deliver with a critical mass and to engage into policy dialogue of clients/borrowers at the highest level." (Donor at headquarters)

"Technical ability of the staff, production of good analytical work and knowledge of the key policy discussions in-country." (Donor at country level)

Finding 17: The World Bank is perceived to be adequate in its support of national plans.

Respondents at the country level were asked about the World Bank's support for national plans, and give it an adequate rating overall. Client respondents perceive the Bank to be strong in its support for funding proposals designed and developed by the national government or clients/partners, and adequate in the extent to which the conditionality applied by the Bank corresponds with the national government's goals and benchmarks. Country-level donor respondents rate it as adequate on both micro-indicators.

Finding 18: Respondents perceive the World Bank to be adequate in harmonising arrangements and procedures with other programming partners.

This key performance indicator (and its three micro-indicators) was assessed only by MOPAN country donors and clients. Client respondents rate the World Bank as strong on all three indicators.

MOPAN country donors rate the Bank as adequate in two of these indicators (participation in program-based approaches, other than through budget support, and participation in joint missions) and as inadequate in the third (technical assistance provided through coordinated programs in support of capacity development).

The responses to the open-ended questions on the Bank's greatest area for improvement seem to confirm the challenges regarding the Bank's harmonisation. Close to 25 percent of all respondents consider donor and client coordination to be among the greatest challenges of the Bank.

In the 2008 MOPAN survey, country teams generally considered the World Bank to contribute positively to local donor harmonisation efforts. They were particularly positive about its efforts in engaging in joint analytical work, contributing to local harmonisation action plans, and participating in joint programming. However, some concern was raised about its level of participation in joint field missions.

The 2008 Survey on Monitoring the Paris Declaration reports that 31 percent of the World Bank's missions were organised as joint missions compared with the Paris Declaration target of 40 percent for 2010. Similarly, 54 percent of all its aid disbursed was channelled through program-based approaches, which still falls short of the Paris Declaration target of 66 percent for 2010.

"Could do more to address the Aid Effectiveness challenge which we all share regarding joint-analyses and joint missions. WB has many useful studies, evaluations and technical missions which could be of use to bilaterals in our planning and deliberations." (Donor at country level)

Finding 19: The World Bank is perceived to be adequate overall in its use of country systems, but country level respondents have some areas of concern.

Country-level respondents consider the World Bank to be strong with respect to ensuring that expected disbursements are recorded in national budgets. And they give it adequate ratings for its use of national budget execution procedures in making loans and credits, and its encouragement of mutual accountability assessments of Paris Declaration and Accra Agenda for Action (AAA) commitments.

However, there are four areas where the Bank's use of country systems is rated as inadequate by MOPAN members and client respondents: (i) its use of project implementation units (PIU) that operate in parallel to the government;²⁸ (ii) its use of national financial reporting procedures in making loans and credits; (iii) its use of national auditing procedures for making loans and credits; and (iv) its use of national procurement systems. It is important to note that in some of the contexts in which the World Bank works the use of country systems may not be feasible or appropriate.

It is also important to consider these ratings in the context of respondent knowledge and awareness of the Bank's use of country systems. Clients seem ill-informed about the extent to which the Bank encourages mutual accountability assessment of the Paris Declaration (45 percent say they "don't know"). Donors seem to lack information about the Bank's use of national financial reporting procedures and national auditing procedures in making loans and credits (more than 40 percent say they "don't know").

The World Bank's results in the survey on Monitoring the Paris Declaration show a clear improving trend in several of these areas. The Bank's use of Public Financial Management (PFM) systems increased from 42 percent in 2005 to 62 percent in 2007. On the use of procurement systems, the rate for the World Bank also increased between the two periods (from 40 percent to 52 percent). Similarly, the World Bank reduced its number of PIUs per country from an average of 7.7 in 2005 to 2 in 2007.

"Weak in aligning its planning, reporting and procurement systems and procedures with the government as per the Paris declaration for harmonisation." (Donor at country level)

²⁸ The question asked respondents to indicate the extent to which the following statement described the World Bank: "The World Bank uses project implementation units that operate in parallel to the government." Respondents were not provided with a definition of Parallel Project Implementation Units. However, MOPAN assumes that respondents have a common reference of the definition used in the Survey on Monitoring the Paris Declaration.

Finding 20: The Bank is considered to be inadequate in adjusting its procedures.

This question was asked of country-level respondents only. Responses from MOPAN members and clients are consistent on this indicator in their assessment that the Bank’s performance is inadequate. This is the lowest rated key performance indicator out of the 19 in this assessment.

