



MOPAN 2015-16 Assessments

The World Bank

Executive Summary

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

Context

THE WORLD BANK

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

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

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

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

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

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

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

Organisation at a glance

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

Overall performance

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

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

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

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

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

Key strengths and areas for improvement

Key strengths

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

Areas for improvement

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