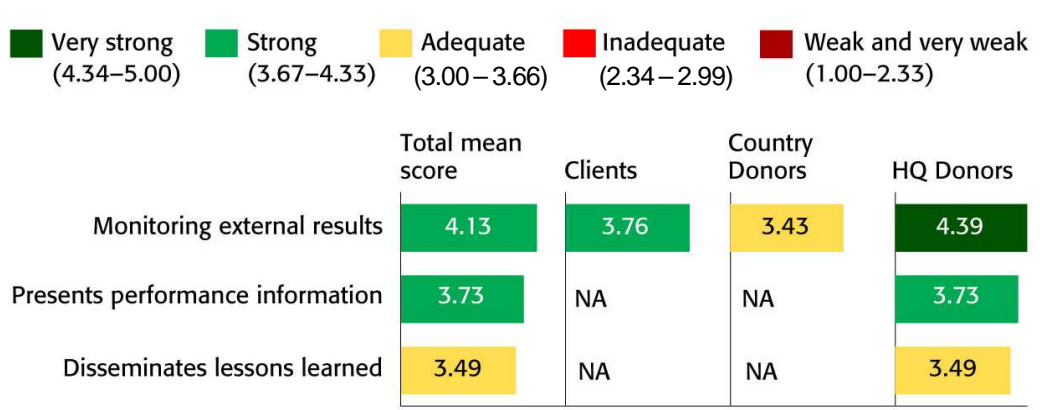
Client respondents consider the World Bank to be adequate in its use of procedures that can be easily understood and in flexibly adjusting its implementation of individual projects/programs as learning occurs, but rate it as inadequate in adjusting overall portfolios quickly to respond to changing country circumstances and in the length of time it takes to complete procedures. MOPAN members in-country rate the World Bank inadequate on all four of these indicators.

When asked their opinion in an open-ended question about the areas in which the World Bank most needs improvement, about one-third of the respondents point to the Bank’s lack of flexibility and the inefficiency of its procedures. In addition, many respondents expressed concerns about the Bank’s knowledge of local realities.

3.3.5 Knowledge Management

The World Bank performs well with regard to knowledge management. It is considered very strong in monitoring external results, largely due to the views from MOPAN members at headquarters regarding the absolute strength of the Bank’s Independent Evaluation Group (IEG). The Bank is also rated positively for its reporting on performance, including on outcomes achieved and its implementation of Paris Declaration commitments. It is rated adequately for its dissemination of lessons learned.

Figure 3.8 Knowledge Management Performance, Mean Scores by Respondent Group



Finding 21: In monitoring external results, the World Bank’s greatest strength is perceived to be its independent evaluation unit – the Independent Evaluation Group.

The Bank is perceived to perform strongly on this key performance indicator. It is the highest rated indicator out of the 19 assessed by the Common Approach in 2009.

Donor respondents at headquarters give the Bank a rating of “very strong” for the independence of the IEG that reports directly to the Board of Directors. They also consider the Bank’s practice of ensuring that an adequate proportion of programs and projects are subject to independent evaluation to be an area of strength.

Evidence from the COMPAS 2008 survey seems to confirm this perception. The Bank reports that 100 percent of its projects are subject to self-evaluation through an Implementation Completion Report (ICR) that is reviewed and validated by the IEG. In addition, the IEG prepares Project Performance Assessment Reports (PPARs) that include a field visit for 25 percent of the projects.

All three respondent groups were asked about the Bank's involvement of clients and beneficiaries in monitoring and evaluation functions. This micro-indicator receives a strong rating from clients and an adequate rating from country and headquarters donors.

Finding 22: The World Bank is rated highly for presenting information on performance.

This indicator relates to the presentation of performance information at the corporate level and was therefore asked only of MOPAN members at headquarters. This group gives the World Bank a strong rating for reporting to the governing body on performance, including the outcomes achieved. They also perceive that the Bank is adequately reporting on its Paris Declaration commitments.

Finding 23: Donors at headquarters suggest that the Bank is performing adequately in disseminating lessons learned.

The Bank is rated adequately on how it identifies and disseminates lessons learned from performance information. It is also seen to adequately provide opportunities at all levels of the organisation to share lessons from practical experience.

3.4 Respondents' Views on the World Bank's Strengths and Areas for Improvement

Prior to rating the World Bank on the series of MOPAN Common Approach micro-indicators, all respondents were asked two open-ended questions. The questions asked respondents to identify the greatest strengths and areas of improvement in the way that the World Bank operates. Out of 258 respondents, 257 provided responses to both questions.

While many of the respondent comments are consistent with other survey findings, the comments on the Bank's strengths often relate to factors that are not directly related to the key performance indicators of the MOPAN Common Approach. For example, strengths such as the Bank's resource capacity (financial and non-financial) and its global presence likely enable the World Bank to contribute to development results at a country level, but they do not fall within the dimensions of internal organisational effectiveness factors assessed through the MOPAN survey.

Finding 24: Respondents consider the Bank's greatest strength overall to be its technical competence and experience.

More than 60 percent of all respondents state that the greatest strength of the Bank is its technical capacity. Respondents particularly point to areas such as technical know-how and research in areas such as economics, governance, private sector, and politics. Further, many claim that it brings experience, innovation, and high quality staff to the field. Many respondents (20 percent) also consider the Bank to be systematic, well organised, and efficient. However, as demonstrated in the next section, there are mixed views in this area and a considerable number of respondents also perceive its procedures and processes to be unnecessarily cumbersome and complicated.

Finding 25: Respondents value the level of financing available through the World Bank and the fact that it is a global organisation.

Approximately one-quarter of all respondents emphasise the Bank's capacity to mobilise financial and non-financial resources including its highly qualified staff, geographical coverage, and technical know-how. Another area considered to be a major strength by 13 percent of respondents is the fact that it has a global reach and network. Through its country offices the Bank is able to work as a platform for donor coordination at the country level. Many also suggest that its global character provides it with a wide set of skills and perspectives.

"It global mandate, vast financial resources, convening power to bring together donors, partner governments, other multilaterals and stakeholders and its analytical and knowledge." (Donor at headquarters)

"Significant financial and human resources devoted largely to the reduction of poverty especially in Africa - wide range of financial instruments loans, grants, guarantees." (Donor at country level)

Donor and client respondents tend to have different views on the World Bank's strengths.

While all respondent groups agree that the main strength of the World Bank is its experience and competencies, there are different views on some of its other strengths. Country donors value its human and financial resources and its capacity to influence the policy agenda of governments. While some client respondents emphasise the clarity of its administrative procedures, its promotion of partnerships, and its efforts on harmonisation, other client respondents consider these areas to be among the Bank's main areas for improvement.

"Its global status and presence as the most technically capable multilateral development organisation." (Donor at country level)

"Sound reputation of being a large donor with highly qualified people and analytical capacity." (Donor at headquarters)

"I think the greatest strength of WB is that first of all, it covers all over the world unlike other regional development banks, for example ADB, EBRD..., and second of all, it is the development bank for the low income countries compared to IMF." (Donor at headquarters)

Finding 26: Respondents see a need for improvement in the Bank's efficiency, donor coordination, and the way it engages in partnerships. Other issues relate to its level of context specific knowledge, knowledge management, and decentralisation.

The efficiency of the Bank's administrative procedures is the area that receives most comments with respect to areas of improvement needed. Almost one-third of all respondents point to this area and they particularly highlight the Bank's procurement procedures, rigid administrative systems, decision-making processes, disbursement process, and its capacity to react fast during emergencies.

Twenty-four percent of all respondents comment that the Bank's performance in relation to donor coordination is an area for improvement. They particularly point to a lack of cooperation, coordination, and alignment with other donors.

Other smaller groups of respondents identify issues related to partnership behaviour such as: the Bank tends to neglect contributions and inputs from other donors, insufficient client and stakeholder participation, insufficient respect of other views and inputs from clients. In addition, a few respondents raise concerns related to a lack of context specific knowledge, knowledge management, and decentralisation.

Donor and client respondents have different views about the key areas of improvement of the Bank.

Perhaps not surprisingly, MOPAN members are most concerned about the Bank's capacity to engage in donor coordination and its level of management efficiency. Clients consider the biggest issue to be the Bank's management inefficiency and its limited knowledge about specific contextual issues.

"Its procurement process is lengthy and never considers the objective and urgency of the project." (Client)
"Greater understanding for the needs of its users and the ability to analyse specifics depending on the country and the environment it is involved in." (Client)

4. Conclusion

The World Bank continues to be recognised for its knowledge, technical competence, and experience in development. When asked the survey's open-ended question on the overall strength of the World Bank, respondents often point to its technical know-how and research. They also note the Bank's capacity to mobilise financial and non-financial resources and its role as a global organisation. In the MOPAN Common Approach, among the World Bank's areas of strongest performance, according to respondent ratings, are its monitoring of external results and its presenting of performance information through its reports to the Board of Directors. The World Bank is also perceived to have solid systems in place to support its operations, as reflected in respondents' positive ratings with regard to its capacity to ensure financial accountability and adhere to its criteria for allocating IDA resources. The Bank's efforts to deepen the results agenda are acknowledged – as captured in the findings on strategic management – yet the adequate ratings also illustrate that this is still a work in progress.

According to respondents, the Bank needs to continue its efforts to strengthen its relationship management. There still is room to improve the Bank's culture in promoting local ownership through more consistent use of some country systems, when appropriate. In addition, the Bank can still improve in adjusting its procedures.

The following key strengths and areas for improvement provide a basis for discussion between MOPAN members, the World Bank and its clients.

Strengths:

The World Bank's key strengths are based on the indicators that are rated as "strong" by more than one respondent group or that received a rating of "strong" overall. These include:

- **Financial accountability:** Stakeholders express confidence in the World Bank's fiduciary systems, including external and internal audit, risk management, and policies to address corruption.
- **Monitoring external results:** This is seen to be a strength by MOPAN members at headquarters, largely due to their high ratings of the independence of the IEG and appropriate coverage of World Bank operations through independent evaluation. For clients, the Bank's strength in this area relates to its involvement of key clients and beneficiaries in monitoring and evaluation functions.
- **Aid allocation decisions:** The Bank's system for allocating concessional (IDA) resources is considered to be transparent and predictable and is rated strongly by donors at headquarters. Client respondents and MOPAN donors in-country also give a rating of strong to the Bank's allocation of concessional resources according to established criteria.
- **Setting targets for monitoring implementation of projects:** This practice in performance-oriented programming is viewed as strong by respondents at the country level.
- **Inputs to policy dialogue:** This is viewed as a strength by respondents at the country level.
- **Recording expected disbursements in governments' national budgets:** is seen as a strength by donors at country level and clients.
- **Focus on certain thematic priorities:** Donors at headquarters and clients give the Bank strong ratings for its strategic focus on good governance and on environmental protection.

- **Use of performance information:** At the country level, the Bank is seen by client and donor respondents to perform strongly in its use of performance information to plan new interventions. These groups also view the Bank’s practice of tracking implementation of evaluation recommendations reported to the Board as a strength.
- **Focus on results at country level:** Client respondents rate the Bank strongly on most of the dimensions that assess the results focus in its CAS. MOPAN donors at the country level also perceive strong performance with regard to the alignment of the results frameworks with national development strategies and the inclusion of indicators at all levels (country, sector, and project).
- **Presenting performance information:** The quality of the Bank’s reporting on performance– in particular with regard to outcomes – is seen as a strength by MOPAN members at headquarters.

The table below reflects those key performance indicators, or micro-indicators, that receive the highest ratings (strong or better) from each of the respondent groups.²⁹

Figure 4.1 World Bank’s Greatest Strengths, by Respondent Group *

MOPAN members at country level	MOPAN members at headquarters	WB clients
<ul style="list-style-type: none"> • Performance-oriented programming • Financial accountability • Provides valuable inputs to policy dialogue. (Contributing to policy dialogue) • Expected disbursements are recorded in governments' national budgets. (Using country systems) • Uses information on country performance to plan new interventions at country level. (Using performance information) 	<ul style="list-style-type: none"> • Monitoring external results • Financial accountability • Aid allocation decisions • Presents performance information on effectiveness • Has a significant strategic focus on good governance. (Focus on thematic priorities) 	<ul style="list-style-type: none"> • Financial accountability • Sets targets to enable monitoring of progress in project implementation (Performance-oriented programming) • Harmonising procedures • Monitoring external results • Country focus on results

*Only KPIs or Micro-Indicators which are rated as “strong” are listed. Only five highest rated items are listed.

Areas for improvement

The key areas for improvement for the World Bank are based on indicators that are rated as “inadequate” by more than one respondent group or that received an overall rating of “inadequate.” According to respondent ratings, the Bank has room to improve in:

- **Adjusting procedures:** Client respondents and MOPAN donors at country level see the need for greater efficiency and flexibility of the Bank’s administrative procedures. All of the criteria in this area are rated inadequately.

²⁹ Please see Appendix III in order to see all of the items that might have been rated as strong by any of the respondent groups.

- **Use of country systems:** Client and donor respondents at country level provide inadequate ratings for the Bank’s use of national financial reporting procedures, auditing procedures, and procurement systems. In addition, they see room for further reduction in the use of parallel PIUs. However, the World Bank’s ability to improve its use of country systems may depend on the particular country contexts in which it operates.

Figure 4.2 World Bank’s Areas for Improvement, by Respondent Group *

MOPAN members at country level	MOPAN members at headquarters	WB clients
<ul style="list-style-type: none"> • Adjusting procedures • Uses national procurement systems in making loans/credits. (Using country systems) • Uses national auditing procedures in making loans/credits. (Using country systems) • Uses project implementation units that operate in parallel to the government. (Using country systems) • Uses national financial reporting procedures in making loans/credits. (Using country systems) 	None	<ul style="list-style-type: none"> • Adjusting procedures • Uses project implementation units that operate in parallel to the government. (Using country systems) • Uses national procurement systems in making loans/credits. (Using country systems) • Uses national auditing procedures in making loans/credits. (Using country systems) • Uses national financial reporting procedures in making loans/credits. (Using country systems)

*Only KPIs or Micro-Indicators which are rated as “inadequate” are listed. Only five lowest rated items are listed.

Appendix I Respondent Profile

Familiarity with WB	HQ	CD	Clients	Total
Not at all familiar	0	0	0	0
2	1	9	0	10
3	5	26	9	40
4	29	39	37	105
Very familiar	33	25	45	103
Total	68	99	91	258

Frequency of contact with WB	HQ	CD	Clients	Total
Daily	32	8	12	52
Weekly	16	31	23	70
Monthly	17	38	27	82
A few times per year or less	3	21	29	53
No answer	0	1	0	1
Total	68	99	91	258

Types of respondents	Frequency
HQ Respondents	
Representative within a MOPAN Member's office in the World Bank	10
MOPAN Member HQ Representative	55
Not specified	3
Country Donor Respondents	
MOPAN Embassy and agency officials based in-country	93
Not specified	6
WB Clients	
Government - Line ministry	50
Government - Ministry of Finance/Statistics/Planning/Economics	7
NGO, Association or Academic Institution	14
Other	7
Not specified	13

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

N (#) = number of respondents who are asked the question.

% DK = percentage of respondents who indicate “don’t know” to the question.

“N/A” indicates that the question was not asked among a particular respondent group.

STRATEGIC MANAGEMENT

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Country focus on results	190	15		N/A	99	18	91	12
[MO] country strategies contain statements of expected results consistent with those in the country's national development strategies	190	12		N/A	99	11	91	13
[MO]'s results frameworks include indicators at all levels (country, sector, and project)	190	19		N/A	99	24	91	14
[MO] has results frameworks which link results across project, sector and country levels	190	20		N/A	99	28	91	13
[MO]'s country strategies include results for cross-cutting thematic priorities (e.g., gender equality, environment, governance)	190	14		N/A	99	15	91	14
[MO] consults with beneficiaries to develop its expected results	190	10		N/A	99	12	91	7

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Corporate focus on results	68	11	68	11		N/A		N/A
[MO]'s results frameworks in strategies include measurable indicators at output and outcome levels [ASKED ONLY IF 3,4 OR 5 IN Q1-CS-S3]	60	17	60	17		N/A		N/A
[MO]'s strategies contain frameworks of expected management and development results. (Q1-CS-2C)	68	9	68	9		N/A		N/A
[MO]'s organisation-wide strategy/strategies are based on a clear mandate.	68	4	68	4		N/A		N/A
[MO]'s results frameworks in strategies have causal links from outputs through to outcomes and impact [ASKED ONLY IF 3,4 OR 5 IN Q1-CS-S3]	60	18	60	18		N/A		N/A
[MO] ensures the application of results management across the organisation.	68	9	68	9		N/A		N/A

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Focus on thematic priorities	258	9	68	5	99	13	91	9
[MO] has a significant strategic focus on good governance.	258	3	68	3	99	5	91	2
[MO] has a significant strategic focus on environmental protection.	258	9	68	6	99	14	91	8
[MO] has a significant strategic focus on gender equality.	258	14	68	6	99	20	91	16

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Providing direction for results	258	6	68	4	99	8	91	3
[MO] makes key documents easily accessible to the public	258	5	68	3	99	11	91	0
[MO]'s institutional culture reinforces a focus on results	258	4	68	3	99	7	91	2
[MO]'s senior management shows leadership on results management	68	10	68	10		N/A		N/A
[MO]'s institutional culture is focused on client/partner	258	4	68	1	99	6	91	6

OPERATIONAL MANAGMENT

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Financial accountability	258	17	68	9	99	31	91	13
[MO] conducts internal financial audits to provide objective information to its governing body	68	10	68	10		N/A		N/A
[MO] performs corporate audits according to international standards	68	10	68	10		N/A		N/A
[MO] requires external audits (meeting international standards) to be performed for financed programs and projects at a country level	190	20		N/A	99	24	91	15
[MO] implements a policy addressing corruption within the institution	167	28	68	10	99	48		N/A
[MO] implements strategies and plans for risk management	167	15	68	6	99	26		N/A
[MO] ensures timely action when irregularities are identified at the country level	190	19		N/A	99	27	91	11

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Aid allocation decisions	258	14	68	9	99	21	91	17
[MO] publishes its criteria for allocating concessional aid funding	258	23	68	15	99	34	91	28
[MO] allocates concessional aid funding according to the criteria mentioned above [ASKED ONLY IF 3, 4 OR 5 IN Q2-FR-1A]	119	5	56	4	36	8	27	7

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Performance-oriented programming	258	14	68	12	99	19	91	12
[MO] sets targets to enable monitoring of progress in project implementation at country level	190	16		N/A	99	19	91	12
[MO] subjects new loans and credits to impact analysis prior to approval	68	12	68	12		N/A		N/A

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Linking aid management to performance								
[MO] links loans and credit to expected development results	68	6	68	6		N/A		N/A

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Using performance information	258	24	68	19	99	36	91	19
[MO] uses information on country performance to plan new interventions at country level	190	14		N/A	99	15	91	12
[MO] tracks implementation of evaluation recommendations reported to the Board	258	32	68	19	99	49	91	29
[MO] uses project, sector and country information on performance to revise corporate strategies	68	19	68	19		N/A		N/A
[MO] actively manages 'unsatisfactory' activities from the previous fiscal year	190	30		N/A	99	43	91	17

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Delegating decision making	190	28		N/A	99	40	91	15
[MO]'s project tasks are managed at a country level	190	13		N/A	99	19	91	7
[MO] can propose new loan/credit activities locally, within a budget cap	190	42		N/A	99	61	91	24

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Managing human resources	258	30	68	36	99	13	91	11
[MO] uses results-focused performance agreements for senior staff	68	44	68	44		N/A		N/A
[MO] keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level	190	12		N/A	99	13	91	11

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Managing human resources	258	30	68	36	99	13	91	11
[MO] transparently recruits and promotes staff based upon merit	68	25	68	25		N/A		N/A
[MO] uses a transparent system of incentives and rewards to manage staff performance	68	40	68	40		N/A		N/A

RELATIONSHIP MANAGEMENT

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Contributing to policy dialogue	258	8	68		99	12	91	8
[MO] provides valuable inputs to policy dialogue	190	8		N/A	99	9	91	8
[MO] respects the views of clients/partners when it undertakes policy dialogue	258	9	68	1	99	16	91	9

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Supporting national plans	190	11		N/A	99	16	91	7
[MO] supports funding proposals designed and developed by the national government or clients /partners	190	9		N/A	99	12	91	6
[MO] applies conditionality that corresponds with the national government's goals and benchmarks	190	14		N/A	99	19	91	8

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	Harmonising procedures	190	12		N/A	99	15	91
[MO] participates in program-based approaches (other than through budget support)	190	12		N/A	99	15	91	9
[MO] participates in joint missions	190	10		N/A	99	11	91	9
[MO]'s technical assistance is provided through coordinated programs in support of capacity development	190	16		N/A	99	20	91	11

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	Using country systems	190	31		N/A	99	33	91
[MO]'s expected disbursements are recorded in governments' national budgets	190	28		N/A	99	25	91	30
[MO] uses national budget execution procedures in making loans/credits	190	29		N/A	99	29	91	30
[MO] encourages mutual accountability assessment of Paris Declaration and AAA commitments	190	36		N/A	99	27	91	45
[MO] uses national financial reporting procedures in making loans/credits	190	37		N/A	99	45	91	29
[MO] uses national auditing procedures in making loans/Credits	190	37		N/A	99	47	91	28
[MO] uses national procurement systems in making loans/credits	190	32		N/A	99	36	91	27
[MO] uses project implementation units that operate in parallel to the government	190	20		N/A	99	23	91	16

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	Adjusting procedures	190	12		N/A	99	20	91
[MO] uses procedures that can be easily understood and followed by clients/partners	190	9		N/A	99	18	91	1
[MO] adjusts overall portfolio in country quickly, to respond to changing circumstances	190	11		N/A	99	18	91	5

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	Adjusting procedures	190	12		N/A	99	20	91
[MO] flexibly adjusts its implementation of individual projects/programs as learning occurs	190	15		N/A	99	26	91	4
The length of time it takes to complete [MO] procedures does not negatively affect implementation	190	11		N/A	99	20	91	2

KNOWLEDGE MANAGEMENT

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	Monitoring external results	258	9	68	7	99	22	91
[MO] has an independent evaluation unit that reports directly to the Board or Governing Council	68	4	68	4		N/A		N/A
[MO] ensures that an adequate proportion of completed programs and projects are subject to independent evaluation	68	9	68	9		N/A		N/A
[MO] requires the involvement of key clients and beneficiaries in monitoring and evaluation functions	190	13		N/A	99	22	91	4

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	Presents performance information on effectiveness	68	18	68	18		N/A	
[MO] reports to the governing body on performance, including on outcomes achieved	68	9	68	9		N/A		N/A
[MO] reports to the governing body on performance in relation to its Paris Declaration commitments	68	26	68	26		N/A		N/A

	Total		HQ Donors		Country Donors		Clients	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Disseminates lessons learned	68	15	68	15		N/A		N/A
[MO] identifies and disseminates lessons learned from performance information	68	7	68	7		N/A		N/A
[MO] provides opportunities at all levels of the organisation to share lessons from practical experience	68	22	68	22		N/A		N/A

Appendix III KPI and MI Data – by Quadrant

Legend – Mean Score

Very strong (4.34-5.00)
Strong (3.67-4.33)
Adequate (3.00-3.66)
Inadequate (2.34-2.99)
Weak and Very Weak (1.00-2.33)

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

- equal weight is given to the views of each of the three respondent groups;
- equal weight is given to each of the countries where the survey took place;
- equal weight is given to donors in country and direct clients/partners within each country where the survey took place

The number of KPIs and micro-indicators assessed by each of the respondent groups is summarised in the following table.

Number of KPIs and MIs assessed by respondent groups

	Countries						
	Total	HQ	CD	CL	Total 9	IBRD	IDA/Blend
# of KPIs (indicators) assessed:	19	13	15	15	15	14	15
# of micro-indicators assessed:	63	32	43	41	43	41	43

Key to abbreviations in the appendix:

HQ = Headquarter based donors

CD = Country based donors

CL = Clients

Total = includes all respondents

Total 9 = all country-based donors and clients in all 9 countries surveyed for the World Bank

IBRD Countries = Guatemala, Peru, Serbia, Thailand

IDA/Blend Countries = Ethiopia, Mozambique, Pakistan, Senegal, and Uganda

n/a = the question was not asked among a particular respondent group

Strategic Management

	Mean Score						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Country focus on results	3.61	n/a	3.48	3.73	3.61	3.72	3.52
Corporate focus on results	3.57	3.57	n/a	n/a	n/a	n/a	n/a
Focus on thematic priorities	3.49	3.51	3.22	3.72	3.47	3.62	3.37
Providing direction for results	3.47	3.49	3.45	3.48	3.46	3.50	3.44

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Country focus on results	3.61	n/a	3.48	3.73	3.61	3.72	3.52
Country strategies contain statements of expected results consistent with those in the country's national development strategies	3.78	n/a	3.75	3.81	3.78	3.82	3.74
Results frameworks include indicators at all levels (country, sector, and project)	3.77	n/a	3.72	3.81	3.77	3.84	3.71
Has results frameworks which link results across project, sector, and country levels	3.68	n/a	3.52	3.81	3.68	3.69	3.66
Country strategies include results for cross-cutting thematic priorities (e.g., gender equality, environment, governance)	3.55	n/a	3.30	3.79	3.55	3.68	3.44
Consults with beneficiaries to develop its expected results	3.28	n/a	3.09	3.46	3.28	3.56	3.06

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Corporate focus on results	3.57	3.57	n/a	n/a	n/a	n/a	n/a
Results frameworks in strategies include measurable indicators at output and outcome levels	3.72	3.72	n/a	n/a	n/a	n/a	n/a
Strategies contain frameworks of expected management and development results	3.69	3.69	n/a	n/a	n/a	n/a	n/a
Organisation-wide strategy/strategies are based on a clear mandate	3.58	3.58	n/a	n/a	n/a	n/a	n/a
Results frameworks in strategies have causal links from outputs through to outcomes and impact	3.45	3.45	n/a	n/a	n/a	n/a	n/a
Ensures the application of results management across the organisation	3.39	3.39	n/a	n/a	n/a	n/a	n/a

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Focus on thematic priorities	3.49	3.51	3.22	3.72	3.47	3.62	3.37
Has a significant strategic focus on good governance	3.75	3.74	3.63	3.88	3.75	3.96	3.60
Has a significant strategic focus on environmental protection	3.51	3.67	3.13	3.68	3.41	3.53	3.34
Has a significant strategic focus on gender equality	3.20	3.11	2.88	3.60	3.23	3.36	3.17

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Providing direction for results	3.47	3.49	3.45	3.48	3.46	3.50	3.44
Makes key documents easily accessible to the public	3.62	3.67	3.61	3.57	3.59	3.52	3.64
Institutional culture reinforces a focus on results.	3.44	3.42	3.46	3.42	3.44	3.56	3.35
Senior management shows leadership on results management	3.43	3.43	n/a	n/a	n/a	n/a	n/a
Institutional culture is focused on client/partner	3.28	3.36	3.13	3.36	3.23	3.39	3.13

Operational Management

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Financial accountability	4.00	4.12	3.73	3.95	3.79	3.90	3.73
Aid allocation decisions	3.84	4.09	3.62	3.45	3.58	n/a	3.53
Performance-oriented programming	3.64	3.40	3.83	3.92	3.88	3.97	3.81
Linking aid mgt to performance	3.58	3.58	n/a	n/a	n/a	n/a	n/a
Using performance info	3.56	3.42	3.59	3.67	3.63	3.78	3.55
Delegating decision making	3.45	n/a	3.27	3.58	3.44	3.76	3.25
Managing human resources	3.31	3.28	3.19	3.59	3.39	3.49	3.32

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Financial accountability	4.00	4.12	3.73	3.95	3.79	3.90	3.73
Conducts internal financial audits to provide objective information to its governing body	4.26	4.26	n/a	n/a	n/a	n/a	n/a
Performs corporate audits according to international standards	4.23	4.23	n/a	n/a	n/a	n/a	n/a
Requires external audits (meeting international standards) to be performed for financed programs and projects at a country level	4.18	n/a	4.05	4.30	4.18	4.27	4.12
Implements a policy addressing corruption within the institution	3.97	4.07	3.79	n/a	3.80	4.05	3.67
Implements strategies and plans for risk management	3.82	3.94	3.67	n/a	3.66	3.70	3.63
Ensures timely action when irregularities are identified at the country level	3.52	n/a	3.43	3.59	3.52	3.57	3.48

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Aid allocation decisions	3.84	4.09	3.62	3.45	3.58	n/a	3.52
Publishes its criteria for allocating concessional aid funding	3.72	4.09	3.46	3.20	3.35	n/a	3.32
Allocates concessional aid funding according to the criteria mentioned above	3.95	4.09	3.77	3.70	3.82	n/a	3.74

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Performance-oriented programming	3.64	3.40	3.83	3.92	3.88	3.97	3.81
Sets targets to enable monitoring of progress in project implementation at country level	3.88	n/a	3.83	3.92	3.88	3.97	3.81
Subjects new loans and credits to impact analysis prior to approval	3.40	3.40	n/a	n/a	n/a	n/a	n/a

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Linking aid mgt to performance	3.58	3.58	n/a	n/a	n/a	n/a	n/a
Links loans and credit to expected development results	3.58	3.58	n/a	n/a	n/a	n/a	n/a

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Using performance information	3.56	3.42	3.59	3.67	3.63	3.78	3.55
Uses information on country performance to plan new interventions at country level	3.87	n/a	3.83	3.91	3.87	3.97	3.78
Tracks implementation of evaluation recommendations reported to the Board	3.60	3.29	3.73	3.87	3.81	3.96	3.72
Uses project, sector and country information on performance to revise corporate strategies	3.55	3.55	n/a	n/a	n/a	n/a	n/a
Actively manages 'unsatisfactory' activities from the previous fiscal year	3.23	n/a	3.22	3.24	3.23	3.40	3.14

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Delegating decision making	3.45	n/a	3.27	3.58	3.44	3.76	3.25
Project tasks are managed at a country level	3.47	n/a	3.31	3.61	3.45	3.68	3.32
Can propose new loan/credit activities locally, within a budget cap	3.43	n/a	3.23	3.54	3.42	3.84	3.19

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Managing human resources	3.31	3.28	3.19	3.59	3.39	3.49	3.32
Uses results-focused performance agreements for senior staff	3.53	3.53	n/a	n/a	n/a	n/a	n/a
Keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level	3.39	n/a	3.19	3.59	3.39	3.49	3.32
Transparently recruits and promotes staff based upon merit	3.27	3.27	n/a	n/a	n/a	n/a	n/a
Uses a transparent system of incentives and rewards to manage staff performance	3.02	3.02	n/a	n/a	n/a	n/a	n/a

Relationship Management

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Contributing to policy dialogue	3.57	3.22	3.60	3.60	3.59	3.86	3.41
Supporting national plans	3.48	n/a	3.34	3.60	3.48	3.71	3.29
Harmonising procedures	3.44	n/a	3.07	3.79	3.44	3.62	3.31
Using country systems	3.19	n/a	3.21	3.17	3.19	3.32	3.11
Adjusting procedures	2.85	n/a	2.69	2.98	2.85	3.09	2.69

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Contributing to policy dialogue	3.57	3.22	3.60	3.60	3.59	3.86	3.41
Provides valuable inputs to policy dialogue	3.83	n/a	3.90	3.77	3.83	4.01	3.70
Respects the views of clients/partners when it undertakes policy dialogue	3.31	3.22	3.29	3.42	3.34	3.71	3.11

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Supporting national plans	3.48	n/a	3.34	3.60	3.48	3.71	3.29
Supports funding proposals designed and developed by the national government or clients /partners	3.54	n/a	3.38	3.69	3.54	3.66	3.45
Applies conditionality that corresponds with the national government's goals and benchmarks	3.41	n/a	3.30	3.51	3.41	3.76	3.13

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/ Blend
Base n=	258	68	99	91	190	79	111
Harmonising procedures	3.44	n/a	3.07	3.79	3.44	3.62	3.31
Participates in program-based approaches (other than through budget support)	3.54	n/a	3.23	3.84	3.54	3.64	3.47
Participates in joint missions	3.47	n/a	3.11	3.82	3.47	3.54	3.41
Technical assistance is provided through coordinated programs in support of capacity development	3.32	n/a	2.89	3.70	3.32	3.66	3.04

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Using country systems	3.19	n/a	3.21	3.17	3.19	3.32	3.11
Expected disbursements are recorded in governments' national budgets	3.95	n/a	3.87	4.03	3.95	3.88	4.00
Uses national budget execution procedures in making loans/credits	3.30	n/a	3.37	3.24	3.30	3.41	3.23
Encourages mutual accountability assessment of Paris Declaration and AAA commitments	3.20	n/a	3.21	3.19	3.20	3.58	2.96
Uses national financial reporting procedures in making loans/credits	2.91	n/a	2.83	2.98	2.91	2.97	2.88
Uses national auditing procedures in making loans/Credits	2.84	n/a	2.80	2.87	2.84	2.69	2.94
Uses national procurement systems in making loans/credits	2.76	n/a	2.70	2.80	2.76	3.21	2.50
Uses project implementation units that operate in parallel to the government	2.66	n/a	2.83	2.50	2.66	2.74	2.61

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Adjusting procedures	2.85	n/a	2.69	2.98	2.85	3.09	2.69
Uses procedures that can be easily understood and followed by clients/partners	2.92	n/a	2.67	3.12	2.92	3.28	2.67
Adjusts overall portfolio in country quickly, to respond to changing circumstances	2.91	n/a	2.88	2.93	2.91	3.05	2.80
Flexibly adjusts its implementation of individual projects/programs as learning occurs	2.87	n/a	2.70	3.00	2.87	3.09	2.73
The length of time it takes to complete procedures does not negatively affect implementation	2.72	n/a	2.52	2.88	2.72	2.93	2.56

Knowledge Management

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Monitoring external results	4.13	<u>4.39</u>	3.43	3.76	3.59	3.94	3.38
Presents performance info	3.73	3.73	n/a	n/a	n/a	n/a	n/a
Disseminating lessons learned	3.49	3.49	n/a	n/a	n/a	n/a	n/a

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Monitoring external results	4.13	<u>4.39</u>	3.43	3.76	3.59	3.94	3.38
Has an independent evaluation unit that reports directly to the Board or Governing Council	4.63	4.63	n/a	n/a	n/a	n/a	n/a
Ensures that an adequate proportion of completed programs and projects are subject to independent evaluation	4.15	4.15	n/a	n/a	n/a	n/a	n/a
Requires the involvement of key clients and beneficiaries in monitoring and evaluation functions	3.61	n/a	3.43	3.76	3.59	3.94	3.38

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Presents performance information	3.73	3.73	n/a	n/a	n/a	n/a	n/a
Reports to the governing body on performance, including on outcomes achieved	3.82	3.82	n/a	n/a	n/a	n/a	n/a
Reports to the governing body on performance in relation to its Paris Declaration commitments	3.64	3.64	n/a	n/a	n/a	n/a	n/a

	Mean scores						
	Total	HQ	CD	CL	Total 9 country	IBRD	IDA/Blend
Base n=	258	68	99	91	190	79	111
Disseminating lessons learned	3.49	3.49	n/a	n/a	n/a	n/a	n/a
Identifies and disseminates lessons learned from performance information	3.56	3.56	n/a	n/a	n/a	n/a	n/a
Provides opportunities at all levels of the organisation to share lessons from practical experience	3.43	3.43	n/a	n/a	n/a	n/a	n/a

Appendix IV Mean Score by Respondent Group

	Mean scores			
	Total	HQ	CD	CL
Base n=	258	68	99	91
Monitoring external results	4.13	4.39	3.43	3.76
Financial accountability	4.00	4.12	3.73	3.95
Aid allocation decisions	3.84	4.09	3.62	3.45
Presents performance information on effectiveness	3.73	3.73	n/a	n/a
Performance-oriented programming	3.64	3.40	3.83	3.92
Country focus on results	3.61	n/a	3.48	3.73
Linking aid management to performance	3.58	3.58	n/a	n/a
Contributing to policy dialogue	3.57	3.22	3.60	3.60
Corporate focus on results	3.57	3.57	n/a	n/a
Using performance information	3.56	3.42	3.59	3.67
Disseminating lessons learned	3.49	3.49	n/a	n/a
Focus on thematic priorities	3.49	3.51	3.22	3.72
Supporting national plans	3.48	n/a	3.34	3.60
Providing direction for results	3.47	3.49	3.45	3.48
Delegating decision making	3.45	n/a	3.27	3.58
Harmonising procedures	3.44	n/a	3.07	3.79
Managing human resources	3.31	3.28	3.19	3.59
Using country systems	3.19	n/a	3.21	3.17
Adjusting procedures	2.85	n/a	2.69	2.98